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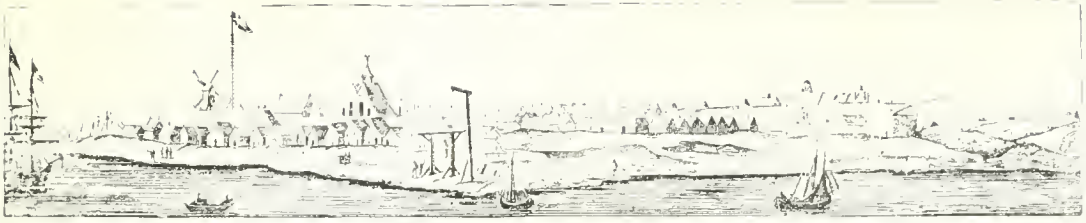
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New York Commerce



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A SOUVENIR OF

NEW YORK CITY

OLD AND NEW

NEW YORK COMMERCIAL

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New York

The Imperial City of the World; the commercial and financial capital of the universe; a subject so stupendous that type and pen are at a loss to portray.

A city of success built at the gateway of a land so marvelous that the world's history affords no country with which to compare. It is the dream city not only for those who owe allegiance to their own, but to the oppressed of every land.

The story of this transcendent monarch of all municipalities is the most entrancing that the world has ever known. Ninevah and Babylon and Rome after centuries of vitality reached the apex of commercial importance and faded before the sun of a newer civilization. Twenty centuries ago London and Paris were known to the merchants of the world, while New York is measured by less than three.

During the nearly one and one-quarter centuries of the life of the New York Commercial, New York has risen from a comfortable and thriving place of sixty thousand people to the position she occupies today, the unquestioned metropolis of the world. This growth, almost incomprehensible in its magnitude, forms a series of high-lights more fascinating than any fable ever conceived by the mind of man.

The New York of a century ago lies buried beneath the waves of its own prosperity. The New York of but a score of years ago is unrecognizable in its present garb. To those of us who were born and bred within its confines the changes are more wonderful than to him who sees it for the first time.

In the distracting race to keep abreast of the mad procession too little thought is given to the men and things that go to make up the solid base of our material progress. The mind, stimulated by the modern press, thinks only of the passing moment or of the morrow and pays little heed to the great underlying basic principles that make this wonder-city what it is.

This work brought out by the staff of a newspaper which has devoted more than a hundred years to the upbuilding of the commercial side of the city and nation illustrates for its readers the human side of the progress of which it has had the good fortune to form a part. It chronicles the development of the comparative into the superlative, and in the telling of it has undertaken to demonstrate the reasons why New York business of every character has come to lead the world in its endeavor. The changes are so swift that too much can never be said or written upon the subject.

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NEW YORK--OLD AND NEW

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CHAPTER ONE

New York in 1795

THE KIND OF CITY IT WAS WHEN JOHN JAY BECAME GOVERNOR—SOCIAL AND POLITICAL ASPECTS—THE JAY TREATY AND ITS RESULTS.

IN 1795 New York had emerged from its Colonial dependence, was no longer Dutch or English (though the descendants of the Dutch still held a prominent place in its citizenship), and had become distinctively American. New Amsterdam had long before seen the sunset of its brief and pioneering day. The royal Stuarts, who had long counted the New York "Colonials" as among the most loyal and obedient of their subjects, had overdone their program of ruling those same Colonials as inferiors to be pressed and strait-jacketed into unmurmuring submission.

New York had become American, crudely at first, but growing into consciousness of a governmental ideal broadly founded on the consent of the governed. George Washington was still President in 1795, with two more years to serve, but the Federal Capital had been removed to Philadelphia, there to remain until some location should be found where local affairs could be entirely under Federal control. New York remained the State Capital, and its people were largely concerned with the issues of State politics.

New York in 1795 was proud of its greatness as the home of something like forty thousand people. The exact figures are not known, for it was not a census year, but the figures of the decennial years preceding and following were 29,906 in 1790 and 60,515 in 1800, an increase for the decade of 30,609, or more than 100 per cent.

In many aspects, social and political, the people and their ways were crude and unpolished. But there was also an upper stratum of people who from reasons of wealth, birth or education, comported themselves as being, at least socially, a select and in a measure a higher class. This had been especially manifest in New York in 1789 and 1790, when New York was the Capital of the United States and socially what came to be called, not inappropriately, "President Washington's Republican Court." The "Court" had been removed

to Philadelphia but an important section of its social circle had remained in New York. Among its members were men who had distinguished themselves in many fields, many of them tried and proved patriots whose services in the Revolution or in the Federal councils sufficiently attested their fealty to the United States. But their birth and training had taught them to regard themselves, and to act, as a class aloof and apart—fashionable, elegant, refined, and to a considerable degree punctilious. They had in fact brought over the traditions of English aristocracy into a republican regime with which, it seemed to many, they were not quite congruous. Speaking of the "levees" of President Washington (or more correctly of Mrs. Washington), during the period when New York was the Federal Capital, one of our historians has said: "None were admitted to the levees but those who had either a right by official station to be there or were entitled to the privilege by established merit and character, and full dress was required of all."

When the Capital was removed those New Yorkers who moved in high society still kept up their social intercourse. Mrs. John Jay, who was a daughter of William Livingston, governor of New Jersey, was the most prominent social leader. She had been with her husband during his residence for four years and a half in Madrid and Paris. While there she had been a prominent figure in the gayeties of the French Court, and the friend of Marie Antoinette (to whom Mrs. Jay was said to bear a striking resemblance), and of many prominent ladies of the French nobility. In New York society her house became the rallying center of the socially notable.

The people outside of the select circle which had surrounded the President exhibited great wrath at the formality and pomp of what they called the "royalist" court. The furor of French sympathy which took hold of the populace when news came

of the success of the French Revolution in 1793 accentuated this feeling. Partisans vied with each other in their ardor to honor and copy the French Revolutionists. When almost immediately following the Revolution, war broke out between France and England it had quick reflex action upon the social and political alignments in America. Pro-French and Anti-English became synonymous terms and the excesses and horrors of the Reign of Terror, with the activities of "Madame Guillotine," seemed to in nowise diminish the pro-French ardor of a large number of those who wore the tricolor, addressed each other as "Citizen" and sang "Ca Ira" in the streets. Some, however, lost their French sympathies when the excesses of the Terror came to light.

This cleavage on the French Revolution found on one side the Federalists, led in New York by John Jay, Alexander Hamilton and Richard Varick, Mayor of New York. Local leaders on the other side were Edward Livingston, Aaron Burr, Governor George Clinton and his abler nephew DeWitt Clinton, men of influence in the Republican party (then so named but later officially adopting the title of "Democrats" used against them by the Federalists).

Controversy raged fiercely over the question of neutrality in the war between Britain and France. The French Revolution had fired the popular enthusiasm and the radicals of the Republican party wore the tricolor in token of their entire sympathy and approval. They had lionized "Citizen" Genet, who had come in 1793 to represent the new French Republic, and belonged to the Girondist faction of the French revolutionists. Some of them supported the cantankerous "Citizen" in his insolent defiance of Washington which led to his recall in 1794. But Genet did not go back to France. The Girondists, who had been in the ascendant when he was appointed minister, were at the time he was recalled being guillotined by the party then in power in Paris, the Jacobins of the Mountain. So Genet came from Philadelphia to New York, courted and married the daughter of Governor George Clinton and became a citizen of New York until his death here in 1836.

Washington had declared neutrality in the war between England and France and at about the time of Genet's recall had taken John Jay, Chief Justice, away from the bench of the Supreme Court and sent him to England to negotiate a treaty of commerce. It was a difficult job, not only because negotiations with Britain at that time called for a most watchful and judicious mind but also because of the certainty that any treaty with England would be sure to bring down a storm of denunciation from the pro-French Republican partisans. The treaty with Great Britain that he negotiated brought great advantages of trade and comity though it was predicated on a continuance

of neutrality in the Anglo-French war. Jay had not returned with the treaty when the election for Governor was held in April, 1795, Jay being selected by the Federalists and Robert Yates by the Republicans as candidates for that office. Jay was elected by sixteen hundred votes. He arrived in the city on May 28, 1795, with his treaty and was inaugurated on July 6th. It was known that Jay had completed a treaty with Great Britain and that was enough to raise a hue and cry against him by the radical agitators of the opposing party.

The outbreak of invective and vituperation was violent in the extreme. The verdict of history is that the United States has had no citizen of purer purpose and motive than John Jay, no more patriotic citizen and no more incorruptible man. But before the Senate had been given time or opportunity to pass upon it, mass meetings had been held in New York, Philadelphia and Boston which passed resolutions condemning the treaty and denouncing its author. The New York meeting was held in front of the City Hall at Wall and Broad Streets. Richard Varick, the Mayor, and Alexander Hamilton, who had resigned from the position of Secretary of the Treasury in January to resume the practice of law in New York, both used their efforts to keep the meeting within the bounds of calm consideration. Edward Livingston, who was afterwards Mayor, was selected as Chairman. He had just entered Congress and was one of the foremost of the Republican opponents of the Jay treaty and of Federalist measures in general. The audience was hostile and Hamilton, who had never before failed to gain the attention of those whom he addressed, was assailed with missiles. A stone struck him on the forehead but he said, without any apparent excitement, "If you use such striking arguments I must retire." As he suited the action to the word the mob hurried away to Bowling Green where they burned what purported to be copies of the treaty, unfurled the French flag and made demonstrations against the British. There were several anti-treaty meetings, at one of which Jay was hanged in effigy, as he was also at a similar gathering in Philadelphia, where Congress was in session.

The treaty was ratified by the Senate and petitions poured in asking Washington not to sign it. But the merchants of the country, fully alive to the benefits of untrammelled commerce, were almost unanimous in favor of the treaty. The Chamber of Commerce of the State of New York, from its first organization to the present time a representative of the best business and economic interests of the city, held a meeting with seventy members present and approved the treaty by a vote of 60 to 10. With some modifications the treaty was signed by President Washington and became valid.

The New York of 1795 is not easily within

the range of mental vision of the New Yorker of 1917. In population it numbered between thirty-five thousand and forty thousand but the physical surroundings were vastly different from those that now prevail.

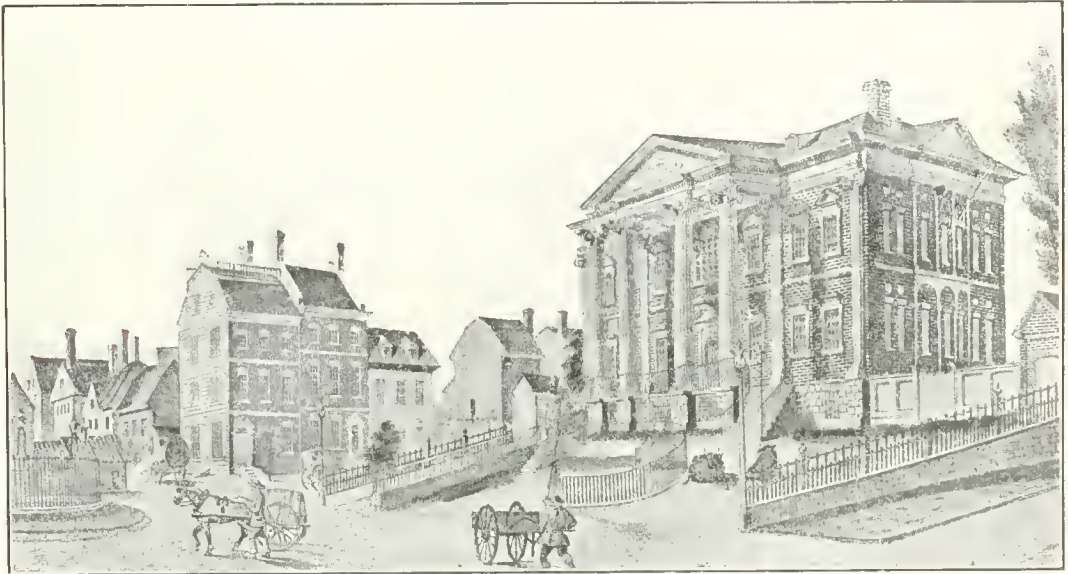
There were practically no sidewalks. The first one was laid in the city in 1790, a very narrow pavement of brick "scarcely allowing two lean men to walk abreast, or one man alone," one chronicler tells us. It was laid on both sides of Broadway from Vesey Street to Murray Street.

Broadway until 1760 extended only from Bowling Green to what afterward became Vesey Street. Beyond that the Commons (occupying ground now covered by City Hall Park and the Post Office), was bounded on the west by the Church Farm.

tion. He continued to conduct it for some years after the Revolution.

In 1794 the city authorities decided to make Great George Street a part of Broadway and paved the street and planted trees from Vesey to Duane Street, and the same year Reade and Duane Streets were laid out and opened to the public. There had been for several years before that very little public improvement but after this beginning much more was undertaken.

The Commons had lost that character with the fencing in of the property with a post and rail fence because the extension of residences and business south of the park had made it a matter of public inconvenience to allow cattle and other animals to run at large upon the green. So while the older residents still spoke of it as "the Com-



The Government House, "Whitehall," Erected in 1786 on Site of Old Fort Facing Bowling Green Where the Custom House Now Stands.—This House Was Originally Designed for President Washington, but Was Used Later for New York Governors.

In 1760 a continuation of Broadway from Vesey to Barley (Duane) Street and facing the Commons, was surveyed under the name of Great George Street but was not paved or improved until after the Revolution. There was an old house on the corner of the Church Farm at Vesey Street, originally the farm house of the Church Farm, and on the site until recently occupied by the Astor House. In its last days it was known as the Drovers' Inn. Near the corner of Murray Street and Great George Street was a public garden and tavern conducted by Abraham de la Montagne, which had been the first headquarters of the Liberty Boys before the Revolution, until the landlord, who evidently did not let politics interfere with business, let the place for a Royalist celebra-

tion. He continued to conduct it for some years after the Revolution. Before 1795 the post and rail enclosure had been succeeded by the more sightly wooden palings which continued to be used until 1816, iron railings then being substituted. The completion of the change was commemorated by a public celebration.

Inside the enclosure there stood in 1795 the Almshouse, built to take care of the city's poor in 1736 and occupying almost the identical site of the present City Hall. West of the Almshouse was the City Prison, completed in 1764, and east of the Almshouse was the Bridewell, built in 1775 with the proceeds of a public lottery and continued in use until 1839, when it was taken down. Its stones were used in the construction of the Tombs. Both the jail and Bridewell were used as prisons

for patriots by Cunningham, the brutal Provost Marshal, during the British occupation. A little north of these structures was the negro burial ground, set apart in New Amsterdam days for the burial of negroes, slave or free. This in 1796 was taken over by the city in exchange for other property in order that Chambers Street, which up to that time had been laid out only west of Broadway, should be extended east of that thoroughfare to Chatham Street (now Park Row).

In 1795 Bowling Green was as now a fenced enclosure. Previous to 1732 it was called "the Plain before the Fort," the Fort under various names occupying the site of the present Custom House from the earliest settlement of New Amsterdam. In 1732 "the Plain" was leased to John Chambers, Peter Bayard and Peter Jay "in order to be enclosed to make a Bowling Green thereof, with walks therein, for the beauty and adornment of said street, as well as for the recreation and delight of the inhabitants of the city." This lease was for eleven years at a rental of a peppercorn a year and was renewed on its expiration for another eleven years for a rental of twenty shillings per annum. When the bowling feature was discontinued is not recorded but it was made the site for an equestrian statue of George III in 1770, ordered erected by the Provincial Assembly as a popular tribute to that obstinate monarch in gratitude for the repeal of the Stamp Act. It was in the year following that the Green was ordered fenced in to make a more fitting setting for the royal statue. The statue was of lead and when, on July 9, 1776, the Declaration of Independence was ratified by the Provincial Congress of New York, the Liberty Boys, led by Isaac Sears, marched down Broadway to Bowling Green, toppled His Leaden Majesty from his pedestal and chopped him up into convenient chunks which were shipped to Litchfield, Conn. There Governor Oliver Wolcott's patriot wife and daughters molded the royal lead into bullets which were put into ball cartridges in order that the royal troops might, as a cynical patriot observed, "have melted majesty fired at them." After the British occupation the Green was leased to Chancellor Livingston for two years from 1786, conditioned that he should at his own expense "manure the ground, sow it with grass and have it well laid down as a green."

The Fort which faced Bowling Green to the south was demolished in 1790 in order to make room for the Government House, provision for which had been made with the idea that New York was to remain the Federal Capital and the house was to be dedicated to the President's use. But the capital was removed before the house was ready for occupancy and was diverted to the use of the Governor as a residence mansion. It was so occupied by Governors Clinton and Jay and in

order to further minister to gubernatorial convenience it was ordered in 1795 that Bowling Green should be appropriated to the use of the Governor for the time being, an arrangement that continued until 1798.

Lower Broadway in 1795 contained numerous residences of prominent New Yorkers. Alexander Hamilton had removed from Wall Street to No. 23 Broadway; Nicholas Low, prominent merchant and capitalist who had been a leader in the New York convention that adopted the United States Constitution, lived at No. 24; Judge Lawrence at No. 52; Josiah Ogden Hoffman, Grand Sachem of the Tammany Society, at No. 68; Cadwallader D. Colden, eminent lawyer, at No. 70, and a new large stone mansion newly erected by Governor Jay stood on the east side of Broadway below Wall Street.

A few years later, when the State Capital had been moved to Albany, the character of Lower Broadway greatly deteriorated and these houses and others which had been the homes of notable people had in twenty years passed into the possession of boarding-house keepers.

Pearl Street from John Street to Hanover Square was a fashionable region in 1795. Governor George Clinton (whose term expired that year), Lieutenant-Governor Broome, and Richard Varick, then Mayor, lived there; Isaac Roosevelt, president of the Bank of New York, the city's first bank, lived in a comfortable mansion at 333 Pearl Street at Franklin Square, and just across the way was the Walton House, which had been built forty years before by William Walton, a wealthy merchant. It was the architectural wonder of Provincial days and was referred to in a debate in Parliament as "an example of Colonial extravagance and a proof of the ability of the people to pay the royal taxes." It became the first home of the Bank of New York from 1784 to 1787 and afterward passed through several stages of descent until it became a dilapidated tenement and was torn down in 1881. Pearl Street had many more distinguished occupants, including the Brinckerhoffs, the Jays, the Waddingtons, the Radcliffes and other socially prominent families. In another and not fashionable section of Pearl Street was located a genius who was destined to become one of the most famous citizens of the United States. In an unpretentious store or shop on Pearl Street, between Cherry and Monroe Streets, John Jacob Astor paid cash for skins of muskrats, beavers and raccoons, sold furs and also acted as agent for the sale of pianos made by Astor & Braidwood in London, of which firm his brother was the senior member. He had come from his native town of Waldorf in Germany, near Heidelberg, and built up in legitimate mercantile adventure a great fortune which, invested with rare judgment in New York

real estate, created the famous Astor fortune. The fur trade was the vehicle of his first great success. He had himself incorporated as the American Fur Company, bought out the Mackinaw Company and all its forts, established a line of trading posts across Oregon to Astoria—which was named for him—and developed a rich China trade.

Some interesting reminiscences of this period were published in *The Talisman* of 1829 and 1830 under the pen-name of Francis Herbert by Gulian C. Verplanck, a substantial merchant who, returning after several years' absence from New York, recalled many notable scenes, incidents and personalities of New York in the last years of

city in 1795. Volney, distinguished philosophical writer who was saved from execution by the fall of Robespierre, came here that year; Andre Michaux and his son Francois, famous French botanists, first interpreters of our American sylvia to the scientists of Europe, were among many others.

Wall Street had in earlier years been the home of many prominent people. Alexander Hamilton had only recently removed from his home in Wall Street to his new Broadway residence. General Lamb, distinguished patriot and Revolutionary soldier, had an imposing residence in Wall Street near William Street and held the office of Collector of the Port. When the City Hall was



Broad Street and Exchange Place in 1690.

the Eighteenth Century. Among those in New York in 1795 was the famous Duke de Talleyrand-Perigord, unfrocked bishop and skeptic, variously estimated as the good angel or evil genius of France according to the point of view, whose "Memoires" are replete with caustic epigrams and cynical analyses. He left France for England before the Terror, adroitly evaded the omnivorous appetite of "Madame Guillotine" by visiting the United States in 1794 and remaining until it was safe to return to Paris in March, 1796, to become for a long period the most influential statesman of the Napoleonic era in France. While in New York he frequented the houses of Hamilton and Noah Webster.

Many other distinguished visitors came to the

turned over to the United States and became the Federal Building, in which the sessions of Congress were held, Wall Street became a great shopping thoroughfare and a fashionable afternoon promenade.

After the capital was removed to Philadelphia the attraction of Wall Street as a shopping center diminished and its career as the focus of financial activities began. In 1795 the merchants and traders of New York made their principal meeting place the Tontine Building at Wall and Water Streets. In 1792 there had been a meeting of twenty-four brokers of New York under a cottonwood tree opposite the building at 60 Wall Street where an agreement had been made and signed regulating rates of commission. These

brokers used the Tontine Building for their somewhat irregular meetings for several years but kept their organization intact and developed it until it finally became the New York Stock Exchange.

An organization which had at this time already attained considerable prominence, having its headquarters in 1795 at Barden's Tavern, also called the City Tavern, in Broadway, corner of Murray Street, was the Tammany Society or Columbian Order which had been organized on May 12, 1789, about two weeks after General Washington had taken the oath of office as the first President of the United States. The Order of the Cincinnati, made up exclusively of officers in the Patriot Army and their descendants, had been previously organized. There was considerable criticism of that society, chiefly because of its hereditary feature. The new society was organized as an association of like patriotic purposes without the aristocratic and hereditary restrictions of the Cincinnati. It was named after Tamanend or Tammany, a Delaware brave who had been especially friendly with the European settlers in Pennsylvania. It was first called the "St. Tammany Society," the "St." being really an ironical mimicry of a number of organizations referring to British or other descent such as the St. George, St. Andrew and St. Patrick Societies. Tammany chose for itself a good American saint or something near it: for legend had built around that friendly redskin a record of good deeds that almost had the stamp of sanctity. For the first few years the Tammany leaders and the Cincinnati fraternized on patriotic celebrations and politics had not taken definite shape. But the Cincinnati were largely Federalists and the Tammany people, at first by no means politically solid, became more and more imbued with the ideas of the Republican (Democratic) party, opposed Federalist policies, backed up Citizen Genet and made vigorous protest against the Jay treaty. It was its opposition to Jay that crystallized the political views of Tammany as anti-Federal. It had some very able men in its ranks. Josiah Ogden Hoffman, Chief Sachem of the society, was one of the city's most prominent lawyers. De Witt Clinton, nephew of Governor George Clinton, who was a young man of brilliant gifts, was clerk of the society at that time but was later to become Tammany's most dreaded opponent.

According to David T. Valetre, long clerk of the Common Council of New York and a valuable contributor in his various editions of the Corporation Manual to the fund of knowledge of local history—and chronicler also of Tammany, of which he was an influential member—the democracy of Tammany was practically crystallized in 1795. He tells us that in that year, "at the time of excitement about the Jay treaty, the minority of the United States Senate, who voted

against it, were toasted by the Society; so it would appear that Federalism in it, at that time, was not remarkably strong." This is very true and by the date of 1800, when the Jefferson candidacy brought about the practical extinction of the Federal party, Tammany to a man backed the Sage of Monticello.

Yet there was no single measure of government during the first two administrations which did more for the material prosperity of the United States than the Jay treaty. It brought about a new birth of commercial freedom and with it a large and immediate accession of commerce to New York. General Frederick Dent Grant in an address on the centennial anniversary of the treaty in 1895, said:

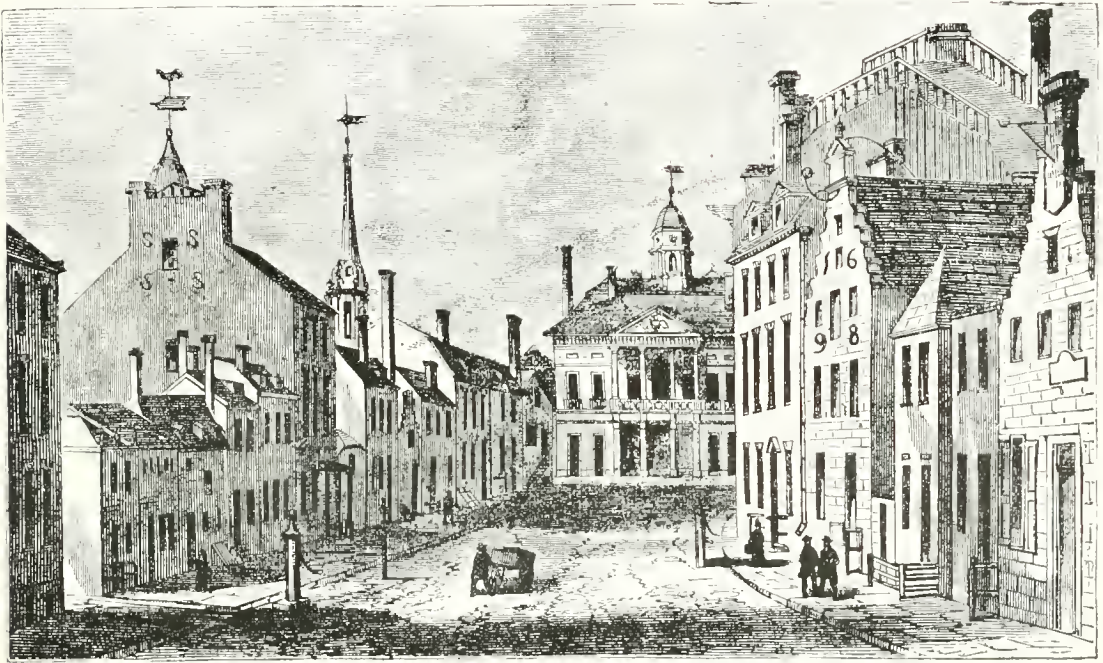
"The results of the treaty were immediate and salutary. War was averted and confidence restored. Foreign trade jumped from \$67,643,725 in 1794 to \$117,746,140 in 1795; and in 1796 it reached \$140,010,789 in amount. Shipbuilding in America received its first great impetus. Though foreign trade more than doubled from 1794 to 1796 the proportion of trade in American-built ships was only 86 per cent. of the whole in 1794 and in 1796 it was 90 per cent. of the whole. Up to 1810 the steady growth continued with some slight fluctuations."

Grant Thorburn, who in New York founded a pioneer seed house, came to the city from Scotland in 1794 and engaged at first as a nailmaker, forging the nails by hand. His experience coincides with general accounts of the prevalence of those of Dutch ancestry in the population of New York. When he arrived, he said in his reminiscences, he saw all things in the Dutch character: "Dutch houses, goods and manners, also Dutch words, Dutch men, and Dutch lasses. The great majority of vessels were then advertised as bound for Amsterdam and Rotterdam, and but few at that time for Liverpool and London. The Bear (now Washington) Market was supplied principally from Flaverstraw, Hackensack, Bergen, and Communipaw and unless you could talk a good portion of Dutch it was of little use to go there to traffic." The Paas (Easter) and Pinxter (Whitsuntide) holidays were then of universal observance. Mr. Thorburn told ruefully how he had saved a little sum for the purpose of joyfully observing the Paas festivities but, having heard that out-of-town lots located where Leonard Street now runs into Broadway were selling at fifteen dollars a lot, he made up his mind to buy one, believing it would increase in value, but a companion argued him out of his resolution and he spent the money enjoying the season's amusements. He recalled forty years later that his lot, if he had bought it, would then be worth three hundred dollars. Mr. Thorburn's reminiscences contain many interesting statements of social conditions in 1795, one item concerning the

medical profession of that day being that Dr. Charlton was the only doctor then in New York who "kept a gig," which seems to reveal conditions as woefully primitive in comparison with these present days of motoring medicos. Dr. Charlton was, however, a very notable practitioner, an Englishman who began his practice in New York in 1762, married into the prominent DePeyster family, lived on Long Island during five years of the war and returned to the city in 1781. He had a fashionable clientele and became a wealthy man. Dr. Samuel Bard, professor of theory and practice of physic in Columbia College and one of the founders in 1769 of the New York Hospital; Dr. John Cochrane, who had been director-general of United States hospitals in the Revolu-

tion. They and the other physicians of 1795 were all busy that year because of a visitation of yellow fever said to have been brought to the port by a British frigate which visited the harbor.

Yellow fever had visited New York before, first in 1702. In 1791 it had appeared in late autumn but was soon stopped by frost. In 1795, however, it manifested its presence early in August. The disease spread rapidly and though great numbers of the citizens fled in terror to country places there were seven hundred and thirty-two deaths from that disease. The *New York Journal* of October 17, 1795, declared that the visitation was practically over and that of those who had the disease not more than one in twenty died and that its victims were for the greater part new residents.



View of Federal Hall and Part of Broad Street. 1796.

tion; Dr. Richard Bayley, who was appointed health officer of the port in 1793, and known as "father of the Quarantine Act of 1799"; Dr. Samuel Latham Mitchill who, besides eminence in medicine gained distinction as a scientist (often referred to as the "Nestor of American Science"), as a classical scholar and linguist, as a philosopher and a scholar of widest learning, and as a public man, serving in the New York Legislature, and in Congress as Representative and Senator; Dr. Nicholas Romaine, lecturer on many branches of medicine; Dr. George Christian Anthon, authority on yellow fever; Dr. Wright Post, professor of anatomy in Columbia College and the most advanced American surgeon of that period; these are names historical in the annals of American med-

The cessation of the epidemic in 1795 was made the occasion for the initiation by Governor Jay of the practice of proclaiming a Thanksgiving Day for the State. He named November 26th for the day and asked that all should render thanks for the ending of the visitation. It is a peculiar illustration of the acrimony of political contention of that period that this act of Jay was made the target of bitter censure. He was accused of aristocratic or federalist assumption in attempting to dictate to the people anything about their religious conduct. As many of those thus criticizing Jay were at the time carried into the whirlpool of atheism by Thomas Paine's "Age of Reason," any favorable reference to the Almighty would naturally be distasteful to them, but the public

generally approved the proclamation and observed it faithfully.

Public education has reason to look back with interest to 1795 because that year saw the first State recognition of common schools as subjects of its solicitude. Prior to this liberal provisions had been made for colleges and institutions of higher education but none for the common schools. Governor George Clinton, who had been ex-officio Regent and Chancellor of the University of the State of New York, recommended in his last annual message that there should be an endowment for the common schools of the State. As a result a bill was passed in April, 1795, appropriating fifty thousand dollars annually for five years for the maintenance of common schools in the various towns of the State.

Another important event of an educational character was the completion in 1795 of the first building for the accommodation of the New York Society Library, the earliest loan library in America. The new building was located in Nassau Street at the corner of Cedar Street.

Slavery still existed in New York in 1795. All of the prominent families of the city owned household and other servants. The newspapers of the period carried advertisements of sale of slaves, and of runaway slaves for whose apprehension and return rewards were offered. As early as 1785 a society had been formed with the title of The Society for Promoting the Manumission of Slaves and for Protecting Such of Them as Have Been or May Be Liberated. John Jay was president of this society though he himself owned slaves. He explained that it was his policy to purchase slaves and to manumit them at proper ages and when their faithful services afforded a reasonable recompense. As Governor he adopted the policy of recommending legislation for the gradual abolition of slavery in New York State, but the fruition of this in legislation did not come until four years later, during Jay's second term, the first bill for gradual emancipation, introduced in 1795, being defeated in the Legislature by a tie vote in January, 1796.

Little had been done toward grading the thoroughfares and roads of the city. The Bowery Road, being part of the Boston Post Road, had houses as far as Grand Street, on both sides, but otherwise on the East Side north of Division Street and east of Montgomery Street was very sparsely settled. On the site now occupied by the Tombs Prison and several nearby blocks was a large body of water, the Collect Pond, or Fresh Water Pond, once a translucent lake fed by springs and forming the chief source of water supply for the city. In the early days the murder of an Indian on its banks was the cause of a serious uprising and in the city's history the name of this pond is always recurring. In 1781 during the British oc-

cupation it was visited by Prince William Henry, Duke of Clarence (afterward King William IV. of England), who was then a midshipman in Admiral Digby's squadron. He went to the Collect to skate, piloted by a young man from Dutchess County named Halleck. While he was skating the ice broke and the young prince slipped through into the frigid waters, from which he was rescued by young Halleck, who later became father of Fitz-Greene Halleck, the poet. West of the Collect, stretching away to the neighborhood of the Hudson Shore, was a tract of low swampy land known as Lisenard's Meadows, through which later a canal was dug in the center of what is now Canal Street. Further northwest was another considerable tract of swampy ground bounding the southern end of Greenwich Village. At the junction of Greenwich and Albany roads the Potter's Field had been removed the year before from a location downtown, but did not remain there very long, being again located in 1801 in what is now Washington Square.

The ferry to Brooklyn started from the Fly Market slip at the foot of Maiden Lane and was by sail-boat, the fare being ten cents. When the wind was contrary the passenger was given a good long voyage for his money. The ferry to Staten Island was also accomplished by sail boat and in stormy weather was a fairly formidable undertaking. The ferries to Paulus Hook, Pavonia, which later became Jersey City, and to other places on the New Jersey side of the river were in rowboats and barges propelled by oars or occasionally by sailboats when the wind set fair.

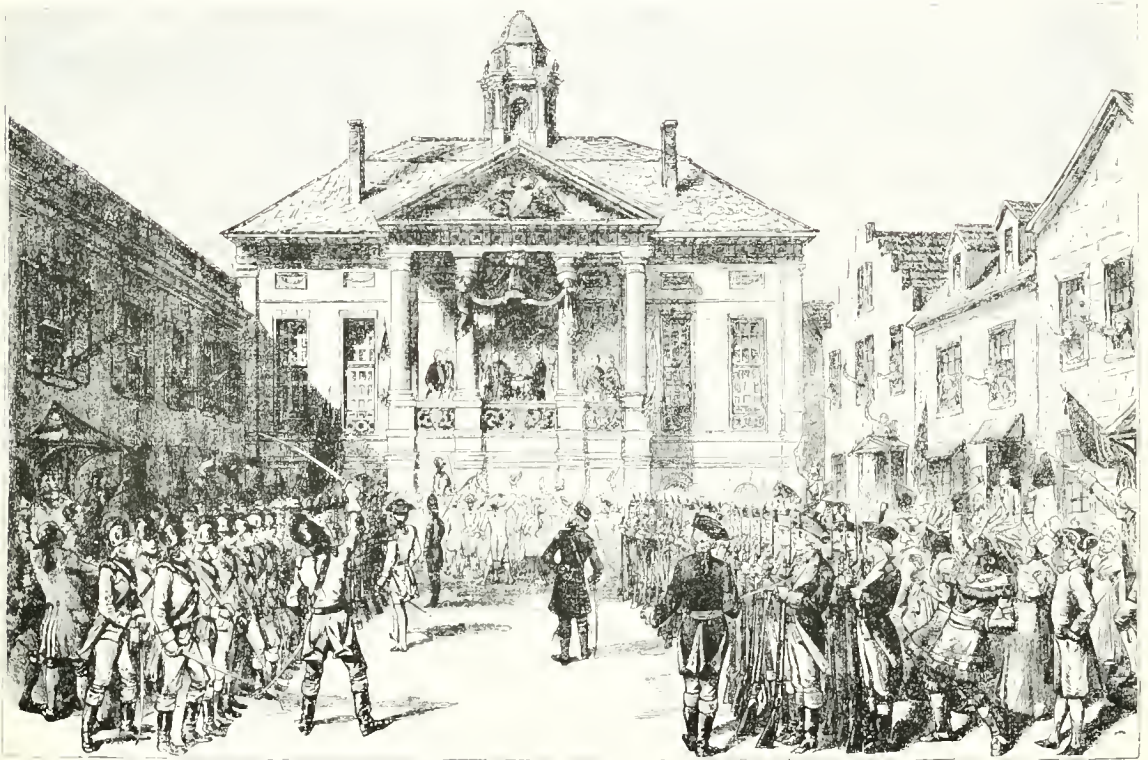
Art as a profession had not progressed very far in New York. There were a few American artists who had obtained distinction in portraiture, but at this date they were principally located in Philadelphia where the "Republican Court" was situated and followed the capital, later, to Washington. In 1795 the professional artists of New York were miniaturists, including Walter Robertson, John Ramage, Joseph Wood and others. The sole sculptor of New York at that time who had made any reputation was John Dixey, who came from Ireland in 1789. The only important public monument in the city was the statue of General Richard Montgomery, which still adorns the eastern portal of St. Paul's Church in Broadway. It was the work of Caffieri, a Parisian sculptor.

In architecture the city had some very attractive exteriors to its credit. The ornate quality of the Walton House in Franklin Square has already been referred to and the new residence of Governor John Jay in Broadway. The Kennedy House at No. 1 Broadway was also a fine residence, built in 1760 by Captain Kennedy, who afterward became the Earl of Cassilis. At 39 Broadway was the Bunker Mansion House, which had been the

residence of Washington during the second session of Congress.

In buildings of a more public character some of the most notable were the City Hall in Wall Street, occupying the site of the present Sub-Treasury; Government House, then used as the official residence of the Governor on the site of the old Fort and the present Custom House; the Merchants' Exchange, at the intersection of Broad and Bridge Streets; St. Paul's Church, built in 1766, substantially as it exists today; the Middle Dutch Church in Nassau Street, which had been used as a jail for military prisoners during the British occupation but restored after the war; The North Dutch Church in William Street, a substantial

dential districts of the city. The church became an independent parish in 1812, but remained at that location until 1843. The Lutherans were represented by Christ Church, a stone building at the corner of William and Nassau Streets; and there was a German Reformed Church in Nassau Street near John Street. The Presbyterians had an old stone church in Wall Street, erected in 1719 and enlarged in 1748, and the Brick Church in Beekman Street, which carried its name with it when it moved to Fifth Avenue and Thirty-seventh Street in 1857. There was also the Scotch Presbyterian Church in Cedar Street. Methodism, which had its American birth in 1766, had in 1795 three New York churches: Wesley



Inauguration of Gen. George Washington at Federal Hall, April 30, 1789.

brown-stone building with a tiled roof; Trinity Church, built to take the place of the building which had been destroyed in the fire which consumed a large section of the city on September 25, 1776, ten days after the British forces established themselves in New York. This second building was started in 1708 and finished in 1790, and dedicated March 25, 1791. It was an imposing Gothic structure surmounted with a tall spire and furnished with a chime of bells which was one of the prized attractions of the city. Trinity also had a chapel, St. George's, at the corner of Cliff and Beekman Streets, erected in 1752 when that locality was the center of one of the best resi-

Chapel, the mother church, in John Street; the second church, built in Forsyth Street in 1790, and a third which was erected in Duane Street in 1795. The only Roman Catholic Church in the city was St. Peter's Church in Barclay Street, built in 1786 on the site of the present building which succeeded it in 1836. The Friends had meeting houses in Liberty Street and Pearl Street; the Moravians had a Church in Partition (now Fulton) Street, near William Street, and the Jews had a neat stone synagogue in Mill Street. The Baptists had two churches, one in Gold Street near Fulton, built in 1790, and a new one built in 1795 in Oliver Street. Not all these buildings

had architectural pretensions but their enumeration serves to illustrate the fact that there was ample provision made to care for the religious needs of the New Yorkers of that day. It is safe to say that these churches drew a much larger percentage of the population to their services than is the case in our times, notwithstanding the fact that a large number were carried away by the wave of skepticism set in motion by Paine's "Age of Reason."

Higher education was represented by Columbia College, which had been established as King's College in 1755, was used first as a barracks and later as a military hospital during the British occupation, was rechartered by the New York Legislature in 1787 as Columbia College, and entered upon a prosperous and influential career. In 1795 it had about one hundred students attending its classical course and fifty students in medicine. In connection with it was the Columbia Grammar School, probably the most thorough and complete of the secondary schools of New York. Another good educational institution was Old Dutch Collegiate Church School which prepared its pupils for college. Because of its denominational connection most of the students from this school who continued by entering college chose Rutgers, which had formerly been the Queen's College. At the time of the establishing of King's College by royal charter it was as were all other royally chartered colleges closely connected with the church establishment. As a measure of conciliation the authorities in England had adopted the plan of helping the Dutch Reformed Church and its auxiliary institutions and had therefore established Queen's College in New Jersey in alignment with that church.

The only bank in New York in 1795 was the Bank of New York, of which Isaac Roosevelt was president. The bank was established in 1784, the prime movers in its organization being William Duer and General Alexander McDougal of Revolutionary fame. The latter was president of the bank from the time it was chartered until his death, two years later.

There were various newspapers published in New York at that time, some daily, some weekly. Among those that had been going longest (although none dated further back than the evacuation of New York by the British) were the New York Journal, the Daily Advertiser, and the Daily Gazette. Perusal of these papers shows that few of them published leading articles. To this, however, there was an exception in a then recently established newspaper first called *Minerva*, and afterward the *Commercial Advertiser*. Its projector and then editor was Noah Webster, who made it the vehicle of much and earnest criticism and argument on matters of public welfare. Topics of political and other interest are in those papers largely discussed by contributors who use pen-names, as Alexander Hamilton signed *Camillus*

or *Publius* and other names less classic. Many of these critics had little regard for the words used if only they were sufficiently biting. Besides newspaper contributors there were numerous pamphleteers no less virulent.

The Jay Treaty, which is the outstanding event that makes 1795 a red-letter year in American commerce, was in effect a charter of American commercial liberty, bringing to this country a substantial share in that "freedom of the seas" of which we have heard so much in the past few war-racked years. In securing for our vessels immunity from Great Britain's privateers the treaty opened up commercial inlets and outlets which have since been (except for a few years of later misunderstanding and conflict with Britain) very significant factors in the commercial prosperity of our great Republic. At first this new commercial life was voiceless. The newspapers of the day were immersed and saturated with politics and partisan venom. So far as tone is concerned Chauncey M. Depew was not far wrong when in a speech made a hundred years later he declared that the newspapers of 1795 were a disgrace to the period "which in their fullness of epithet and foulness of slander surpassed any of the present day. You take the worst papers we have today," continued Mr. Depew, "and they are of Addisonian cleanliness compared with the newspapers of Washington's generation."

These papers paid little or no attention to business news and furnished no means of communication for merchants and business men in different parts of the country. The opening for such a medium appealed to Mr. James Oram, an enterprising New York printer, and on December 19, 1795, he issued a little paper the size of a letter sheet under the title of *New York Prices Current*. The office was at 33 Liberty Street, the name of which had been recently changed from Crown Street, and it was published every Monday. It was a mere list of prices but it grew with the years, other publications being combined with it, a continuous line of publications now consolidated in the *New York Commercial*, which is thus the oldest commercial paper in America and like its earliest progenitor is purely and absolutely a paper devoted to business interests.

John Street Theatre, which was opened in 1767, was the only theatre in New York in 1795. It had an interesting career in pre-Revolution days and during the British occupation was renamed the Royal Theatre and was the center of dramatic attraction for the officers of the British Army and the Tory belles and beaux. After the British left it resumed its old and more Republican name and, while other theatres were opened and closed, was the only one that persisted. Lewis Hallam was the manager of the theatre during the years when Congress was in New York and there was a

special stage box in which on several occasions President Washington and Vice-President Adams viewed the performance together. The building, which was near Broadway, was large but by no means elegant and had become considerably dilapidated by 1795. The yellow fever caused it to be closed in the fall after a prosperous winter and spring season.

Ricketts, a skilful equestrian who had made quite a professional success in Philadelphia, came to New York in 1795 and opened his New Amphitheatre, which he conducted for two years, after which Wignell & Reinaglo of Philadelphia became lessees of the house and reopened it as the Greenwich Street Summer Theatre.

mous backer of the Jay treaty and the relief it brought to American commercial interests. Comfort Sands, who was its President in 1795, was a native of New York, born in 1748 and died at a ripe old age in 1834. He was a prominent and successful merchant in New York City and an active patriot throughout the Revolutionary war, served as a member of the New York Congress and auditor of public accounts from 1776 to 1881. He was a public-spirited citizen and was identified with all the movements for mercantile progress.

Among the evidences of trade progress may be given the relative totals of tonnage as reported by the Secretary of the Treasury, by which the rel-



North Side of Wall Street Late in Seventeenth Century.

The beginning of one of the greatest of the historic dramatic enterprises of New York occurred in 1795 in the laying of the cornerstone of the Park Theatre in Park Row, facing the lower end of the Common (now City Hall Park), upon which the Post Office now stands and extending back to Theatre Alley. It was not ready for occupancy until 1798, when it entered upon a career of great brilliancy.

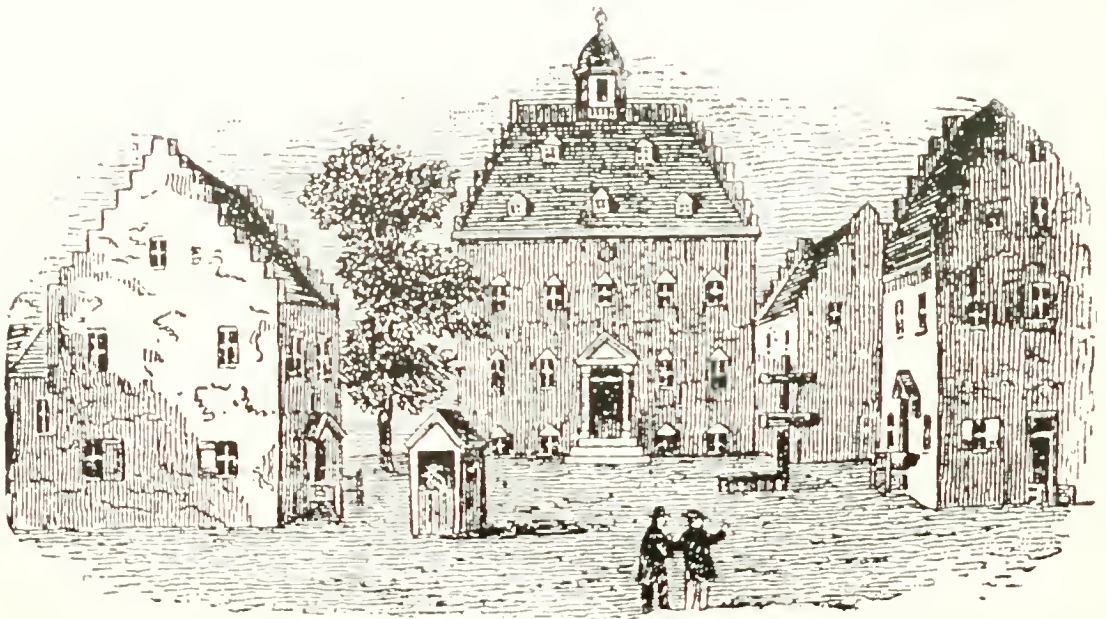
Of commercial organizations the Chamber of Commerce of the State of New York was the most prominent. It had been incorporated under royal charter in the pre-Revolutionary period and had its charter renewed by the State after peace was declared. It was then as it has always been a very efficient representative of the interests of the business community and was a sturdy and unani-

ative volume of the foreign trade in 1791 put Massachusetts first, Pennsylvania second, Virginia third, New York fourth and Maryland fifth. In 1800 the order was reversed, New York being first with a third more business than Philadelphia, which was next, Baltimore third, Boston fourth and the Southern ports far behind. New York has ever since held its forward place, increasing both in actual and relative volume of commerce.

The year 1795 was a turning point though its condition in every way contrasts strangely with the changes which have brought to the New York of today the claim to be the world's largest and most prosperous business and commercial center. When we think of that period we have to think about a city without gas, without anything we could call

water supply, without railways, omnibuses or any public transportation service, without free schools, lecture courses, public libraries, without museums except a small collection of historical relics which had been collected in a room under Tammany auspices; yet a place where there were many men of talent and earnestness working toward better things; men who in that unkempt day were laying founda-

tions for the developments of which we now enjoy the fruition. The steps of this development will be the theme of the subsequent chapters which will attempt to briefly outline the evolution from the New York of 1795 to the city of today, in all its important avenues of municipal, social and commercial advancement, and the unfolding of its international prestige.



The Dutch "Stadt Huys".—First City Hall.

CHAPTER TWO

Three Constructive Decades

POLITICS AND PROGRESS—HAMILTON, BURR, THE CLINTONS AND THE LIVINGSTONS
—DE WITT CLINTON AND THE CANAL—TOWN LAID OUT.

THE twenty years between 1795 and the end of the second war with England were crowded with change and progress in the City of New York. John Jay, elected 1795, was re-elected in 1798, and thus held the executive office for six years, ending in 1801. In 1797 the capital was removed to Albany so that the doings of the Legislature were no longer local to New York City. Among the important legislation was a revision of the Penal Code, which greatly reduced the number of offenses punishable with death. A bill was introduced into the Legislature of 1799 in Jay's second term for the gradual emancipation of the slaves in the State. A similar bill had been defeated in the Legislature of 1796 by a tie vote in Committee of the Whole, the chairman giving the casting vote against it. But this second attempt was much more successful, providing a very easy way of "tapering off" on slavery and it met with very little opposition. By its provisions all negroes born after July 4, 1799, were to be free. They were, however, required to serve an apprenticeship until they were twenty-eight years old if males, or twenty-five years old if females. The exportation provision was a very necessary one because the former tie-vote in 1796 had led slave-owners in New York to a belief that abolition was certain to come and a large number of negroes had been sent South to be sold and thus save the owners from loss.

A State penitentiary was built in New York in 1796, located in Greenwich Village near the Hudson River bank, and in the same year a measure of great sanitary value was the establishing on Bedloe's Island of a retreat where sufferers from contagious diseases could be segregated and thus retard the spread of contagion and where they could also secure the best treatment for the alleviation and cure of such disease.

The end of Washington's term and the election

of John Adams as President and Thomas Jefferson as Vice-President accentuated partisan acrimony. Such a bi-partisan result was highly probable under the original mode of elections for President and Vice-President, a result that failed to satisfy either set of partisans. It brought Aaron Burr, brilliant and magnetic, into great prominence on the Republican-Democratic side of politics in New York, while Alexander Hamilton was the unquestioned leader on the Federal side. The personal aspect of local journalism was more and more emphasized. Some of the anti-Federalist newspapers and individuals had such a high personal regard for George Washington that they refrained from attacking him although Bache's "Aurora" in Philadelphia and some writers in New York and elsewhere played no favorites and hit a Federalist head, even George Washington's, when it came within range. But when he retired from the Presidency, at the end of his second term, he went with such universal regard of the people that his political enemies refrained from further adverse comment. But John Adams was no such popular hero. He was the embodiment of Federalism and therefore an anathema to all the Republican scribes.

The death of George Washington on December 14, 1799, came suddenly. The fact that it took five days for the news to come from Mount Vernon, Virginia, to New York is one of the facts of history which illuminate the vast distance between the methods of the dying Eighteenth and the opening Twentieth Centuries. When the news came, on December 19, arrangements were made for a public funeral procession and an appropriate service at St. Paul's Church, where Washington had a pew during his residence, as President, in New York. In the procession an urn mounted upon a bier represented the corpse and the members of the Society of the City appeared as chief mourners, followed by other officers of the War of

Independence, civil officers of the City, State and Federal governments, consular representatives of Great Britain and Spain and members of all societies and lodges in the city. Bishop Prevoost read appropriate prayers at St. Paul's and Gouverneur Morris delivered an oration. President Adams, by proclamation, set apart Washington's birthday, February 22, 1800, as a day of national devotion and prayer in memorium of the great commander and President. All business was suspended on that day and the city officials and the Cincinnati attended services in the Dutch Reformed Church where Rev. Dr. William Linn, reputed to have been the greatest pulpit orator of his day, delivered a most eloquent eulogy on the life and character of Washington.

In the presidential election of 1800 the constitutional provision that each presidential elector should have two votes which must not be cast for two residents of any one State led to a result which greatly affected political history in New York City. The two Republican-Democratic candidates, Thomas Jefferson and Aaron Burr, received seventy-three votes each while the Federalist candidates received: John Adams, sixty-five votes; Charles Cotes Pinckney, sixty-four votes; and John Jay, one vote. In the campaign Burr had been assumed to be the Republican candidate for Vice-President, and Jefferson for President. But from a constitutional point of view, the tie throwing the election into the House of Representatives, it would be as legal to make Burr President and Jefferson Vice-President as to make a choice the other way about. Burr, who had no superior as a campaigner and was intensely popular with politicians, especially in the Northern States, went after the higher prize with all the power of intrigue and finesse of which he was master. Thirty-six ballots in the House were ineffectual, the votes of the Federalists being so split as between Jefferson and Burr as to retain a tie. Alexander Hamilton, while personally on friendly terms with Burr, far more so than with Jefferson, nevertheless regarded Burr as an especially unsafe man for President. He therefore used his personal influence with James Addison Bayard, a Federalist of Delaware, who had been voting for Burr, to change his vote to Jefferson on the thirty-seventh ballot, thereby making him President and Burr automatically, Vice-President. The danger of such a situation so impressed itself upon the country that before the next Presidential election the method of electing the President and Vice-President had been changed to the present plan. George Clinton, who had been Jay's predecessor, was re-elected Governor in April, 1802.

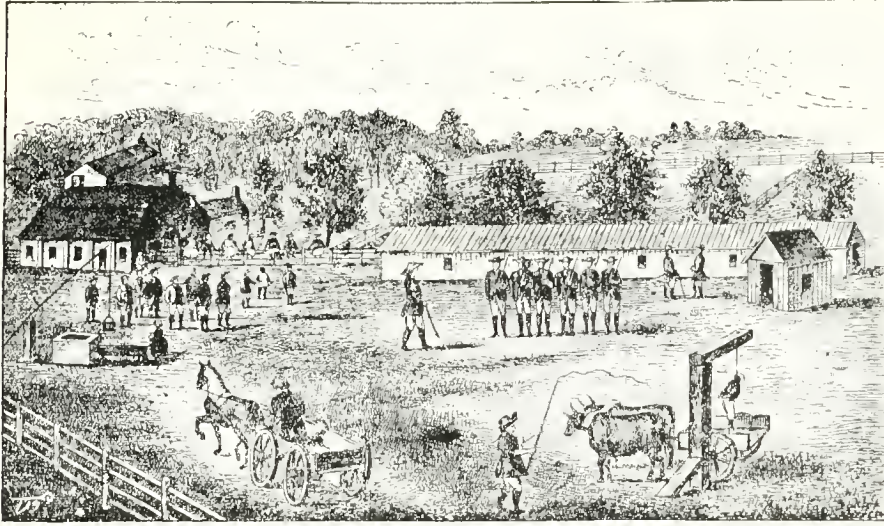
Burr had lost his position of popularity in the Republican-Democratic party and was not mentioned for Vice-President in 1804, Governor

George Clinton being the nominee for that office and, the Clinton and Livingston families being in active control of the machinery of the party, met his efforts to secure the nomination for governor with active opposition, securing that nomination for Chief Justice Morgan Lewis, who was a brother-in-law of ex-Chancellor Robert R. Livingston. Burr then tried to get the Federalist Party to nominate him but Hamilton was all-powerful there and his opinion of Aaron Burr's dependability had in nowise improved. Chancellor Lansing was nominated by the Federalists but declined to make the race for Governor. Burr thereupon announced himself as an independent candidate, believing that the desire to defeat the regular Republican-Democratic candidate would lead the Federalists, who had no nominee, to support him and calculating that there was among those Republicans who had been his staunch supporters a number who would still support him as an independent candidate. But Hamilton again put his influence against Burr's ambition and advised the Federalists in choosing between two candidates who had always been antagonists to select Judge Lewis, about whose personal integrity there could be no question whatever. His words had great weight and Lewis was elected by a large majority.

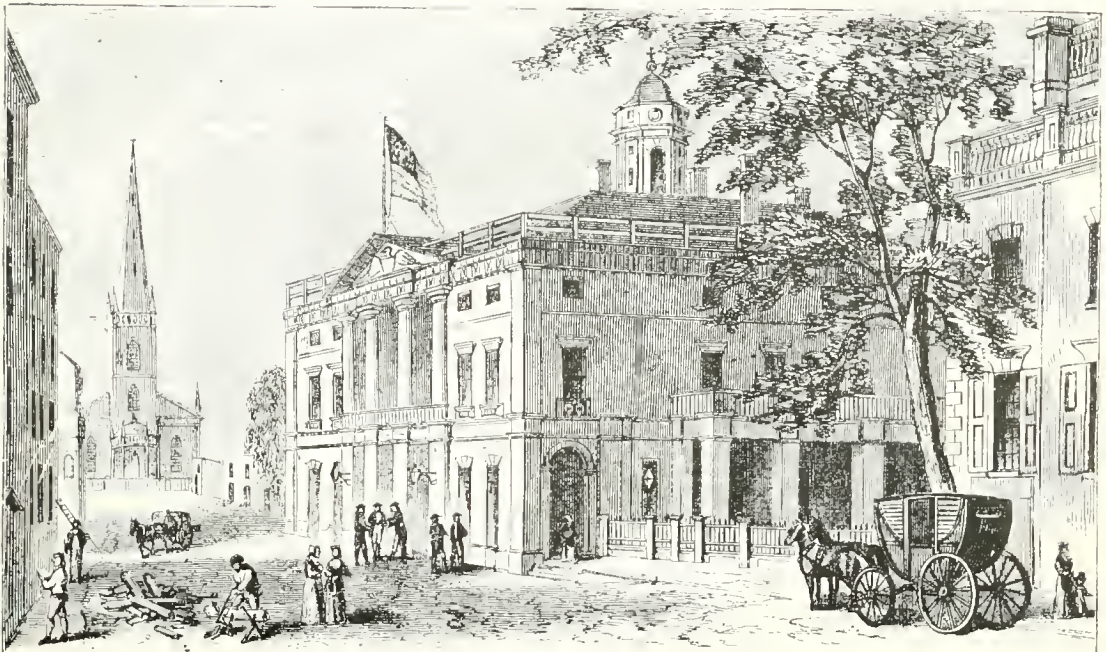
Burr, beaten in his ambition for both Federal and State preferment, laid his misfortunes at Hamilton's door and sought a pretext to pick a quarrel with him. The result was a challenge which, as the foolish law of the duello still held general acceptance, Hamilton felt in honor bound to accept. The story of the duel across the river, in which Hamilton fired in the air and Burr shot to kill, with the consequence of the death of one of America's greatest constructive statesmen, is very familiar and need not be detailed here. On July 12, 1804, the day after the duel, Hamilton died at the home of his friend, William Bayard.

Burr continued as Vice-President until March 4, 1805. He was indicted for murder but was never brought to trial, was engaged in several schemes, some of which caused indictments to be preferred against him for treason, and other crimes. His life and the career of his daughter Theodosia, his wanderings and adventures in Europe; his strange courtship and marriage in 1833, when he was seventy-seven years old, to Madame Jamel, a widow who owned the mansion on Washington Heights which Washington had used for his headquarters, made his course until his death in 1836 one of the strangest in American history.

Hamilton is buried in Trinity Churchyard. His productive service to city, state and nation place him high in the list of the greatest Americans. He was the foremost protagonist of the idea of



"The Fields" (Formerly "The Common") Now City Hall Park



City Hall in Wall Street as Enlarged for Capitol.

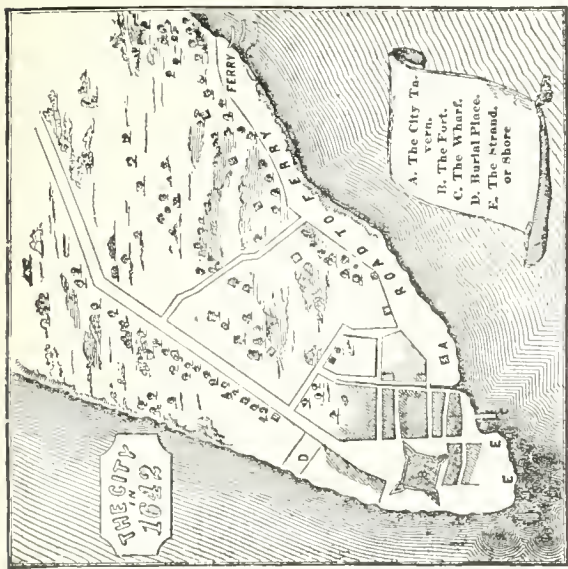
centralized and inherent strength and power for the Federal government and did good service in that direction. While his views were never adopted in their ultimate extreme of State subserviency to Federal domination they sufficiently impressed themselves on our form of government to prevent reversion to the other scheme of a loose and nerveless federation of States bound together with ropes of sand. In the attrition of the two conflicting schools of political thought a happy medium of Federal control in National affairs and State freedom to secure home rule in home affairs was arrived at, making the people of the United States the freest to govern themselves and pursue their own happiness in the world.

Following the British evacuation of New York the Mayor of New York continued to be appointed by the Governor, James Duane being the first to hold that office under American auspices. He was succeeded by Colonel Richard Varick who had served through the Revolution, had been aide to General Benedict Arnold before his treason and later had been recording and confidential secretary to General Washington. After the Americans took possession of New York he was recorder of New York until 1789 when he became Mayor, which office he held until 1801. He was a successful lawyer, a man of imposing presence, being more than six feet in height, and lived in a house in Broadway which in 1799 was valued at three thousand pounds. He had served as attorney-general of the State of New York from 1778 to 1786, and was speaker of the Assembly of the State in 1787 and 1788. He was appointed by Governor George Clinton and also served during John Jay's two terms as Governor, and so far is identified with politics he was in harmony with the Federalists, and especially with Alexander Hamilton and Governor John Jay.

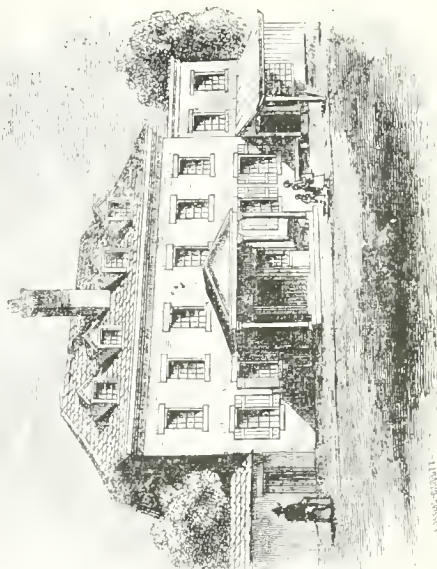
During his term as Mayor many important events affecting the city occurred. One of the first was the tercentenary celebration on October 12, 1792, of the discovery of America by Columbus. Correctional and charitable activities were better organized and more humane. Toward the last of his service as Mayor revisions of the Criminal Code were made which made the way of justice easier by the abolition of the death penalty in all cases except those of murder and treason. There were three yellow fever years during his administration, the first in 1791. That of 1795 has already been described, and another came in 1798 which was much heavier as fifteen hundred and twenty-four persons died from the disease. Epidemics of small-pox were also frequent and though not so generally fatal were an item in the mortality tables that reflected how much the medical world had to learn concerning the pathology of zymotic diseases. After the

yellow fever visitation of 1795 a system of underground sewerage was prepared and carried out.

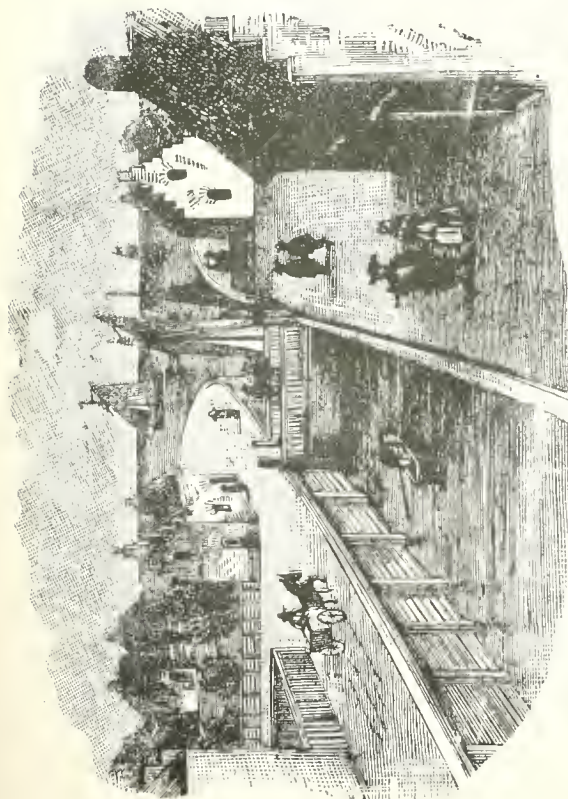
Early in Mayor Varick's administration a deal was effected that was of considerable value to the city, in the purchase of the Collect Pond and adjoining lands. In 1733 Captain Anthony Rutgers had sent a petition to the King representing the "Kolk" or Collect Pond as a morass surrounded by low marshy acres. He drew a picture of it as a place which was a menace to the health of the island unless it should be fenced and drained, and told how the tides from both rivers flowed over the land and how straying cattle became bogged in it. Captain Rutgers received the grant as requested and improved the land to some extent but while the pond had been deepened and the surrounding lands partly drained it was deemed important that the city should acquire them. Therefore, in 1791, the title of Captain Rutgers' heirs to the pond and about seventy acres of land adjoining was bought for the sum of one hundred and fifty pounds. The swampy land that stretched across the island nearly from river to river retarded its uptown growth. The Collect Pond which at one time was a clear lakelet had gathered impure seepages which led many people and nearly all physicians to doubt its fitness for human consumption. At the intersection of Chatham and Pearl Streets there was a pond reputed to be of spring water over which a pump had been built which became a prominent institution of the city as its chief source of potable water under the name of the "Fea Water Pump." There were many private wells in the lower part of the city as well as public wells and pumps in Broadway and other thoroughfares but the quality of the water was execrable and the water from the "Fea Water Pump," very palatable in comparison with that of the other sources of supply, was carted about the city and sold for drinking purposes. There were very early in the history of New York under American organization constantly recurring endeavors to secure privately owned charters for water supply, but public opinion has always been strongly against monopolies of this kind in New York. Aaron Burr, however, managed to get a bill through the Assembly for a system of water supply. The Bank of New York had been chartered by the Legislature and was under Federalist auspices which would have been glad to retain a monopoly of banking privileges. As politics tintured everything in those days, Burr wished to get banking privileges which could be kept under Republican (Democratic) auspices but he had no idea that the Federalist Assembly would let any such charter go into Republican hands. He therefore devised a charter for a water company to lay pipes and supply the downtown districts with water. This charter went through the Legislature in 1799,



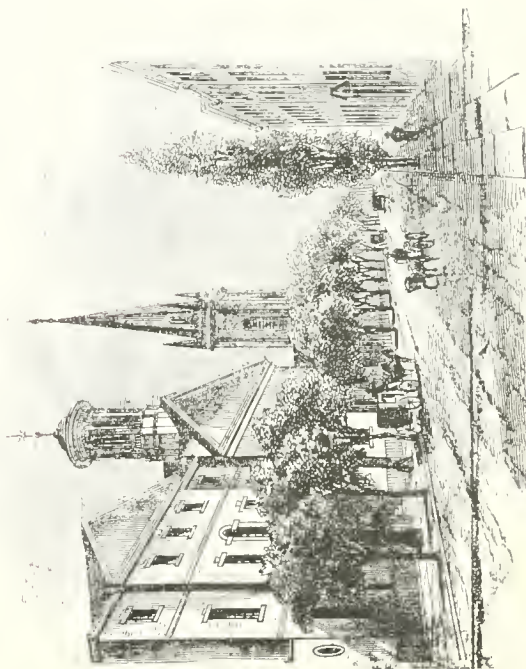
The Town in 1642. The Cross Street at the Upper End is Maiden Lane.



Burns' Famous Coffee House, 1760.



Broad Street and Its Creek or Canal as It Appeared in 1660.



Broadway in 1810—Old Grace Church and Trinity Beyond.

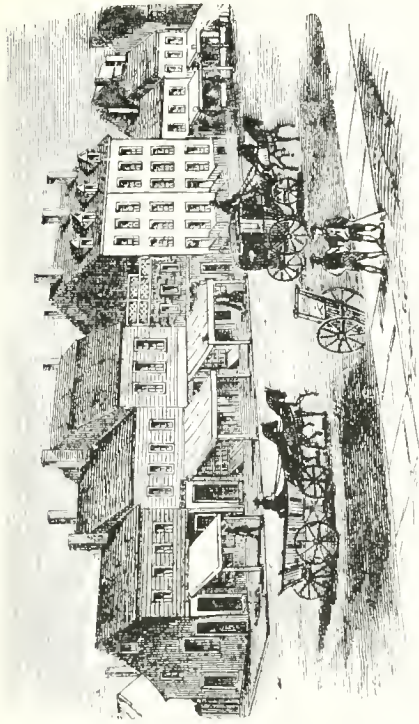
granting these functions to the Manhattan Company. The charter besides what were ostensibly its principal provisions had an ingenious clause which permitted the company to use its surplus capital in any enterprise not inconsistent with the laws of the State or of the United States, a provision which was sufficiently broad to enable the company to engage in the banking business, which it did and still continues to do. The provisions of the water supply feature of the business gave the company a wide latitude as to the source of supply, though it was expected that the company would tap the Bronx River and thereby, in the opinion of those who were regarded as authority, insure a supply sufficient for all time. But The Manhattan Company never went as far as the Bronx for its supply. It built a pump near the Collect Pond and laid wooden pipes made of hollow logs in the streets of the city, with town pumps at nearly every block. This was the principal water supply of lower Manhattan until the introduction of the Croton Water System. The ground around the Collect was filled up and graded, and during Varick's term was begun a system of drainage calculated to drain the swampy ground between the Bowery Road and the Hudson River. The wettest part of that region, most of it included in what was called Lispenard's Meadows, was at about the intersection of Canal Street and Broadway, where several small and sluggish brooks ran, sometimes overflowing into a wide marsh. It was difficult to get the city authorities and the landowners together, but the one that met with most favor was that of a canal from east to west which would carry away the surplus waters. The matter was finally settled with many other mooted questions of city development by the appointment of a commission which laid out an open canal along the line of the present Canal Street, with a broad roadway on each side, crossed at Broadway by a stone bridge. Shade trees were planted on each side of the canal. It remained thus for several years but finally the trees were cut down, the canal arched over with brick as a part of the sewer system of the city and the present wide street created. At about the same time the Collect Pond, which had ceased being a source of water supply and into which the surplus material from the grading of streets and lots had been dumped, was finally filled up and graded.

When George Clinton was again elected Governor in April, 1801, as successor to Governor Jay, it was a victory for the Republican party. Politics had by this time become closely organized, and the distribution of offices to victorious partisans had become the rule, seldom broken, among all parties. DeWitt Clinton, nephew of the Governor, who had been elected to the State Senate in 1798, had caused a change to be made

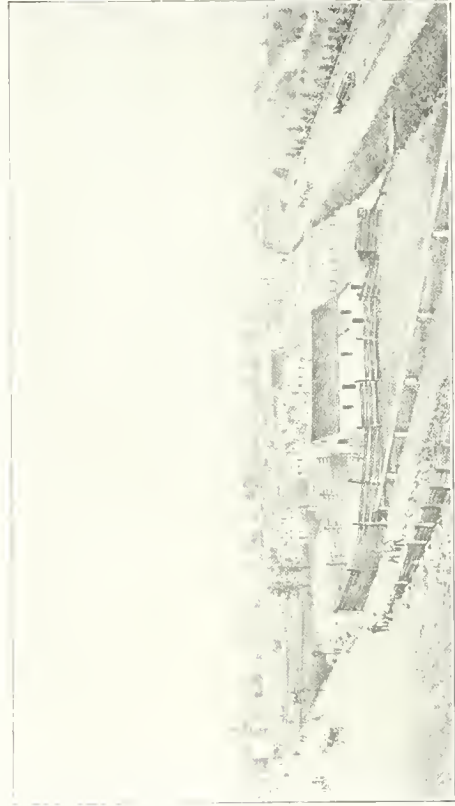
in the method of making appointments so that instead of being exclusively in the Governor's hands they were made by a Council of Appointment, composed of a Senator from each of the four districts of the State, with the Governor as Chairman of the Council. The authorship of this plan, intended to solidify the power of the Republican (Democratic) party, earned for DeWitt Clinton the designation, "Father of the Spoils System."

This council appointed Edward Livingston Mayor of New York. He was a member of the famous Livingston family which gave many statesmen and officials to New York, New Jersey and the nation. He was a leading opponent of the Jay Treaty in Congress, was appointed United States attorney for the district of New York, by President Jefferson, in March, 1801, and chosen Mayor of New York in August following and held both offices, there being then no law against such duality. He laid the cornerstone of the present City Hall in 1803 and later in the year when a new visitation of yellow fever came to the city he took charge of the methods of relief of poor patients, visiting hospitals and infected homes until he himself was taken down by the disease, escaping by a very narrow chance. While he was lying ill a confidential subordinate embezzled a large fund which he held in trust as district attorney. Livingston resigned as district attorney and as Mayor, turning over all his property and finally paying every cent of the loss to the Government, with interest. He held the office of Mayor until his successor was chosen, the Council of Appointment selecting DeWitt Clinton for the Mayoralty. Edward Livingston went to New Orleans, which had just come into the United States by the purchase of Louisiana negotiated for Jefferson by Edward's brother, Chancellor Robert R. Livingston. He became the foremost member of the bar of Louisiana, codifier of the Laws of the State, aide to Andrew Jackson in the War of 1812, Congressman and later Senator from Louisiana, Secretary of State in the Jackson Cabinet and Minister to France.

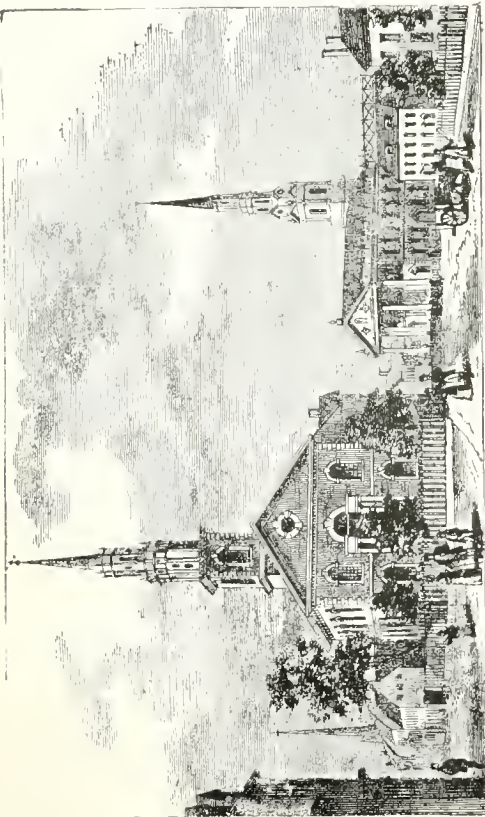
Appointive power in the selection of the mayors of New York, whether by the Governor or by Governor and Council, certainly succeeded in giving the city a high grade of executives. Duane, Varick and Edward Livingston were all high grade men, and the fourth was fully the equal of either and has never been excelled in ability or efficiency by any of those who have administered that important office. DeWitt Clinton began his connection with politics in 1790, when he was only twenty-one years old, as private secretary to his uncle, then Governor of New York, and was a staunch supporter of George Clinton's ambitions and policies. Member of the State Assembly in 1797, and of the State Senate from 1798 to 1802, he was elected to the United States Senate



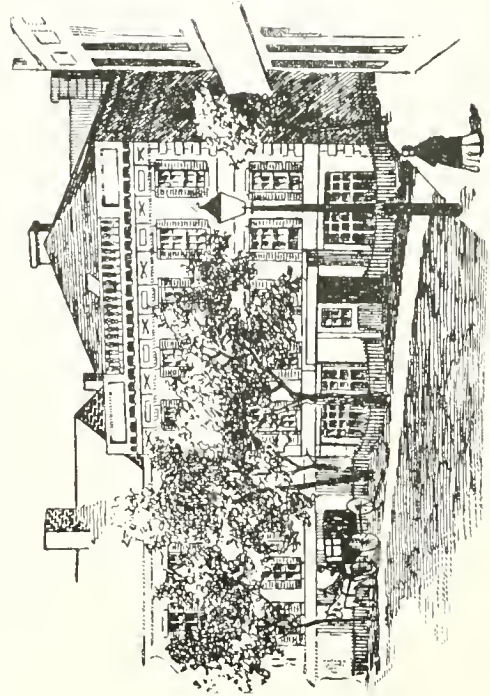
Broadway Between Duane and Pearl Streets, 1807.



Old View, Broadway at Eighth Avenue.



Brick Meeting House, Park Row, Between Beekman and Spruce Streets, Built 1767.



Franklin House, Where Washington Lived

in 1802 and resigned in 1803 to accept appointment as Mayor of New York, which had become a more important office by the addition to its duties of those of President of the Council and Chief Judge of the Court of Common Pleas. He was Mayor from 1803 to 1806 and again from 1807 to 1809 and after another year out of office was again Mayor from 1810 to 1815. During the same period he held state elective offices in addition to the Mayoralty, being State Senator from 1805 to 1811 and Lieutenant-Governor from 1811 to 1813. During a brief accession of the Federalists to power in the Council of Appointment Marinus Willett was Mayor for a year, and then DeWitt Clinton was appointed again. The Federalists were no longer a power in Federal politics and their influence was waning in State politics. The Republican (Democratic) party succeeded when it harmonized, but its very strength was its weakness by dividing it into factions—the Clintonians, the Livingston faction, and Tammany. In 1809 the Federalists carried the State and the new Council of Appointment made Jacob Ratchiff Mayor, but in the following year the Clinton and Livingston factions united and won, and DeWitt Clinton became Mayor again.

He was essentially a Democrat and a party man but had a strong streak of independence in his nature. He had been a strong assailant of President John Adams and Governor Jay on the ground of their hostility to France. Yet, when a French break was looked for as a sequel to the Jay treaty, he raised, equipped and commanded a company of artillery for service in the event of war with that country. When a young man, in 1791, he had been a member of the Tammany Society and scribe to its Council during the period when Josiah Ordey Hoffman was Grand Sachem. But Tammany was then principally prominent as a patriotic society and a social organization and not definitely aligned on any one side of party politics. It soon became definitely Republican (Democratic) in national politics, but factional in local contests, lining up at this period chiefly with the Livingston wing of the party. DeWitt Clinton, though a New York Democratic leader, opposed Madison's policies.

DeWitt Clinton, after his uncle became Vice-President of the United States in Jefferson's second term, was looked upon by many as available Presidential timber. He had shown no special favor to Tammany, and that society had opposed him, fruitlessly, in his candidacy for Lieutenant-Governor in 1811; he also had the opposition of Tammany in his candidacy for President in 1812, but the Society did not prevent him from securing the vote of New York. Clinton also had the Federalist nomination, but Madison was re-elected without the vote of New York, the electoral vote being 128 for Madison to 89 for Clinton.

The present City Hall was finished and occupied during the mayoral administration of DeWitt Clinton. The material chosen for the walls of this building was white marble from quarries in Stockbridge, Massachusetts, although from motives of economy the suggestion of a member of the Council that red sandstone be used for the rear wall because it was not likely that many houses would ever be built north of the structure, was accepted. The building has continued to be occupied by the Mayor and other important city officials and is much admired. It is little changed though the back wall has been rebuilt in harmony with the other sides of the building. The tower has been rebuilt and was recently gutted by a fire that destroyed the clock by which thousands regulated their conduct. The fire occurred from defective insulation of wires or some such cause, a few days after the illumination of the building in honor of Marshal Joffre and Minister Balfour and the French and British commissions in the spring of 1917.

In the annals of the City and State of New York there is no more constructive name than that of DeWitt Clinton. His interest in progressive movements made him a power in the promotion of good causes. In the two houses of the State Legislature he had been a leader in the successful movements for the abolition of slavery, and of imprisonment for debt. He was the pioneer in the successive steps which sought universal education and culminated in the present public school system.

His conduct during the war with Great Britain, 1812-1815, was eminently patriotic. He had been opposed to the war and as the leader of the peace section of the Republican party had been taken up as their candidate by the Federalists, who were also opposed to the war, against Madison for President in 1812. But when war was begun he threw all his great prestige and ability on the side of his country and led in organization work by which several companies of militia were organized and drilled and effective measures were taken to prepare the city against attack by land or sea.

In 1816 DeWitt Clinton was elected Governor of New York by the unanimous vote of all parties in the field and he made a record as Governor which added to his laurels as a constructive statesman. The Federalist party died as a national organization in the election of 1816, when its candidates were Rufus King of New York for President, who received 34 electoral votes, and John Eager Howard of Maryland for Vice-President, with 22 electoral votes. James Monroe of Virginia for President, and Daniel D. Tompkins of New York for Vice-President were elected on the Republican ticket with 183 votes each.

The Republican party, with the weakening of its ancient foe, broke into two strongly opposed factions. A certain section of Tammany which had been especially hostile to Clinton and which had ticketed itself as being composed of "Madisonian" Republicans, wore a bucktail ornament as a campaign emblem and became popularly known as "Bucktails," the other Republican faction being designated "Clintonians." Clinton was re-elected in 1820 and served until the end of 1822, the Constitution of 1821 having changed the beginning of the gubernatorial term to January 1 from April 1. The "Bucktails" having gained a majority in the State, Clinton declined to be a candidate in 1822.

The question involved in the Bucktail-Clintonian cleavage was one that deeply affected New York City. While Clinton was Mayor he had been appointed a member of the Erie Canal Commission, the creation of which was in the first place the result of his own advocacy. He had made internal improvements a subject of deep study and while in the Senate of New York had been appointed to lay before Congress a petition for Federal aid for a canal to connect the Great Lakes with the Hudson at tidewater. As the waterway would be entirely within a single State the request was not favorably considered. Clinton then began to agitate that the State should itself take up the matter, and his long study of the subject enabled him to put the benefits of the plan in such a light that many popular gatherings endorsed the project. On that issue he was elected Governor in 1817 and he broke ground for the canal with his own hand on July 4, 1817. He prosecuted the work in spite of much opposition. The "Albany Regency," as a little group of leading Democrats who were most influential in State affairs (with Martin Van Buren at their head) was called, was hostile to Clinton during his second term because he was too independent to fit in with their plans. In the early years of his administration the canal project was jeered at and derided as a fatuous hobby with neither merit nor hope, only good to fritter away the money of the taxpayers. "Clinton's Folly" the canal was called. These sneers reduced Clinton's vote in 1820 and when he refused to be a candidate in 1822 the opposition in its vindictive glee at having forced him to retreat thought to humiliate him, now that he was no longer formidable, by removing him from membership in the Erie Canal Commission, which they did early in 1824. The attacks that had been made upon him had caused him to be identified so closely with the canal as to be entitled to practically all the credit for it and as its success was by this time assured his removal from the commission raised a storm of protest that swept him into the Governor's chair again in 1824 by a majority of 16,000 votes larger than any candi-

date for Governor had ever received before, and he was re-elected again in 1826.

His vindication was complete. The canal was opened with great ceremony in October, 1825, and Governor Clinton was carried on a barge from Lake Erie to New York in a triumphant progress which included a great ovation at each town along the route and a naval fete, military and civic processions, night illuminations and a grand ball at the Lafayette Theatre in Laurens Street, making November 4, 1825, a day thereafter referred to by all of its survivors as the greatest New York ever saw. It was probably never equalled as a celebration until the Hudson-Fulton pageants took place in 1909 and that great celebration had no such personal hero to receive the plaudits of the populace as DeWitt Clinton. He was the human embodiment of the great enterprise which meant more to New York in a commercial way than any other event that had happened since Henry Hudson had poked the prow of his "Half-Moon" into the North River two hundred and sixteen years before.

Governor Clinton continued his good work, inaugurating several valuable branches of the Erie Canal and by his example becoming the inspiration of other important canal enterprises in other states. He died suddenly in Albany on February 11, 1828, leaving a name that still shines in the list of those who have wrought bravely and well for the United States. His more than thirty years of public service covered many more beneficial acts for the good of the city and state than have been enumerated here.

Many things had happened in New York City while Clinton was Mayor, one of the most notable being the introduction of steam navigation into practical use through the launching of the "Clermont" on the Hudson by Robert Fulton in 1807, a great event which will be dealt with more in detail elsewhere.

There intervened during Clinton's term as mayor a period of great depression caused by various conditions and made stringent by the embargoes laid upon commerce by Jefferson and Madison and by the partial blockades that accompanied the hostilities of 1812-1815.

An interesting and essentially prophetic piece of constructive municipal planning was another feature of this period. Gouverneur Morris, Simeon DeWitt, John Rutherford and S. Guel were appointed as commissioners to lay out that part of the city north of North Street (Houston Street). The earlier commission which in 1797 had laid out the town on paper to the street which they called "North Street"—no doubt with the idea that that would eventually prove to be the Ultima Thule of possible urban extension—earned the reputation of being sufficiently cheerful optimists but this new commission which took pen in hand

and mapped out the city very nearly as it exists to-day up to One Hundred and Fifty-fifth Street, went far beyond what anyone then considered a possibility. That they knew they were making themselves a source of innocent merriment is sufficiently indicated by the report which accompanied their printed "plan" for they said as much but they explained that while it would be very many years before there would be any city buildings south of Harlem, and centuries before there would be any houses built north of Harlem Flats, they thought there would in time be a considerable population at Harlem itself. Therefore, in order to present a connected plan they had laid out the larger part of Manhattan Island so as to number the streets in the Harlem section in harmony with a system adopted for the portion adjacent to North Street. They therefore begged to be excused for laying out a plan providing "space for a population greater than is collected at any spot this side of China." But while these unconscious prophets felt it necessary to break the force of the jesters who, as expected, made many a quip at their visionary planning, the years have confirmed their wisdom. They could have added as many more miles to their plan and still be fully justified.

Events of the period which deserve passing mention include removal in 1818, from Quebec, of the remains of Major General Richard Montgomery, of the Continental Army, who was killed in the assault on Quebec, December 31, 1775.

The body was brought to this city and interred with military honors and impressive ceremonies in St. Paul's Church, where for years before there had existed the beautiful cenotaph placed in the east wall of the church, pursuant to a vote of the Continental Congress in 1776.

The visit of General de Lafayette to New York in 1824 was made a great festivity. He had arrived on Staten Island on Sunday, August 15, and was entertained there until next day by Daniel D. Tompkins, then Vice-President of the United States. He was given a great naval, military and civic reception. He was escorted through the city and to Harlem by the Seventh Regiment, then as now the crack regiment of New York, though it was then known as the Twenty-Seventh, and has just now (October, 1917) been renumbered as the One Hundred and Seventh Regiment, United States Army as mobilized for the World War. Very appropriately the same organization was the escort of that other great and friendly Frenchman, Marshal Joffre, upon his heading a mission to this country in 1917.

Another event of importance was the passage of a law fathered by Governor Daniel D. Tompkins when resigning in January, 1817, to take office as Vice-President of the United States. In a message he asked the Legislature to pass a law declaring that all slaves in the State should become free on and after July 4, 1827, thus fixing a limit to the uncertainties of the gradual emancipation law of 1798.



Reception of General Lafayette, 1824.

CHAPTER THREE

New York From 1825 to 1850

ERA OF TRANSPORTATION IMPROVEMENT, STAGES, RAILROADS, STREET CARS, CLIPPER SHIPS AND THE TELEGRAPH. CURRENCY TROUBLES, RIOTS, AND IMMIGRATION.

IN the period covered by the incidents in the preceding chapter important physical changes had been made in New York. The population was 60,515 in 1800, increased to 96,373 in 1810, had grown to 123,706 in 1820 and to 166,089 in 1825. When the century opened New York, with its more than sixty thousand inhabitants, was an overgrown village with none of the things we regard as city conveniences. For water transportation there were sail-boats and row-boats; on land, unless one owned his own horse, he walked; for there was no public means of urban transportation until 1804, when hackney coaches were first licensed.

The demonstration of the application of steam power to vessel propulsion by Fulton in 1807 was the beginning of a new commercial epoch for the world at large but especially a benefit to New York. It was somewhat restricted at first by an act of the Legislature giving exclusive privileges to Fulton and Livingston for steam navigation of the Hudson for five years for each vessel built, not to exceed thirty years in all. Besides the Clermont, 160 tons, the original vessel, the Car of Neptune, 295 tons measurement, built in 1808, the Paragon, built in 1811, and other vessels were added to the New York-Albany fleet and in 1812 Fulton introduced two steam ferryboats for the North River and a little later two others for the East River, and also invented the floating dock and the method by which the boats were navigated into them without shock. After 1824 other steam ventures were introduced, the United States Supreme Court deciding in that year that the monopoly granted to Fulton and Livingston was illegal. The embargoes of Jefferson and Madison, the second war with England in 1812 to 1814, the suspension of specie payments from 1814 to 1817 and other events severely hampered foreign and coastwise trade from New York, es-

pecially as the British maintained from 1812 to 1814 a fairly effective blockade of the port.

Visitations of yellow fever appeared again in 1819, 1822 and 1823 and after that, for years, there were only sporadic cases of that disease. But in 1832 New York was visited for the first time by Asiatic cholera. It first appeared at a house in Cherry Street, near James Street, on June 25. Several more cases followed and on July 3 the Board of Health called a special medical council composed of Dr. Alexander H. Stevens, president; Drs. Joseph Bayley, Gilbert Smith, John Neilson, William J. McNeven, Hugh McLean, Richard K. Hoffman, and Anthony L. Anderson. These men, eminent in their profession, soon had four large public hospitals organized and so efficiently conducted that in the nine weeks from July to October 1 there were treated 2,030 patients, of whom 852 died. A second visitation in 1834 had appreciably fewer victims.

When the paucity of the water-supply of New York in the early decades of the Nineteenth Century is considered it may be regarded as remarkable that the city had so few fires of disastrous proportions. The worst visitation of that kind previous to 1835 was in 1811, which destroyed nearly one hundred houses. The event lived in memory of the New Yorkers for many years as "the Great Fire" and at the time it was regarded as little less than miraculous that the whole city was not destroyed. It broke out in a building on Chatham Street, near Duane, and spread rapidly with the aid of a strong wind.

But neither fire, war, nor pestilence had power to check, more than temporarily, the marvelous growth of New York. At the end of the first quarter of the Nineteenth Century the water supply was still insufficient and of poor quality. The lighting facilities had consisted of candles (tallow, wax and spermaceti), and of smelly lamps

charged with fish oils. But in this respect relief was in sight through the organization in 1823 of the New York Gas Light Company. In 1825 the house of Samuel Leggett, the first president of that company, which was at 7 Cherry Street, was lighted with gas, the first in the city to be so lighted. Gas, as an illuminant, grew in favor, the first gas pipes being laid in Broadway from Canal Street to the Battery. This was followed by a general laying of pipes and in 1830 a new company was organized, incorporated with a capital amounting to the then prodigious total of \$500,000 to supply gas to the upper part of the Island.

In 1830 came the forerunner of our street transportation systems in the establishing of a regular stage line in Broadway from Bowling Green to Bleecker Street. The Broadway stages continued to be a prominent feature of public convenience for many years.

The first horse railroad in the world, that of the New York and Harlem Railroad, was built in 1832 and put in operation from Prince Street to Murray Hill, the length of the trips being extended from time to time as the building of the road progressed.

The population of the city had increased by 1830 to 202,589. The office of Mayor so far as the selection of the incumbent was affected continued to be the football of State politics and chiefly between the two factions of the Republican (Democratic) party. The Federalists, who had temporarily gained a majority of the Council of Appointment in 1814, removed DeWitt Clinton from the office of Mayor and appointed John Ferguson in his stead but as Ferguson was also at that time naval officer of customs of the port of New York he was held to be ineligible to hold a Federal and a State office simultaneously. Therefore he resigned as Mayor. Following this Jacob Radcliff was appointed Mayor. He served until DeWitt Clinton became Governor and, with a casting vote in the Council of Appointment, removed Radcliff in 1818 from the office, appointing Cadwallader D. Colden, grandson of the former Lieutenant-Governor of the Province of New York, to succeed him. The Council of Appointment had a "Bucktail" majority in 1820, making Stephen Allen Mayor. In the same year a bill was passed in the interest of home rule, taking the power of appointment of Mayor from the Council of Appointment and vesting it in the Board of Aldermen. Under this arrangement the Mayors were Stephen Allen until the end of 1822; Gen. William Paulding, 1823 and 1824; Philip Hone, 1825; Gen. Paulding again 1826 and 1827; Walter Bowne, 1828 to 1833, and Gideon Lee, appointed in the latter part of 1833.

The election of Mayor by popular vote had been provided for when the municipal election of April 10, 1834, came on and Tammany took a

very prominent part in the contest. Its candidate was Cornelius VanWyck Lawrence, who had served in Congress. The Whig Party had just then begun to be active in Federal politics, more especially in antagonism to President Jackson, who had vetoed the bill for the renewal of the charter of the United States Bank, and the members of that party with conservative Democrats (some of whom agreed with them on the bank question and all of them in opposition to Tammany) united on the candidacy of Gulian C. Verplanck. There were few polling places and the polls were open for three successive days and the contest was very warm. It was red-hot in the Sixth Ward where disturbance on election day was the rule rather than the exception. A mob of Jackson Democrats attacked the polling place there, destroying all the ballots and everything else in the polling room. Raids were also made by the rioters on the gunshops in Broadway. A report being circulated that the mob would attack the State Arsenal, which occupied the block bounded by Centre, Elm, Franklin, and White Streets, some of the better class of citizens joined in a request to the Mayor to call the militia to aid in the suppression of disorder.

In the evening there was a Whig meeting in Masonic Hall, which from four to five thousand men were estimated to have attended, and it was resolved to attend the Sixth Ward poll, and to keep it open to all voters until such time as the official authorities should procure a sufficient number of special constables to keep the peace. The next day the rioters created various disturbances along Broadway in one of which the Mayor, endeavoring to quiet the mob, was injured and as the Whigs were organizing to take defensive measures the Mayor called on the United States authorities in the fort. They declined to interfere and the Mayor then secured the aid of the city militia. This was the first time the militia of the city had ever been called out to combat a riot in New York and the Twenty-seventh Regiment (the number of which was later changed to the famous Seventh), made such a showing of preparedness as stopped further disorder. This regiment took possession of the Arsenal and relieved the group of citizens who had volunteered for its temporary defence. The polls of the city closed with a small majority for Mr. Lawrence for Mayor, but the Whigs had elected the Common Council by a comfortable majority.

The riot tendency seemed to be especially strong in those days. The Abolitionists were a small but valiant body of agitators who had convinced themselves that human slavery was wrong and set out to convince the world of the fact. A meeting in October, 1833, of a few friends of William Lloyd Garrison, was broken up by a hostile mob and was quickly dispersed. No place

in the country was more intolerant of abolition oratory than New York. There were many business men who had extensive dealings with the Southern States, and a large majority of the people, some of whom were by no means friendly to slavery as an institution, were saturated with the State sovereignty idea and held that each State should settle the question for itself. Then there was a rowdy element always keen for any kind of disturbance. A gang of such people started to break up a negro gathering in a chapel in Chatham Street at which a colored preacher was to preach. A crowd which gathered ordered the negroes to leave the building, but they said they had paid their rent and would not leave. Thereupon the

city police arriving on the scene, the mob left that building and started out to molest those known to be abolitionists. First they went to Rose Street, broke into and sacked the home of Nathan Tappan, brother of Lewis, and made a bonfire of the furniture. They fought the city watchmen who tried to stop their depredations and then visited the houses of other abolitionists with similar acts of destruction. Mayor Lawrence issued a proclamation calling on all good citizens to aid in maintaining the peace. Large bodies of troops gathered at the Arsenal, the City Hall and other public buildings. On the night of July 11 the mob made attacks upon the churches of Rev. Dr. Samuel H. Cox, in Laight Street and of Rev. Henry Ludlow,



Park Row and Broadway, 1825.

crowd broke in and ejected the colored people from the building. Lewis Tappan, the philanthropist, had also attended the meeting. He was one of the leaders in the anti-slavery gathering which had been broken up by the mob in the previous autumn. The crowd, recognizing him, followed him with hooting and threats to his house in Rose Street and after he had entered it bombarded the place with stones. The next evening the pro-slavery mob started out to hunt down prominent abolitionists. Someone suggested that the stage manager of the Bowery Theatre, who was an Englishman, had been heard to make derogatory remarks about the United States as a slaveholding country. Thereupon the mob went to the theatre and took possession but, a detachment

in Spring Street, the mounted police failing to disperse the mob. The Twenty-seventh (later Seventh) Regiment of the National Guard, under Colonel Stevens, which had previously done such excellent work in the election riots, marched upon the rioters who had intrenched themselves behind double barricades, stormed and carried them, and then as the militia moved upon the order, in solid column, the mob broke in wild disorder. While this was being done another mob was busy at the Five Points working general destruction and burning several buildings. It was reported that during the night plans were laid for other outbreaks to occur simultaneously at various points and in the morning Mayor Lawrence issued a second proclamation to citizens to report to him for organiza-

tion into companies to aid the police. In response, volunteer military companies and fire companies tendered their services and the riot was broken up with one hundred and fifty of the ringleaders in jail.

Another riot occurred a month later which is known as "The Stone-Cutters' Riot." State prisoners had been brought from Sing Sing to hew marble for the construction of the University. The mob was very sullen, and the services of the gallant Twenty-seventh Regiment were enlisted and order restored, but the regiment lay under arms in Washington parade-ground, now Washington Square.

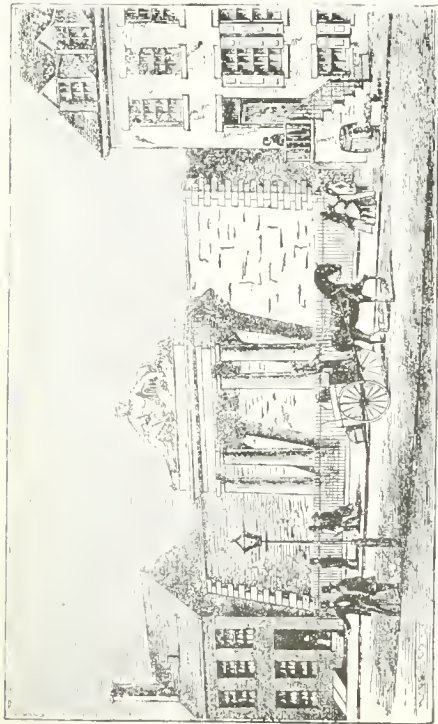
The Five Points Riot, which broke out in the summer of 1835, was a tumult of factional politics. A split in the local Democrats had occurred, the cleavage being largely on racial lines, between Irish and American. It was a period when there was a strong nativistic excitement manifest not only in New York but all over the country. Therefore, when it was announced that an Irish regiment, to be known as the O'Connell Guards, was being organized, the Native American element was highly incensed. The riot broke out in the turbulent Sixth Ward, the chief encounter being at the intersection of Pearl and Chatham Streets. Private citizens, including some notable people, suffered severe injuries for their endeavors to keep the peace, but the police arrived on the scene and after strenuous efforts succeeded in restoring order.

There was no further notorious outbreak until February 10, 1837. The closing of the United States Bank, currency troubles, a short crop and wild speculation had brought about a period of extreme stringency, with high prices. Flour went up from seven to twelve dollars per barrel. The price of meat was very high and coal was ten dollars per ton. It was the period of "hard times." The common people, or at least the laboring classes, had conceived the idea that the speculator and the middleman were the causes of their troubles and had heard that the commission houses on Washington Street were responsible for the holding back of the necessary supplies and had their warehouses stocked in preparation for further rise in the price of staples. Some of the leaders therefore issued a placard calling a meeting for 4 P. M. in City Hall Park to demand reduction in the prices of bread, meat, rent and fuel. When they assembled, one of the leading agitators addressed the gathering and one of the first statements was to the effect that Eli Hart, one of the city's leading merchants, had three thousand barrels of flour in his store. This dispersed the City Hall assembly in the direction of Hart's store. The Mayor attempted to stop the crowd but was stoned for his pains. The crowd broke into Hart's premises

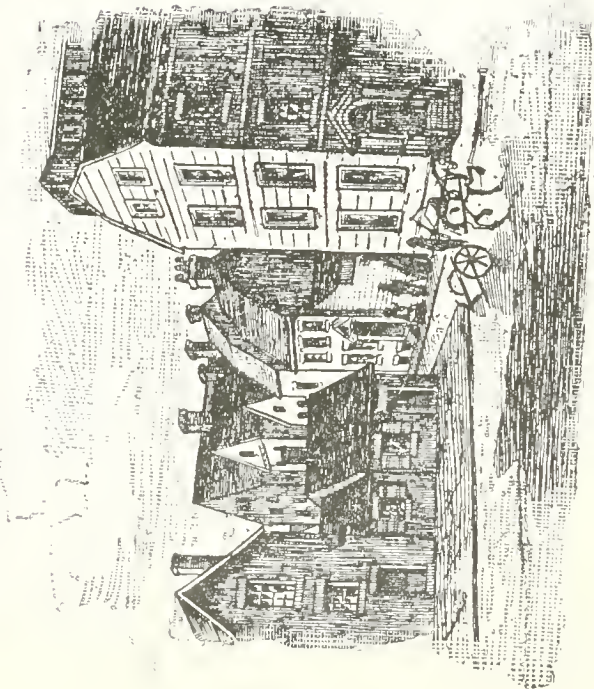
and soon were rolling barrels of flour from the upper windows and dashing them to the ground. About five hundred barrels had been smashed in this way when the approach of troops caused the mob to disperse. Some other warehouses were attacked with less damage but the riot was soon over.

Although this riot record of the 'Thirties sounds discouraging there is another story which counterbalances it. Trade had greatly improved after a ten-year slump following the second war with Britain and in 1825 the imports for New York were \$50,024,973, of which over \$48,000,000 came in American vessels and the value of exports the same year was \$34,032,279, of which over \$19,000,000 was carried in American bottoms.

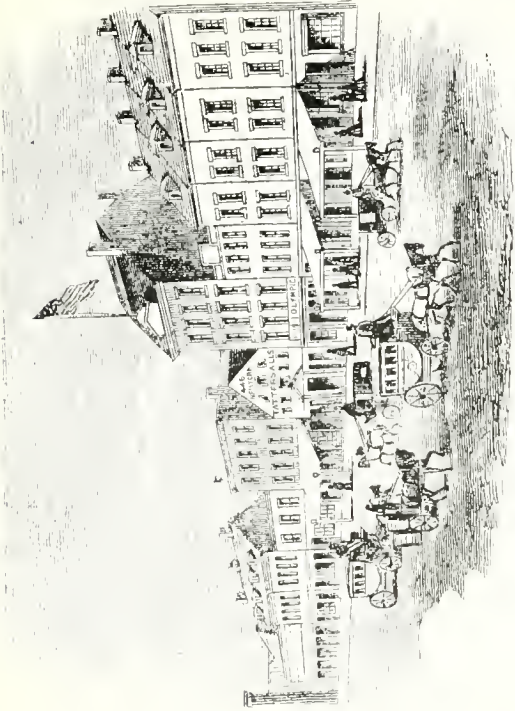
A question long agitated was that of a sufficient water supply. The wooden pipes and pumps in the streets which the Manhattan Company had put in were at first supplied from the Collect Pond and afterward from various meager sources on Manhattan Island. Samuel Stevens, who for years represented the Second Ward as alderman and assistant alderman, had made the question of adequate water supply his hobby. His proposition was to bring the water supply for New York from the Croton River, forty miles distant. At first many regarded his plan with amusement and its author as a well meaning but not too well balanced optimist. But Stevens earned a place of prominence in the board, and was its first president under the amended charter of 1830 for the years 1831 and 1832. He kept hammering at his idea and formulated a proposition for its accomplishment which he induced the Board of Aldermen to submit to a popular vote at the spring election of 1835 and it carried by an emphatic approval. The work was soon begun and on December 16, 1835, a very pointed object lesson in the need for this new enterprise was furnished by the breaking out of what proved to be the most disastrous fire that has ever visited the city, the utmost efforts failing to get it under control until the 18th. It burned along Wall Street from East River to Exchange Place, to Beaver Street, Hanover Square, Coenties Slip, and back to the river, covering an irregularly triangular piece of ground thirteen acres in extent, destroying 693 houses and stores as follows: Wall Street, 26; South Street, 76; Front Street, 80; Water Street, 76; Pearl Street, 79; Exchange Place, 62; Gouverneur's Lane, 20; Jones's Lane, 10; Exchange Alley, 31; William Street, 44; Old Slip 33; Stone Street, 40; Mill (now South William) Street, 38; Beaver Street, 23; Hanover Street, 16; Coenties Slip, 16; Hanover Square, 3; Cuyler's Alley, 20. The property loss exceeded eighteen million dollars. The South Dutch Church in Garden Street, and the fine Merchants' Exchange Building, completed in 1827 and after



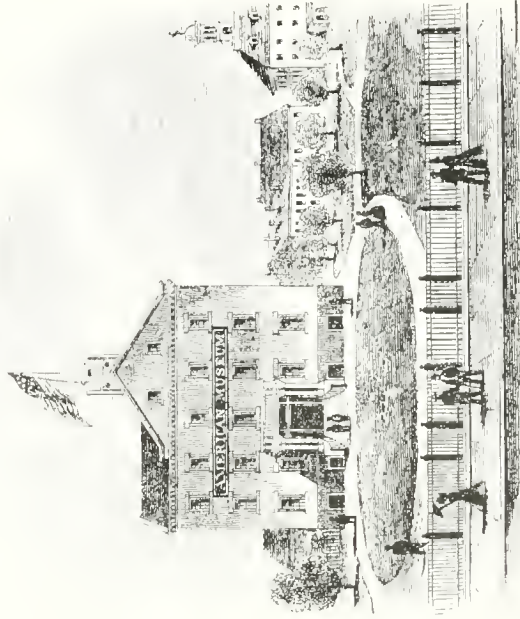
Reservoir of Manhattan Water Works, Chambers St.



Broadway between Howard and Grand Sts., 1840.



Early View of No. 2 Broadway.



Old American Museum, Ann Street and Park Row.

that becoming the meeting place of the merchants of the city and of the Chamber of Commerce of New York, were destroyed. The Merchants' Exchange was a fine marble building occupying the site now taken up by the City National Bank. Most of the losses fell upon the owners, the total being so great that nearly all of the companies carrying the risks were unable to meet them and failed. The supply of water would not have been anywhere near adequate at the best but the freezing weather made it difficult to use what there was. Their losses loaded many of the merchants and house-owners with heavy burdens but nearly all of them managed to rebuild within a short time and uniformly with structures that were of a much improved quality.

The struggle of Jackson with the United States Bank is a sufficiently well known chapter of American history to excuse a repetition here; but it was very unpopular with most of the business communities of the large cities. At the present distance from the event it seems very evident that the strenuous action taken by "Old Hickory" to stop wild speculation, wild-cat banking, unsound financing, and irresponsible issues of paper money were fully justified even at the cost of the serious times precipitated by the panic of 1837. Some of the results to the business community will be discussed in another chapter devoted to the financial history of the city but it will be appropriate to refer here to the plan originated by Levi Woodbury, then Secretary of the Treasury, and submitted to a special session by President Van Buren by which an independent United States Treasury was established as a depository of Government funds, with branches in a few principal commercial centers, of which that in New York has always been of great benefit to the city's financial life. In the first place it was found to be a great aid to the measures taken by the bankers of New York and other cities, under the leadership of Albert Gallatin, to resume specie payments and to rehabilitate the business of the banks which had been compelled to suspend in the heat of the panic.

New York in the present day always impresses the stranger who visits it as an unfinished city. New houses are constantly being erected, some of the principal streets are always being torn up for subways or repaving or service wires and pipes. The rapidity of its growth pushes its residence districts farther afield, converts slums into business centers and fine residence districts into slums as the various strata of condition and race ebb and flow on a sea of change in this cosmopolitan and polyglot metropolis. Back at the beginning of the Nineteenth Century there was not much of this admixture. The great majority of the people of New York were of the racial strains

which had first settled the Island—Dutch, Walloon, Huguenot and British. A few Jews, not many Germans, some Irish, a hundred or so French emigres who had fled from the Terror, or French Republicans of a faction which had become unpopular, made exceptions to the rule that the population was in the main native-born to American soil. But there were constant physical changes even then. Gulian C. Verplanck, in letters published in the *Talisman* in 1829 under the pen-name of Francis Herbert, writes upon returning after a long absence of the impression of change the city gave him. He notices Pine Street as typical. Thirty years before there were, he recalls, "low, cheerful-looking two-story buildings of light-colored brick or wood, painted white or yellow, and which scarcely seemed a hindrance to the air or sunshine." But by 1829 Pine Street was so full of blocks of tall massive buildings as to "overshadow the narrow passage between and make it one of the gloomiest streets of New York." But that interesting observer never dreamed of a Pine Street with buildings ten times higher than the "tall, massive buildings" of 1829.

In 1830 there had been a considerable settlement built up along the Bowery Road and some fine residences were over on Second Avenue but the really fashionable people still lived on streets farther downtown. The northern limit of the higher strata of fashionable society was Warren Street, which at that time contained the homes of some of the most select people. Two families who had built marble houses on Chambers Street were considered as very extravagant to place such buildings so far out of town. By 1837 some fine people like the Albert Gallatin family had built mansions far uptown (his house was on Bleecker Street), but the houses in that neighborhood were mostly cottages owned by respectable thirty folk for whose benefit a Presbyterian Church had been erected in Bleecker Street. There was a colony of high class families around St. John's Park and in the neighborhood of Varick and Laight Streets was a respectable settlement; and there were other localities both on the East and West Sides of the city in which thriving communities of home-loving folk lived in their own cottages in typically American fashion. Washington Square, then a parade ground, had just been converted to that use from its former one as a Potter's Field.

The population of New York by the Government Census of 1830 was 202,589 and the enumeration by the Mayor's marshals in 1835 totaled 270,068. In the late months of 1837 the town was being torn up for improvements. In the lower part of the city there was still much building going on to repair the damage done by the fire of 1835. But then, and for several years after, building was

actively being prosecuted in all parts of the city, principally in substituting structures of brick and iron in place of the wooden buildings that had outlived their beauty as well as their usefulness. Park Place, Murray Street and Warren Street, with parts of Broadway, had for some years been the abodes of fashion, and the fashion center was expanding into Chambers, Franklin and White Streets and East Broadway. A few of the wealthy people, desiring larger grounds, had built mansions in lower Fifth Avenue and around University Square.

There were few parks, Bowling Green and St. John's Park being private enclosures, kept green for the exclusive benefit of those who lived around them. Vauxhall Gardens was a favorite resort of the populace, occupying most of the block bounded by Fourth Avenue, Fourth Street, Lafayette Place and Astor Place, the site of the Astor Library being part of it. The Battery was open and free. Washington Square was the parade and review ground of the militia. Union Square was in a region still sparsely settled and looked upon as out of town. Gramercy Park had been given for public use by the late Samuel B. Ruggles but was not improved or even laid out until 1840. After that, with a fountain, which was installed at a cost of \$3,000, it was one of the great attractions of the town.

The halls of the city were Washington Hall, which had been built by the Federalists early in the century and continued until taken down in 1845 to make room for A. T. Stewart's store. It was located on Broadway at Chambers Street. The Masonic Hall on Broadway and Pearl Street was considered, next to the Merchants' Exchange which was burned in 1835, New York's finest building. Clinton Hall was at the southwest corner of Nassau and Beekman Streets. It contained the picture exhibit of the National Academy of Design, which had been organized with Samuel F. B. Morse (inventor of the telegraph), as president, in 1826. Another art gallery, with a larger exhibit of pictures, was that of the American Art Union, at 497 Broadway, which included foreign as well as American art.

The City Hotel, at Broadway and Thames Street, occupying the site of the former mansion of the loyalist Lieutenant-Governor Delancey and which was the first house in America to have a slate roof, was notable as the best hotel in the United States. The Astor House was a strong rival and soon took the primacy, to retain it for many years until fashion moved uptown.

In no respect had the change worked in New York been greater than in the mixture of its population. New York had even in the old days been in a sense a cosmopolitan city because sailors and

visitors of all nations could be seen in its streets, but as the century opened it was so preponderantly native-born and Protestant that the foreign visitors were only an incident of its floating population. But after steam navigation began and the American "clipper" was evolved as the world's marvel of speed for sailing vessels, the immigration from Europe set in. America was recognized in the old countries as the asylum of the oppressed and as the improvement in shipping brought fares down so that the discontented of Europe could by a little saving secure enough to pay their passage, immigrants began to arrive in increasing volume. The aliens coming to the United States for the decade 1822-1831 numbered 156,943, but this



Old Dutch Church, William and Fulton Streets.

included visitors as well as immigrants, the records then making no distinction between the two classes. The numbers coming were under 10,000 per year until 1828, under 20,000 until 1828, when 27,382 arrived, then for three years were below 24,000. In 1831 there were 22,633 arrivals, suddenly increasing to 60,482 in 1832, and in the decade from 1832 to 1841, inclusive, there were 657,077 arrivals of alien passengers in the United States or more than four times as many as those who came in the previous decade. From the first, the bulk of the immigration came through the port of New York and all the time a considerable percentage of those coming found New York sufficiently attractive to settle within its bounds.

Immigration was adversely affected by the panic

of 1837 but not for long. There arrived 79,349 alien passengers in 1837 but the number dropped to 38,914 or more than fifty per cent. in 1838. But the number rose to 68,069 in 1839 and to 84,000 in 1840. The potato famine in Ireland in 1846 gave a great impetus to Irish immigration, the total number of alien passengers being 154,416 in that year and 234,968 in 1847, largely Irish. The political troubles in Europe in 1848 started a great immigration from the Continent, chiefly Germany, the Germans soon outnumbering the Irish in the eagerness with which they sought these hospitable shores. The gold discoveries in California in 1849 and 1850 greatly increased the immigration from all sources.

The immigration to New York finally affected its politics. The number of city wards was increased to sixteen in 1835 and to seventeen in 1836. The Whigs were successful in the elections of 1837 and 1838, electing Aaron Clark as Mayor, being the second Mayor of the city elected by popular vote, and also securing majorities of both boards of the Common Council. The Democrats won in 1839, electing Isaac L. Varian as Mayor and re-electing him in 1840. Robert Morris, of the well-known Revolutionary family, was Tammany's selection for Mayor in 1841, 1842 and 1843.

As the naturalization laws made the immigrant eligible to citizenship within five years Tammany saw a way to greatly increase its power by catering to the foreign element. It was strengthened in adding to the potential strength of the new comers by the law of New York passed in 1842, eliminating the property qualification for voters. It was not long before, under Tammany dominance, the recent immigrants were holding office as well as voting, the political rewards being parcelled out to members of different nationalities who could control votes in their wards. In these foreign born office-holders the Irish predominated, the members of that race evincing a positive genius for ward politics. The Democrats and Whigs had for some years been the opposing factors in city elections but there was a feeling that a Mayor should be selected who would not follow this Tammany plan of giving the offices to recent aliens and so in 1844 the party of Native Americans, which practically took over three-fourths of the Whigs, recruited by anti-Tammany Democrats, elected James Harper of the famous publishing house as its candidate for Mayor, with 24,510 votes against 20,538 votes for Jonathan L. Coddington, the Democratic candidate, and 5,297 for Dudley Selden, the Whig candidate.

One of the greatest celebrations which New York ever witnessed was that which occurred on June 27, 1842, in connection with the letting in of the water to the receiving reservoir at Yorkville (Eighty-sixth Street and Sixth Avenue), in which

ceremony the Mayor and Council, Governor and judges participated, and on July 4 following there was a similar celebration when the water was let in to the distributing reservoir at Forty-second Street and Fifth Avenue, on the site now occupied by our present magnificent Public Library. The great celebration, however, was on October 14, which approached in magnificence that which had attended the celebration of the completion of the Erie Canal. These two events held the record for effective display until the Hudson-Fulton celebration of 1909.

An important act under Mayor Harper was the first inauguration of a uniformed police force. Before that the city ordinance had provided for three forces, the watch, the municipal police, and the police proper, but had not very carefully defined their separate duties. Mayor Harper appointed the first uniformed Municipal Police, about two hundred, but left the old night watch numbering about one thousand. The only uniform of the latter was the hat, which was like a fireman's hat without its front helmet piece, and gained for the watchmen the popular designation of "Leatherheads."

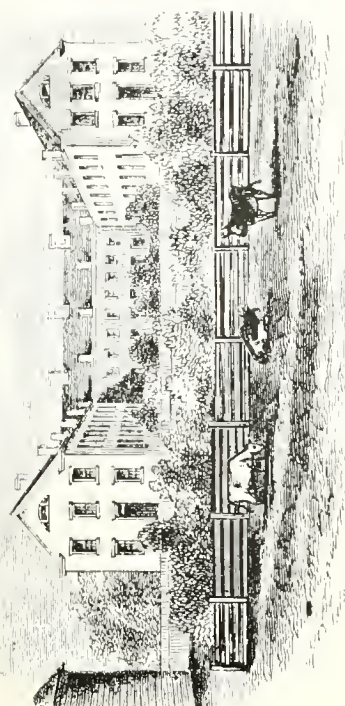
In the election of 1845 Harper was defeated for re-election, receiving only 17,485 votes against 7,032 votes for Dudley Selden, the Whig candidate, and 24,307 votes for William Frederick Havemeyer, the Democratic candidate.

The year 1845 brought the completion of the magnetic telegraph, the New York, Philadelphia and Washington Line being the second telegraph line ever constructed; the first, between Washington and Baltimore, having been completed in the previous year. Connections with Albany and Boston followed in 1846.

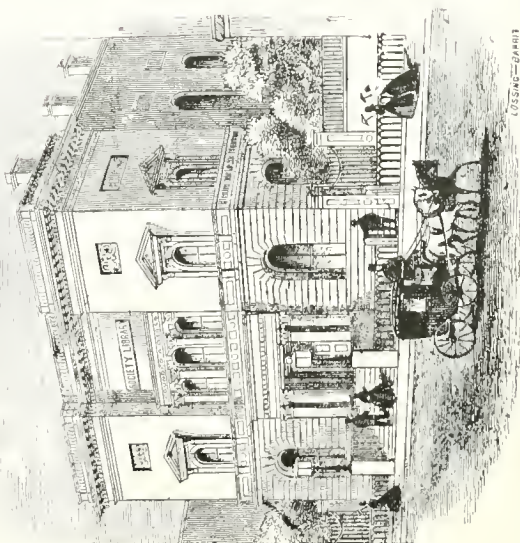
There was another disastrous fire which brought losses variously estimated at from six millions to ten millions of dollars. It completely wiped out the houses on Exchange Place and on Beaver Street, from Broadway almost to William Street, Broad Street (both sides) from above Exchange Place and the east side of Broadway south of Exchange Place. Whitehall Street was also burned out. Several houses on the east side of Broadway were also consumed.

The Police Department was systematically organized and increased to eight hundred men under Mayor Havemeyer in 1845 and this force was continued under a chief of police appointed by the Mayor, until the new Metropolitan Police Act of 1856. The Democrats elected Andrew H. Mickle Mayor in 1846. The Whigs were successful, with William V. Brady in 1847, and William F. Havemeyer was given another term in 1848.

The Astor Place riot of 1849, which was based upon the professional jealousy between those two eminent tragedians, Edwin Forrest, American,



Old House of Refuge.



New York Society Library.



Cozzens Hotel, Broadway and Barclay Streets.



Castle Garden in 1812, Now Transformed Into the Aquarium.

and William C. Macready, English, occurred in May, 1849. The falling out of these two actors brought nothing more serious than an epistolary battle in the newspapers and Macready had enjoyed a successful season on his third visit to New York in 1848. Forrest had stirred up some feeling by ascribing to Macready an unfriendly reception which had met him in London shortly before: a charge which Macready stoutly and, it is believed, truthfully denied, but when he came in 1849, Macready was made the victim of nativistic resentment growing out of these charges and rumors.

Caleb S. Woodhull had just been elected Mayor as a Whig with the native American endorsement, and the feeling against aliens which was engendered in the election was still potent. Monday night Forrest's adherents packed the theatre and broke up the performance by coarse epithets hurled at Mrs.

in spite of the greatest possible precautions there were several disturbers in the Macready audience and they made a rush to the stage to seize Macready but were stopped by the police and ejected. A mob outside assaulted the police and were overpowering them when a troop of horse preceding the Seventh Regiment came on the scene. The horsemen were overpowered by the mob when the Seventh Regiment appeared. The Mayor adjured the crowd to retire but they paid no heed. The Sheriff, Westervelt, after consulting with General Charles W. Sandford ordered that a volley be fired over the heads of the crowd at the dead wall of the house opposite. This order was obeyed but only brought jeers and a shower of missiles. Then the soldiers were ordered to reload, aim low and fire. Many of the crowd were killed and wounded, and the oth-



Old Union Square.

ers dispersed, but, being pursued into Third Avenue, gathered missiles and made another rally but were finally dispersed with another fatal volley. Generals Sandford and Hall and Lieutenant Colonel Brinckerhoff were injured by the rioters as well as one hundred and forty-one members of the Seventh Regiment including Colonel Duryee and Captains Henry C. Shumway and William A. Pond. Thirty-four of the mob were killed and many injured. Macready finished his performance and went to Boston and thence soon after to England.

During all the changes and exciting incidents the town had continued to progress and passed the half million mark during the decade ended 1850 when the population, by the Federal Census, was 515,477.

When the curtain went up it was found that in

CHAPTER FOUR

From 1850 to the Close of the Civil War

AN ERA OF SOCIAL AND CIVIC PROGRESS FOLLOWED BY LOCAL DISSENSION AND WAR PARTICIPATION.

DURING the fifth decade of the Nineteenth Century the population had grown from 312,852 in 1840 to 515,477 in 1850.

From the time that the office of Mayor had been made elective, with Cornelius Van Wyck Lawrence as the first incumbent under that plan in 1834, the term had been for one year only, a plan which seldom gives a good mayor a chance to develop his highest capacities. But the legislature in 1849 gave the city an amended charter, one of the features of which was the extension of the terms of Mayor and Aldermen to two years, beginning January 1, following the election, and changing the date of the charter election from April to coincide with the general election in November. Under this arrangement the first incumbent was Ambrose C. Kingsland, elected in November, 1850, as the candidate of the Whig Party. He was the last to be elected Mayor under that political designation, the party itself dying a natural death in 1852, when its Presidential ticket—Winfield Scott of New Jersey and William A. Graham of North Carolina—went down to defeat with only 42 electoral votes to oppose the 254 cast for the Democratic candidates, Franklin Pierce of New Hampshire and William R. King of Alabama. Mr. Kingsland would probably not have been elected Mayor in 1850 if it had not been for the fact that there was at this time a recrudescence of the nativist sentiment which had elected James Harper Mayor seven years before, the immigration having meanwhile increased by 200 per cent. The element which was rapidly forming into the secret Know-Nothing movement joined with the Whigs in the election of Kingsland. His opponent was a popular business man, Fernando Wood, of Southern origin, who had served a term in Congress and was chairman of a young men's political organization. In 1852 the election for Mayor was at the same time as the National

election with results equally Democratic, Jacob A. Westervelt, who had been sheriff of New York County, being elected Mayor. He was a ship-builder and among other vessels constructed the United States steam frigate Brooklyn.

It was a greatly advanced New York in which the second half of the Nineteenth Century opened. The telegraph had revolutionized the methods of business. The railroad had connected it with the surrounding country but there was much confusion because the systems which we now know were, as far as they then existed, composed of a lot of short roads under diverse ownership. Between Albany and Buffalo there were ten separate roads. These were consolidated in April, 1853, into the New York Central Railroad. Between New York and Albany were the Harlem Railroad, chartered April 25, 1831, and the Hudson River Railroad, chartered May 12, 1846, and completed to Albany October 3, 1851. The corporate union of these with the New York Central was effected November 1, 1869, by consolidation.

The first trunk line to connect New York traffic with the Great Lakes was the New York & Erie Railroad Company chartered April 24, 1832, to lay a single, double or triple track from the City of New York to Lake Erie. It was hampered by many causes, physical and political, but the road as laid out from Piermont on the Hudson to Dunkirk on Lake Erie was completed in May, 1851. The connecting of the city by successive railroad lines with the great West endowed it with the metropolitan character which has year by year become more strongly emphasized.

Besides enhanced facilities of transportation and communication, New York had gained many things which added to its municipal and social advantage. John Jacob Astor, the richest merchant of the city, who died in 1848, left the sum of

four hundred thousand dollars as a library endowment to the city in which he had prospered so greatly. The Astor Free Public Library was incorporated January 13, 1849, and work upon its building was begun. It was opened to the public in February, 1854, and in 1858 was considerably enlarged through the liberality of William B. Astor, son of the original donor.

The New York Free Academy, designed to give to the youth of the city who had for at least one year attended its public schools the benefit of academic training, was established in 1849 in Twenty-third Street, corner of Lexington Avenue. It was given collegiate powers in 1858 and in 1866 assumed its present title of The College of the City of New York. It is recognized internationally as the most nearly complete collegiate institution in the world which is a part of a city's public free school system. Its management and corps of instructors include educators, scholars and scientists of the highest rank. In 1882 the requirement of previous attendance at the public schools was repealed and as a consequence the advantages of this great institution of higher learning are now available to any young man of the city who can pass the entrance examinations.

The New York Association for Improving the Condition of the Poor though originally organized in 1843 was not incorporated until 1848. It has a glorious record of work of genuine relief of the destitute, and of rehabilitation of those who through sickness or misfortune were temporarily in dire need. The New York Juvenile Asylum, another benevolent enterprise of beneficent record, was established in 1851. The Five Points Mission, inaugurated in 1850 by the New York Ladies' Home Missionary Society of the Methodist Episcopal Church, has an international reputation as one of the most successful religious and reformatory enterprises ever established in any city. The Five Points House of Industry, originally connected with it but taken over as a part of the institutional work of the Protestant Episcopal Church of the Ascension in 1851, is another enterprise of practical benevolence which has helpfully touched many thousands of unfortunates.

In 1846 Rev. Dr. William A. Muhlenberg, then rector of the Protestant Episcopal Church of the Holy Communion, took up a collection to found a hospital which should be conducted under the auspices of the denomination. He received \$30 but kept up the appeal constantly in a quiet way until 1850 when a public appeal resulted in the formation of a corporation and the receipt of subscriptions aggregating \$100,000. Beginning in a small building on Sixth Avenue it removed to a large structure at Fifth Avenue and West Fifty-fourth Street where it remained until it removed to the group of handsome buildings, designed by Ernest Flagg, which are now occupied on Morningside

Heights at One Hundred and Thirteenth Street.

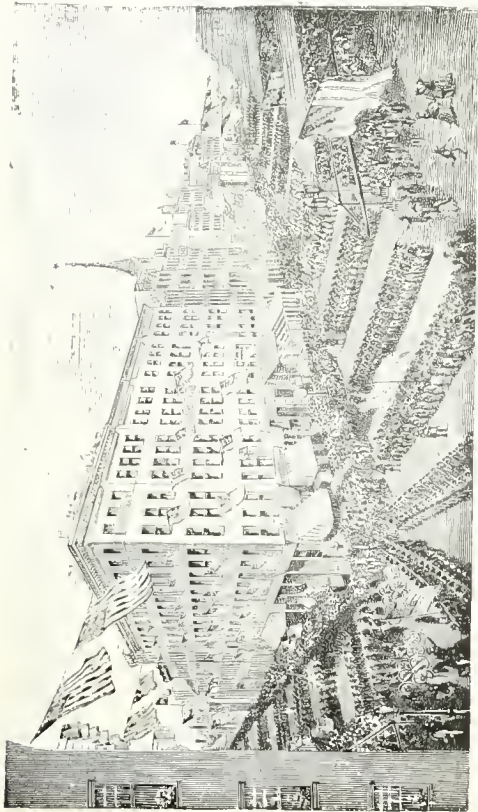
The De Milt Dispensary, established in 1851, has since 1853 occupied its own building at Second Avenue and Twenty-third Street. It has been ministering to the afflicted of the East Side ever since.

When George Williams, a dry goods clerk in London, moved by the spirit of Christian fellowship, established a small society among his young friends and called it The Young Men's Christian Association, he builded far better than he knew. That was in 1844, but the idea was so sound and so helpful that it soon spread over the English-speaking world. It reached this continent in 1851, when branch associations were founded in Montreal and Boston, and in 1852 the New York Young Men's Christian Association was founded at a meeting presided over by Rev. Gregory T. Bedell, then rector of the Church of the Ascension but later Protestant Episcopal Bishop of Ohio. Rev. Dr. Isaac Ferris of the Dutch Reformed Church and leading ministers of other denominations took part in the proceedings and many of the young men who enrolled then as first members of the Association have since been notable as leaders in the business, religious and philanthropic life of the city. The Association now has several branches in the Greater City and is entrenched in the approval of its people as was attested when three or four years ago a fund of four million dollars was raised for necessary extensions of its facilities and those of its sister organization, the Young Women's Christian Association.

September, 1850, was marked by a musical event which passed into popular tradition as the most historic of its kind in the annals of the city. Jenny Lind, the Swedish soprano who in her day was known everywhere as "the Swedish Nightingale," was introduced to an American audience by that almost equally famous showman, Phineas T. Barnum. Castle Garden was the old fortress which after the British evacuated New York was variously used and early in the Nineteenth Century became a summer garden and the scene of important gatherings such as the reception of General Lafayette in 1824 and of President Jackson in 1832. Probably no other musical artist who ever came to New York ever had so overwhelming a reception as Miss Lind. Those who heard her, and that seems to have been everybody then living in New York, came away her lifelong captive who would never admit that any other great singer was at all to be compared to Jenny Lind.

Castle Garden was later the immigration office which foreigners passed through as they now are received at Ellis Island, and after the removal of the immigrants to that island the site was turned over for use as the New York Aquarium.

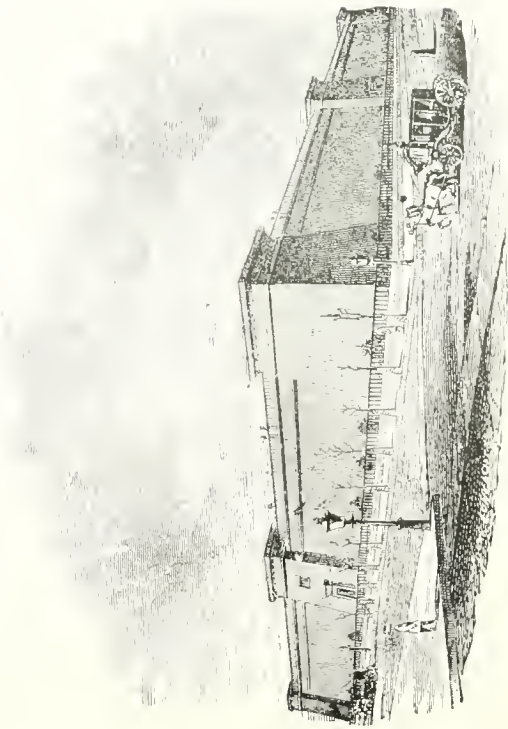
The opening on July 4, 1853, of the Crystal



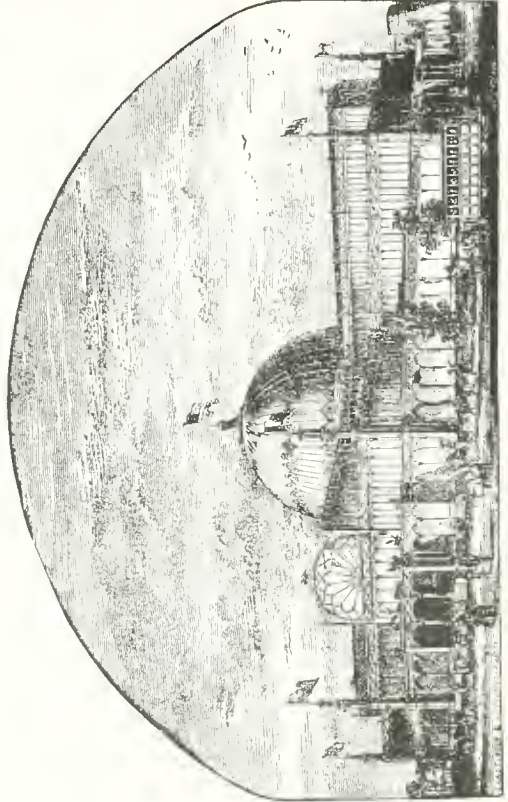
Broadway From Cortlandt Street, April 19, 1861—Departure of the Famous "Seventh" for the Front.



Old View of Trinity Place



Old Water-Reservoir at Fifth Avenue and 42d Street.



The Crystal Palace, 1853.

Palace at Forty-second Street and Fifth Avenue, on the site of what is now known as Bryant Park, of the "World's Fair for the Exhibition of the Industry of all Nations" was a great enterprise, modeled upon the plan of the Crystal Palace Exhibition in London in 1851 (the first of the World's Fairs). It occupied a great building of iron and glass, with exhibits and a great art gallery which for months drew many thousands of visitors. President Franklin Pierce spoke at the opening ceremony. It continued several months and in May, 1854, was opened as a permanent exhibition until the attendance dwindled so as to make it no longer profitable. It was closed for a time and later was used for various large gatherings until it was destroyed by fire on October 5, 1858.

The announcement of the discovery of gold in California, and the succession of fascinating stories of wonderful gold strikes in that new El Dorado, had a stimulating effect on shipbuilding and on the sale and chartering of ships. Of these industries New York was the great center, and the fame of the wonderful New York "clippers," and especially of Edwin D. Morgan's "Dreadnaught," spread to all parts of the maritime world.

The New York Yacht Club was organized in 1844 as the result of the efficient efforts of John C. Stevens, who became the first commodore of this, the foremost and oldest yachting organization in this country. It leaped into fame in 1851 when Commodore Stevens and his associates, having had the yacht *America* built especially for the purpose, won the Queen's Cup in the regatta of the Royal Yacht Squadron, at Cowes, England. The design of the *America* was so superior for racing purposes to any of the older types of racing vessels that the entire art of yacht design was remodeled and many vessels, built in British and American shipyards, have contended in international competitions for what has long been known as the "America's Cup." Its possession still remains with the New York Yacht Club although several international races have been sailed with English competitors among whom Sir Thomas Lipson has been the most persistent.

From an early day there have been in New York men of vision who have been wise enough to see that New York must eventually suffer from human congestion and that this must be to a degree remedied or at least alleviated by providing breathing places for the populace. Among the earliest park agitators were men who proposed to enclose a large park around the Collect Pond, which in Colonial days and for some decades afterward was utilized for boating in the summer and skating in the winter. This proposition met little response. The next proposal was for a park which should cover all the ground from Third to Eighth Av-

enues between Twenty-third and Thirty-fourth Street. This project left a small reminder in the present Madison Square. The park idea had been spread among the people by these and other suggestions and one that made a good impression for a time had to do with Jones's Woods, a stretch of forest land east of Third Avenue between Sixty-fifth and Sixty-seventh Streets to the East River. This site was so far favored that it was accepted by city ordinance and legislative enactment but discussion arose in which it was objected that these woods were too much on one side of the city, and the strip was too narrow. Finally a commission was appointed by the Board of Aldermen to choose a site, by which the tract between Fifth and Eighth Avenues from Fifty-ninth to One Hundred and Sixth Street was recommended for the park site. This was adopted and enacted into law in 1856, and the northern boundary was extended to One Hundred and Tenth Street in 1859. The wonderful work of Messrs. Olmsted and Vaux, the landscape architects, and the watchful care and vigilance of Andrew Haswell Green as President of the Central Park Board from 1857 to 1870 completed the park and saw it safely through its formative years. Mr. Green served the city faithfully in many ways that added to its beauty and its success in civic matters. The square between Eighth and Ninth Avenues from Seventy-seventh to Eighty-first Streets and which had previously been known as Manhattan Square was added to the Central Park area, increasing it to eight hundred and sixty-two and fifty-nine one-hundredths acres.

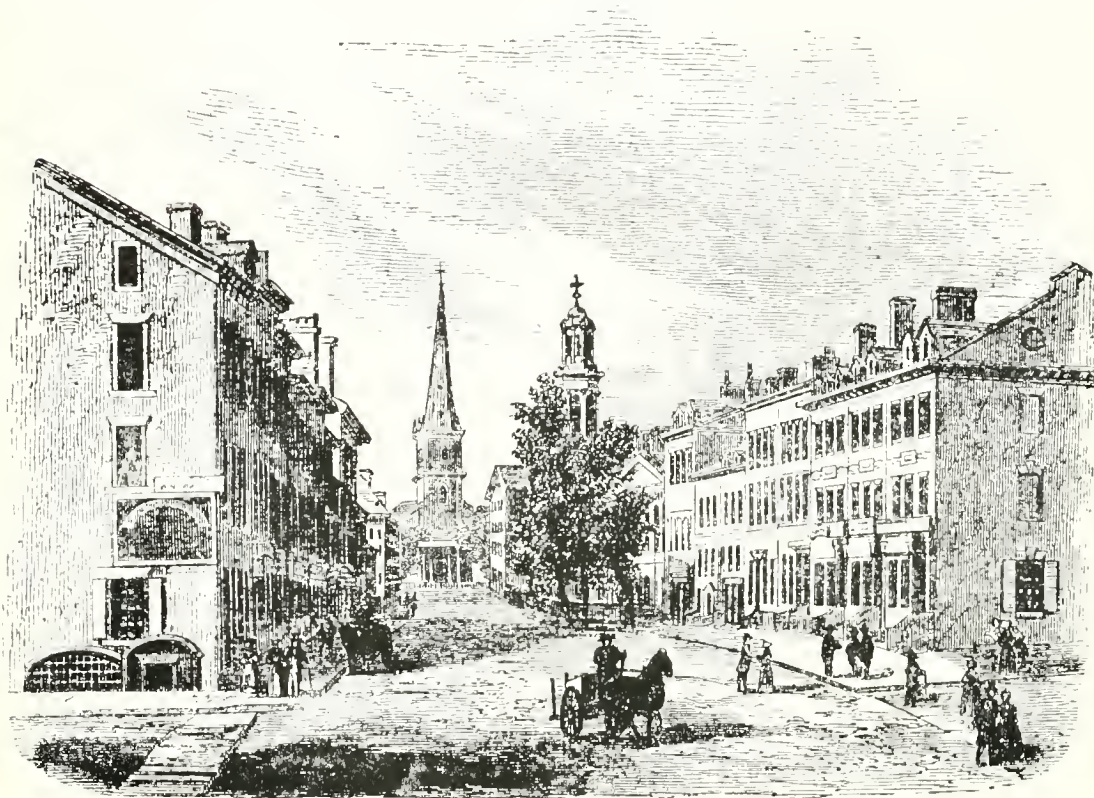
Fernando Wood, who had been defeated by the Whig-Know-Nothing combination for Mayor in 1850, had not been a candidate in 1852 but had devoted his attention quite closely to his shipping business. During the Westervelt administration there was considerable demoralization in the various departments, and in 1854 he became the successful Democratic candidate for Mayor. He accomplished some reforms in the various departments and gave such general satisfaction that he was easily re-elected in 1856.

In the spring of 1857 the State Legislature passed several bills to amend the city charter of New York. The municipal and state elections, which had been before that held on the same day, were to be separated, the city election being fixed for the first Tuesday in December. The Comptroller and Corporation Counsel as well as the Mayor were to be elected by the people once in two years. The city was divided into seventeen aldermanic districts, from each of which an alderman was to be elected by the people once in two years. The Board of Councilmen was composed of six members elected annually from each Senatorial district, or twenty-four in all. The Alms-house and Fire Departments remained unchanged

and the superintendence of Central Park was given to a Board, to be appointed by the State government, but the most radical innovation was the transfer of the Police Department from the city to the State. The Metropolitan Police abolished the Municipal Police Force and created a police district comprising the counties of New York, Kings, Westchester and Richmond. A Board of Commissioners was instituted, to be appointed for five years by the Governor and Senate, to have control of the appointment, trial, and management of the police force, which was not to exceed two thousand in membership, and to appoint the chief of police and minor officers. These Police Com-

States. Governor John A. King had presided in 1855 over the convention at Syracuse, N. Y., at which the Republican Party was formed, had previously served in the State Assembly and Senate, as a Whig, had opposed the extension of slavery and had been a leader in Whig politics.

Mayor Wood, acting on the advice of the Corporation Counsel and of Charles O'Connor, refused to recognize the Metropolitan Police Act or the Board of Commissioners created under it, declaring that the statute was unconstitutional. He summoned the members of the old municipal police and ordered them to stand by him in holding the property of the Police Department against the new



Old Wall Street, East of Broad, Grace Church and Trinity at Foot.

missioners were to secure the peace and protection of the city, to secure quiet at elections, and to look after the public health. The Board was to consist of five members appointed by Governor and Senate and the Mayors of New York and Brooklyn were to be members *ex officio*. The first appointed members were Simon Draper, General James W. Nye and Jacob Chadwell, of New York; James S. T. Stranahan of Kings; and James Bowen of Westchester County.

The governor who appointed this Board was John Alsop King, of Jamaica, L. I., eldest son of Rufus King who, with General Schuyler, was elected in 1788 to the first Senate of the United

States. Daniel D. Conover, who had been appointed street commissioner by Governor King to fill a vacancy, went to the City Hall to claim his office and was unceremoniously ejected by the Mayor. The Deputy Commissioner, meanwhile, claimed the right to hold the office and a third competitor, Charles Devlin, had been appointed by Mayor Wood, who claimed the appointing power. Conover obtained a warrant from the recorder to arrest the Mayor on the charge of inciting a riot, and another from Judge Hoffman for personal assault. With these documents, and with fifty of the Metropolitan police to help him, Conover repaired to the City Hall. Captain

Walling of the Police, with one warrant, first attempted to gain an entrance but failed and Mr. Conover, with the other, had no better success. The City Hall was filled with armed members of the Municipal Police force who attacked such of the Conover following as tried to enter, and in the Park outside was a crowd which, in evident sympathy with the attitude of the Mayor and the old police, assisted them in the fierce assault on the newcomers which quickly followed. Just at this juncture the Seventh Regiment entered upon the scene, not purposely but as a fortunate coincidence. The Seventh had been invited to Boston to receive an ovation there and was on its way to the boat. As it passed near the scene of the disturbance it received a request from Captain Walling to come to the City Hall and restore order. Promptly responding, the presence of this famous regiment soon brought quiet. General Sandford, accompanying Mr. Conover, was admitted to the City Hall, and the General advised Mayor Wood to accept service and save further friction and the use of force. The Mayor submitted, further resistance being manifestly useless. The Seventh Regiment resumed its journey to Boston but nine other regiments were required to lay under arms. The main controversy was very soon settled as the case, being expedited, soon reached the Court of Appeals which on July 1 decided that the Metropolitan Police Act was constitutional.

But the worst was yet to come. The lawless elements of the population were not satisfied with the decision and the members of the Municipal Police who were being legislated out of their jobs were little disposed to be harsh to those who were supporting their side of the contention. Upon receipt of the news of the decision of July 1 the Police Commission began to install the Metropolitan Police in the places of the old municipal force. The vicious and criminal elements of the city have always been in the habit of forming themselves into gangs. Modern psychology has taken account of the "gang spirit" as a natural development, and modern sociology has found ways to divert this tendency into channels of usefulness in such organizations as "boy scouts," "junior police" and other ways which take the boy and help fashion him into a man with a social conscience. But few of these efforts had been begun sixty years ago, and gangs of rowdies were much more numerous and more strongly organized then than now. The demoralization of the old municipal police, and the inchoate and unorganized status of the new Metropolitan Police, seemed to afford an opportunity of rival gangs to try their prowess in street affrays. The National Holiday and the evening before it appealed to some of the gangsters as a convenient season for the purpose and on the night of July 3 the disturbance began with a pitched battle in

Bayard Street when the "Dead Rabbits" gang from the Five Points district invaded the "Bowery Boys" gang. They fought with bludgeons, stones and knives, they assaulted each other and men, women and children who came in their way; they drove off the small detachments of police sent to quell them, wounding some, and they built up barricades in the streets as offensive screens and defensive bulwarks and while there was a lull late at night, trouble began again in the morning. The Seventh Regiment, still in Boston, was asked by telegraph to come home and the militia in the city was called into action. When the riot was finally quelled in the afternoon it was found that six men had been killed and more than one hundred wounded. The next day in the afternoon another disturbance occurred at Centre and Anthony Streets and was quelled by the militia. The regiments remained under arms but the trouble seemed to be over. The Municipal Police were severely criticized for inefficiency and by some were accused of having encouraged the rioters. The work of organizing the Metropolitan Police went vigorously on but there were signs of unrest which called for vigilance and there was another outbreak on July 13 and 14. The previous troubles had been in districts principally Irish but this new outbreak was in the Seventeenth Ward, a German stronghold. It was finally put down by the police and after that quiet reigned again. The disturbances of this series are known in history as the "Police Riot."

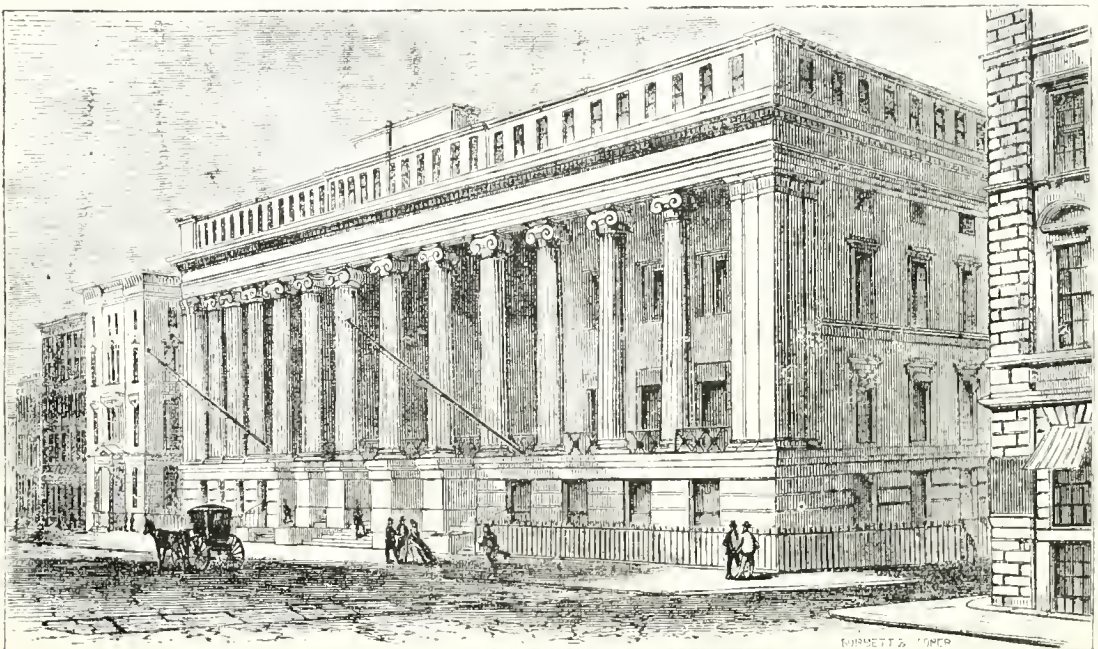
The period of monetary stringency which prevailed from the late summer of 1857 to the spring of 1858, following the suspension of the Ohio Life & Trust Company with debts of seven million dollars on August 24, 1857, was followed by the suspension of banks in Philadelphia and later through Pennsylvania, Maryland, the District of Columbia and Rhode Island. Many failures followed. A run on the banks in New York became so severe that the State Legislature on October 14th passed a law providing for suspension of specie payments for one year. The banks, however, voluntarily resumed specie payments on December 14. The cessation of industry followed the stoppage of credits and there was great distress among the city's poor, food riots, soon suppressed, public soup houses established at various points, public work in Central Park and elsewhere as relief for the unemployed and a slow recovery due to the excessive caution which always follows such a period, rather than to any lack of means.

The charter election in December, 1857, resulted in the defeat of Fernando Wood by Daniel F. Tiemann, a prominent merchant, who was installed as Mayor on January 1, 1858.

The agitations and disturbances of politics which



Old Custom House and Vicinity, 1825.



The Oldest Merchants' Exchange (Later Custom House)—Now City National Bank.

resulted in the Civil War occupied public discussion very fully during the period between the panic of 1857 and the election of Lincoln but these were matters of national rather than local history. The discussions of that time were, however, carried on with more vigor by the New York newspapers than by any others. The period was one in which the press of this city dominated public opinion: more so than at any other period. There were editorial giants in those days and the utterances of Greeley of the Tribune, Raymond of the Times, Bennett of the Herald, Bryant of the Evening Post and Webb of the Courier and Enquirer had more influence than any others. The New York newspapers have not deteriorated. They are in fact better than ever, but other great centers have journals equally able and editorials equally influential. The personal element has practically disappeared from journalism and the Greeleys, Danas, Raymonds and others who sway public opinion in these days are for the most part personally unknown to the great mass of their readers even by name.

From Colonial days measures of quarantine have been maintained in New York Harbor and these have been amplified to such an extent that they now defend not only the port of New York but the entire country against the entrance of dangerous and pestilential diseases. Bedloe's Island was long used as the quarantine station and later it was placed on Governor's Island. But in 1801 the people of New York City, alarmed at the idea of having a colony of pest houses within one thousand feet of its front door at the Battery, petitioned for its removal and it was located at Tompkinsville, Staten Island. It remained there for sixty years but as the population around Tompkinsville increased there came a desire for its removal again. The State Legislature in 1857 ordered the selection of another site. Sandy Hook was selected but that was New Jersey soil and that State would have none of it so it was transferred to Sequin's Point, at the lower end of Staten Island, but after some buildings had been erected the neighboring residents attacked it by night and set fire to the buildings. The citizens of Tompkinsville regarded that event as a lesson in how to rid themselves of their own nuisance and in July there was an uprising there, since characterized as the Quarantine Riot, in which the quarantine establishment was utterly destroyed in a night raid. Richmond County was compelled to pay the damage for the destruction wrought in these two raids, but secured action which took the pest houses from Staten Island soil. A commission was appointed which moved the Quarantine to a floating hospital for which the old steamship "Falcon" was secured, with an anchorage in the Narrows. Afterward, from 1866 to 1870, a sandbar known as West Bank in the Lower Bay was filled in and became known as Swinburne's Island, upon which many

hospital and other buildings have been erected. Hoffman Island, similarly built from 1868 to 1873, was created and is used for an observation and isolation establishment for immigrants who have been exposed to dangerous epidemics. The excellence of the plant and work of the Quarantine has been examined and proclaimed by many great sanitarians from all parts of the world as the best in existence.

In 1858 the famous Cooper Institute was built by Peter Cooper and was completed and equipped at a cost of \$600,000. It has given opportunities for art and technical instruction to many who have adorned their profession here and elsewhere and who would have been shut out from opportunity if it had not been for the free lectures and instruction afforded by this great foundation. The New York School of Applied Design for Women was at first located in Cooper Institute until its present excellent building was completed.

The cornerstone of the new Roman Catholic Cathedral of St. Patrick was laid by Archbishop Hughes at Fifth Avenue and Fiftieth Street on August 15, 1858, in the presence of a great concourse of people. It was consecrated May 25, 1879.

James Monroe, fifth President of the United States, after his second term retired to private life, dividing his time between his Virginia estate and New York. He died in this city, July 4, 1831, and was buried in the Marble Cemetery on Second Street, between First and Second Avenues. In 1858 the remains of President Monroe were disinterred and removed to Richmond, Virginia, escorted by the Seventh Regiment, and reinterred there. The regiment returned bearing the corpse of their comrade, Lieutenant Hamilton, a descendant of Alexander Hamilton, who had died on the way, and he was buried in Trinity churchyard.

The event of 1855 which created the greatest excitement and interest in New York was the completion of the first Atlantic telegraph cable. Cyrus West Field, a New York merchant, was the genius whose indomitable energy and patience brought to fruition the marvel of overseas communication. Son of Rev. David Dudley Field, an eminent Congregationalist divine, he and three distinguished brothers, David Dudley Field, noted as a jurist, Stephen Johnson Field, Justice of the United States Supreme Court, and Rev. Henry Martin Field, Presbyterian clergyman, author and editor of *The Evangelist*, were all men of great prominence. Cyrus W. Field, interesting Peter Cooper, Marshall O. Roberts, Moses Taylor, and Chandler White, arranged a conference with these gentlemen at the house of his brother, David Dudley Field, in Gramercy Park and in half an hour these five gentlemen had on May 8, 1854, organized a company and subscribed a million and a half of dollars to its capital stock to connect England and America by telegraph cable. The

story of the successes and the disappointments connected with the laying of the cable has often been told but the first cable was laid and on August 16, 1858, messages of congratulation were exchanged between Queen Victoria and President James Buchanan. For several days there was great public rejoicing. Messages were exchanged and September 1st was set apart for special honors to Mr. Field and the officers of the cable expedition. There was a morning Thanksgiving service at Trinity Church in which two hundred clergy participated. At noon Mr. Field and the officers of the ships of the expedition landed at Castle Garden and were received with a national salute. A procession was formed, extending from the Battery to the Crystal Palace, where the Mayor presented Mr. Field the freedom of the city in a gold box with the thanks of the community. At night the firemen paraded in a torchlight procession to do honor to the man whom everyone was acclaiming a popular hero.

But on that day the cable was suddenly hushed. A great achievement seemingly became a joke; many declared it to be a hoax; some denounced it as a fraudulent stock speculation, denying that any message had passed over it though four hundred messages had been transmitted in the interval, as the mails proved, for events occurring in America had been printed in English papers within forty-eight hours from their occurrence. Mr. Field was spoken of currently as a visionary or an adventurer. But his associates knew him, and he was not the man to give up. The war came on and made further progress for a time impossible. The "Great Eastern" in 1865 was set to work to lay another cable but after it had laid twelve hundred miles the cable parted. It had to be done all over again in 1866 but this time with success. Honors came again and in fuller measure and this New York merchant had earned a sure place in the roll of those who deserve fame. John Bright aptly characterized him as "the Columbus of modern times who, by his cable, had moored the New World alongside of the Old."

At the election in December, 1859, Fernando Wood was again elected Mayor of New York for the term beginning January 1, 1860. Although the country was in a state of political turmoil the year 1860 was notable in New York as one especially full of visits of friendship and ceremony by many distinguished foreign visitors. Much interest was evoked by the visit of the Japanese Embassy which reached New York on June 16. The policy of isolation which had characterized the Japanese nation had only been relaxed for a few years, and this official visit to the United States was the first essay of that country toward the establishment of close commercial and diplomatic relations. They were made the guests of the city during their stay, were shown every courtesy, the city was illuminated in their honor

and lavish hospitality greeted them everywhere. The Prince of Wales (afterward to become Edward VII, of England) who came here traveling under the title of Baron Renfrew, was greeted by parades, receptions and other festivities. Although there had been forty-five years of uninterrupted peace between the United States and Great Britain there still remained a considerable amount of prejudice against England, which had largely been made permanent by the war of 1812-1815. But Queen Victoria's reign had impressed the American people favorably and she had won general esteem among them. The modest demeanor of the Prince, then a young man, made his visit a long remembered occasion.



Horace Greeley

The fate of Sir John Franklin, the Arctic explorer who left England in May, 1845, and was lost in the Arctic, had enlisted the interest of Americans and particularly some of our leading merchants and citizens. Lady Franklin had sent out expeditions to rescue him and the crews of his two vessels the Terror and the Erebus but they returned without finding any trace of the Franklin party. Henry Grinnell, a New York merchant and ship owner, offered to equip two of his vessels and turn them over to the United States Government to serve as a rescue expedition. The offer was accepted and the two vessels, the Advance and the Rescue, were placed under command of Lieutenant Edwin J. DeHaven, U. S. N., and manned through the Navy Department. The expedition

left New York, May 22, 1850, and returned September 30, 1851. Though it failed to find any trace of the Franklin party it discovered new territory which it named Grinnell Land and made other important contributions to our knowledge of the Polar Regions. A second expedition financed and equipped by Henry Grinnell and George Peabody went north in 1853 in charge of Dr. Elisha Kent Kane, in the *Advance*. This expedition also failed to find the Franklin party or any trace of it but made still further discoveries, determined the existence of the circumpolar sea and mapped much of its coast line. These researches deepened the interest of the people in geographical knowledge and led to the organization of the American Geographical Society, which has since been a great encourager of research, polar and other. Lady Franklin, widow of Sir John Franklin, was much interested in these American efforts to discover the lost party and in 1860 came to New York to thank the citizens and officers who had spent such costly efforts in the endeavor to find the lost heroes of the *Erebus* and the *Terror*. The Prince de Joinville was also a distinguished visitor to New York that year. He was the third son of Louis Philippe, King of the French, but had lived in England after the Revolution of 1848 had sent all the Orleanist princes into exile. He remained in the United States until 1862 and for a time with his son, the Duc de Penthièvre, and his nephews the Comte de Paris and the Duc de Chartres, served on the staff of General McClellan in the Army of the Potomac. He was a capable military and naval officer and a writer of ability on naval and army topics and on our Civil War.

These distinguished foreign visitors, received with open arms and feted with prodigal hospitality, came to New York in a year that was full of anxiety to those who were really in touch with the situation as it was developing. The matter of slavery was only one phase of the question which from the first organization of the Union had divided the country into two schools of thought concerning the authority of the individual States. The question of the right of secession had been often discussed. Josiah Quincy had declared the right of States to secede "amicably if they might, forcibly if they must," as a protest against the admission of Louisiana to statehood in 1811. So that in 1860 even in the New York newspapers the question was still being discussed as if it were an academic one. The pro and con of John Brown's raid into Virginia, of the "bleeding Kansas" controversy and cognate themes were hotly discussed in the papers and on the platform but the consensus of opinion in New York was that it would be worked out in Congress and there would be no war. Even after the election of Lincoln many of those who had been sympathetic with the Southern contention in Congress held a meeting in Pine Street and adopted resolutions ex-

pressing sympathy with the political attitude of the southern leaders but implored them to keep in the Union and fight their battles in the political arena. There were others who, contemplating the disruption of the Union as quite within the range of possibility, argued that in that case New York should become a free city, entirely independent. Mayor Wood, in his annual message to the Common Council, January 7, 1861, advocated that course.

The news of the attack on Fort Sumter brought the debaters up standing. Many of the prominent men who had been active in the Pine Street meeting in January were vice-presidents of the "Union mass-meeting," one hundred thousand strong, which assembled at Union Square on April 20. John A. Dix, who had been active in the Pine Street meeting, presided in Union Square. Fernando Wood, the Mayor, on April 15 had issued his proclamation calling upon all, "whatever their individual positions or opinions may have been on questions of public policy," to "ignore the past, rising superior to partisan considerations, and rally to the restoration of the Constitution and the Union as they existed in the days and in the spirit of our fathers."

Now the papers became full of martial news of marching hosts, the "gallant Seventh," the "steady Twelfth," the "gay Seventy-first," the "rollicking Sixty-ninth," then "boys in blue," units which we have recently seen in similar array in olive-drab.

Major-General Sandford, commanding the First Division, N. G. S. N. Y., received on April 17, orders "to detail one regiment of eight hundred men, or two regiments amounting to the same number, for immediate service." He detailed the Seventh Regiment (Col. Lefferts) for duty and on Friday, April 19, at 3 P. M. the regiment started down Broadway en route for Washington. Such an ovation as cheered the Seventh on its way had never before been seen on this continent. The street was crowded on both sides with a cheering mass. Every window was filled with spectators, every jutting parapet had its occupant. The Seventh was the vanguard of a stream that kept up for months. It went to Washington via Annapolis and at the National capital joined the Massachusetts regiment which had arrived the day before. These two regiments had been rushed to the front to defend Washington against an expected attack. The Sixth, Twelfth and Seventy-first regiments of the militia embarked for Fortress Monroe on April 20 and the Eighth, Thirteenth, Twenty-eighth and Sixty-ninth left for Washington on the 23d. All received ovations as they started for the front. Then followed regiment after regiment of volunteers as the fierce demands of war called for ever increasing forces.

It is not intended to write here a detailed history of the part of New York in the War for the Union but it may be briefly said that in whole-

hearted work for the Union cause the metropolis rose gloriously to its duties and opportunities. The Union Defense Committee was an organization of citizens that did great things in encouraging enlistments and stimulating efforts in behalf of the forces in the field. The women of New York worked constantly and strenuously along such lines as they could best follow for the good of the men at the front. The United States Sanitary Commission was organized under the advice of Rev. Dr. Bellows by a committee representing the Woman's Central Association for the Relief of the Sick and Wounded of the Army, the advisory committee of the Boards of Physicians and Surgeons of the Hospitals of New York and the New York Medical Association for Furnishing Hospital Supplies in Aid of the Army. The Sanitary Commission did great and noble work along lines now fortunately more thoroughly organized, undertaken by the Red Cross.

The story of the Draft Riots comes as the dark side of the story of New York in the War. The Enrollment Act of March 31, 1863, was very unpopular in certain sections of the city. A provision in it that any drafted man could procure exemption by paying \$300 was regarded as favoring the rich at the expense of the poor. Murmurs were common and disapproval openly expressed. July 11 was the day fixed for the draft to begin in the city.

The militia had left the city late in June, when Pennsylvania was threatened by Lee's Army, to strengthen the force needed to repel invasion. July 11 was a Saturday and the draft began promptly. No disturbance of importance occurred at any of the enrollment places. The officials felt encouraged that the disturbances which had been threatened would not take place. With the militia away the police had no backing in case of a riot except a few regulars in the garrison and the disabled men of the Invalid Corps.

Sunday, July 12, proved to be a day of conspiracy. Some working men who had been drafted, backed up by political agitators, planned forcible opposition to further enrollment under a system which, they claimed, put all the burden on the poor.

When the Third Avenue enrollment office opened, Monday, July 13, a crowd rushed into the room and after a score or more names were drawn a big paving-stone came crashing through the window. This was the signal for a general assault. The enrollment officials beat a hasty retreat; except Marshal Vanderpoel, who was brutally assaulted and carried out for dead. The mob destroyed the records, drafting apparatus and furniture of the office and then set fire to the building. The firemen who promptly came to the scene were driven off and the entire block was burned.

Many thousands were in the mob. Agitators

visited factories and threatened their destruction unless they were closed to give the workmen an opportunity to join the rioters. From Cooper Institute to Forty-sixth Street the crowd filled Third Avenue and overflowed into many side streets. Superintendent Kennedy, of the Police who went out in plain clothes to size up the situation, was recognized and assaulted, receiving injuries that laid him up for several days. President Acton of the Police Board stayed at the office in Mulberry Street and directed the movements of the police by telegraph.

The crowd was especially incensed against negroes and any unfortunate member of that race who appeared was at once assaulted and several were hanged from lampposts. The Colored Orphan Asylum on Fifth Avenue from Forty-third to Forty-fourth Street was attacked. Fortunately the children were hurried out at the rear door and were safely spirited away when the mob broke in at the front door, set the place on fire and soon had it consumed by the flames.

The police were powerless to do anything with the main mob on Third Avenue but dispersed smaller detachments at various points. Stores on Third Avenue were looted and two private residences on Lexington Avenue after being despoiled were burned to the ground. A mob of about five thousand made a mass attack on the Central Office of the Police, in Mulberry Street, but Sergeant (afterward Inspector) Daniel Carpenter handled his force of two hundred policemen so cleverly that they attacked the invading column at many points and drove them away. Forty of the Invalid Corps, sent to aid in restoring order, were attacked in Forty-third Street. At the order of their commanding officer, Lieutenant Reed, they fired blank cartridges at the mob. This so infuriated the rioters that they made a mass attack on the soldiers, wrenched their guns from their hands and beat them severely. Several were killed and the others were badly injured. Many houses were looted and several burned. Troops were gathered, about seven hundred militiamen temporarily absent from their commands were organized into a force and were sent from place to place dispersing crowds. Troops fired into a mob that showed resistance at Grand and Pitt Streets, killing twelve. Colonel O'Brien, of the Eleventh New York Volunteers, was in New York, detached temporarily from his regiment for recruiting duty, and had with him a detachment of soldiers and two field pieces. Asked by Sergeant Carpenter to help disperse a mob assembled to burn houses in Thirty-fourth Street, he dispersed them. But they soon returned in large numbers and assaulted the soldiers with sticks and stones. He ordered a volley to be fired at the mob and several were killed, including a woman and two children. Later the mob looted O'Brien's own house, and when he went there the mob set

upon him and beat him to death. Other outrages occurred on Wednesday but the Seventh Regiment, which had been recalled from Pennsylvania, arrived and took active part in quelling the riots. For a few days sporadic outbreaks occurred but the presence of troops fully in earnest soon restored quiet. The draft was resumed and completed.

During the riot over one thousand people were killed, chiefly rioters and their negro victims. Exact figures could not be given as the rioters moved and disposed of many of their own dead. The city afterward paid approximately \$1,500,000 as indemnity for losses sustained through the rioting. The Seventh and other regiments did guard duty during the drafting in July and again in August when the conscription was taken up again and finished.

While the riot was inexcusable and the murder and assaults upon the negroes a disgrace there was a feeling that the provision of exemption for those who paid three hundred dollars, or any sum of money, was a wanton departure from American principles of equality before the law. In recognition of that fact the City Council passed an appropriation of \$2,500,000 toward paying substitutes for drafted poor persons who had dependent families.

The Union League Club, formed in 1863, took a very active part in sustaining the Union cause, among other things raising three negro regiments for the war in December, 1863, and January, 1864. The United States Sanitary Commission in the spring of 1864 conducted a series of fairs in all the large cities to raise funds for the work it was doing. There was one in Brooklyn in February which raised \$500,000; but the greatest was the Metropolitan Fair held in April for which two specially erected buildings, one in Fourteenth Street near Sixth Avenue and the other in Seventeenth Street near Union Square, were utilized. This fair realized \$1,100,000.

In the December election in 1861, George Opdyke, a prominent merchant, had been elected Mayor. He was very active during his entire term in all ways possible to give municipal aid to the Union cause. During the Draft Riot the

mob made a demonstration in front of his house but was driven off. In the December election of 1863 C. Godfrey Gunther, a fur merchant, was elected Mayor on the Democratic ticket.

The Union successes which came in 1865 cheered New York with the feeling that the end of the war was near and when the fall of Richmond and the surrender of General Lee at Appomattox on April 9 confirmed this forecast the joy of the people was unbounded. The expressions of this rejoicing continued until six days later when they were turned into profound sorrow when the news came of the assassination of the great Abraham Lincoln.

When the remains of the martyred President were carried from Washington to their place of interment at Springfield, Illinois, they took practically the same route reversed, which the President himself had traversed over four years before when on the way to his inauguration he had passed through New York and had addressed the people in Cooper Union. On April 24-25, 1865, the body lay in state in City Hall for twenty-four hours during which, day and night, a ceaseless stream filed by to take a parting look at the dead face of the Great Emancipator. The procession that followed the funeral cortege from the City Hall to the railroad station on the 25th was five miles long. In the afternoon a great assembly met in Union Square and listened to the speeches of eulogy by George Bancroft, historian and diplomat, and by the gifted poet, William Cullen Bryant, editor of the *Evening Post*.

The close of the war found vacant chairs in many homes. From the beginning of the conflict until October 1, 1864, when the last contingent left the city for active service, the city had furnished 126,310 men to the Union Army. The casualties of war had killed and crippled many and disease and exposure, with which the sanitarians were then not nearly so able to cope as at the present day, carried off many more.

But New York turned from its sorrows to manfully face the future which held so much in store for it, and to make municipal and civic improvements and gains which the urgency of the war problems had much retarded.

CHAPTER FIVE

A Quarter Century of Expansion

SOCIAL AND COMMERCIAL ADVANCE WITH DOUBLED POPULATION—THE TWEED RING
AND ITS WORK—BETTER DAYS FOLLOW.

THE war period did not bring much of physical growth to New York. The population of the city by Federal census had been 814,254 in 1860; and by the State census of 1865 was 726,386. This decrease in actual residents was not because the city was in any way decadent but because there had been practically no building done in the years of the war. The annual construction of dwellings during the years of war had amounted to about ten per cent. of that which had prevailed during the previous decade. Building materials were scarce and dear; the cost of labor was so high as to be prohibitive; there was very little demand for vacant lots because the cost of improving them was so heavy and rents within the city, especially of houses convenient to the few horse-car lines, had been going up by leaps and bounds. But in comparison Brooklyn, Williamsburg (which had become the East District of Brooklyn in 1855), and other Long Island places accessible by ferry were much more reasonable; and the same was true of Jersey City, Hoboken, Weehawken and other nearby New Jersey suburbs of New York. Except one or two roads through to the Harlem River and connecting with routes into Westchester County there was very little public improvement north of Forty-second Street, the streets being unpaved and ungraded and much of the ground covered by the primitive rocks, upon some of which squatters had settled in rough shanties. There were 25,261 vacant lots in New York south of Eighty-sixth Street in 1865. Yorkville was still a sequestered village occupying the territory from Eighty-third to Eighty-ninth Streets and from Fourth to Second Avenue. Bloomingdale was another village in what is now known as the Cathedral Heights region of the West Side and gave the name of Bloomingdale Road to that meandering part of the present Broadway which extends from Fifty-ninth Street north to the city limits. Harlem had grown but

little out of its pre-war condition of a quiet country town which with surrounding truck gardens covered the ground bounded by the East and Harlem Rivers, Eighth Avenue and One Hundred and Sixth Street.

The horse railroads included the Sixth Avenue Railroad from the Astor House at Vesey Street and Broadway to Central Park; the Eighth Avenue Railroad from the Astor House to One Hundred and Twenty-fifth Street; Third Avenue Railroad from Astor House to Harlem Bridge; Second Avenue Railroad from Peck Slip to Harlem; Ninth Avenue Railroad from Fifty-first Street to Astor House; Central Park, North and East River Railroad from Central Park to South Ferry; Dry Dock, East Broadway & Battery Railroad from Fourteenth Street and Avenue B to Astor House; Bleecker and Fulton Ferry Railroad from Fourteenth Street and Tenth Avenue to Fulton Ferry; Broadway and Seventh Avenue Railroad from Fifty-first Street and Seventh Avenue to Barclay Street at Broadway; and the Forty-second Street and Grand Street Ferry Railroad between the Forty-first Street Ferry at Eleventh Avenue and the Grand Street Ferry at East River. The total rolling-stock of all these railroads numbered six hundred and fifty horse-cars or an average of one small horse-car to each 1,230 of the population.

The congestion of city streets had become a problem in 1867, and to relieve it Alderman Charles E. Loew offered an ordinance, which was passed, to build a bridge with stairs on each end across Broadway at Fulton Street. The bridge was built, but people preferred dodging carriages and carts to climbing so many stairs and the bridge was torn down.

This sparsity of houses, of transportation and of other conveniences hampered a city which at this period was prospering greatly in commercial and financial activities. The situation was well summarized in an address delivered in 1866 before

the New York Historical Society by Dr. Samuel Osgood, who said: "The city is distressed by prosperity and is like an overgrown boy whose clothes are too small for his limbs and who waits in half-nakedness for his fitting garments. . . . The scarcity of houses and the costs of rent, living and taxation are grievous and driving a large portion of our middling class into the country."

With the return of peace came a marked realignment of activities, a boom in building and a fever of speculation. Some fortunes which had been made in government contracts were now turning to lines of investment which seemed to promise quick returns. With the great activity in building which followed fast on the end of the war came a demand for public improvements and transportation facilities. The grading of new streets, paving and water supply work was actively taken up by the city, not always or even often (unfortunately) with an eye single to the public good. The decade which followed the Civil War was also the one revealed in history as most prolific of scandals arising from politician-contractor combinations. The grading of Madison Avenue was in progress in 1865 and soon other public works were launched, the Boulevard (now Broadway) being laid out along Bloomingdale Road from the intersection of Eighth Avenue and Fifty-ninth Street to Tubby Hook. St. Nicholas Avenue was laid out and graded. Broadway from Thirty-fourth Street to Fifty-ninth Street was broadened and Seventh Avenue was also made wider while many of the numbered streets were graded and paved. This kind of work was done in increasing volume every year until 1869 and after that in decreasing quantity until arrested by the panic of 1873.

Rapid transit began to be talked about but along the lines of surface movement there was little chance to increase speed. Cable railways were more than a decade away and electric traction still more distant. More streets could be and were gradually brought into use for horse railways. It was an apparent fact that more avenues, more streets, more light, and more of all the conveniences which were then thought to be desirable and are now considered indispensable to a modern city were badly needed at that time. Unfortunately there was at that period in office the most rapacious and unscrupulous ring of municipal grafters that has ever disgraced New York. Streets were paved at enormous expense that had to be renewed shortly after. Many had reached a state of unsightly dilapidation and burdened the neighboring property-owners because of corrupt understandings between venal officials and corrupt contractors.

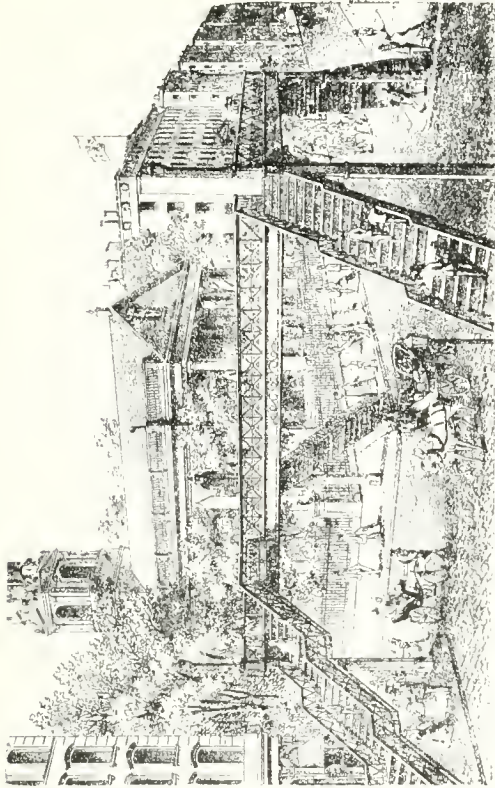
While these evils existed there ran parallel with them an active demand for public improvements which had its fruition in several of the most valuable enterprises for the material welfare of the city. One of the greatest of these was the East

River Suspension Bridge, first provided for by an act incorporating the New York Bridge Company. There were many problems to be met of a mechanical character and many political snags encountered in bringing the bridge project to completion. John A. Roebling, the original projector and designer of the bridge, died suddenly in 1869 but he had drawn the original plans and specifications and his son, Washington A. Roebling, assistant engineer, carried the work of building the bridge to completion and it was duly dedicated in May, 1884, with memorable ceremonies. This linking of New York and Brooklyn by vastly improved transportation facilities was the first of the bolder steps toward the organic union that was to follow.

A matter of more interest to the majority of Manhattan dwellers was that of elevated railways. The first, the Greenwich Street Elevated Road, was begun in 1866 and was put in operation July 2, 1867. It was a one-track railroad from Battery Place through Greenwich Street and Ninth Avenue to Thirtieth Street. It was first operated by a cable, which was constantly out of order; and when a steam locomotive was substituted its service was still very unsatisfactory. It was sold by the sheriff in 1871 and the new purchasers who tried to secure authority to extend the road northward found their efforts hotly opposed by abutting property owners and the horse railroads. Other roads were projected and all, present and prospective, were hampered at every turn by obstructive litigation, but in 1875 a bill known as the Husted Act was passed appointing a Rapid Transit Commission, which made arrangements for the building of elevated railways on Ninth, Sixth, Third and Second Avenues, which were built. There were at first two companies but in 1879 they were consolidated under the name of the Manhattan Railway Company and by 1880 all of the lines had been completed to Harlem.

Another rapid transit development of importance was that consolidating the terminals of the various steam railroads entering the city. The Hudson River Railroad had possessed a terminal at Thirtieth Street and Ninth Avenue while the Harlem Railroad and the New York & New Haven Road had a station occupying the square bounded by Madison and Fourth Avenues and Twenty-sixth and Twenty-seventh Streets. These terminals had been approached at street grade with low speed and numerous accidents. In 1871 the three roads were brought into the Grand Central Terminal in Forty-second Street and four years more saw the street and railway grades completely separated, the trains running through open cuts or tunnels, or rising to viaducts above the street levels.

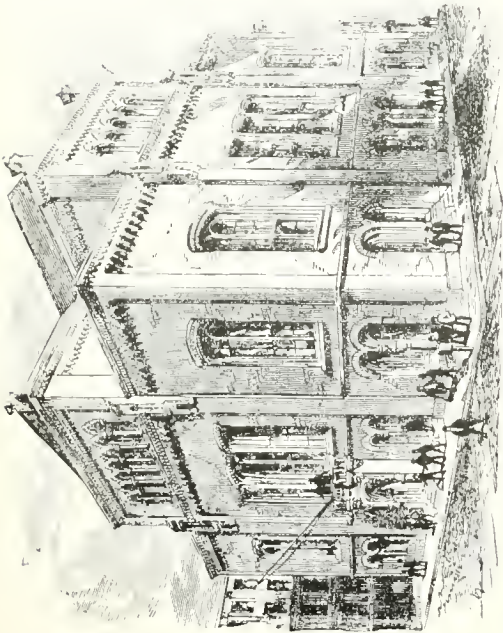
One of the important changes which followed close upon the end of the Civil War was that which substituted a paid for a volunteer fire department. In the early days of the city every young



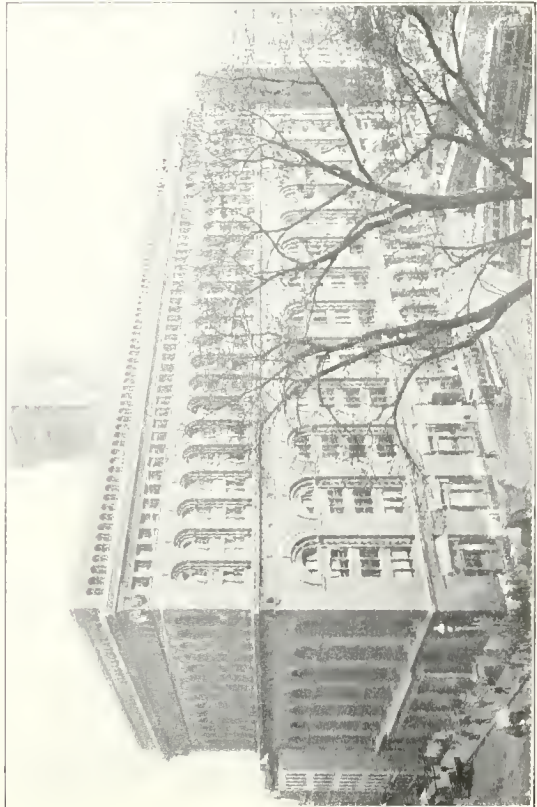
Loew Bridge Across Broadway at Fulton St., 1867.



Newspaper Row, Nassau Street, 1872.



Old Produce Exchange.



Present Produce Exchange.

man was proud to be admitted to one of the fire companies. They were social organizations in which the members made strong friendships and friendly rivalry existed among the several companies to see which would reach a fire first and be of the most efficient service when there. But as the city grew those of the better class found the calls too numerous to attend to without neglect of business. The membership of the companies came to be filled with idle and dissolute people and each company became to a large degree the working center of some ward politician. So far as fire-fighting was concerned the volunteer fire companies balked at progress and would not agree to the introduction of horses. They had always "run with the machine" and they continued to drag them by man-power to every fire though horses did the work in all other important cities. The passage by the State Legislature on March 30, 1865, of the bill providing for a board of four fire commissioners, to have control of the new Fire Department of the City of New York, met strenuous opposition and the law was attacked as unconstitutional. The Court of Appeals quickly decided the case, however, affirming the validity of the law under which an efficient paid force was soon organized. The first big fire to command the attention of the department was that which destroyed Barnum's Museum at the southeast corner of Broadway and Ann Street. The site was purchased by James Gordon Bennett for his New York Herald and the building there erected was the home of the paper until the building of its new and unique plant in 1892.

In November, 1865, the steamship *Atlanta*, from Europe with immigrants, came into New York with several cases of Asiatic cholera on board. Since the destruction of the quarantine buildings on Staten Island there had been no provision for the care of such cases. The patients were therefore taken down the bay and placed on a floating hulk which had been utilized in the previous summer for a segregation of yellow fever patients. There were in spite of this precaution several deaths from the disease a few weeks later on Ward's Island, but with cold weather the further progress of the disease was halted.

There was general expectation that the disease would return with warm weather and the Legislature, to further efficiency in fighting epidemics, on February 26, 1866, passed a bill providing for a Metropolitan Board of Health, in charge of four health commissioners, the first appointees being Doctors James Crane, Willard Parker, Jackson S. Shultz, and John O. Stone. The board made many preparations to prevent and combat any visitation that might appear. The matter of a quarantine station, however, baffled the commissioners, who could find no place around the harbor that would consent to the establishing of a station in its neighborhood.

The steamship *Virginia*, from Liverpool, arrived April 18, 1866, with several cases of Asiatic cholera on board. Those affected were transferred to a hospital ship and a specially fitted steamer was used as a detention place for those who were well. On May 1 a case broke out in a tenement at Ninety-third Street and Third Avenue and on May 2 there was another case in a tenement at 15 Mulberry Street. Many cases followed, increasing until August and then diminishing. The cases were treated in several hospitals but there were 460 deaths in the city and 752 in the hospitals and penal institutions on the islands, a total of 1,212 for New York, but the number dying in Brooklyn was larger, and the rate of mortality was much higher in the Western cities, where many thousands died.

The Tweed Ring and its devious ways brought to the City of New York the greatest political disgrace it has ever known. William M. Tweed, chairmaker by trade, who preferred gang politics to work, won his way by joining the "Big Six" Volunteer Fire Company and becoming its foreman. He was the kind of man popularly designated as "a mixer," having the faculty to attach to himself and his fortunes a host of pliable followers, some by the sheer force of his personal magnetism and others by his demonstrated power as a "boss" to repay service by a division of the spoils. He was elected as alderman from the Seventh Ward in 1852 and 1853; was a member of Congress from 1853 to 1855; then member of the Board of Supervisors and its chairman for four terms. That Board, under a law passed in 1857, was the governing body of New York County, and Tweed made the position exceedingly lucrative.

John T. Hoffman, who was elected Mayor in 1866, was chosen for Governor in 1868, his nomination having been gained by the united support of Tammany, of which Tweed was then Grand Sachem. Leaving the Mayoralty in December, Mayor Hoffman was succeeded by Thomas Coman, as Acting Mayor. Mr. Coman, who was a printer by trade, had previously served as member of the Board of Aldermen.

At the November election (1868) A. Oakey Hall, who had acceptably filled the office of district attorney, was put up for Mayor at Tweed's suggestion. The selection was one to appeal favorably to respectable voters. A. Oakey Hall was a fine lawyer, a finished scholar, a writer and lecturer of attractive power and of cultured manner. Although he was tried with the others there was no evidence whatever that he had participated in or profited by the movements of the "gang" and he was acquitted.

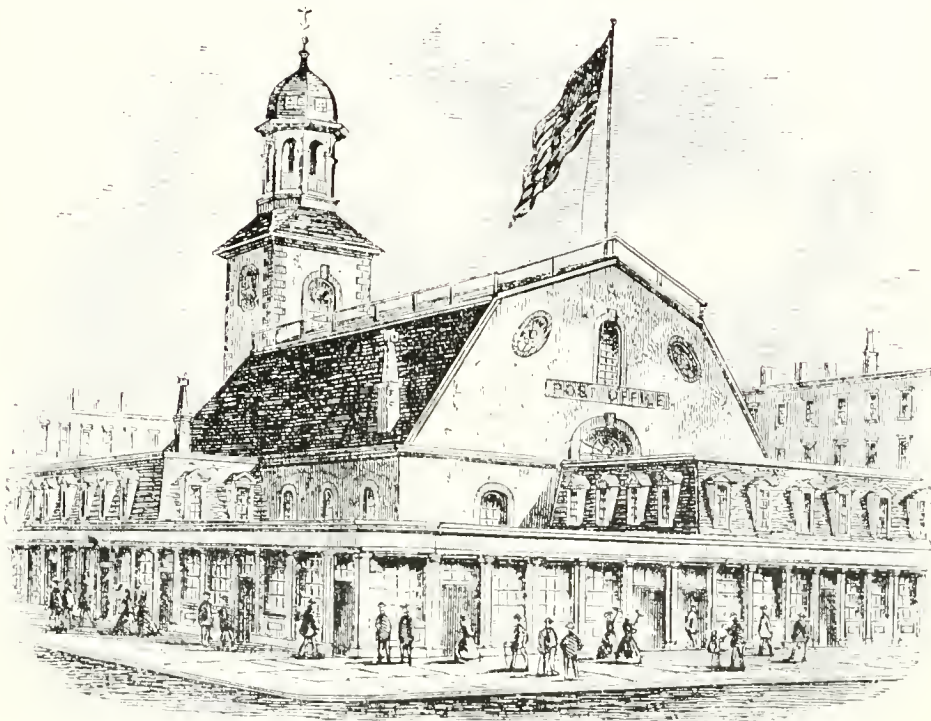
As chairman of the Board of Supervisors Tweed found many opportunities to put into effect the grafter's formula of "addition, division and silence." As Grand Sachem of Tammany Hall

he had great political power. But he wished to make himself absolutely impregnable. He therefore secured the passage through the Legislature of a new city charter which abolished the power of the Board of Supervisors over contracts, greatly increased the Home Rule features of the city government and vested the entire executive power in the hands of the Mayor and eleven departments, all of the heads of which were to be appointed by the Mayor. The bill met with marked favor because it carried so large a measure of home rule.

The "joker" in this bill was a provision for the abolition of the offices of Street Commissioner and the Croton Department, and concentrating their powers in a new official, the Commissioner of

Public Works, son of a saloon-keeper; Richard D. Connolly, born in Ireland, but resident in New York from boyhood, who had been county clerk and later State Senator.

There were also many connections which gave Tweed absolute control of many or practically all the city departments, but the strongest fortifications of his mastery were his absolute control of three judges: George G. Barnard, John H. McCunn, and Albert Cardozo. The two first of these, who were justices of the Supreme Court, were men of little legal knowledge and were merely ward politicians. Cardozo, who was judge of the Court of Common Pleas, was of entirely different calibre, being an able lawyer, a man of culture and refined



Third New York Building Devoted to Post Office Purposes—The Mutual Life Building Now Occupies the Site.

Public Works, in whom was vested all the contractual powers which had before been possessed by the Board of Supervisors. Mayor Hall, who had been re-elected in 1870, appointed Tweed to this position which, by law, had a four-year term, which was twice as long as that of the Mayor appointing him. He thus fortified himself against the possibility of removal if the succeeding Mayor should be one he could not control.

Tweed had built up a system of rings within rings which gave him complete control of all phases of public affairs of the city and a division of all the political spoils. But his intimate associates, comprising the ruling gang in all city corruption, were Peter B. Sweeney, a mediocre law-

manner and therefore the most dangerous of the three. Sweeney was proved to be the creative genius of the gang. He planned the methods of speculation while Tweed manipulated the activities which landed the loot. In 1868 to 1870 the operations of the gang were carried on by Tweed, chairman of the Board of Supervisors; Peter B. Sweeney, City Chamberlain, and Richard B. Connolly, Comptroller. This was a very successful combination but nothing so powerful as that in 1870 when Tweed was appointed Commissioner of Public Works; Peter B. Sweeney, head of the Park Department and Richard B. Connolly, Comptroller. The Audit Board was composed of the Mayor, Comptroller, and Commissioner of

Public Works (Hall, Connolly and Tweed). There was a divide on all bills, and fat pickings came from every direction. But the fattest producer was the New York City Courthouse. It was limited in cost in the original contract to \$250,000 but cost the taxpayers more than \$14,000,000, of which more than half was diverted into the pockets of the "gang" and its satellites. The Board of Audit held one five-minute session and ordered all outstanding bills to be paid. Beyond that the auditing powers of the Board were delegated to James Watson, the County Auditor, who afterward audited all the bills, sometimes carrying them around to the members of the Board for their signatures, and at other times overlooking that procedure. Within less than four months from

James O'Brien, came across this secret list while looking up some records in the office. As it seemed to be a suspicious list he made an exact copy of it and carried it to his patron, Sheriff O'Brien. The significance of it was at once seen by O'Brien, who had made up his mind to use it as a lever to compel the payment of a claim he had against the City. By advice of Sweeney payment of O'Brien's claim was refused and O'Brien left, threatening to publish the list in *The New York Times*. After he had left the members of the ring decided to try to square O'Brien and sent Watson over to Berthoff's Hotel, a sporting headquarters in Harlem Lane which the Sheriff frequented. But as the Sheriff was detained, Watson started for home. His carriage got into col-



View of the North Side of Wall Street, 1866.

the one meeting of the Board of Audit, \$6,312,000 were paid out of the City Treasury, of which amount the sum of \$5,710,130 was paid for fitting up and furnishing the new Courthouse. There was a memorandum privately kept in the office of Watson, the County Auditor, which was headed "County Liabilities" and contained the details of bills paid, the percentage taken out for the "gang" and the division among the gangsters. In the early days of the Court House construction fifteen per cent. was added to each bill to be returned to the ring, but as it went on and the control of the ring became more absolute the percentage of graft was steadily raised until, toward the last, it amounted to 65 per cent. William S. Copeland, who had secured a position as clerk in the County Auditor's office through the influence of Sheriff

hison with another vehicle and Watson was thrown out, receiving such injuries that he never regained consciousness and died a few hours later. Around his bedside the members of the ring anxiously gathered, partly to head off any possible confession and partly in hope of securing a transfer of a large amount of property belonging to the gang and held in Watson's name. But as he died without any recognition his widow inherited the property.

O'Brien continued his endeavor to have his claim settled but, receiving no satisfaction, took his list to George Jones, proprietor of the *Times*, to use as he pleased. The subsequent proceedings resulted in the arrest and conviction of Tweed, the flight of Connolly, Sweeney and other gangsters to Europe. Tweed escaped from jail and went to

Spain but was returned to New York and died in jail. Samuel J. Tilden and Andrew H. Green were leaders in securing the breaking up of the Ring, both legally and politically, with able backing from the Times and Tribune and the incisive pencil of Thomas Nast of Harper's Weekly. It is estimated that the five years of Tweed domination brought an addition of \$100,000,000 to the bonded debt of the city, doubled its annual expenditure and cost the taxpayers \$160,000,000.

The need of reform in the city administration was recognized by the election in December, 1872, of William F. Havemeyer for another term as Mayor. He had filled the office for two previous terms, having been elected in 1845 and 1848. He had been active, as vice-president of the Committee of Seventy, in the work of overthrowing the Tweed Ring. He died November 30, 1874, a month before the expiration of his term of office. S. B. H. Vance became acting Mayor until January 1, 1875, when William H. Wickham, who had been elected in November under a new law making the city coincident with the State election, was inaugurated. A revision of the city charter passed June 13, 1873, abolished the Board of Assistant Aldermen which had been revived in 1869 and in place of it created a new Common Council of twenty-one aldermen.

There were several outbreaks of mob disturbances in 1870 and 1871 but none that the police were unable to handle without great effort except the so-called Orange Riot of July 12, 1871. It was one of those disagreeable reminders that many classes of our adopted citizens bring with them not only their traditions and social habits but also their feuds and enmities. The Orangemen of New York in 1870 determined to celebrate the anniversary of the Battle of the Boyne with a picnic at Elm Park on Eighth Avenue near Ninety-second Street. As they marched up the avenue playing some of the tunes that celebrate the victory of the forces of William of Orange over those of his father-in-law, James II, near Drogheda, on the banks of the Boyne in 1690, they passed a gang of laborers (Catholic Irish) who vented their opposition by throwing stones. Soon there was a pitched battle between the two factions and shots were fired on both sides, killing three persons and wounding several others, of whom some afterward died. A strong police body arrived and restored order.

There was much feeling engendered by the affair and the Orangemen determined to parade the next year. The other faction, which paraded in full force on March 17, had Mayor A. Oakey Hall to head their parade, wearing the insignia of the Ribbonmen. But they determined to prevent the Orange partisans from parading. James J. Kelso, who was then Superintendent of Police, issued an order on July 11, 1871, prohibiting the Orangemen from parading, this order

being approved by the Mayor. Governor Hoffman, informed of this police order by telegraph, came post-haste from Albany, looked into the situation and countermanded the order. He declared that the equality of right between the two parties must be upheld and issued a proclamation calling on all citizens to keep the peace and declaring that the civil and military power of the State would protect the paraders. This notice came so late that many Orangemen, acting in the belief that there would be no parade, had arranged to celebrate the day outside of the city; so that only the Gideon Lodge of Orangemen, numbering fewer than one hundred men, were in the line, protected by the Ninth, Eighty-fourth, Sixth, Seventh and Twenty-second Regiments, which marched in the parade. Crowds of spectators lined the sidewalks on the line of march and quietly looked on until from a tenement on Eighth Avenue between Twenty-fourth and Twenty-fifth Streets a shot was fired into the procession. This was the signal for a general assault from nearby houses and from the sidewalks. Volleys from the Ninth and Eighty-fourth regiments responded and ended the contest, in which fifty-four persons (some of them unfortunately innocent onlookers) were killed. The shooting by the two regiments was not authorized, the Colonel of the Ninth Regiment, who was the notorious James Fisk, partner of Jay Gould, having deserted his regiment as soon as the shooting from the crowd began. But although there was some condemnation of the regiments for firing, the general opinion of those unconnected with either of the Irish factions was that it was justified as the only means to end the outbreak where it began. There was general approval of the course of the Governor in upholding equal rights of organizations of citizens without distinction of politics or religion to peacefully use the public streets.

In 1872 there occurred the most extensive strike that had up to that time ever occurred in New York. It was one of the earliest of the efforts made in the movement, which has since been successful in many trades, to reduce to eight the normal working hours of labor. The strike of 1872 began with the attempt of the union house painters of the city to secure the eight-hour day and the demand was soon after joined in by the bricklayers, carpenters and various other building trades until more than forty thousand workmen were idle. The workmen were not successful in realizing their demand but returned to work after wages estimated at more than five and a half millions of dollars had been lost in their effort. It was tried at an unfortunate period when events tended to a season of panic and stringency.

The year 1873 saw the beginning of such a season. After the Civil War there had been a great era of railway development, land booms and speculative enterprises stimulated by a con-

siderable inflation of the currency. Many large corporations had greatly increased their bonded and floating debts. Gold had kept at a considerable premium. In May, 1873, it was found impossible to place an issue of American bonds in Europe and that set in motion the panic and stringency which brought bank failures, railroad bankruptcies and a season of business depression which was severe for months, followed by years of dullness and slow recovery.

In the election of William F. Havemeyer it had been hoped that there would be an era of reform in the city government of New York but the administration was not vigorous, there were several unfortunate appointments made and there was more wrangling than anything else in the Board of Aldermen. There was no question about the personal character or integrity of Mr. Havemeyer but his administration brought little that was constructive. As for public improvements the condition of general business was such that all but necessary repair work was suspended. The administration of his successor, William H. Wickham, was much more successful. Like Mr. Havemeyer he had been a prominent member of the Committee of Seventy that brought about the downfall of the Tweed Ring and of the Tilden group of Democrats that became prominent in reform work. Mr. Wickham placed high class men at the head of the city departments. William C. Whitney was appointed corporation counsel and saved the city several millions of dollars by defeating improper claims against the city treasury. Among the other heads of departments were Allen Campbell, General William F. Smith, General Fitz-John Porter, Charles J. Conda, Joel B. Erhardt, Stephen A. Waller, and Dr. Edward G. Janeway. At the close of his term Mayor Wickham was tendered a banquet, given by leading citizens regardless of party in appreciation of his excellent administration—a compliment no previous Mayor had ever received.

Succeeding Mr. Wickham were several mayors of high character and successful administrative ability: Smith Ely, 1877-1878; Edward Cooper, 1879-1880; William R. Grace, 1881-1882; Franklin Edson, 1883-1884; William R. Grace again, 1885-1886; and Abram S. Hewitt, 1887-1889, the term of Mayor having been lengthened. The most prominent political personality of the 'Seventies in New York was Samuel J. Tilden, who led the forces that overthrew the Tweed Ring. He was elected Governor of New York in 1874 and was the Democratic candidate for the Presidency in 1876, receiving a majority of the popular vote of the country but failing of a majority of the electoral vote, according to the decision of the Electoral Commission.

The centennial year, 1876, brought an influx of foreign visitors who came to the Centennial Ex-

position at Philadelphia, but also took in the sights and attractions of the metropolis of the Western World. The Emperor and Empress of Brazil were royal visitors who came that year.

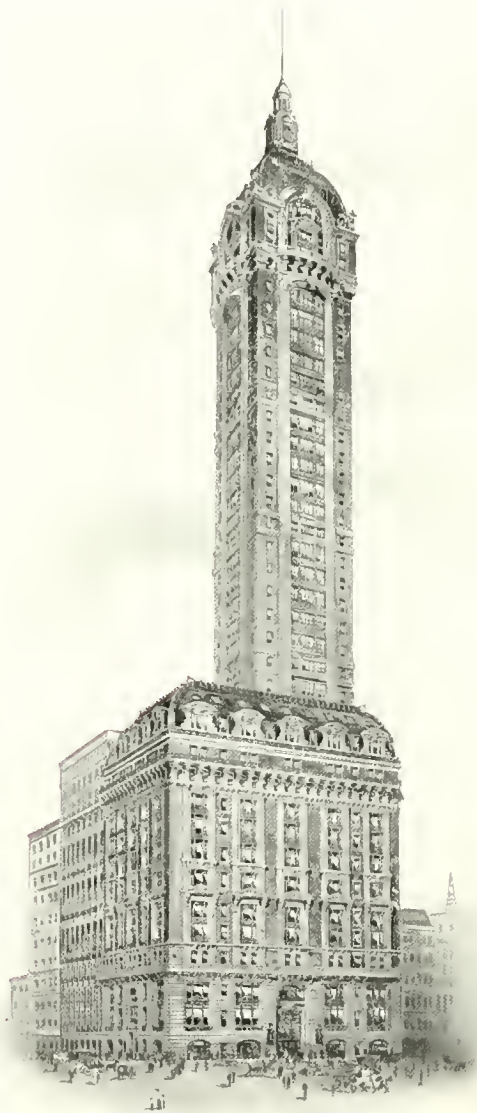
That same year witnessed the removal of a great obstruction to the navigation of the East River by the successful engineering feat of General John Newton, in the blowing up of the Hallet's Point Rocks, at Hell Gate, on September 24th. There had been pessimistic forebodings of great destruction to occur from the explosion, which had been prepared for by ten years of hard work; but one touch of a button by General Newton's little daughter set off the great mine of fifty-two thousand pounds of explosives, and the thing was accomplished without in any degree fulfilling the prophecies of destruction.

The early progress of the rapid transit enterprises of the city were much hampered by the experimental character of much of the work for which there was no previous experience to serve as guide, but still more by the large amount of litigation which sought to nullify these efforts for municipal improvement, with injunctions to make the interruption as thorough as possible. But after the decision of the courts in 1878 that the charters of the elevated companies were constitutional, rapid progress was made in completing all the four elevated lines and with the organizing genius of Cyrus W. Field, who had secured a controlling interest in the Ninth Avenue road, and a consolidation of the two proprietary companies in 1879, all four lines on Ninth, Eighth, Third and Second Avenues were completed to Harlem and united under one system.

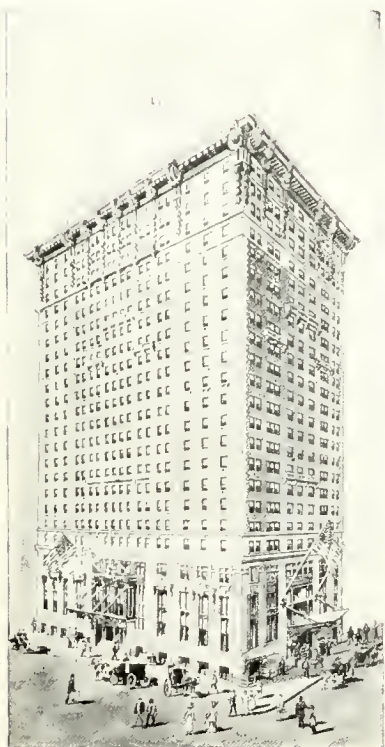
The clearing away of the impediments to rapid transit had a remarkable effect in the extension of the area available for the use of the urban population. The political extension of the city limits preceded by several years the means for making its northern territory useful for homes. In 1873 an increase of the area of the city from approximately fourteen thousand acres to twenty-seven thousand acres was effected by an act of the General Assembly of New York adding to New York City a liberal slice of Westchester County, including the villages of Kingsbridge, Morrisania and West Farms, making the northern boundary of the city on its west side identical with the south line of the City of Yonkers. This practical doubling of the city area seemed folly to that section of the people which enjoys looking on the dark side of things through an inverted lens but at no time in the past century has optimism about the future of New York been dishonored by the facts. And that is why we have here the world's greatest city. By a large majority its people are optimists and especially are those who are doing big things optimistic about the city. As is faith so is strength; and the people who plan their work on the hypothesis that the town is big and



Former Structures on Site of
Singer Building.



The Singer Building.



Hotel Belmont.

is going to be bigger are those who are making it bigger.

A most unique and attractive addition to the special features of Central Park was made on January 22, 1881, when the Egyptian obelisk, which had been presented to the City of New York in 1877 by the late Khedive Ismail Pasha, was finally and successfully raised on a slight eminence near the Metropolitan Museum of Art. The total expense of removal and erection of this monolith, which amounted to nearly one hundred and four thousand dollars, was borne by William H. Vanderbilt. The obelisk has a history dating back to the time of the Pharaohs, or, to be exact as possible, to a date between 1591 and 1565 B. C. It was first erected at Heliopolis, and was thence removed to Alexandria in the year 22 B. C. Its height is ninety feet, the shaft itself being sixty-nine feet high and weighing 443,000 pounds.

The Republican National Convention in 1880 developed two factions, one known as the "Stalwarts," who were for a third Presidential term for General Grant, and the others led by James G. Blaine whom their opponents stigmatized as "Half-breeds." The Stalwarts had one hundred and six votes which stuck without change to General Grant from the first to the last ballot, the majority vote and the nomination for President going to James A. Garfield of Ohio. To placate the Stalwart faction the offer was made for it to designate its own candidate for Vice-President, and Senator Roscoe Conkling, who was the leader of the faction, named Chester A. Arthur of New York. As it turned out that gentleman, who had been up to the time of his election as Vice-President the Collector of Customs of New York, was President of the United States less than a year later, in place of the President who had been laid low by the assassin's hand. The population of New York City was 942,292 in 1870 and in 1880 had increased to 1,206,299.

James Lenox, bachelor philanthropist, died in New York in his eightieth year on February 17, 1880. He was the son of Robert Lenox, a wealthy New York merchant, and after graduation from Columbia studied law and was admitted to the bar but never practiced. Being very wealthy and a lover of literature and art, he spent his life chiefly as a collector of books. He collected them too fast to keep them catalogued, but he became possessed of many literary treasures; would admit no one to see his collections, even authors of the highest repute, and even refused to let Prescott consult his Mexican manuscripts. He also collected pictures of the masters. But in 1870 he concluded to make his collection free to the public and he appointed nine trustees, including himself, to carry out his plan, gave the land, built a most attractive library building on Fifth Avenue between Seventieth and Seventy-first Street

and filled it with his wonderful collection of books, pictures and objets d'art. The original gift to the public involved in this Lenox Library was conservatively estimated at two million dollars in value, with an endowment to keep it going. It forms an important part of the consolidated New York Public Library—Astor, Lenox and Tilden Foundations.

In 1881 the most exciting events were political ones connected with the feud between the factions of the Republican Party and the resignation of Senators Conkling and Platt from their seats in the United States Senate because of the removal by President Garfield, over their protest, of General Edwin A. Merritt from the office of Collector of the Port of New York, and the appointment to that office, equally over their protest, of William H. Roberson to that office. The split then engendered in the Republican Party is declared by many good judges of political matters to have made possible the election of Grover Cleveland to the Governorship of New York in 1882 and to the Presidential office in 1884.

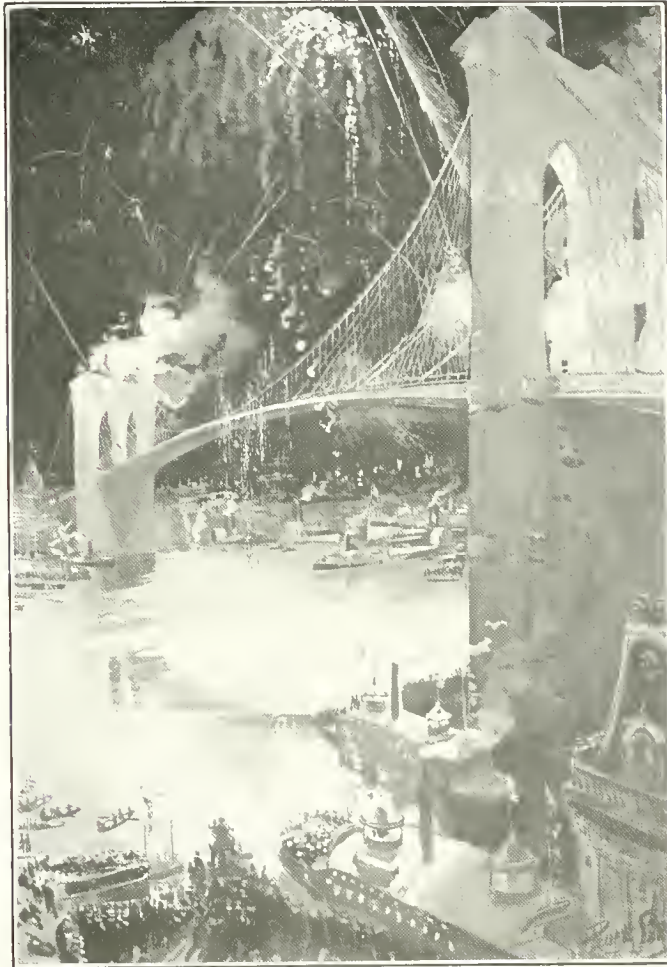
The great East River bridge project reached its successful culmination in 1883, being dedicated and opened for travel on May 24. No other single event has been more important in the list of the creative acts that have brought forth Greater New York than this linking together of Manhattan and Brooklyn.

The failure in 1884 of James R. Keene, perhaps the most astute and daring operator that Wall Street has ever known, with four million dollars liabilities, led to closing of the doors of the Marine Bank, of which James T. Fish was president, and the collapse of the firm of Grant & Ward, in which General U. S. Grant was interested but not active and Ferdinand Ward, who had inveigled General Grant into the connection, was the active man. In his endeavor to avert the crash General Grant borrowed \$150,000 from William H. Vanderbilt, but he lost that and all his savings. Investigation of the failures revealed fraudulent acts on the part of James T. Fish and Ferdinand Ward, who were sent to Sing Sing for ten years at hard labor. General Grant, who had been victimized by these two schemers, refused to accept the offer of Mr. Vanderbilt to cancel his debt, and set to work to write "The Personal Memoirs of General U. S. Grant," which had such a remarkable sale that he was able not only to pay his debts but also to regain a fairly good proportion of what he had lost. He did not, however, long survive his troubles and the hard work he had done to overcome them. He died July 23, 1885, at Mount McGregor, near Saratoga. He was buried with ceremonies memorable for their representative and imposing quality. Later the splendid mausoleum in Riverside Park was erected at a cost of five hundred thousand dollars, half of which came from a Congressional

appropriation and the remainder from popular subscription. The General's remains lie there and beside them those of his wife, who died some years later.

In 1876 M. Auguste Bartholdi, the eminent French sculptor, visiting the Centennial Exposition, offered to present to this country a colossal statue of Liberty if a proper site should be chosen for it. The islet in the Upper Bay in New York, known as Bedloe's Island, was chosen for the statue and on August 5, 1884, the cornerstone

President Cleveland, Senator William M. Evarts, Chauncey M. Depew and M. Lefavre made the addresses of the occasion. The statue is notable the world over both for its massive completeness and its appropriate symbolism. At first the torch was frequently lighted with gas but a recent improvement greatly adding to its symbolic value is the addition of an electric plant by which the statue is now illuminated, this valuable feature being the result of a popular subscription inaugurated and carried through by the New York World.



Opening of the Brooklyn Bridge, 1883.

was laid with appropriate ceremonies. The statue was formally unveiled on October 22, 1886. President Cleveland and his cabinet, the governors of many States, members of the Diplomatic Corps and many distinguished Americans had been invited. The guests of honor were the members of the French deputation, headed by M. Bartholdi, and including Ferdinand de Lesseps, original designer of the Panama Canal, Admiral Jaures, General Pellissier and other notables.

On March 18, 1886, Alderman Jaehne was arrested charged with receiving a bribe to vote a franchise to the Broadway Surface Railroad. He was tried and found guilty on May 15, and five days later was sentenced to the State Prison for nine years and ten months.

The year 1886 was the year of anarchist riots at various places, notably at Chicago, where seven policemen were killed and sixty wounded by a dynamite bomb. In New York Johann

Most, a German anarchist, emboldened by the reports of anarchist outbreaks in other cities, made violent and threatening speeches which led to his arrest. He was tried and found guilty and sentenced to a prison term. Earlier in the year there was a street car strike in New York which tied up several lines for a considerable period.

Jacob Sharp, who had for more than twenty years been identified with horse railroad activities, having been president of two crosstown lines as early as 1865, had secured a charter from the Board of Aldermen for a horse railroad in Broadway. The State Senate in 1885 appointed an investigating committee which uncovered the evidence of fraud and bribery by which the franchise was procured in 1884, Senator Roscoe Conkling and Clarence A. Seward making the arguments by which, after three months spent in gathering testimony, the repeal of the charter was secured. In 1887 Jacob Sharp and several aldermen were tried and convicted, serving penitentiary sentences.

New York still notes that March 11 to March 14, 1888, holds the record for severity in snowstorms. The blizzard raged through the streets with a velocity which reached forty-six miles an hour at its maximum. Streets were blocked, railroads put out of commission and New York business men and their employees who lived in the suburbs were snowbound in the downtown district. Several people died from the effects of the storm. Senator Conkling was one of the victims. He spent several hours trying to get from his office to his hotel, arrived exhausted and developed pneumonia, from which he died. He had been a member of the National House of Representatives for eight years and of the Senate for fourteen and was a brilliant jurist and orator.

The centennial celebration of the inauguration of George Washington as President of the United States was observed in New York in a manner

befitting the city and the occasion. President Benjamin Harrison, who was the guest of honor, took part in the program, landing in a boat at foot of Wall Street in the same way as the first President had done one hundred years before. A great naval parade, a military display of special completeness and a civic procession with thousands of city and outside participants, including the governors of several States as well as several unique decorative features, made the celebration from April 29 to May 1, 1889, memorable. A temporary arch which spanned Fifth Avenue near Waverly Place, designed by Stanford White, was especially admired. It was determined to perpetuate this feature in marble at Washington Square and this was later done at a cost of \$128,000, raised by popular subscription. The cornerstone was laid on May 30, 1890, and the arch was completed April 18, 1892.

In 1888 Hugh J. Grant was elected Mayor of New York for the two-year term beginning in January, 1889, on the Tammany ticket and was re-elected in 1890, thus serving for four years.

The Federal census of 1890 showed the population of New York City to number 1,515,301, or more than twice the population of the city twenty-five years before. It was still a city unfinished, a city of change and flux, the streets being constantly torn up for one purpose or another. The people have learned to live in layers—"flats" they call them. The telephone has come into use in a small way, electric lights are being tried; the elevator is suggesting to landlords the policy of building higher structures. Many changes impend which will make the New York of 1890 look like a suggestion of some medieval story. But with it all the town is learning how to grow. It had already reached a stage of wonderful progress.



Middle Dutch Church and Old Sugar House—Church Was Later Post Office—Site of Mutual Life Bldg.

CHAPTER SIX

From 1891 to 1917

ENTER THE GREATER CITY AND THE WORLD'S FOREMOST PORT AND MARKET—A DEVELOPMENT WITHOUT PRECEDENT OR PARALLEL.

IN 1890 the Legislature appointed a commission to make inquiry into the expediency of consolidating contiguous cities with New York to make a Greater New York. Andrew H. Green, father of the movement, was made president of the commission. Mr. Green had the prescience to foresee the Greater City as far back as 1868, and was now, twenty-two years later, made leader in the steps needed to make his dreams come true. A report was made and a bill to create the Greater City was introduced into the General Assembly in 1892 but it failed at that time and several other acts of the same tenor in subsequent years were similarly treated. Finally the Greater New York Commission, which in addition to Mr. Green included the mayors of New York, Brooklyn, and Long Island City, the Attorney General of New York, the State Engineer and Surveyor and nine other persons appointed by the governor, was instructed to report by February 1, 1897, a bill which should comprise a charter for the Greater City and a plan for the equitable distribution of taxation over the city. This bill, which passed the Legislature, was vetoed by Mayor Strong but was subsequently passed over his veto on April 13, 1897.

The Federal census of New York in 1890 showed a population of 1,515,301, an increase of 25.61 per cent. over the return of 1,206,299 in 1880. In finance and commerce the comparative importance of New York as compared with other cities was considerably greater than its superiority in population.

The financial prestige of New York has made it the focus of movements connected with improvements, or new policies in the field of national finance and international monetary affairs. On January 29, 1891, the Board of Trade tendered to Secretary of the Treasury William Windom a banquet at Delmonico's. The banqueters were greatly horrified when, just as he had completed

a brilliant speech, the honored guest fell dead, a victim of apoplexy.

Throughout the country great preparations had been made for a proper celebration of the Quadricentennial of the landing of Columbus in America, October 12 1492. In 1889 there had been a meeting held in the Mayor's office at which representatives of New York had been selected to present the claims of New York to be chosen as the place where a World's Fair should be held. But several cities were in the competition before Congress and Chicago was chosen. New York did not let the four hundredth anniversary pass without adequate local recognition. There were imposing military and civic ceremonies from October 10 to 12, 1892. The Columbus column and statue at the southwestern entrance to Central Park was unveiled, General James Grant Wilson making the speech of acceptance in the absence of Mayor Hugh J. Grant.

Other notable events of the year 1892 were the destruction of the Fifth Avenue Theatre by fire in January; the death of General William Tecumseh Sherman in this city on February 14, and the imposing funeral ceremonies for the hero of Atlanta on February 19. Ground was broken for the Grant Monument on April 21; Carnegie Music Hall was opened and dedicated on May 5th.

George Jones, who had been the chief owner of The New York Times, died on August 12, 1891. He had established for his paper a high standard and had made it a power for good in the community. The Times under his management had taken the leading and most potent part in unearthing the iniquities and devious ways of "Boss" Tweed and his "Ring" and bringing about its downfall.

The will of Samuel Jones Tilden, lawyer and statesman, had been in litigation for six years. He had bequeathed the greater part of his fortune

of about \$5,000,000 to philanthropic uses, chiefly for the establishment and endowment of a great public library for New York. But his natural heirs disputed the validity of the will and their contention was finally sustained by the New York Court of Appeals, under whose decision only about two million dollars was set aside for the establishing of the Tilden Foundation of the New York Public Library, since combined with the Astor and Lenox bequests in the "New York Public Library—Astor, Lenox and Tilden Foundations."

An important move for the benefit of the people of New York was made when the trustees of the Metropolitan Museum of Art decided to open the Museum to the public on Sundays. That the decision has been greatly appreciated by the public can be proved to the satisfaction of any visitor who goes to the Museum on a Sunday and sees the throngs that view its collections on that day.

We have become familiar in our day with fast and luxurious train service but rapid transit of this modern kind began in 1891. On September 14 of that year a train was run on the New York Central Railroad from New York to East Buffalo, 436 miles, in 426 minutes running time and on October 26 the first regular Empire State Express made the run from New York to Buffalo in eight hours and forty-two minutes.

There was a cholera scare in 1892 as the disease had been prevalent in many ports with which New York had commerce. The United States Government on September 1 declared a twenty-days' quarantine for all vessels entering the port of New York. There was one death from the disease on September 13 but the city was declared free from it on September 19.

Serious labor disturbances at Buffalo threatened much destruction of property, and Governor Flower on August 17, 1892, ordered the National Guard to proceed to that city and restore order, which was effectively done.

The most notable death of the year was that of Cyrus West Field who will be always remembered in connection with the laying of the first Atlantic cable, in which adventure his faith and patience won a great triumph after apparently hopeless failures. His later work in railway development was very important, especially the unifying and developing of the elevated railroad lines of New York. He resigned from the presidency of the elevated railways and also that of the Wabash, Saint Louis & Pacific Railway when he retired from active participation in business, in 1880. He died at Ardsley, New York, July 2, 1892, in his seventy-third year.

The political feature of the year was the vigorous attack upon Tammany by Rev. Dr. Charles H. Parkhurst who in a crusade against vice in New York City declared that the evils he was

fighting were encouraged if not sanctioned by the city officials who, he declared before a mass meeting at Cooper Union, were "a pack of administrative bloodhounds." He received a strong backing in his vice crusade but the immediate effect upon Tammany was not very strong for Thomas L. Gilroy, who was an out-and-out Tammany man, was elected Mayor for 1893 and 1894. But the crusade continued and bore fruit later.

An important movement of this period was the creation of the American Line of Transatlantic Steamers. The participation of American vessels in transatlantic trade had practically ceased owing to the proscriptive character of our navigation laws. Special arrangements were made during the administration of Benjamin Harrison by which the American Line was established and on February 22 President Harrison raised the American flag over the Atlantic liner *New York*, inaugurating a service which has ever since continued.

Although there were quadricentennial celebrations of Columbus' discovery of America in October, 1892, the exact date being October 12, the World's Columbian Exposition at Chicago was not opened until the following spring, bringing to it large and important representations of other nations and particularly of Spain, most of whom were entertained in New York as well as in the exposition city. The Duke of Veragua, lineal descendant of Christopher Columbus, visited New York in April, 1893. He had been sent over by the King of Spain as the representative of that country to the World's Columbian Exposition. Many receptions were tendered him by the municipality, civic organizations and prominent society leaders, and the Board of Aldermen conferred upon him the "freedom of the city," a rare distinction which had been conferred upon only about half a dozen other persons in the entire history of the city. The crowning event of the New York celebration, which was practically the official prelude to the World's Columbian Exposition, was the Grand Naval Review of April 27, in which not only the best ships of the American fleet but also squadrons of the fleets of Great Britain, France, Spain, Russia, Italy, Holland, Brazil, and Argentina participated. There was also a military parade the following day. In May came another and livelier Spanish visitor, the Princess Eulalia, aunt of King Alfonso, who represented the Royal family of Spain and was received with appropriate honors.

Denmark did not let the festive season pass without a reminder that there is an earlier equally bold claimant to America's discovery than Christopher Columbus. The importance of Leif Erickson's exploit was suggested by the "Viking" ship which came into New York harbor on June 17, 1893. It received a warm and cordial reception.

Of much importance to New York City was



The Battery Soon After Its Settlement by the Dutch.



Battery Place in 1909.

the act approved and signed by Governor Flower, March 11, 1893, authorizing the purchase of Fire Island for quarantine purposes. This bill settled an old subject of controversy which had been a great obstruction to the efficiency of the quarantine service. No place on either the Long Island, Staten Island or New Jersey shores of the Lower Bay wanted the Quarantine Station with its detention camps or pest houses to be established in its neighborhood. Therefore the authorization contained in this bill gave great relief to the quarantine authorities who by its provisions acquired facilities for handling quarantine matters which up to that time had been most inadequately attended to by means of floating hospitals.

Another matter of much interest to New York was a decision of the New York Court of Appeals to the effect that foreign corporations could buy and sell real estate in New York. This decision affected twenty-five million dollars' worth of real estate.

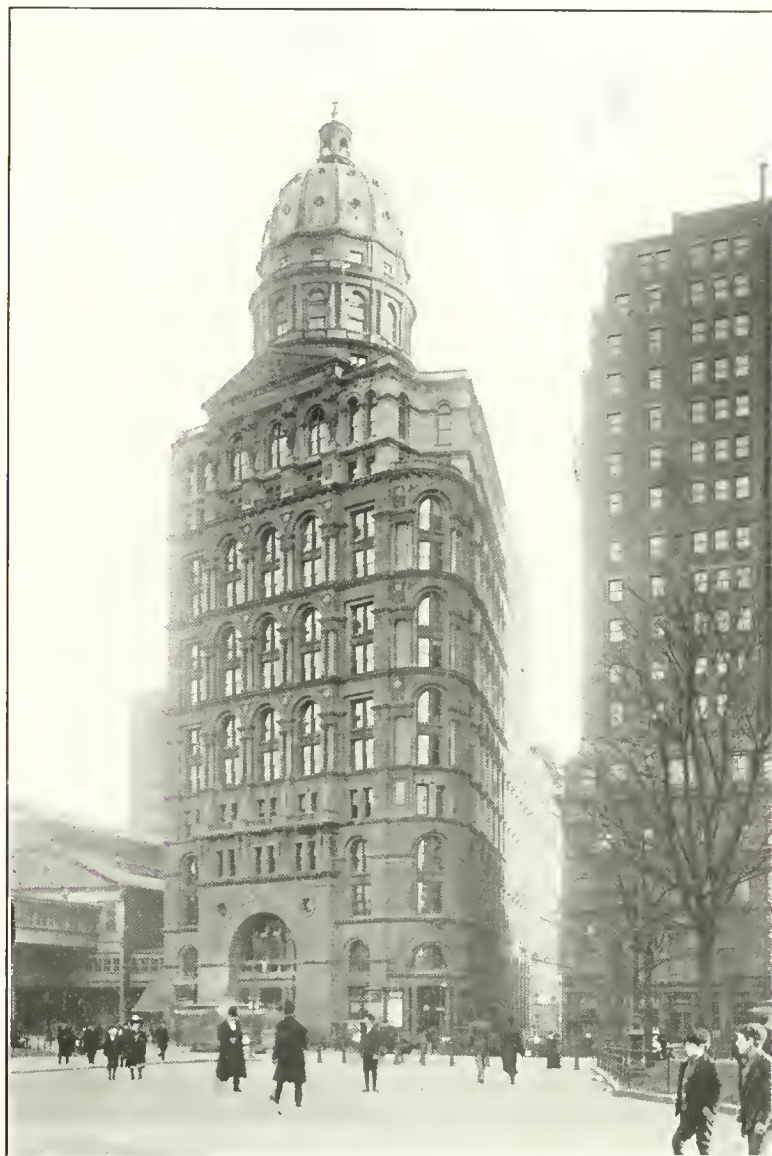
The Sons of the Revolution have done most effective work in establishing permanent mementos of the events and heroes of the Revolutionary period. One of the most effective and artistic of these is the statue of Nathan Hale, the work of the sculptor MacMonnies, erected under the auspices of that organization in City Hall Park.

Following up the investigations of Rev. Dr. Charles H. Parkhurst charges were laid before the Legislature asking that an investigation should be made into the Police System of New York City to discover the true reason why such a tolerant attitude was held toward vice and crime in New York. Upon deliberation the New York Senate appointed Senator Clarence H. Lexow chairman of a committee to investigate the New York City Police. The committee met March 9, 1894, and continued its sessions until the end of June, then adjourned until September 10 and after that kept up an almost continuous session until December 29. William A. Sutherland was counsel for the committee until April 13, when John W. Goff was appointed to the place. The investigation was very thorough; Captain (later Inspector) Schmittberger presented evidence of many irregularities. Captain Stevenson was convicted of receiving a bribe; Captain Creeden admitted that he had paid fifteen thousand dollars for his captaincy. Evidence of much crooked police work was adduced and Captains Stevenson, Cross and Dougherty as well as Chief Devery were dismissed from the service.

The evidence before the Lexow investigating committee was so damaging to the city administration that in November, 1895, William R. Strong, candidate of a fusion of Republicans and Independent Democrats, was readily elected over the administration candidate. Mr. Strong was the last Mayor of the City of New York before the consolidation.

In the realm of sports there were the famous international contests entered into by the yachts of Britain and America for the trophy now known as "the America's Cup" but originally known as "the Queen's Cup." The first contest in which it was involved was upon the offer of the Royal Yacht Squadron of England, when it was won in an international competition by the schooner-yacht "America" over the Cowes (Isle of Wight) course in 1851. The cup then won has remained with the New York Yacht Club. Challenge contests have been raced with English yacht owners in 1870, 1871, 1876, 1881, 1886, 1893, 1895, 1899, 1901 and 1903. The race in 1886 was won by the Boston sloop *Mayflower* as defender of the cup against the English cutter *Galatea* in two consecutive races over the Sandy Hook course. In 1893 Lord Dunraven challenged with his yacht "Valkyrie" II, which was defeated by the American yacht "Vigilant." In 1895 Lord Dunraven again challenged, with *Valkyrie* III, against the American yacht "Defender." He was defeated in the first race but won the second. He was, however, deprived of his victory because of a foul.irate, he claimed he had been cheated, refused to race again and charged American yachtsmen with unsportsmanlike conduct. His complaints were dismissed and he was on February 27, 1896, expelled from the New York Yacht Club, under the auspices of which the race had been run. The challenger in 1899 was Sir Thomas Lipton, the well-known English merchant, with *Shamrock I* against the American yacht *Columbia*. He again challenged in 1901 with *Shamrock II*, against the *Columbia*, and in 1903 with *Shamrock III* against the American yacht *Reliance*. In all three contests the "Shamrocks" were ably sailed, but the American vessels were victors. In 1914 Sir Thomas challenged again with his yacht *Shamrock IV*, which arrived in New York in August. Trials had previously been sailed for selection of the American defender for the America's Cup between the yachts *Defiance*, *Resolute* and *Vanatie*. But the European War having intervened the race was postponed until 1915, and it was then put off until after the war, when Sir Thomas expects to renew his challenge.

The State of New York was the first to institute the statutory observance of Lincoln's birthday as a legal holiday. That the occasion deserves such distinction few would dispute but it is somewhat disturbing to business to have two legal holidays in a short month and there might be some day in February fixed as Washington and Lincoln Day which would evolve a patriotic fervor much greater than the somewhat perfunctory observance of these two days now in vogue. Labor Day is not so objectionable and serves a useful purpose in putting a definite end to the vacation period on a date appropriate for the opening of the busy fall



The Pulitzer Building.—New York World

season. But we have also Columbus Day, which the late Timothy D. Sullivan invented for the delectation of his Italian constituents in whom the "fiesta" habit is strongly ingrained and which since 1910 has been a legal holiday in the State of New York.

The Raines Liquor Law went on the statute book when Governor Morton signed it on March 23, 1896. It was intended as a compromise temperance measure to remedy some of the evils of the liquor traffic which it did in a few particulars, but it introduced the pernicious Raines hotel and the ridiculous "Raines sandwich" with its myriad evasions of the spirit of restrictive control of illegal sales of intoxicants.

An Electrical Exposition held in New York in May, 1896, afforded opportunity for a striking exemplification of the progress made in telegraphy, when Chauncey M. Depew on May 16 transmitted a message around the world in four minutes, employing power from Niagara Falls.

In the presidential election of 1896 the interest was greater than in any previous contest. The question most at issue was whether there should be a single gold standard for the value of the national coinage and currency or whether there should be a bi-metallic standard, with free coinage of silver at a ratio of sixteen to one. The arguments were heated and the campaign was strenuous but in New York as well as in all other great commercial centers there was a large majority for the gold standard idea. Prominent features were made in New York and all other great centers of what were called Sound Money Parades formed to aid the election of the Republican candidates, William McKinley, for President, and Garret A. Hobart for Vice-President. The same idea was used with success in 1900, with a "Sound Money Parade" held on November 3, three days before the election, which was even larger and more imposing than that of 1896 although the currency question was not much of an issue in 1900.

In 1897 came the dedication of the Grant Mausoleum in Riverside Park, on April 27, the seventy-fifth anniversary of the birth of General Ulysses S. Grant, with a great military and naval display. Mrs. Julia Dent Grant, widow of the General, died December 14, 1902, and on December 21 her body was entombed in the great mausoleum, beside that of her famous husband.

On May 6, 1897, an interesting ceremony took place in Trinity Church in commemoration of the bi-centennial of the organization of that famous parish.

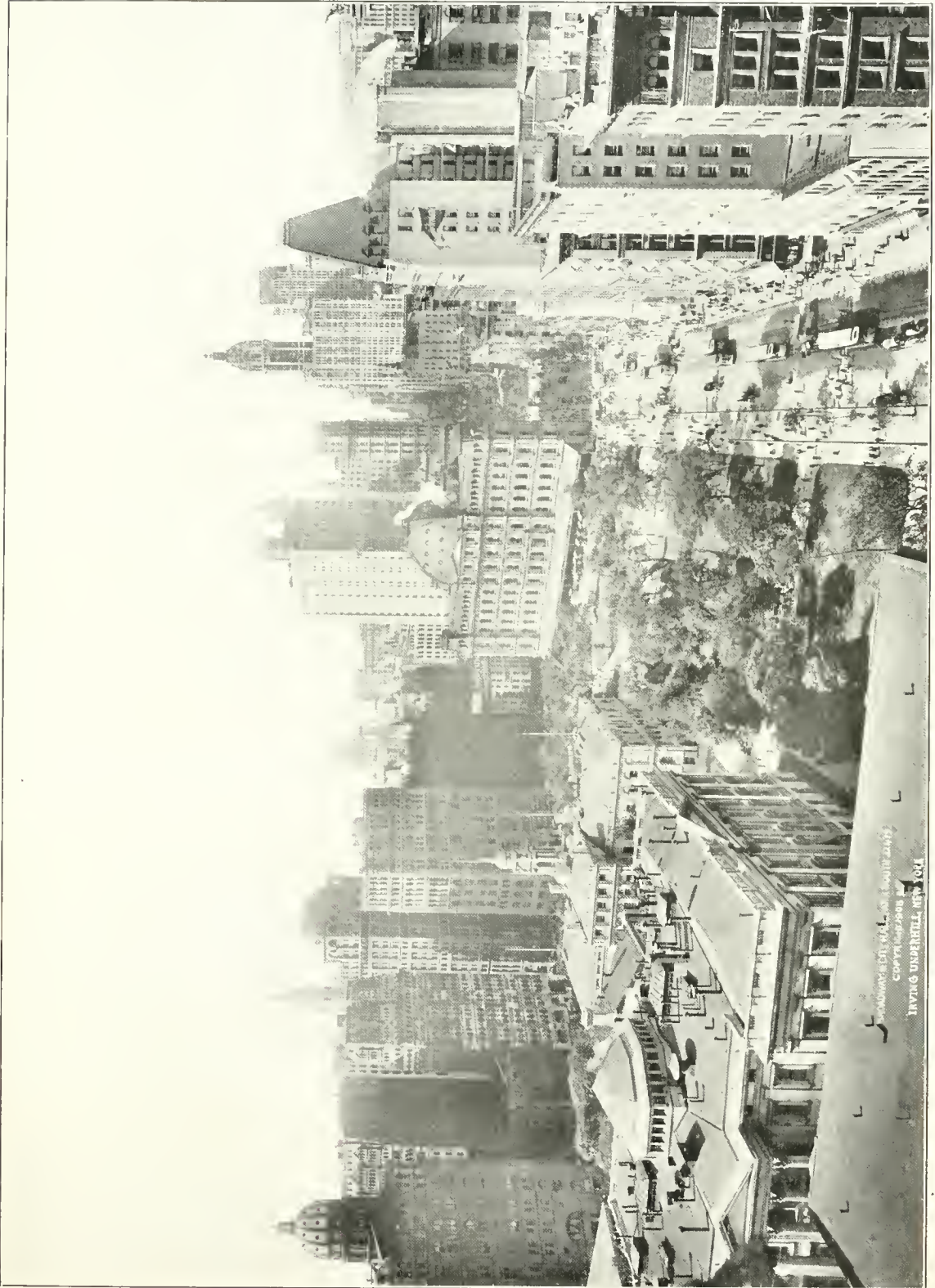
On June 15 the immigrant buildings at Ellis Island were destroyed by fire. On May 25 the demolition of the old Tombs Prison began, the structure being insufficient in size and inconvenient in facilities for the handling of prisoners in accordance with modern ideas.

Charles Anderson Dana, whose fame as a journalist is not surpassed by any other American, died at his home near Glen Cove, Long Island, on October 17, 1897, at the age of 78. In brilliancy of intellect and in the technique of production of a good newspaper, Mr. Dana outshone any of his contemporaries, but his editorial work though scholarly in breadth and pungent in expression was marred by prejudices so intense and implacable that his editorials were more impressive than convincing.

The Greater New York project which had been in active discussion for about six years reached its culmination in 1897, the bill creating and chartering it being approved and signed by Governor Black on May 5, 1897, to be in effect January 1, 1898. It provided for the consolidation with New York City of all municipal corporations and parts of corporations (other than counties) within the territory covered by the counties of Kings and Richmond, Long Island City, the towns of Newtown, Flushing and Jamaica, and that part of Hempstead, in Queens County, west of a line drawn from Flushing between Rockaway Beach and Shelter Island, to the Atlantic Ocean. It left in power the local governments within these towns, except where changed by the Legislature, and provided for the election of a Mayor of Greater New York and other municipal officers of the Greater City at the general election in November, 1897.

The election was an exciting one. It was hoped by the friends of municipal reform to be able to present a united front against Tammany, and the Citizens' Union put up Seth Low with that in view, but strong factors in the Republican Party thought they could win with a straight partisan ticket so they put General Benjamin F. Tracy in the race for Mayor. To further complicate the situation Henry George, the famous single-tax philosopher, was put in nomination on what was named the Jeffersonian ticket. Mr. George made a strong campaign, so strong that many believed he would win the race, but he died suddenly on October 29, 1897. A large proportion of his followers, normally Democratic, returned to their original party allegiance and voted for Van Wyck. The Jeffersonian leaders transferred the nomination to Henry George, Jr., but he was not at that time well enough known to hold what was at best a personal following and Van Wyck was elected by a total vote of 233,997 against 151,540 for Low, 101,903 for Tracy, 22,031 for Henry George, Jr., 14,132 for Sanial, Socialist Labor nominee, and 2,997 scattering.

The administration of Mayor Strong had directed more special attention to reforms in the police force, which was during the first part of that term under charge of Theodore Roosevelt as Police Commissioner, who made many changes in the force. Mr. Roosevelt left that office to become Assistant Secretary of the Navy in the Me-



Lower New York From Broadway and Chambers Street—Taken in 1909.

Kinley administration. One of the first things done by Mayor Van Wyck in the way of change in the police force was the summary dismissal of Commissioners Phillips and Hamilton and Chief of Police McCullagh, on May 21, 1898.

When the Spanish-American War was begun several New York regiments were enlisted. Dr. Leonard Wood, an army surgeon, and Theodore Roosevelt, who resigned his post in the Navy Department, organized the First Regiment of United States Volunteer Cavalry (known as the "Rough Rider Regiment") with Dr. Wood as colonel and Mr. Roosevelt as lieutenant-colonel. The promotion of Mr. Roosevelt to the rank of Colonel for gallantry at Las Guasimas made him one of the outstanding figures of the short war in Cuba. General Joseph Wheeler, Colonel Roosevelt, the Rough Riders and the Third United States Cavalry landed at Montauk Point, Long Island, on August 15, 1898, and on August 20 there was a grand parade of Admiral Sampson's victorious Santiago fleet. On September 8, Admiral Cervera, who had commanded the Spanish fleet destroyed on July 3 by a part of Admiral Sampson's fleet under command of Rear-Admiral Winfield Scott Schley, arrived in New York. The battleships Oregon and Iowa sailed from New York for Manila on October 12, 1898.

The reputation which Colonel Roosevelt made in Cuba gave him a popularity of which the Republican Party in New York availed itself by nominating and electing him in November, 1898, as Governor of New York.

The Strong administration did no more important work than in the reform it worked in the Department of Street Cleaning and had no more valuable asset than the great sanitary engineer by whom this revolution was brought about, Colonel George Edwin Waring. He had gained distinction after service as major and colonel in the Union Army in the Civil War, by his work in Memphis, Tennessee, in changing it after the yellow fever visitation of 1878 from one of the dirtiest to one of the cleanest cities in the South, and had just completed similar work in New Orleans when he was called to New York after the election of William L. Strong as Mayor to devise methods to revolutionize the municipal street cleaning system of New York. Up to that time New York had earned and deserved the reputation of being a very dirty city. The reason for much of it was the rapid opening of streets, the inferior quality of paving and the difficulty of keeping up with so much new work in a rapidly growing city. But there had always been as a stronger cause maladministration and inefficient methods largely due to the use of street cleaning work as a factor in ward politics. Colonel Waring reorganized the force of street cleaners, weeding out incompetents and systematizing the work. He put the workmen in a uniform of white, secured new and modern

equipment and cleaned New York, a task that many had declared to be impossible. There was strong opposition to the strenuous and effective work done by Colonel Waring and "Waring's White Wings" were made the butt of many a joke but the triumph of his achievement was complete. He was dismissed soon after the Van Wyck administration came in and was appointed October 2, 1898, to report on the sanitary condition of Havana. He contracted yellow fever, of which he died a few days after his return to the United States, on October 29, 1898. Besides his service as a public sanitarian he is distinguished as a writer on agriculture and sanitary science.

One of the important steps toward the building up of a rapid transit system was taken by the introduction of trolley cars to cross the East River Bridge to Brooklyn, the first cars crossing on January 22, 1898.

Chauncey M. Depew was elected in January, 1899, to the Senate of the United States and was re-elected in 1905, serving until March 4, 1911. Mr. Depew was long president and is now chairman of the Board of Directors of the New York Central System and at the age of 83 is still (1917) active as one of New York's famous citizens, and especially renowned for his oratory.

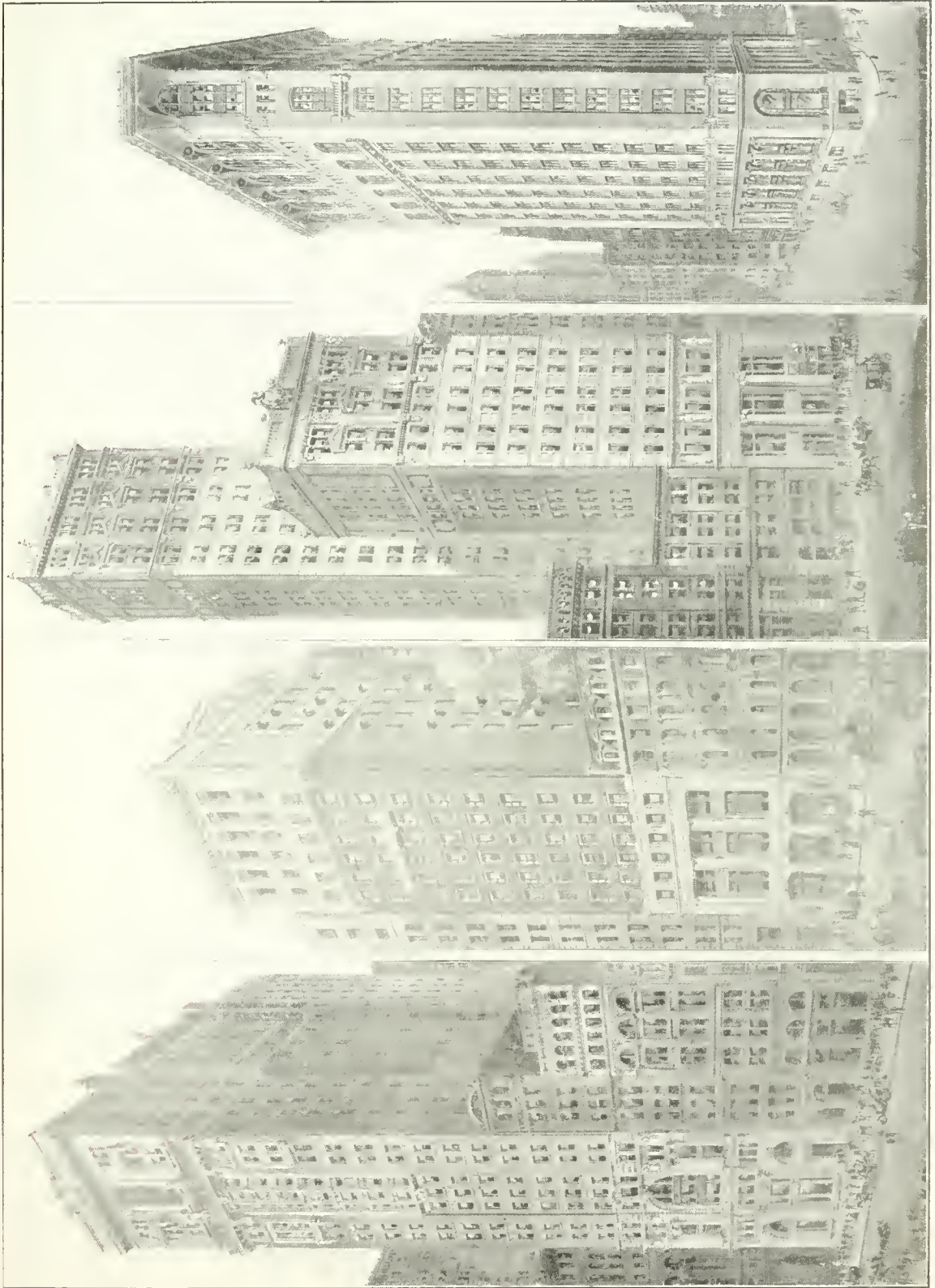
There was a disastrous fire with great loss of life and destruction of the Windsor Hotel on March 17, 1899.

The Chamber of Commerce of New York has entertained many prominent visitors. On February 24 Rear-Admiral Lord Charles Berestord, R. N., addressed that body.

Admiral Dewey arrived in New York harbor on September 26, 1899, from Manila, and on September 29 there was a great naval parade in his honor. The following day there was a huge land parade in which many military and civic organizations participated; and one of the greatest outpourings of the people crowded the avenues along the route.

Among the more notable New Yorkers who died in 1899 were Roswell P. Flower, financier and ex-governor of New York who died May 12; and Cornelius Vanderbilt, grandson of "Commodore" Cornelius Vanderbilt and chairman of the Board of Directors of the New York Central Railroad. He was a man of important civic influence and generous philanthropies, besides his position as a commanding figure in the railroad world.

Andrew Carnegie after becoming a citizen of New York became identified with important local philanthropies, notably in his gift of \$300,000 to found a day school in connection with Cooper Union in 1900; and his gift of \$5,200,000 offered in 1901 to build sixty-five branch libraries in New York City provided that the city should furnish sites and maintenance. This generous gift has had the effect to greatly widen the scope of usefulness of the New York Public Library.



A Group of "Skyscrapers."

John D. Rockefeller has also been generous in his benefactions to local institutions. He gave \$100,000 in 1900 to Columbia University to found a chair of psychology, and in 1901 he made his proposition to establish in New York the Rockefeller Institute for Medical Research. He purchased a site for the Institute on February 5, 1903, and it has since been fully established with a staff of great eminence and has been the medium of great advance in pathology and medical science generally.

Another very important local benefaction was made in 1901 in the will of Jacob S. Rogers, a Paterson (New Jersey) manufacturer of locomotives, which bequeathed his entire estate, appraised at five million dollars, to the Metropolitan Museum of Art. The bequest was confirmed by the courts in January, 1903.

"Rapid transit" had been the slogan of progress for New York for many years, but it was slow in coming. A cheering word came in the news of the award on January 16, 1900, to J. B. McDonald of the contract for the construction of the New York Rapid Transit Tunnel from City Hall to One Hundred and Forty-seventh Street. The contract was signed February 24 and on March 24, 1900, ground was broken for the tunnel in City Hall Park by Mayor Van Wyck with a silver spade in the presence of twenty thousand people. After that the work was continuous save for interruption by occasional strikes and some accidents. On January 27, 1902, there was a dynamite explosion in the tunnel at Park Avenue and Forty-first Street as a result of which many persons were killed and much property destroyed. The contract time for the completion of the road on this original part of the subway was four years and a half and this was only exceeded by one month and two days, the road being opened from City Hall to One Hundred and Forty-seventh Street on October 27, 1904, Mayor McClellan running the first train from City Hall Station, after which the road was opened to the public. On that same day one hundred and fifty thousand persons rode over the rails between 7 a. m. and midnight. A continuous policy of extension followed. The Broadway line was extended to the Yonkers boundary; a line on Lenox Avenue was branched off to One Hundred and Forty-fifth Street, and from that at One Hundred and Thirty-fifth Street the Bronx branch tunneled under the Harlem River to a point beyond One Hundred and Forty-ninth Street where it rises above the surface and continues as an elevated road to Bronx Park. South of Brooklyn bridge the subway was extended to South Ferry Station, and between that station and the Bowling Green Station a branch turns off into a tunnel under the East River to Brooklyn and in that city as far as Atlantic Avenue and the terminus of the Long Island Railroad.

There was a New York Charter Revision bill

passed by the General Assembly in 1901. It was vetoed by Mayor Van Wyck but on April 22 it was passed over his veto. It was intended to mend some inadequacies of the original charter of Greater New York bill. A Police Commission bill vetoed by Mayor Van Wyck on the ground that the clause giving the governor power to remove the Commissioners was unconstitutional was passed over his veto and approved and signed by Governor Odell, February 20. Another New York bill, passed and signed by the Governor on March 13, established a bi-partisan Bureau of Elections for New York City.

The establishing of a Hall of Fame on the ground of the New York University, which was opened May 20, 1901, attracted widespread interest and national attention.

The Van Wyck administration was severely attacked for intense partisanship and inefficiency and many powerful elements combined in a demand for a reform administration. A successful fusion of these elements chose Seth Low, President of Columbia University, as its candidate against Edwin M. Shepard, the Democratic candidate, backed by Tammany. Mr. Low, who in former years had been an efficient mayor of Brooklyn, received a large majority in that borough and a small one in each of the others, and the other fusion candidates were also elected with him, all taking office January 1, 1902, for two year terms.

New York was called to entertain royalty again in 1902 when Prince Henry of Prussia, brother of Kaiser Wilhelm, came to take part in the ceremonies connected with the launching of the Kaiser's yacht "Meteor," which had been built here. The yacht was christened by Miss Alice Roosevelt, daughter of the President. There were other prominent functions connected with the Prince's stay from February 21 to March 15, one of which was known as the "Captains of Industry Dinner," to which the late J. Pierpont Morgan invited one hundred of the largest capitalists and heads of great industries to meet the Prince.

A delegation of French notables who had come to the United States to attend the unveiling of the Rochambeau statue at Washington on May 22, was received in New York by a great military parade and dined by the Society of the Cincinnati.

William S. Devery, whose summary dismissal as Chief of Police had been one of the results of the Lexow Investigation in 1895, had brought suit for reinstatement. The case was in the courts for some years and was finally decided against Devery on January 6, 1903, by the New York Court of Appeals.

The mayoralty campaign of 1903 was between Mayor Low as nominee of Republican and Citizens' Union conventions and George Brinton McClellan, son of the famous Union general of the same name, as the Democratic candidate. Mr.

STREET SCENES



"Shooting Craps," Hester Street



On Broadway



Jewish Quarter, Hester Street



In Little Italy, 110th to 120th Sts., 2d to 3d Aves.



Ferry Boat Passengers



In Chinatown

McClellan was elected by more than 60,000 majority at the election on November 3.

The city was greatly shocked ten days later when Andrew Haswell Green, justly designated as the "father of Greater New York," was shot and killed by a negro.

One of the notable events of 1904 was the completion on March 11 of one of the tunnels under the Hudson between New York and New Jersey.

The year also produced one of the worst horrors in the history of New York when, on June 15, 1904, the excursion steamer General Slocum, having on board a picnic for a large Lutheran Sunday School, was burned in the East River. More than one thousand persons, chiefly women and children, were lost. Investigation showed criminal carelessness, or worse, in failure to provide the commonest precautions. The life belts were deficient in number if they had been good, but those that were provided were found useless as they would not float. The captain was tried and sent to prison for a term of years.

The Metropolitan Museum of Art on January 2, 1905, chose Sir Caspar Purdon Clarke, art director of the South Kensington Museum in London, as its art director. He did a valuable work in organizing and co-ordinating the collections and continued at the head of the museum until his death on March 29, 1911.

A Thomas F. Ryan syndicate bought the Hydrostock in the Equitable Life Assurance Society of the United States on June 9, 1905, and Paul Morton was elected President of the Society. This was the first of a series of changes which took place in the management of the great life insurance organizations. A legislative committee, known as the Armstrong Insurance Commission, was appointed by the General Assembly of New York and on September 6, 1905, began with the Equitable its investigation of the various life insurance companies. With the valuable aid of Charles Evans Hughes, one of the leaders of the New York bar, the commission uncovered many grossly unsound methods, extortionate salaries and gratuities, nepotism and illegal practices. Many officials were forced to resign and the Legislature on receiving the reports of the Commission in 1906 enacted laws to penalize many practices which had been revealed by the investigation.

A three-cornered fight for the mayoralty developed in 1905 when George B. McClellan was renominated on the Democratic ticket and William M. Ivins on the Republican ticket. William Randolph Hearst, who had organized what he called a Municipal Ownership League, became its candidate for Mayor and made a surprising run. He carried Brooklyn by a large and Queens by a small majority, while McClellan carried Manhattan, Bronx and Richmond boroughs. Mr. McClellan was certified as elected, but Mr. Hearst

claimed that he had been elected and defrauded in the count. His paper reeked with denunciation of Mr. McClellan as a fraudulent Mayor. The contest in the courts dragged along for over two years but the result showed that on the recount Mr. McClellan had been elected by a plurality of 2,791 though that was 863 less of a majority than had been found in the official returns.

Mr. Hearst changed the name of his party to the "Independence League" and obtained the Tammany nomination for governor of New York as well as that of his own organization. The Republicans nominated Charles Evans Hughes, who was elected by a plurality of nearly fifty-eight thousand votes.

In November, 1905, New York was treated to a sight of a British squadron, commanded by Admiral Prince Louis of Battenberg, which paid a friendly visit to our harbor.

During the year 1906 occurred the murder of Stanford White, famous architect, by Harry K. Thaw in the Madison Square Roof Garden. He was acquitted on the ground of insanity and sent to the Asylum for the Criminal Insane at Matteawan. His many endeavors to get discharged from the asylum costing vast sums of money were all failures until he escaped from the asylum and finally was brought back. He was tried and discharged as cured though the most famous alienists declared him incurably insane, but in 1916 he was about to be arrested, charged with another crime, but himself secured his reincarceration as inmate in Pennsylvania to save him from extradition to New York.

Casualties early in 1907 were the sinking on February 11 of the Joy Line steamer Larchmont in Long Island Sound and the drowning of more than one hundred people; and an accident on the New York Central road at Williamsbridge in which twenty were killed and one hundred and fifty injured.

On March 12, 1907, Mrs. Russell Sage created the Sage Foundation with ten million dollars for philanthropic work.

The passage on June 6, 1907, of a bill creating the Public Service Commission to have supervisory and regulatory control over railroads has brought about numerous reforms in connection with operation of street railroads, subways and elevated roads in New York City; and a subsequent law extending this control over telephone companies has brought similar results in that field.

On August 7, 1907, the north tube of the Belmont Tunnel from Forty-second Street to Long Island City was opened with a parade through it by two thousand workmen. It was about seven years after this, however, before that tunnel went into active use in connection with the subway system.

The arrival of the Lusitania, of the Cunard Line, this being the largest steamer ever built up to

that time, was a sensation. She arrived on September 13 and she and her sister ship the *Mauritania* plied steadily to New York until the war came. Then the *Lusitania* was torpedoed without warning and about a thousand people, largely women and children, were drowned. The *Mauritania* has been steadily engaged in transport service for the British Government.

The first regular wireless dispatch over the Atlantic Ocean for commercial purposes was received in New York on October 17, 1907.

The East River Tunnel, extending subway traffic from Manhattan to Brooklyn, was opened up on January 9, 1903; and on February 25 the first

had been received with great enthusiasm. He came thence to New York. Here he received a rousing welcome, was presented with the freedom of the city and much lionized. Afterward great doubt was cast on the genuineness of Cook's discovery and when his so-called "proofs" were submitted to the University of Copenhagen they were found to be entirely insufficient to establish his contention. Commander Peary established his claim completely and gained the recognition of the scientific world as the first discoverer of the North Pole.

The contest for Mayor in 1909 was again three-sided. Judge William J. Gaynor of Brook-



New York Custom House

of the Hudson and Manhattan or so-called "McAdoo" tunnels between New York and New Jersey were put into commission. Another important link in transportation was the opening up on March 13, 1909, of the Queensborough Bridge connecting New York, at Fifty-ninth Street, with Long Island City.

The claim of Dr. Frederick E. Cook to have been the discoverer of the North Pole created a sensation. He had telegraphed the news from the Orkneys on September 1 and on September 6 Commander Peary telegraphed from Indian Harbor, Labrador, that he had discovered the North Pole. Dr. Cook had landed in Copenhagen and

lyn was the Democratic candidate; Otto H. Barnard, President of the New York Trust Company, was the Fusion nominee, and William Randolph Hearst ran on the Independence League ticket. Judge Gaynor received over 250,000 votes, Barnard more than 177,000 and Hearst over 104,000. Judge Gaynor was elected Mayor, but the Fusion candidates for the other city offices were successful.

The Hudson-Fulton celebration from September 25 to October 9, 1909, was one of the most wonderful scenes of pageantry that the world ever witnessed. The opening display of vessels was the most diversified ever gathered together in the

world. Exact reproductions of Hudson's Half-Moon and of Fulton's Clermont led the line. The American fleet under command of Rear Admiral Seaton Schroeder; the British *Inflexible*, *Drake*, *Duke of Edinburgh* and *Black Prince*; the German *Bertha*, *Bremen*, *Dresden*, and *Viktoria Luise*; and warships of France, Italy, Holland, Mexico and Argentina were anchored at regular intervals from Forty-second Street to Spuyten Duyvil and above. More than a thousand other vessels took part in the parade on the Hudson, which formed at about one o'clock and continued until dark on Saturday, September 25. Various parades and pageants filled the entire time, making a series of spectacles rarely if ever equalled. The illumination, the decorations and all the activities were upon a scale adequate to the celebration of three hundred years of New York and one hundred years of steam navigation.

A public reception of Colonel Roosevelt was the most stirring event of 1910 and was one of the most enthusiastic of the ovations which have been crowded into the life of this popular American.

The dedication of St. Patrick's Cathedral by Archbishop Farley, with Cardinals Vanutelli and Satolli and many other dignitaries in attendance, crowded the great structure on October 5, 1910.

On August 9, 1910, Mayor Gaynor was in Hoboken and had gone on board a vessel to leave for a vacation, when he was shot at by a discharged dock employe who had trailed him there. The Mayor was probably saved from a second shot by William H. Edwards, Street Cleaning Commissioner, who had accompanied him to the vessel and who promptly knocked down the assailant. The Mayor had his wound attended to and spent some weeks in a hospital in Hoboken. His assailant went to the New Jersey penitentiary.

The appalling Titanic disaster, which occurred on Sunday, April 14, 1912, horrified the people of New York. The vessel, the largest then afloat, was on her maiden voyage from Liverpool to New York when she collided with an iceberg and 1,503 of the 2,206 persons on board the vessel perished. Many of the victims were New Yorkers, including among the most prominent Colonel John Jacob Astor, Henry B. Harris, theatrical manager, Francis D. Millet, the artist, and Isidor Straus, merchant. Efficient work was done for the relief of survivors when they arrived.

One of the city's largest fires occurred on January 3, 1912, when the Equitable Life Building at 120 Broadway was totally destroyed.

The election of President in 1912 was one of the most exciting in history. The Progressive Party was organized to give Colonel Roosevelt another term as President. He made a vigorous campaign and so thoroughly dismembered the Republican Party for the time being that Governor

Woodrow Wilson of New Jersey was elected president by a very substantial plurality.

On March 31 John Pierpont Morgan, the foremost banker and financier of this country, died. His had been the most potent voice in the financial councils of the nation.

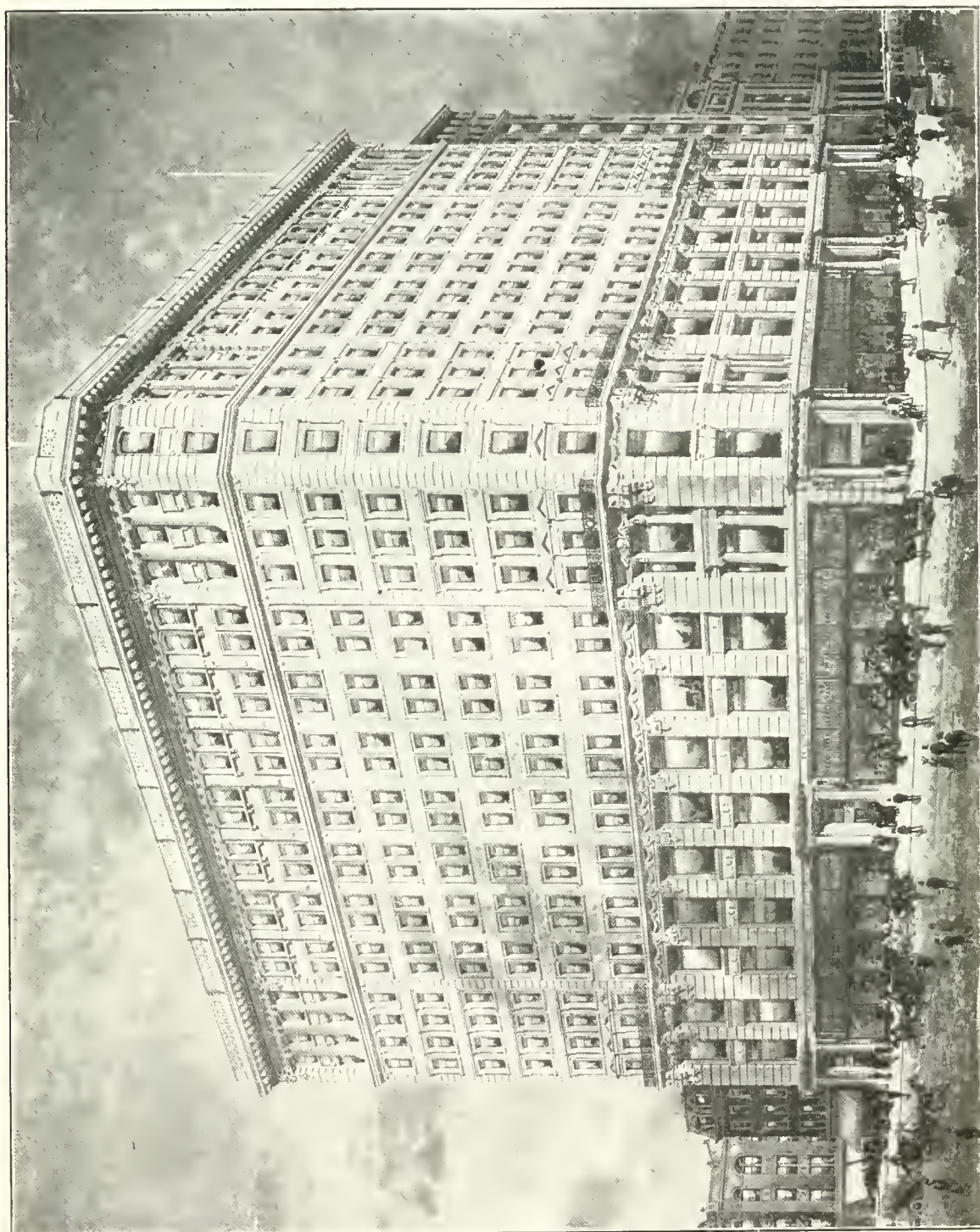
The four-year term of Mayor Gaynor having expired the question of a successor became of great importance. Many progressive things had been done during his term but not chiefly by Mayor Gaynor. In the contest of 1909 there had been three candidates for Mayor, but only two for the other elective offices. As to them it was a straight fight between Tammany and Fusion, and Fusion won. Under the present organization of the government of New York the majority of the Board of Estimate and Apportionment is the chief factor in many important policies. Fusion leaders wished to continue the other officials but to put some one else in place of Gaynor. So Gaynor received the nomination of Tammany for Mayor, and Fusion sought to put the office in the hands of one of the other members of the Board of Estimate, and the choice fell on John Purroy Mitchel who had been President of the Board of Aldermen. Mayor Gaynor sailed for Europe on the Baltic on September 4. On September 10 he died on the steamer. Later his body was brought back to New York and laid in state in the City Hall for a day before being buried. John A. McCall, who had been a judge of the Supreme Court, was Gaynor's successor as Tammany candidate and after a fierce campaign was beaten by Mitchel.

The death of Benjamin Altman, one of the great merchants of New York, occurred on October 14, 1913. His will left his art treasures valued at fifteen million dollars to the Metropolitan Museum of Art.

In the late winter of 1913-1914 a band of disturbers led by Frank Tannenbaum and claiming membership in the Industrial Workers of the World took to visiting churches and demanding food and lodging. They did not want work except at union wages and they did not want to work in clearing the snow which then cluttered the streets. Finally they went to St. Alphonsus Church (Catholic) on March 4, 1914, and raised a disturbance. They were arrested and some of them received minor punishments, but Tannenbaum was sentenced to a year in prison.

On May 19 Colonel Roosevelt returned from a tour of exploration in Brazil and was given a cordial reception.

The American liner *Vaderland* arrived in New York from Germany on her maiden voyage. She had made only two more voyages before she was interned in New York by the war. With the beginning of war in Europe the Stock Exchange, Cotton Exchange and Produce Exchange closed on July 30, 1914. The Stock Exchange re-



The Marbridge Building, Thirty-fourth Street at Broadway

mained closed until November 28. To prevent aliens from making withdrawals from savings banks, private banking institutions and savings and loan associations, the State Superintendent of Banks of New York ordered the banks to require sixty days' notice of withdrawal. The Clearing House voted for using Clearing House certificates to prevent a raid upon the gold supply of the United States. The fact of the passage of the Federal Reserve Bank law stabilized business conditions so that there was no panic at the time strenuous moves were taken to prevent disastrous dumping of securities.

An interesting event which occurred January 15, 1915, illustrates the great progress that has been made in telephony. On that day Alexander Graham Bell in New York entered into the first conversation across the continent, talking through the telephone to Thomas W. Watson in San Francisco.

The events of the past two years are too recent to be collated as history. The outstanding trend is concentration on the problems of war; rising prices on the markets; movements in State and Nation to halt extortions in prices of necessities; strikes in various industries, notably two or three among carmen in 1916.

Progress is still being made. The rapid transit problem will make a great stride toward settlement with the vast additions to subway and elevated lines, covering all boroughs, now rapidly approaching completion.

The water supply problem which was so pressing a few years ago is now near a solution so adequate that it will take several decades of New York's growth before the city will be compelled to go farther afield for its drinking water. The great Catskill project, far transcending in its mag-

nitude as an engineering feat the building of the Panama Canal, is near its final and complete utilization. The old reservoir in Central Park is to be converted to use as a place of beauty, probably a sunken garden with a replica in bronze of that beautiful fountain by MacMonnies, which stood in the Lagoon at the World's Columbian Exposition in Chicago in 1893 and was the artistic gem of that famous "White City." An audience place for the popular band concerts in keeping with these artistic surroundings is also in the plans for this improvement.

The old Tweed Court-House, outgrown and unsanitary, is to be replaced by one in keeping with the dignity and grandeur of the world metropolis that New York is so soon to be.

It is a far cry from the squat little Liberty Tavern at Broadway and Park Place that was one of the city's chief attractions in 1795, to the towering Woolworth Building, most skyscraping of the world's structures and combining in a unique way colossal height with architectural beauty. It is a long distance from the dirt roads, except for a few yards of exceptional cobbles, which represented all the street paving of 1795, to clean and well-surfaced streets (except for occasional lapses to accommodate the subway-building tyrants) which represent the New York of today. It is centuries rather than decades which would normally represent the advance from the Collect Pond and Tea-water Pump of a century ago to the great Catskill Water System of the present year.

We have our problems and demerits, but they are such as represent a growth and advancement such as no other city has had to be responsible for. It is a great and wonderful city and its welfare calls for the preserving care of citizens who love it and are proud of it.

CHAPTER SEVEN

New York as a Financial Metropolis

EARLY COINS AND CURRENCIES—THE BANKS, EXCHANGES AND ACTIVITIES OF THE FINANCIAL DISTRICT—THE INSURANCE COMPANIES OF NEW YORK.

NEW YORK has long established pre-eminence among American cities as the financial capital and money market of the United States. This precedence did not always exist. Until the Nineteenth Century dawned, Philadelphia and Boston were strong rivals for financial mastery.

Under the Colonial regime financial and commercial transactions were hampered by lack of a stable currency. The Netherlands first, and Britain later, exhibited great jealousy of the coining privilege which was steadily denied to New York. The current money in the Colonies consisted of various foreign coins of which the value in terms of sterling was fixed by statute, which might have worked well enough if the various colonies had come to the same conclusion in regard to their value. An act of Parliament passed in 1704 provided that in the royal provinces, after January 1, 1705, no "Seville, Pillar or Mexican" dollar should pass for over six shillings, current money, and that Peru pieces, dollars or other foreign silver coin of whatever weight or alloy should be regulated according to weight and fineness in proportion to the rate fixed for the Seville pieces. As this law did not apply to the proprietary Colonies, Pennsylvania, which rated the Seville dollar at seven shillings sixpence, and lighter money in proportion, soon drained New York of its coins. Lord Cornbury's statements in regard to this condition reaching London, the act was suspended and trade revived. Various attempts at regulating the exchange value of the great variety of coins used in New York, by Act of the Parliament in London, were made but they were rarely found workable without loss and were often violated. The clipping and filing of foreign coins was a practice very common in the Colonies so that it became necessary to weigh the silver money. Of small change there was none during the earliest years of the city's history, the Spanish real (one-eighth of a dollar nominally but made current in

the royal provinces at a value of fourpence halfpenny English), was the smallest current coin. There was much complaint among the poorer people and the smaller merchants about the lack of copper coin, until in 1722 William Wood, having bribed the Duchess of Kendal, one of the mistresses of George I, secured a license to make copper coins to circulate in Ireland and in the American Colonies. He made pence, halfpence and two-penny pieces for Ireland with the obverse of a harp, but they created such a disturbance in the Green Isle that the privilege for Ireland was recalled in 1725. But he continued to coin the *Rosa Americana* coins, pence, halfpence and farthings for America until 1733 when the lack of demand caused him to quit the business. The coins were attractive enough in design but the metal was so base, fifteen parts brass to one of spelter, that they were entirely out of favor and it was said of Wood that "he had the conscience to make thirteen shillings out of a pound of brass." English copper coins of the regular issues were favored and for a long time were current at double their value, the English halfpenny passing for a penny but finally becoming so plentiful that the merchants agreed not to receive or pass copper halfpence at any higher rate than fourteen to the shilling, an announcement that started a riot which had to be suppressed by the police. Various privately issued tokens passed current at various times, the favorites being the New Jersey small change because they were made of good copper, but these were imitated in baser metals later, and except the genuine Jersey coppers and the British regular copper coins, the coins other than gold and silver used in the colonies were all of base metal.

After independence and until the coining function was taken over by the Federal government there were various coinages by state authority of the several states or private issues which were used. Most of these, however, were copper coins as the

always abundant Spanish silver supply was kept at standard weight and fineness, and except where filed or clipped was current all over the world. Thus it was that when the decimal standard was finally established it was on the basis of a standard dollar which should be identical in weight and fineness with the then current eight reals piece which, except for mint marks, was identical in every particular, whether made in Seville, in Mexico or in any other of the twenty or more mints scattered throughout the silver-bearing Spanish dominions.

While money is the chief factor in the mechanism of exchange and finance, the media by which a city is established as a financial center include banks, exchanges and other organizations by which the varied functions of money and credit are coordinated into a system by which transactions are made easy and markets are created for all kinds of securities.

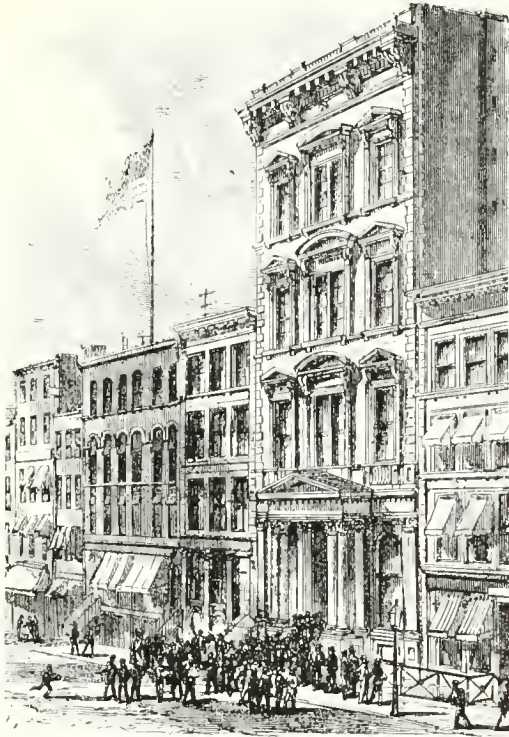
A former chapter has told how the first bank in the city, the Bank of New York, had been established in 1784, and how The Manhattan Company, organized ostensibly for water supply, had blossomed out into a bank as a result of the sharp practice of Aaron Burr. To this second bank was added another, which was a branch of the Bank of the United States (organized in 1781) in Philadelphia. These three institutions formed the banking facilities of the city in 1800. The banking capital employed was three million dollars. The Embargo and the War of 1812 with the marked interruption to foreign commerce they involved were a clog on the financial development of New York. In connection with the war itself the banks and capitalists of New York stood solidly behind the Government. John Jacob Astor, whose great adventures in the fur trade had made him the wealthiest citizen of New York, made a large subscription to the Government war loan of that period. By 1816 the banking capital of New York had increased to ten millions of dollars.

On May 17, 1792, twenty-four New York brokers met under a cottonwood tree opposite 60 Wall Street and signed an agreement regarding rates of commission. The organization was loosely held together by occasional meetings at the Lintine Coffee House until 1817, when a formal organization of the Stock Exchange upon present lines was effected. The first meeting place of this regular organization was in the Merchants' Exchange which occupied the building that afterward became the Custom House and later was reconstructed into the present building of the National City Bank of New York. It removed in 1853 to a building at the corner of Wall and Beaver Streets, and in 1865 removed to a building occupying the same site as that now occupied by its magnificent marble building, one of the most ornate structures of the city. In 1869 the Exchange ab-

sorbed the membership of the Open Board of Brokers, which had been a rival organization. There was during the Civil War a body called the Gold Board, which specialized in dealings and speculations in gold. It continued after the War and from August, 1865, occupied premises in New Street, back of the Stock Exchange Building. When that Exchange closed in 1879 the Stock Exchange acquired its premises, giving it the enlarged site covered by its present building. The Stock Exchange Clearing House is an adjunct of the Stock Exchange which it established on May 17, 1892, the one hundredth anniversary of the meeting under the cottonwood tree which started the Exchange organization in its original form. This Clearing House plan functions for the business in stocks and bonds through Stock Exchange houses in the same way that the bank clearing house does for the banks and has proven a great convenience in the prompt handling and offsetting of exchanges.

The present year of 1917 completes the one hundredth year of business of the Stock Exchange under its present organization. It has been a century of most remarkable development in New York as a financial center. Until 1825 the rivalry of Boston and Philadelphia was keen, although New York had obtained and maintained a lead in financial business. But the completion of the Erie Canal put New York into such close touch with the commerce of the Lake region and all the then settled Northwest that its leadership in finance became fixed beyond the reach of rivalry on this continent. The products of the regions thus made tributary poured into the lap of New York, which also became more and more emphatically the entrepot at which the products of foreign lands were debarked for distribution in this country or direct trans-shipment to the interior. The predominance in foreign commerce which came to the city brought to it a predominance in the foreign exchanges of this country, including the collection of the sums which foreign consignees paid for American products and the settlements made by importers for foreign goods brought to the United States. This predominance has ever since attached to New York as the great exchange center of the United States.

New York has fully participated in the times of financial stress that have visited this country. The panic of 1837 compelled the banks of New York City to suspend specie payments in May of that year and to continue the suspension for about a year. This was not wholly bad for New York because it brought about the passage by the Legislature of 1838 of what was known as the "Free Banking Act." This act opened the privilege of banking to any citizen who desired to enter the business and submitted his operations to proper regulation. It did away with the graft and corruption which had, from the time of Aaron Burr



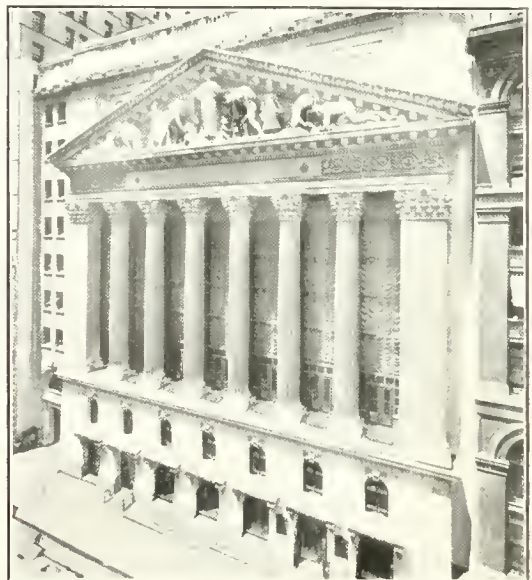
Old Stock Exchange

onward, been frequent in connection with the procurement of legislative charters. It also provided that no bank-notes could be issued except on the basis of Government or State bonds or other tangible securities acceptable to the State authorities who were given a large measure of direct supervision over banking, and introduced many checks and safeguards which were later adopted by several other States. The provisions of this law formed the basis of the National Banking Act passed by Congress twenty-five years later.

One result of the Panic of 1836 was the downfall of the Bank of the United States which had its head office in Philadelphia, with a loss of business to that city which eliminated all possibility of its financial rivalry of New York. Events followed fast which accentuated the financial mastery of this city. The ocean steamship and the steam railroad in their American ramifications were chiefly financed in New York. The California gold discoveries created a trade which brought much of the gold products to the vaults of New York banks. The establishing here of the United States Sub-Treasury in 1846; the New York Clearing House Association, and the United States Assay Office in 1853; and the development of corporate enterprises which found that New York, with its great Wall Street money-market was the only city able to surely and safely float their securities, were all factors which in increasing degree gave the city its power and pres-

tige in finance. The financial progress of the city at times was unhealthfully and radically overstimulated by excess of speculation. From this resulted the panic of 1857 which brought runs on the banks, several failures in business and a money crisis which brought a suspension of specie payments from October 15 to December 14 in that year. But the recovery of normal confidence was much more rapid at that time than it had been after previous panics. But while the panic was on the excitement was very intense. The Bowery Bank went under on Tuesday, October 13, 1857, and from that time the crowds filled the sidewalks and crowded the banking houses until on Thursday the banks, having paid out about all their coin, were forced to suspend. Boston had a similar experience. The newspapers were pessimistic. The Tribune commented: "The towering fabric of our mercantile credit lies in ruins."

Yet the very next years, 1858 and 1859, were prosperous. At the end of the latter year came news of ominous import. There had been an invasion of Virginia by John Brown, who with seventeen white men and five negroes had visited the estate of Colonel Washington, stolen the arms and horses, seized Washington and ill-treated his family, set his negroes free and had in the dark night extinguished the lights and seized the armory and arsenal of large munition stores of the Government at Harper's Ferry. The story of the raid of October 14 and 15, 1859, and of the battle between the raiders and United States marines, the capture of the raiders and the subsequent trial, conviction and hanging of John Brown for treason and murder, are a familiar story. It agitated New York and affected the market. Some thought it



Stock Exchange Building Today

portended Civil War for they felt that between the irreconcilables South and North, with Lincoln soon to take the Executive chair, a conflict was sure. But with the beginning of 1861 the market rallied to a feeling of optimism, voiced by the press, that after all the threat of disunion had been campaign talk and that South as well as North would acquiesce in the results of the election.

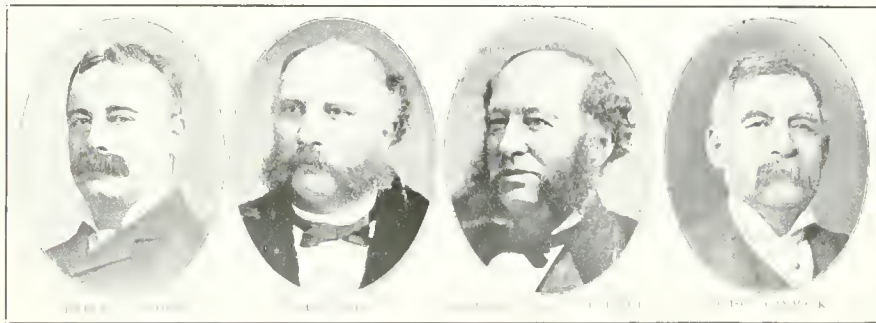
The war at first brought business demoralization. There was a slump in the stock market and paralysis in many lines of business. But a rally followed. Financial New York after the bombardment of Fort Sumter came boldly to the support of the national credit. Banks made large loans to the United States Treasury, on the security of Treasury notes and bonds. Specie payments were suspended by New York banks. Gold went into hiding only to appear as a speculative commodity always above par, fluctuating with the fortunes of war and with market conditions. The Gold Board Exchange in New York operated in these sales and the gold value of the National Currency (which became greatly inflated by reason of the vast expenditures for war) was measured and adjusted for the entire country by the operations of that Board. Gold reached its highest level on July 16, 1864, when it sold at 2.84 and did not reach par after 1862 until December 17, 1878. By 1879 the par between gold and currency became normal and the Gold Board went out of business. The "Street" in the meantime had many vicissitudes, with fortunes made and lost. A period of wild speculation set in about 1866, and the wild attempt to "corner" the supply of gold culminated in the trying day of "Black Friday," September 24, 1869, which wrought such devastation that the Stock Exchange had to be closed for several days in order to find out who was solvent and who was ruined.

As soon as the market recovered from that episode the fever of speculation took hold of the country. Railroad speculation was to the fore among many varieties of securities good, bad and indifferent that captured the attention of the "bulls and bears" and the excited hopes of the oft-shorn lambs. Over-speculation and over-expansion of credits brought on a commercial and financial panic in 1873. This was eased by the Associated Banks of New York which, by the uniting of their credit and resources, issued Clearing House certificates by means of which those of their membership who were temporarily endangered were carried safely through the period of stringency of money and disorganization of business throughout the country. The same method was adopted in 1884 when a panic struck the "Street" following the failure of the firm of Grant & Ward and the suspension of the Marine Bank; and in 1890, when the failure of the great international banking

house of Baring Brothers & Co., of London, regarded as second only in stability to the Bank of England, threatened to shake financial foundations throughout the world. It was used also in the panic of 1893, which was followed by a condition of stringency which continued until 1896; and in the financial stringency of 1907 when the Knickerbocker Trust Company and several banks suspended.

The two or three decades that followed the Civil War evolved many careers in Wall Street which became notable for boldness of operation and great financial success. Some of these giants of Wall Street were continuously successful though few succeeded without some reverses. Others ran the whole gamut of Wall Street up and down from failure to success.

The completion of the Atlantic cable brought Wall Street in touch with Lombard Street and with the Paris Bourse and the other Continental money markets. The stronger and sounder American stocks and securities invited foreign capital because the rates of interest were upon the whole higher than the European issues of like stability, while the more speculative stocks possessed attractions for those willing to take risks where the chances seemed to favor large returns. The great industrials became great favorites. Standard Oil, American Sugar Refining, American Cottonseed Oil and National Lead, among the earliest, and later the colossal United States Steel and other vast organizations, some of which have had their wings clipped by the Sherman Act and other anti-monopoly laws, while others, having kept within the "rule of reason," flourish like the green bay tree. The National Banking Act of 1865 gave added importance to New York as the financial center of the country. It recognized and gave legal force to existing conditions. It required the National banks of New York to maintain in cash a reserve of 25 per cent against their deposits, but authorized the National banks of other chief cities to deposit half of their 25 per cent reserves with National banks in New York, thus making New York a monetary reservoir from which, when commerce is active, funds could flow to all sections where money was needed for constructive work, crop movements and the like. It was a great improvement over any previous system but experience showed that it was not in all respects adequate for there were at various times local and at some periods general waves of stringency which held on with distressful results for want of liquidity in banking assets. Bankers contended for years for a reform in National banking laws but the popular aversion to anything like a central bank monopoly, which had persisted ever since the days of the Jackson Administration, prevented the final passage of the several bank reform bills that had



Some Financiers of the 'Seventies

been presented, until finally the Federal Reserve Law was passed in 1914. Its passage was most opportune for soon after, on July 29, the European War was precipitated on an unprepared world. The Federal Reserve Banks did not begin business until November 16, but the fact that the system was being organized gave hope and steadiness to the market.

On July 30 the Stock Exchange closed, followed on August 2 by the Cotton Exchange and the Produce Exchange. On August 3, to prevent aliens from making hasty withdrawals from savings banks, private banking institutions and savings and loan associations, the State Superintendent of Banks of New York ordered the banks to require sixty days' notice. The New York Clearing House voted to issue Clearing House certificates to prevent raids upon the gold supply of the United States. On November 16 the Federal Reserve banks began business and the Cotton Exchange reopened and on November 28 the Stock Exchange and the Produce Exchange resumed. Financial history since then is familiar to the business world. Industry has been very active. Supplying the needs in food, clothing and provisions to such of the belligerent nations as could be reached by shipments brought great stimulation to the arena of finance in New York. Inflated prices of stocks, including a class of corporations which Wall Street with characteristic humor has dubbed "War Brides," were an outstanding feature of a general advance of the whole stock list. The entrance of the United States into war again demonstrated the substantial power of the financial market of New York. The great Liberty Loan of which New York subscribed double its quota, the financing of many Government and private ventures relative to the great war "to make the world safe for Democracy," the volunteer service of many of the financial magnates and industrial chiefs in financing and managing the Red Cross, in participating in boards, commissions and committees to stabilize and equalize prices, to make the transportation and productive resources work smoothly for the benefit alike of Government, Army, Navy, Industries and the People, are facts which testify most emphatically to the patriotism and worth of the men who have done most to make New York first among the financial centers of the world. "Dollar Exchange" has taken a place never before held by any currency except "Sterling Exchange" and the financial history of this present period, with the large foreign loans made by and credits due to the government and individual financiers and corporations of the United States, make it beyond question that the financial mastery of New York will remain permanently equal to if it does not excel that of any of the great money markets of Europe.

Insurance is represented in all its various branches in New York by home companies and agencies which represent the best outside insurance companies in the world.

Marine insurance was the earliest form of underwriting to appear in New York. It started in 1759 with the "Old Insurance Office," conducted by Keteltas & Sharpe (Peter Keteltas and Richard Sharpe) as "clerks," the office being in the Coffee House, and the New York Insurance Office, in the adjoining building, in charge of Anthony Van Dam. Both of these offices gave marine insurance to merchants secured by the subscriptions of underwriters. Because of the destruction of vessels by American privateers a "New Insurance Office" was opened in 1778. Under the United States regime marine insurance continued to be underwritten under the subscription or mutual plan until in 1801 the "Marine Insurance Company" was organized as the first exclusively marine stock company in New York, with a capital of \$250,000.

The first New York fire insurance company, the "Mutual Assurance Company," was organized in 1787, under a deed of settlement, according to English custom, by its secretary, John Pintard. It was renewed and incorporated in 1798, reorganized with a capital stock in 1809, changed its name to "Knickerbocker Fire Insurance Company" in 1846 and continued in business until 1890, when it was dissolved.

The "United Insurance Company in the City of New York," incorporated under a charter granted to Nicholas Low and associates, and "The New York Insurance Company for Maritime Insurance, Houses, Goods, and Lives" were companies which aimed to cover all kinds of insurance.

By 1830 there were in New York eight marine companies, with an aggregate capital of \$3,050,000; and twenty-five fire companies, with an aggregate capital of \$7,800,000. In 1835 there were twenty-six fire companies and twenty-three of them were thrown into bankruptcy by the fire which destroyed, on the night of December 16, an aggregate of 529 stores and 41 other buildings situated south of Wall Street, then the business center of the city. Wise laws followed this disaster which prohibited the cumulation in one company of many varieties of underwriting, and also prohibited all kinds of insurance companies from combining insurance with banking business. At the same time a law which had been passed in 1829 excluding foreign companies from doing insurance business in the State of New York was repealed, thus letting in many of the best insurance companies in the world so that New York now possesses both home companies and branches of outside corporations, domestic and foreign, all

with established reputation for promptness and equity in fulfilling their underwriting obligations.

In life insurance New York is the home of the world's most colossal companies, controlling world-wide business and in the aggregate of assets and of outstanding insurance making New York unquestionably the world's life insurance metropolis.

Casualty insurance has in its various forms had an enormous growth, and through home companies and branches of outside companies with resident managers covers every branch of accident and

casualty insurance, two of the more modern and most active being automobile and workmen's compensation insurance, made necessary by compulsory laws of New York and adjoining states. Some abuses which crept into the insurance business in former years have been wiped out by later legislation, and it may be truly said that nowhere is the business of insurance carried on upon a larger scale or upon methods more equitably protective of the policyholder than in New York City in this present day.



Atlantic Mutual Insurance Building

WILLIAM H. MCGEE & CO.



William H. McGee

The firm of William H. McGee & Co., which specializes in ocean marine insurance, is one of the most important and successful in its line in the country. The business was founded in 1887 by William H. McGee. The present firm was organized January 1, 1914, the other members besides Mr. McGee being Eugene J. Coleman and Robert B. Jennings, who have been associated with the founder for twenty-five and eighteen years respectively. In two years and a half the firm found it necessary to increase the clerical force from fifty to over two hundred. This remarkable growth was to a great extent the result of methodical work by the members of the firm. At the outbreak of the European war new complications

arose in ocean marine insurance. These required thought and in order that concerted action could be secured to handle them a noon-day lunch was arranged for the three members of the firm in the conference rooms at their offices and these daily meetings keep them in close touch enable them to thresh out mooted questions and evolve modes of procedure that are of great benefit to the business. The same unity was observed in the division of the work. Mr. McGee and Mr. Coleman attend to the underwriting while Mr. Jennings looks after the losses. The firm has a complete organization along business efficiency lines and the most spacious marine offices in the country, occupying the second and third floors of



Robert B. Jennings

the building, 15 William Street, the third floor being used as the Accounting and Statistical Department, while the second floor is utilized for Executive Offices and the Underwriting and Loss Departments. The firm acts as general agents for the Marine Departments of the St. Paul Fire & Marine Insurance Co., the Westchester Fire Insurance Co., the Phoenix Fire Insurance Co. of Hartford, the Camden Fire Insurance Association, and are agents for the Marine Departments of the Providence Washington Insurance Co., the Massachusetts Fire & Marine Insurance Co. and managers in the United States for the Scandinavian Re-insurance Company of Copenhagen, Denmark.

One of the essentials to the success of the insurance business is the fair settlement of losses. The firm acts as general agents and attorneys for the marine business of the companies named and it endeavors to adjust all losses to the satisfaction of the insured, it being well known in the marine insurance field that when William H. McGee & Co. accept a risk the insured is certain, in case of loss, to receive fair and equitable treatment. William H. McGee, senior member of the firm, was born in New York City, November 4, 1863, the son of Robert and Emma Price McGee. The family is an old American one and is of Scotch-Irish extraction on the paternal side while the maternal branch is English-Scotch. Mr. McGee



Eugene J. F. Coleman

attended the Brooklyn schools until he was thirteen years old and then went to work for the dry goods firm of T. K. Horton & Co., shortly afterwards securing a position with Wreaks & Chubb, insurance brokers and average adjusters. In 1864 he went to the home office of the Providence Washington Insurance Company, Providence, R. I., as a clerk and returned to New York City three years later as agent of that company. He was only twenty-four years of age, yet despite his youth he built up a large business for the Providence company and in 1895 he was made the agent of the St. Paul Fire and Marine Insurance Company of St. Paul. From that time until 1914, Mr. McGee's business grew

rapidly and to handle it more systematically and expeditiously the present firm was organized.

Mr. McGee has taken an active interest in maritime insurance and has aided in shaping that branch of the business in this country. He is a member of the American Committee of Lloyds Register of Shipping, a standard authority upon that subject; has served as Secretary of the American Institute of Marine Underwriters since 1906 and is American Secretary of the International Association of Marine Underwriters, which has its headquarters in Berlin. Mr. McGee is a member of the Down Town Association, New York Club and the Masonic Fraternity.

Eugene J. F. Coleman, the second member of

the firm, was born in New York City in 1873 and is a New Yorker in all that the name implies. He has been associated with Mr. McGee during his entire business career and is recognized as one of the most capable underwriters in the city.

Robert B. Jennings, the other member of the firm, was born in New York City in 1880 but has been a resident of New Jersey for many years. He was for a long time connected with the Marine Department of the Firemen's Fund Insurance Company before becoming associated with Mr. McGee. From a junior in that gentleman's office he advanced through positions of constantly increasing responsibility until it became evident that both he and Mr. Coleman were fitted to be principals and the present firm was then formed.

V. EVERIT MACY

V. Everit Macy, Capitalist and Director in banks and other great commercial enterprises, is a philanthropist who has the courage to put his views into practice. In order to test his theories, which many regarded as impracticable, he got himself elected Superintendent of the Poor of Westchester County and then began to do some research work in connection with various philanthropic societies with which he is connected. Three years' experience proved that there were many services he could perform for he believed the whole system of administration in Westchester County should be reformed. He knew little of politics and had been elected to the position of Superintendent on the Democratic ticket in an off year and it was necessary that he have the support of a Republican Board of Supervisors to carry out his ideas. This did not deter Mr. Macy. He won over the Board and got it to consent to abandon the inadequate hundred-year-old building used as an almshouse and erect a \$1,500,000 plant which is a model in every way. As Commissioner of Charities Mr. Macy has charge of the new county penitentiary, which has greatly relieved the New York prisons of many of their inmates. Mr. Macy, who has devoted much time and spent a large amount of money in the alleviation of the sufferings of the unfortunate, was born in New York City, March 23, 1871, the son of Josiah H. and Caroline (Everit) Macy. After a thorough preliminary education he graduated from the Department of Architecture of Columbia College in 1893. He never practiced his profession but has for many years devoted his entire time to public spirited, educational and charitable work. Before he became an office holder and began to make a practical test of his theories he had helped to found the National Employment Exchange, had served as Vice-President of the National Civic Federation, the New York Civic Federation and

the New York State Child Labor Association. He had been Trustee of Teachers' College, the University Settlement and the George Junior Republic, Treasurer of the People's Institute and Chairman of the Finance Committee of the Manhattan Trade School. He relinquished membership in many of these associations in order to have more time to give to his duties looking after the poor of Westchester County. When he took up his labors there he found the poor laws under which the whole administration system was worked were absurd and inadequate. He secured legislation which helped matters some in creating the office of Commissioner of Charities and Corrections under which the new institutions are run. Mr. Macy's services to the county were of such a character that when the new law went into effect he received the nomination on the Republican, Democratic and Progressive tickets and as Commissioner has the opportunity of doing much greater things, the almshouse, County hospital, Children's Department and Penitentiary coming under his direction. He is working hard to increase the efficiency of the hospital, is making the lives of the almshouse inmates much more pleasant, is paying especial attention to the children and is making the penitentiary a place where the prisoners will be given a chance to improve their condition and reform. Mr. Macy's administration has been marked by a great saving in maintenance, the cost per capita being so reduced that the people of Westchester will probably give him a life tenure of the office if he will consent to continue in the position. Mr. Macy's interests are many and varied. He is a Director of the Mechanics and Metals Bank and the Bank of Long Island, Trustee of the Union Trust Co., the Provident Loan Society, City and Suburban Homes Company, Manufacturers' Commercial Co., Queensboro Gas & Electric Co., Albany Southern R. R. Co., Century Mortgage Co., Hewlett Bay Co., Metropolitan Museum, Seamen's Bank for Savings in the City of New York, Syrian Protestant College, and the Teachers' College.

Mr. Macy was married in February, 1896, to Edith W. Carpenter and has three children, Valentine E., Josiah and Edith Macy. His office is at 68 Broad Street.

The leadership of New York in financial affairs was never more effectively shown than in the way the bankers and financial houses handled the two Liberty Loans of 1917. Although the quota of the loan which this city was expected to reach was in each case equal to about a third of the entire issue, the city in each case over-subscribed its quota by about fifty per cent. And the volunteer, unpaid services of the greatest banks of the country were freely given to make the loans a success.

JULIAN D. FAIRCHILD

Although born and educated in New England, Julian D. Fairchild, President of the King's County Trust Co., has been one of the most enthusiastic workers for the advancement of Brooklyn, his adopted city. He was born in Stratford, Conn., April 17, 1850, and is of English descent, the American branch of the family being founded by Thomas Fairchild, who crossed the sea in 1637 to marry Sarah Seabrook, of Puritan stock. Mr. Fairchild was educated in Stratford and New Haven. His one desire in early life was a collegiate training but the necessity of working pre-



vented the consummation of this wish for, even before the completion of his course in the public school, he was compelled to secure employment at one of the manufacturing plants in New Haven. He applied himself assiduously to his work and, with a fixed determination to succeed, saved every dollar he could spare and was soon in a position to start in business for himself as a retail merchant.

The venture was successful and Mr. Fairchild determined to transfer his efforts to New York, which he knew presented a much larger field. He located in Brooklyn and at once became an active factor in that city. He had been identified with the King's County Trust Co. since its organization, and in 1893 was chosen President of that institution, a position he has since held. Soon afterwards he was made a Director of the Bedford Bank, the Lawyers' Title Insurance and Trust Co. and the National City Bank of Brooklyn. Mr. Fairchild was greatly interested in the original projects to connect New York and Brooklyn by bridges and tunnels and, although the bridges depreciated many of his real estate holdings, he sacrificed his personal interests in order that the city in general should be benefited. He was Treasurer of the commission having charge of the erection of the Williamsburgh Bridge, and it was conceded, when that imposing structure was finally completed, that Mr. Fairchild's watchfulness and close scrutiny of contracts and expenditures saved the city a large sum of money. His popularity led to his selection as the Democratic Mayoralty candidate in 1896, but he declined the honor and likewise refused to be the Democratic nominee for the position of Comptroller, when Greater New York was first formed. Mr. Fairchild's entire life has been characterized by unselfishness and a desire to help the less fortunate. He is a Regent of the Long Island College Hospital and President of the Brooklyn Central Dispensary, to which institutions he has ungrudgingly given his time and financial aid. He holds membership in the Chamber of Commerce of Brooklyn, the Montauk, Carleton and Dyker Meadow clubs, and is a Trustee of the Brooklyn Institute of Arts and Sciences. His financial interests, other than those already mentioned, are as follows: Trustee East River Savings Institution; President and Director, Union Ferry Co. of New York and Brooklyn; Vice-President and Director, the Mortgage-Bond Co., of New York; Director of the Pacific Fire Insurance Co., the Eagle Warehouse and Storage Co. and the Metropolitan Casualty Insurance Co., of New York. Mr. Fairchild's business address is 342 Fulton Street, Brooklyn.

CHARLES EDWIN MITCHELL

Charles Edwin Mitchell, whose selection as President of the National City Company was the result of his expert knowledge of investment securities and acknowledged executive ability, has, during his incumbency, largely increased the institution's business. The National City Company is a subsidiary of the National City Bank, one of America's leading financial institutions, and was organized a few years ago to make and handle corporate investments. It began business with a paid in capital of \$10,000,000, indirectly owned by stockholders of the bank, and for some time after its formation was known essentially as a large investor for its own account. Determining



that the company should take a more active part in financial affairs, the parent institution looked around for a specialist who was fully equipped to direct its affairs. As a result of this search Mr. Mitchell was in March, 1916, chosen Vice-President and active Manager. The National City Co., having taken over the bond distributing organization of the National City Bank and the business of N. W. Halsey & Co., one of the largest investment security houses in this country, entered the field of corporate finance, with special reference to the purchase of securities and the distribution thereof to the investing public. The company has now about twenty branch offices in the

United States and Europe and will doubtless soon occupy the same position in its own field that the National City Bank holds in American finance. In October, 1916, Mr. Mitchell was elevated to the Presidency of the company. Mr. Mitchell brought to the National City Company wide experience in corporation and financial affairs. He was born in Chelsea, Mass., October 6, 1877, the son of George E. and Annie Knowlton Mitchell. Both parents were descended from Colonial stock, whose members on each side served in the Revolution and figured in early New England history.

After attending the public schools, Mr. Mitchell entered Amherst College and graduated in 1899 with the degree of B. A. Immediately afterwards he entered the employ of the Western Electric Company in Chicago, filling several office positions and becoming credit man for the company within a period of three years. During this time he took a course in accounting and one in law, in order to increase his efficiency. The company transferred Mr. Mitchell to its New York factory in order that he might be properly trained in manufacturing and sales methods, with a view to having him fill a foreign post, but need of his service in Chicago changed this plan and he returned to that city as Assistant to the President. The following year he was made Assistant Manager, in which position he supervised the purchasing and sales department of the company in the West, as well as the engineering and manufacture of electrical machinery. In 1906 he resigned his position with the Western Electric Company and became Assistant to the President of the Trust Company of America, of New York City, and handled a number of outside enterprises in which the company was interested. In 1911, after spending a few months abroad, he established the investment banking firm of C. E. Mitchell & Co. which was successful from the start and soon became recognized as a leader in the investment field. When the call came from the National City Company, Mr. Mitchell closed out his private business and has since devoted his time exclusively to the affairs of that institution.

Mr. Mitchell was married June 3, 1908, to Elizabeth R. Rend, a daughter of Col. W. P. Rend, of Chicago. They have one daughter Rita Mitchell, and one son, Craig Knowlton Mitchell. Mr. Mitchell's clubs are the Metropolitan, Union League, Bankers, Lawyers, Whitehall and Country.

STACY C. RICHMOND

Stacy C. Richmond, recently elected President of the Niagara Falls Power Company, which supplies power to the industrial plants located at Niagara Falls and has as its directors some of the most prominent men in the financial world, is a member of the old and well-known banking firm of Winslow, Lanier & Co., 59 Cedar Street.

He was born in New Bedford, Mass., August 22, 1867, the son of James H. C. and Hannah Catherine (Courtis) Richmond, whose forebears settled in New England early in the Seventeenth Century.

He was educated in the schools of New York and at Harvard University, graduating from the latter in 1890 with the degree of A. B. He began his business career immediately after leaving college and was from 1892 until 1898 associated with the banking house of Spencer, Trask & Co. He then organized the brokerage firm of Rhoades & Richmond, and conducted a prosperous business until 1905 when he became a partner in the firm of F. S. Moseley & Co. He remained in this capacity until 1909 when he formed his present connection.

The firm of Winslow, Lanier & Co. is one of the oldest and most conservative on the Street. It succeeded Winslow & Perkins in 1849 and during the period of the Civil War was one of the most active banking houses in the country. J. F. D. Lanier was the first of that family identified with the firm. He was a native of Indiana and it is told of him that during the troublesome times of the Civil War he loaned that State \$600,000 without security at the outbreak of the Rebellion, thereby keeping Indiana in the Union. He also rendered valuable aid to the

government by his service abroad in explaining and floating the bond issue for war purposes. His son, Charles Lanier, succeeded him but is not active now, James F. D. Lanier, grandson of the founder, being the present active member of that name. These two with Mr. Richmond and Robert M. Pettit constitute the firm.

The house conducts an old-fashioned banking business and enjoys a high reputation both in this country and abroad. It is the only financial house on the Street that has operated continuously for the same length of time under the one firm name.

Mr. Richmond is a member of the Investment Bankers' Association, being one of its Board of Governors and Chairman of the Legislative Committee. In addition to his interest in the firm of Winslow, Lanier & Co., and the Presidency of the Niagara Falls Power Company, Mr. Richmond is affiliated with many other railway, financial and commercial organizations, being a Director in the American Cotton Oil Company, the Barney Estate Company, the Cleveland and Pittsburgh Railroad Company, the Computing-Tabulating-Recording Company, the Electric Boat Company, the National Securities Corporation, the Niagara Development Company, the Niagara Junction Railway, the Pittsburgh, Fort Wayne & Chicago Railway Company and the Haytien-American Corporation.

Mr. Richmond is a member of the Harvard and University Clubs, the Down Town Association and the Richmond County Country Club. Mr. Richmond was married in 1897 to May Morrill Dunn, a grand niece of Charles Lanier, and they have three sons. He resides at Dongan Hills, Staten Island.



Stacy C. Richmond

LAWRENCE MERTON JACOBS

Prominent among the younger generation of New York bankers is Lawrence M. Jacobs, President of the International Bank and a specialist in foreign banking and finance. He was born in Sturgis, Michigan, April 15, 1878, the son of Marion and Sarah (Blue) Jacobs, and was educated in the public schools of Chicago. After graduating from the University of Chicago in 1899, he obtained a clerkship in the Treasury Department at Washington and in 1900 went to the Philippines in the government service, bearing Assistant Statistician of the Islands and later Deputy of the Insular Treasurer. He spent most of his time on special detail as Inspector of Customs Administration and Examiner of Banks and Provincial Treasuries. In June, 1903, he left the Philippines and traveled in China, Japan and Europe. Returning to New York, he became associated



with the National City Bank, serving three years in the Bond Department and three years in the Foreign Department. He was then appointed European representative and resided in London until 1915. Upon the purchase of the International Banking Corporation by the National City Co. he was made Vice-President and was elected President of the International Bank in January, 1916. He maintains his direct association with the National City Bank as a member of the Branch Bank Committee, which has charge of the organization and maintenance of the bank's foreign branches. Mr. Jacobs' ancestors were among the very early settlers in the New England colonies

and participated in the Indian and Revolutionary Wars. He is a member of the Beta Theta Pi Fraternity, the Sleepy Hollow Country Club, the Whitehall Club, the New York Genealogical and Biographical Society, the American Academy of Political and Social Science, the Sons of the Revolution, the Society of Colonial Wars, the Pilgrims and is a Fellow of the Institute of Bankers of London. He was married in August, 1906, to Elizabeth Williams, daughter of the late Capt. S. E. Williams of New York City. They have three children, and reside in Bronxville.

LEWIS EDMOND WARING

Lewis E. Waring, well-known sportsman and member of the prominent banking and brokerage firm of Chandler Bros. & Co., 34 Pine Street, New York City, and 1338 Chestnut Street, Philadelphia, was born in Philadelphia in 1875. He graduated from the Worcester Academy, Worcester, Mass., in 1893, and then entered the executive offices of the Standard Oil Co., New York City. He was for some time Resident Manager of the General Manufacturing Co., and later became associated with the banking house of Harvey Fisk & Sons, and afterwards a partner in the firm of Edward Sweet & Co.

In December, 1914, Mr. Waring and Frederick T. Chandler merged the old firm of Edward Sweet & Co. with the banking and brokerage firm of Chandler Bros. & Co., of New York and Philadelphia, forming one of the most energetic and progressive stock and bond houses in the country. Mr. Waring is President and Director of the Cuban Oil Co., a Director of the Chesbrough Manufacturing Co., Wharton Steel Co., Wharton & Northern Railway Co. and Plainfield Trust Co., and is Secretary and Treasurer of the Manhattan Copper Exploration Co. He is a member of the Brook Club, Vice-President of the Calumet Club, Vice-President and Steward of the United Hunts Racing Association, member of the Piping Rock Racing Association, Rumson Country Club, United Hunts of Virginia, Lurf and Field Club, Keswick Hunt Club, of Keswick, Va., Lido Golf Club, Long Beach Baltusvol Golf Club, the Racquet Club of Philadelphia, Pa., and the Metropolitan Club of Washington. Mr. Waring has for many years taken an active interest in amateur racing and has served as an official at many of the most prominent meets. He has acted as judge at horse shows throughout the United States and Canada, and in this connection is recognized as most efficient and painstaking. He was married, October 8, 1901, to Louise Green Fisk and makes his home in Plainfield, N. J., with a summer residence at Rumson, New Jersey.

WALTER EDWIN FREW

Walter E. Frew, who at a comparatively early age rose to the Presidency of one of New York's greatest banking institutions, was born in Brooklyn, N. Y., July 18, 1864, the son of George Edward and Amanda (Crooker) Frew. On the paternal side Mr. Frew is of Scottish extraction and his mother's immediate ancestors were French Huguenots, who came to this country at the time of the revocation of the Edict of Nantes. He was educated at private and public schools in Brooklyn and began his business career in 1879, with the stock brokerage firm of Shepherd, Knapp & Co., of New York City. He remained with this house until 1885, when he became a clerk in the Eleventh Ward Bank and from that period his advance in financial matters was steady. He became thoroughly conversant with every detail of the business while connected with the Eleventh Ward Bank, and was well equipped for higher positions when he accepted the Cashiership of the Queens County Bank, Long Island City, in 1889. He was advanced to the Presidency in 1890 and continued as such until 1899 when he was chosen Vice-President of the powerful Corn Exchange Bank, of New York City. Mr. Frew's executive ability and power of direction were of such a character that he was made President of the bank in 1911, succeeding William A. Nash, who was advanced to the position of chairman of the board. In addition to the Presidency of the Corn Exchange Bank, Mr. Frew is Vice-President and Director of the Corn Exchange Safe Deposit Co., a Director of the Bankers' Trust Co., the Queens County Safe Deposit Co., the Metropolitan Casualty Insurance Co. of New York, the United Button Co., and is a Trustee of the Dry Dock Savings Bank. He was Secretary of the New York Clearing House from 1904 until 1906 and a member of its Loan Committee during the panic of 1907, when aid was rendered to many financial institutions. He is a member of the New York State Bankers' Association, of which he was formerly Secretary, and is an ex-Chairman of Group 7, of Long Island, a branch of the association. He is also a member of St. Andrew's Society of New York, the Masonic Fraternity, the Union League, Metropolitan and Lotos Clubs of New York City, and the Garden City, and Garden City Golf Club of Garden City, L. I. Mr. Frew was married July 28, 1888, to Ella Louise Carman and they have one daughter, Helen Louise Frew. Mr. Frew's business address is 13 William Street and he resides at 176 Fulton Street, Hempstead, L. I.

DAVIS BARNES

One of the most conspicuous figures on the floor of the Stock Exchange is Davis Barnes, successful broker and well-known club man. Mr. Barnes is of commanding physique and jolly temperament and is a raconteur of more than usual ability. His extreme good nature is one of his greatest assets and he is rarely seen without a genial smile and a jocular remark. He was born in New York City in 1859 and received his education in the schools of the metropolis. Immediately after the finish of his studies he entered the employ of Leland Bros., where he quickly learned the details of the brokerage business. He retained this con-



nection for two years and in 1880 began business on his own account. He acquired membership in the New York Stock Exchange and organized the firm of Barnes Brothers, which for over thirty-five years has conducted a successful general brokerage business. Mr. Barnes gives personal attention to the many customers of the firm and can always be found hard at work, during business hours, on the tenth floor of the building, 66 Broadway. He is a bachelor and is greatly interested in open air sports. He holds membership in the New York Yacht Club, the Racquet Club, the Brook Club and the Union Club.

ELBRIDGE GERRY SNOW

Fifty-five years of continuous service with the Home Insurance Co. makes Elbridge G. Snow, its President, the dean of fire insurance in this country. Mr. Snow became a clerk in the main office of the company in 1862, and in the intervening years rose through the various positions to that of executive head. He was born January 22, 1841, in Barkhamstead, Conn., and after attending the district and high school, graduated from the Ft. Edward (N. Y.) Institute. He studied law but did not take up its practice, accepting instead a position with an insurance firm in Waterbury, Conn. In 1862 he came to New York City to fill a clerkship with the Home



Insurance Co., and retained that position for nine years when he was sent to Boston, as State Agent for the company for the State of Massachusetts. At the same time he was a member of the firm of Hollis & Snow, which represented some of the best companies doing business in Boston. He returned to New York City in 1885, to become Secretary of the company, and was advanced to the Vice-Presidency in 1888. In 1904 he was chosen President and still fills that important position. Mr. Snow, in addition to this connection, is a Trustee of the New York Life Insurance Co. and a Director of the American Exchange National Bank, the United States Mortgage and Trust Co., and the Manhattan Railway Co. He is a member of the Union League, Lotos, Bankers, Sleepy Hollow, Indian Harbor Yacht, and Underwriters'

Clubs, the American Museum of Natural History, the Museum of Art, the Municipal Art Society, the New England Society and the Mayflower Society, and other similar associations.

SAMUEL McROBERTS

A most valuable western contribution to New York City's financial circles is Samuel McRoberts, Executive Manager of the National City Bank, who was born in Malta Bend, Missouri. He was awarded the degrees of A. B. and A. M. by Baker University, from which he graduated in 1891, afterwards taking up the study of law at the University of Michigan, obtaining the LL. B. degree in 1893. He practiced his profession for two years and then became associated with the legal department of Armour & Co. He was eventually transferred to the financial department of the same house and was its Treasurer from 1904 until 1909, when he was elected Vice-President of the National City Bank. He is Chairman of the Board of the National City Co. and a Director of the American Sugar Refining Co., Armour & Co., Baldwin Locomotive Works, Chicago, Milwaukee & St. Paul Railway Co., National Surety Co., Kansas City Southern Railway, Virginia Railway Co., German-American Insurance Co. and several other railroad and financial companies. He is a member of the Kappa Sigma Fraternity, the Metropolitan Links and Racquet and Tennis Clubs of New York City, the Metropolitan Club of Washington, and the Chicago and University Clubs of Chicago.

COVERT LE FEVRE GOODLOVE

Covert L. Goodlove, who manages the branch office of the Stock Exchange firm of Crawford, Patton & Cannon, in the St. Andrews Hotel, Seventy-second Street and Broadway, is one of the younger coterie of bankers and brokers that has been successful in the financial world. Mr. Goodlove was born in Logan County, Ohio, in 1879, and was educated at the George Washington (formerly Columbian) University, Washington, D. C., from which he graduated in 1899. He took up financial pursuits after leaving college and was for some time manager of the West End Branch of the United States Mortgage and Trust Co., New York City. When the Spanish-American war broke out, Mr. Goodlove was only eighteen years of age, yet, despite his youth, he served in the paymaster's department of the U. S. Navy. He is a member of the New York Athletic, Larchmont Yacht, and Ridgewood Country Clubs of New York, the Hamilton Club of Paterson, N. J., and the Kappa Sigma Fraternity. His home is at Ridgewood, N. J., and he has a country residence in Rockland County, New York.



FRANK E. BRIGHTMAN

Frank E. Brightman, who after fifteen years' successful practice as a lawyer launched into commercial pursuits, was born in Gaylord, Michigan, January 19, 1878. He was educated in the public schools and the University of Washington, afterwards studying law in the office of Hon. R. A. Ballinger, who was Secretary of the Interior under President William H. Taft. He was admitted to the bar in January, 1903, and began practice immediately in Seattle, Washington. He soon built up a large clientele and became interested in many of Seattle's industries. His attention was finally directed to the possibility of oil land development, through several friends, who were in the banking business and largely interested in the exploitation of Wyoming oil lands. Mr. Brightman made a trip to that state to investigate conditions and found them so satisfactory that he determined to relinquish his legal practice and give his undivided time to the oil business. His report on Wyoming led the syndicate to acquire a total of 11,000 acres of valuable oil lands and out of this purchase grew the Allen Oil Company and the Wyoming Eastern Oil Company, both of which the syndicate still control, Mr. Brightman being Secretary-Treasurer of the first-named corporation. He later personally acquired valuable tracts of oil land in Kansas, Kentucky and Wyoming, which are now awaiting develop-

ment and give promise of large production. Mr. Brightman came to New York February 21, 1914, in order to be in closer touch with possible investors in oil stocks, it being conceded by financiers that the growing demand for oil makes production companies the best possible investment and that New York is one of the best cities in the country to support absolutely legitimate enterprise.

After coming here Mr. Brightman aided in the organization of the Knickerbocker-Wyoming Oil Company, of which he became Secretary-Treasurer. This company owns valuable acreage in Wyoming and Nebraska and promises to be a large paying proposition. In addition to his interest in oil field development, Mr. Brightman is a Director of the Leschi Ice Company, of Seattle, Washington, the Seattle Taxicab and Transfer Company, which is one of the largest companies in that line in the Western Country, the Commercial Fruit Lands Company of Seattle and Robert A. Grant & Co., Inc., stock brokerage and bond houses in Washington's leading city. He is also a Director in a dozen other commercial enterprises, all located in Seattle. He is a member of the Phi Delta Theta fraternity, the Arctic Club, the Jefferson Park Golf Club of Seattle and the Seattle Bar Association. Mr. Brightman's offices are at 80 Wall Street.

SCANDINAVIAN TRUST COMPANY

The Scandinavian Trust Company, chartered under the banking laws of the State of New York, was organized to meet the increased financial responsibilities developed as a result of the European war. This institution began business at 56 Broadway on June 11, 1917, with a paid-in capital and surplus of \$2,500,000. The Scandinavian Trust Company owes its establishment primarily to the thought and efforts of prominent Norwegian bankers, among whom are S. E. Dahl, of the Centralbanken for Norge, Christiania; G. Kam-



Alexander V. Ostrom

strup Hegge, of Den Norske Creditbank of Christiania; Knut Bachke, of the Andresens Bank of Christiania, and Chr. Bonge, of Bergens Kreditbank, Bergen. These gentlemen came to this country with that purpose in mind last winter and were successful in interesting New York bankers and business men in the enterprise. The executive head of the new institution is Alexander V. Ostrom, a former Vice-President of the Northwestern National Bank of Minneapolis, which position he resigned to become President of the Scandinavian Trust Company. Mr. Ostrom has been in the banking business for the past twenty years. Shortly after graduating from school he entered the Swedish-American National Bank as messenger, and when that institution was merged with the Northwestern National Bank he became Assistant Cashier. A few years afterward he was advanced to the position of Vice-President. He is well known throughout Minnesota and the Northwest.

B. E. Smythe, Vice-President and Secretary, is President of the Gramatan National Bank, Bronxville, N. Y., and has been in the banking business for the past twenty years in New York City and Westchester County, and is well known to the banking fraternity in the metropolitan district.

Maurice F. Bayard, Treasurer of the Indiana Trust Company, Indianapolis, Ind., has recently been elected Treasurer of the Scandinavian Trust Company and will assume his duties with this company on December 1st. Mr. Bayard has been associated for a number of years with banks in St. Louis and Indianapolis, and is well known in these sections.

Danforth Cardozo, Assistant Secretary and Trust Officer, resigned as Registrar of the Franklin Trust Company to accept his present position.

The Directors of the Scandinavian Trust Company are:

Johns. Andersen, J. Andersen & Co.
Knut Bachke, Andresens Bank, Christiania
Philip G. Bartlett, Simpson, Thacher & Bartlett
Charles E. Bedford, Vice-Pres., Vacuum Oil Co.
James F. Bell,

Vice-Pres., Washburn-Crosby Co., Minneapolis
John E. Berwind,

Vice-Pres., Berwind White Coal Mining Co.
R. R. Brown,

First Vice-President, American Surety Co.
William R. Coe, Chairman, Johnson & Higgins
Golfard M. Dahl,

Vice-President, Chase National Bank
S. E. Dahl, Centralbanken for Norge, Christiania
W. Edward Foster,

Treasurer, American Sugar Refining Co.
Samuel L. Fuller, Kissel, Kniccutt & Co.
Edward T. Gee, Shipowner
Charles S. Haight, Haight, Sanford & Smith
G. Kamstrup Hegge,

Den Norske Creditbank, Christiania
Edwin O. Holter, Attorney
Frederick W. Hvoslef, Bennett, Hvoslef & Co.
N. Bruce MacKelvie, Hayden, Stone & Co.
Alexander V. Ostrom, President
Birger Osland, General Western Agent, Norwegian-American Line, Chicago.

E. A. Cappelen Smith, Guzzenheim Brothers
Thomas Thacher, Simpson, Thacher & Bartlett
Niel A. Weathers, Simpson, Thacher & Bartlett

The company also has a Norwegian Advisory Board, which is composed of the following gentlemen:

Chr. Bonge, Bergens Kreditbank, Bergen
Kr. Jebsen, Bergens Privatbank, Bergen
E. Skogstad,

Christiania Bank of Kreditkasse, Christiania
Chr. Thaulow,

Den Nordenfjeldske Kreditbank, Trondhjem.

JOSEPH TRUITT TALBERT

Joseph T. Talbert, Vice-President of the National City Bank, had a wide and varied experience in financial matters before permanently locating in New York City. He was born in Hardy, Mississippi, August 15, 1866, the son of



James S. and Margaret (Gattis) Talbert. After a two year term at the University of Mississippi, he became, in 1887, Assistant Cashier and later Cashier of the San Angelo (Texas) National Bank. He retained this connection until 1889, when he was made Assistant Cashier and subsequently Vice-President of the Farmers' National Bank, of Fort Worth, Texas. He resigned this position in 1894 to become National Bank Examiner for the west and southwest district, comprising Texas, Louisiana, Oklahoma, Colorado, Arkansas, New Mexico, Arizona, Utah, Wyoming, Wisconsin and Minnesota, with headquarters at Chicago. He was appointed Receiver of the Union National Bank of Denver in 1895, and of the American National Bank, of the same city, in 1896. During 1896 and 1897 he was National Bank Examiner in Chicago. He then served as Cashier of the Commercial National Bank of Chicago from 1897 until 1904 and Vice-President of the same institution until 1909, since which time he has been Vice-President of the National City Bank and a Director of the Continental and Commercial National Bank, formerly the Commercial National, of Chicago. Mr. Tal-

bert was President of the Chicago Clearing House Association, 1908-9, and has been a member of the Currency Commission of the American Bankers' Association since 1906. He is a member of the Chi Psi Fraternity, a thirty-second degree Mason and a Shriner. His club affiliations are the Metropolitan, Union League of New York City, the Chicago, University, and Chicago Golf of Chicago, of which he was at one time President; Golf Clubs, Apawamis, Sleepy Hollow, Garden City, Nassau, Piping Rock and National Golf Links.

GEORGE MASON LA MONTE

George M. La Monte, prominent in the political affairs in New Jersey, was born in Danville, Virginia, June 4, 1863. His education was received at Columbia College and Wesleyan University. He is President of George La Monte & Son, paper manufacturers, and of George La Monte & Son, Ltd., Toronto, Canada, and is President of the First National Bank, of Bound Brook, N. J. He was elected to the New Jersey Assembly in 1910 and the following year was appointed Commissioner of Banking and Insurance by Governor Wilson and reappointed by Governor Fielder. He served as Vice-Chairman of the Federal Reserve Bank of Philadelphia for a year, but became ineligible for the position when the New Jersey banks were trans-



ferred to the New York zone. He is Treasurer of the Westerly Gardens Corporation, which is engaged in building model homes for workingmen at Bound Brook, N. J., and is a member of many clubs.



THEODORE H. BANKS

Through the whole of his business career Mr. Theodore H. Banks has been immersed in the larger activities of the financial district of the metropolis. Identified practically from the first with Harvey Fisk and Sons he was a member of that firm during the period of its greatest expansion and development and took a conspicuous part in many of its most momentous financial undertakings—operations of almost epoch-making magnitude and significance upon the successful handling of which securely rests the present high standing and reputation, in New York and throughout the country, of the name of Harvey Fisk and Sons. Mr. Banks' training and experience have given him an exceptionally thorough grasp of the multiplicity of intricate problems encountered in the world of modern finance, in their relation to the country's industrial, transportation and kindred enterprises; and as a Vice-President of the American Exchange National Bank and as a Director of a number of other important corporations, his influence continues to be exerted in these fields of endeavor.

Theodore H. Banks was born in the City of New York, December 23, 1866. His father was Edward M., and his mother Maria B. (Fleet) Banks; both parents being descended from English ancestry.

Mr. Banks received his educational training in the public and in private schools in New York City.

He entered upon his career in the financial circles of New York as a clerk in the employ of Fisk and Hatch. His next experience was gained as a clerk with the firm of Harvey Fisk and Sons, of which concern he later became a member; and in this capacity played a leading part in the direction of its affairs during the succeeding twenty-one years. At the close of this period, in 1915, he retired from active business.

In October, 1916, Mr. Banks was chosen a Vice-President of the American Exchange National Bank, and in addition to holding this office he is a Trustee of the North River Savings Bank, a Director of the Commercial Union Fire Insurance Company of New York, of the Taylor-Wharton Iron and Steel Company and of the General Baking Company.

Mr. Banks' clubs include Union League, Metropolitan, the Bankers' Club of New York City, and the Rumson Country Club, of Rumson, New Jersey.

He was married January 23, 1895, to Miss Maude A. Bowers, and has two sons—Theodore H., Jr., and W. Dinsmore Banks.



J. H. FULTON

In keeping with its policy to have the best financiers in the country direct its various departments the National City Bank recently secured the services of J. H. Fulton as one of its Vice-Presidents. Mr. Fulton's fitness for the position is unquestioned as few bankers in the country have had the training that brought him to leadership in the financial circles of New Orleans, La., where he was President of the Commercial National Bank and the Commercial Trust and Savings Bank. Mr. Fulton is still a young man, despite the fact that his banking experience extends over a period of thirty-five years. Twenty years of this time was spent as the executive head of banking institutions of New Orleans and although a Canadian by birth, it was in the Southern city that he attained a national reputation as a banker.

Mr. Fulton was born in Cote Des Neiges, Montreal. He began his banking experience as an employe of the Merchants' Bank of Canada in 1883. After four years with the Merchants' Bank he entered the employ of the Canadian Bank of Commerce, where to all intents and purposes he remained until he joined the staff of the Na-

tional City Bank. That was because the Commercial National Bank of New Orleans is a development from a branch bank established in New Orleans by the Canadian Bank of Commerce in 1898 with Mr. Fulton as Manager. He organized the Commercial National Bank in 1901 and the trust company in 1902. He was Manager of both institutions for ten years before he was elected President. Mr. Fulton also organized other banks. He is President of the First National Bank of McComb, Miss., and a Director of the Commercial National Bank of Rayne, La., which he organized in 1902.

Mr. Fulton has been active in the councils of both State and National bankers. He is a former President of Louisiana Bankers' Association, of which he was also Chairman of the Executive Council; Vice-President of the New Orleans Clearing House Association, and is Chairman of the Legislative Committee of the American Bankers' Association. In addition, Mr. Fulton is identified with a number of the important industrial enterprises of New Orleans. He is President of the Audubon Golf Club and Chairman of the Finance Committee of the New Orleans Country Club.



JOHN BORG

Experience alone does not always bring success in financial pursuits for there are thousands in the field who occupy mediocre positions because they possess but this one requisite. It is the man who has wide knowledge, gained by years of association with moneyed affairs, and possesses in addition a keen foresight, a shrewd knowledge of the market and an inherent executive ability who rises above the ordinary. This at least has been the experience of John Borg, who started in a humble position with a financial firm and rose to be a specialist in bond issues and a dominant figure in the financing of big corporations.

Mr. Borg was born in Union Hill, New Jersey, May 24, 1883, and after education at the public schools and graduation from the High School began his business career as a quotation boy on the New York Curb for the Stock Exchange firm of Williamson & Squire in March, 1899. He was trading for his firm two years later and in 1902 his aptitude and quick grasp of conditions led to his selection as specialist in the common and preferred issues of the American Can Company's stock. He continued in this position until 1907, when the issues were listed on the New York Stock Exchange.

The next move of Mr. Borg in the financial field was in the development, for the same firm, of a large general trading business in the underlying securities of the Public Service Corporation of New Jersey. This work kept him busy until

1908, when he decided to divert his taste for financial pursuits to his own use and accordingly started in business for himself, with a membership in the New York Curb Market Association. Mr. Borg's experience with the firm of Williamson & Squire had been varied and useful. It had convinced him that he possessed the necessary qualifications for organization work and in the nine years that have passed since he began operating for himself he has figured in some most important work. He was one of the pioneers in developing the private banking business to extend credit to brokers on collateral not acceptable in general banking loans, thus extending facilities to Curb brokers which helped greatly in the development of the New York Curb Market. Early in 1916 he added to his business of financing individuals and firms the financing of corporations. During this period he successfully financed three corporations which have been notable successes in their respective fields. These were the Federal Oil Company, the Big Ledge Copper Company and the Great Western Smelter Corporation. Mr. Borg has a great amount of similar work under consideration and he is recognized on the Street as an expert in this phase of the business, possessing the seeming power to instantly see the possibilities of a submitted proposition and to act quickly and decisively. Mr. Borg is a progressive Republican in politics and has no club affiliations. His offices are at 30 Broad Street.



Metropolitan Life Insurance Building and Madison Square



Alfred H. Ebert

Head of the Investment and Brokerage House of Alfred H. Ebert & Co.

ALFRED H. EBERT

Alfred H. Ebert, who has been unusually successful in financial affairs since coming to New York three years ago, was born in Arcadia, Michigan, February 26, 1884. He was educated in public and private schools. After finishing his education he went to Milwaukee, Wis., and secured a position with the Allis-Chalmers Company, which he retained until 1908. His inclination being for a financial career, his first connection with New York banking was begun with the house of Henry L. Doherty & Co., where he remained for five years. This was his first entry into the New York financial field and after a service of five years with this house, he decided to embark in business on his own account. He organized the firm of Alfred H. Ebert & Co., with offices at 60 Broadway, in 1914, and since that time has been an active figure in the investment, security and brokerage line. One of the largest transactions of this house was the underwriting in May, 1917, of \$1,000,000 seven per cent. preferred stock of the Knickerbocker-Wyoming Oil Company, in which Mr. Ebert is one of the largest stockholders.

The firm of which Mr. Ebert is the senior member has been very successful. It has a large clientele and in addition to the transaction for the Knickerbocker-Wyoming Oil Co. has handled

some very important financial deals. The male members of Mr. Ebert's family, both on the paternal and maternal sides, have been very successful in business and all have accumulated large fortunes, several of them being rated as millionaires.

They have all been engaged in dredging, dock and ship building, structural iron and steel manufacturing and have successfully conducted some of the largest operations in the Middle West. In addition to his interest in the firm which he organized and the Knickerbocker-Wyoming Oil Company, Mr. Ebert is a Director in the Arcadia Furniture Company and the Henry Starke Land & Lumber Co. of Arcadia, Michigan. Both these companies are dividend paying and Mr. Ebert and other members of his family are the majority stockholders. He is also one of the largest stockholders in the Arcadia & Betsey River Railroad Company, an organization controlled by the Henry Starke Land & Lumber Company. Mr. Ebert is a Republican in politics but has never been a candidate for public office. While a resident of Milwaukee he was a member of all the leading clubs and since his residence in New York City has joined a number of social, civic and business bodies.

WILLIAM STAKE & CO. INC.

Over a half century of business, conducted along lines of undeviating honor and strict integrity, has given William Stake & Co., Inc., the highest reputation among insurance men and the various commercial houses and maritime interests with whom they come in contact. The firm is one of the oldest in its line in New York City, the business having been established by William Stake in 1860. He was rated as an expert insurance man and the business grew to large proportions in the forty-five years that he was active. He died in 1905 and the business was taken over by his son-in-law, Otto P. Heyn, who conducted it until the incorporation of the present company in 1913, Mr. Heyn dying two years later. Under the incorporation O. H. Wipprecht became President, Otto P. Heyn, a grandson of the founder, became one of the Vice-Presidents, as representative of his father's and grandfather's interest, the other Vice Presidents being W. J. Bellingham and Frederick Miller. William E. Heyn was chosen Treasurer and William H. Bennett, Secretary. Under the guidance of these gentlemen the traditions of the old house have been upheld and no concern in the line enjoys a better reputation than William Stake & Co., Inc. The business conducted is purely on a brokerage basis and includes the placing of marine and fire insurance, the marine end predominating although the company numbers some of the largest commercial houses among its clients in fire risks. The marine business includes the placing of insurance on vessels of all kinds and tonnage, to and from

any part of the world. Since the incorporation of the firm the business has grown enormously, partly due to the efforts of the officers and efficient aids and to the changed conditions brought about by the European war, which increased the demand for maritime insurance at advanced rates. Of the men now directing the business of William Stake & Co., Inc., Mr. Wipprecht, the President, who came to New York in 1900, has been in the insurance business here and abroad since 1894. He is thoroughly experienced in insurance work and gives his personal attention to every detail of the business.

Mr. Heyn, Vice-President, although comparatively new to the line, has shown a remarkable tendency to grasp conditions and will doubtless develop a knowledge of the business that will make him a worthy representative of the founder. Mr. Miller, another of the Vice-Presidents, has also been in the business for many years and brought a most useful knowledge to the organization. The offices occupied by William Stake & Co., Inc., are located in the building 80 Maiden Lane. They include several large communicating offices, handsomely furnished and thoroughly equipped with modern devices for the expeditious handling of the immense volume of business passing through the company's hands, which requires the services of an exceptionally big office force. While the offices are the scene of great activity, there is no indication of hurry and bustle, the methodical business arrangements suggesting rather conservatism and dignity in operation.



WOOLWORTH BUILDING

A Fifty-five Story Structure Which Leads the World in Height of Office Buildings.

CHARLES A. ORR

Charles A. Orr, Manager of the Marine Department of the National Union Fire Insurance Company of Pittsburgh, was formerly a member of the firm of F. Herrmann & Co., which represented the National Union Company and two leading German organizations in the same line.

By the President's proclamation of July 13, the United States branches of these two German companies, the Mannheim Insurance Company and the Nord-Deutsche Insurance Company, were prohibited from continuing to insure against marine and war risks and in consequence F. Herrmann & Co., the manager of these companies, decided to cease writing all kinds of insurance.

The firm had been appointed marine managers of the National Union Company on June 1, but upon the issuance of the President's proclamation it was decided that the company's interests would be best served under the management of an American citizen and Mr. Orr was tendered the position of Manager.

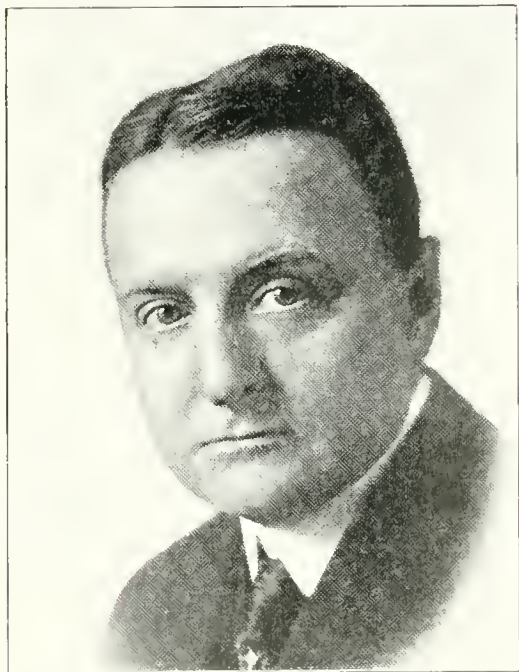
Upon his acceptance of this appointment he at once retired from the firm of F. Herrmann & Co., and took up his duties as Manager of the Marine Department with offices at 43 Exchange Place. Mr. Orr has been in the insurance business for fourteen years and is thoroughly equipped to make a success in his new position.



View of Wall Street, South Side, Looking West From Pearl Street—1866

ARTHUR HALE TITUS

Arthur H. Titus, recently advanced from an assistant cashiership to the position of General Superintendent of South American Branches of the City Bank, has had a wide and varied experience in the financial field. Mr. Titus was born in Mercer County, New Jersey, and was educated in the public and high schools of Brooklyn. Shortly after the completion of his studies he became a messenger for the Mercantile National



Bank in 1890. A few years later he was made Receiving Teller of the Hide and Leather Bank, at that time located in the "Swamp," by which title the leather district is familiarly known. In January, 1898, he was appointed Assistant Note Teller and Coupon Clerk of the City Bank. He was later made Note Teller and filled various positions until January 8, 1907, when he became an Assistant Cashier. In order to familiarize Mr. Titus with the general banking conditions in cities where the City Bank has branches he was sent on a tour of the South American branches in 1915 and did much to further the organization of the rapidly-growing branch at Buenos Aires. He was absent nine months and shortly after his return was appointed to his present position, which necessitates his residence in South America. Mr. Titus was one of the organizers and first President of the City Bank Club and is a member of its Advisory Committee.

CLINTON M. HALL

Clinton M. Hall, member of the New York Stock Exchange, who is connected with the banking firm of W. C. Langley & Co., 115 Broadway, was born in New Orleans, La., March 8, 1877.

He attended St. Paul's school and afterwards graduated from Yale University, class of '99. His first connection was in the financial field where he displayed such ability that he soon became the representative of W. C. Langley & Co. on the floor of the Exchange.

Mr. Hall is descended from old and distinguished Southern families, the maternal branch including among its connections Thomas Lynch, Jr., one of the signers of the Declaration of Independence, and General George Washington.

In addition to his interest in the firm of W. C. Langley & Co., Mr. Hall is a Director of the Montana, Wyoming & Southern Railroad Company and the Motom Motor Company.

WILLIAM JAY GILPIN

William Jay Gilpin, Manager of the New York Clearing House, has been connected with that institution since leaving school in 1877. He was born in New York City, August 28, 1860, the son of John and Mary (Dowdall) Gilpin, and was educated in the public schools.

Directly after finishing his studies Mr. Gilpin entered the employ of the New York Clearing House in a minor capacity and was promoted to the position of teller in 1889, Assistant Manager in 1892 and Manager in 1917. He was associated with the loan committees of 1884, 1890, 1893, 1907 and 1914. He is a Trustee of the Brevoort Savings Bank. He was for



over ten years a member of the 7th Regiment, N. G. N. Y., being first sergeant of Company E upon his retirement, and was one of the founders and editors of the 7th Regiment Gazette. Mr. Gilpin is a member of the Chamber of Commerce, the Brooklyn Institute of Arts and Sciences, Brooklyn League, 7th Regiment Veterans' Association, the Lincoln and Crescent Athletic Clubs of Brooklyn, the Bankers' Club of America, and Flushing Country Club.



Russell A. Cowles

A Leading Member of the Copper and Brass Industry of America.

RUSSEL ABERNETHY COWLES

Mr. Russel Abernethy Cowles comes of a family which has been identified with the brass and copper industry of this country since the early sixties. George P. Cowles, his grandfather, became associated with Phelps, Dodge & Co. and represented their interests in the manufacture of copper, and later in the manufacture of brass, at Ansonia, Conn. At the time of his death he was President of The Ansonia Brass & Copper Co. He was succeeded by his son, the late Alfred A. Cowles, father of Russel A. Cowles. Alfred A. Cowles was also President of The Ansonia Clock Company at the time of his death. When The Ansonia Brass & Copper Co. was taken over by The American Brass Co. he became a Vice-President of that corporation.

Russel Abernethy Cowles started in business in 1893, at the age of 19, with The Ansonia Brass & Copper Co. In the course of time he was made Treasurer of the company, and later a Vice-President of The American Brass Co. He resigned from the last-named company on Sept. 1, 1915, and accepted the office of Vice-President of the Buffalo Copper & Brass Rolling Mill. This corporation was reorganized by Mr. William A. Morgan, its President, and Mr. Cowles. They built the largest independent brass mill in the country and, after breaking all records in the production of brass for war purposes, finally in June, 1917, sold the plant to The American Brass Company.

Early in 1915 Mr. Cowles organized The Metals Trading Corporation, of which he is President and owner. He is also President of The Ansonia Clock Co., The Sandusky Foundry & Machine Co. and the Coastwise Warehouses, Inc. He is Vice-President of the Coronet Phosphate Co., the International Fabricating Corporation and the Cyclops Steel Co. The New York clubs to which Mr. Cowles belongs are the Metropolitan, Union League, New York Yacht, Down Town Association and India House.

NEWMAN ERB

Newman Erb, who through his knowledge of the law pertaining to railroad management, both executive and advisory, gravitated to the management of many roads and financial institutions, was born June 16, 1850, in Breslau, Germany, the son of Adolph L. and Esther (Peck) Erb. When three years old he was brought to this country by his parents and was educated at private and public schools in St. Louis and at the St. Louis High School. He studied law and after admission to the bar took up the practice of his profession, in which he continued until 1902, specializing in corporation work. This, naturally, brought him in touch with many large corporations and created a new field of activity. He was Receiver of the Memphis, Selma & Brunswick R. R. Co., now part of the Frisco System, in 1885-6, and acted as General Attorney for the Arkansas, Tennessee & Mississippi, and the Kansas City, Fort Scott & Memphis Railroads from 1881 until 1886. From that period until 1888 he was President of the Western Telegraph Co., since absorbed by the Western Union Telegraph Co. He was President and Receiver of the Kansas City, Wyandotte & Northwestern R. R. Co., and the Kansas City & Beatrice R. R. Co., now part of the M. P. Railway, from 1887 to 1892, and in the latter year was Vice-President of the Meriden & Connecticut R.R. Co., which was afterwards merged with the N.Y., N.H. & H. lines, and Receiver of the Chattanooga Southern Railroad Co. Mr. Erb was Vice-President of the Pere Marquette Railroad Co., and President and Constructor of the St. Louis, Memphis & Southeastern Railroad, now part of the Frisco System, in 1896-8. He was also President and Director of the Wisconsin Central Railroad Co., from December, 1908, to April, 1909. Mr. Erb's interests are most varied at the present time and in addition to railroads include copper companies and industrial and financial concerns. He is President and Director of the Ann Arbor R. R. Co., the Denver & Salt Lake R. R. Co., the Iowa Central R. R. Co., ex-President of the Minneapolis & St. Louis R. R. Co., Chairman of the Board of Directors of the Middletown & Unionville R. R. Co., Director of the Tennessee, Alabama & Georgia R. R. Co., President and Director of the Railroad Securities & Investment Co., Director of the British Columbia Copper Co., Vice-President and Director of the New Dominion Copper Co., and the Hall Switch & Signal Co. Mr. Erb's offices are at 42 Broadway and his home address is 15 West Fifty-fifth Street.

MICHAEL IDVORSKY PUPIN

Dr. Michael I. Pupin, who has attained celebrity for his contributions to the science of long distance communication, was born in Banat, Hungary, in 1858 and came to this country a poor and unknown Serbian boy. He was educated at Columbia University, graduating with the B. A. degree in 1883 and was awarded the Ph. D. degree by the University of Berlin in 1889. His alma mater conferred the D. Sc. degree upon him in 1904 and Johns Hopkins University gave him the honorary degree of Doctor of Laws. He has made discoveries and inventions in the electrical field and has published numerous papers relating to his research work along this line, his honorary



degrees being principally in recognition of his services in the perfection of the long distance telephone. He now occupies the chair of electro-mechanics at Columbia University and is Director of the Phoenix research laboratories in the same institution and his work in these connections has attracted international attention.

Dr. Pupin was married in London, England, in 1888, to Katherine Jackson of New York City, who died leaving one daughter, Varvara Ivanka Pupin. He is a member of the American Philosophical Society, the American Academy of Arts and Sciences, the National Academy of Sciences and the University Club. In recognition of his valuable services and to commemorate the completion of a quarter of a century of active work for Columbia University, the Alumni Association

of the School of Mines, Engineering and Chemistry tendered him a banquet February 19, 1917, at which many eminent men paid tribute to his genius. Dr. Pupin has a summer home at Norwalk, Conn., and is devoted to dairy farming and gardening.

CHAUNCEY MITCHELL DEPEW

Hon. Chauncey M. Depew, who has been prominent in National, State and Municipal affairs for over half a century, was born in Peekskill, N. Y., April 23, 1834, and graduated from Yale College in 1856, with the honorary degree of

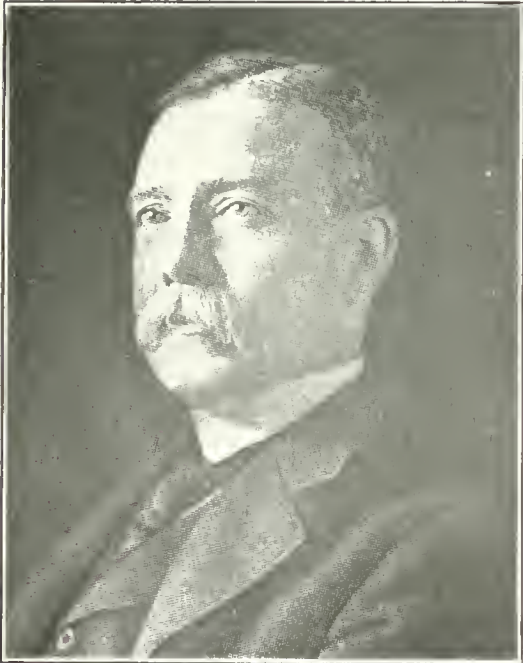


J. D. He began the practice of law in 1859 and in 1866 was appointed attorney for the New York and Harlem Railroad Co., becoming General Counsel for the New York Central and Hudson River Railroad Co. in 1875 and since that time has been identified with that company and various other railroads of the Vanderbilt system. He was made President of the company in 1885 and resigned in 1899 to become Chairman of the Board of Directors of the New York Central, Lake Shore and New York, Chicago and St. Louis Railroad companies. He was a member of the Assembly in 1861-62 and was elected Secretary of State in 1863, but declined to serve. He filled many other positions in the State Government and was elected U. S. Senator in 1899 and 1905. Mr. Depew is famous as an orator and

has made many nominating speeches. He is interested in a score of philanthropic and betterment associations and is a member of the Century, Metropolitan, Union League, University, St. Nicholas, Lotos, Republican, Transportation, Lawyers, Tuxedo, Riding, Yale, New York Yacht, Ardsley, Players and Strollers Clubs of New York City and the Metropolitan Country, Chevy Chase and Abbi Clubs of Washington, D. C.

JOHN C. JUHRING

John C. Juhring, of Francis H. Leggett & Company, the proprietors of Premier Brand Pure Food Products, known throughout the civilized world, was born in New York City. His early education was received in Mount Washington Collegiate Institute. His rise to commercial promi-



nence began with youth's search for an opportunity to demonstrate what qualities it might possess. He applied for a position; Francis H. Leggett gave him employment and he became a clerk. He served through various clerical positions and afterward was made Cashier, then a Department Manager and finally was given an interest in the business and later on a partnership. When the firm was made a corporation he was elected its Vice-President. In February, 1910, shortly after Mr. Leggett's death, he was unanimously elected President by the directors. A movement was started among the citizens of New York for the formation of a merchants' as-

sociation and Mr. Juhring became a charter member inasmuch as he was one always to be identified with a constructive movement. The Merchants' Association of the City of New York was founded and Mr. Juhring was elected Vice-President at its inception, where he served for five consecutive terms during 1898-1903. He is a Director of the Coal and Iron National Bank; a Trustee of the Citizens' Savings Bank, and a Director in other enterprises. Mr. Juhring is a Republican. His clubs are the Merchants, Ardsley-on-the-Hudson, Union League, New York Athletic, and New York Press. He is fond of travel and has made many trips to Europe. Though a conservative and self-contained man he has a most cheery and considerate disposition, and the trait for which he is most conspicuous is his enthusiasm, which he seems to have as a gift, and the natural ability to impart it to those who are associated with him.

Those who know Mr. Juhring best say that it is the sum of his many pleasant sides which has gained for him the esteem and respect of the business world. Mr. Juhring was married to Miss Frances Bryant Fisher of New York, who is a member of the Society of Colonial Dames, Colony Club, and also a member of the Daughters of the American Revolution. They have one son, John C. Juhring, 3rd, born August 30, 1902.

His residence is Dobb's Ferry, N. Y., and he lives on Park Avenue, New York, during the winter months.

CHARLES A. KITTLE

Charles A. Kittle, who is interested in the development of Western copper mining propositions, was born in New York City, August 15, 1867. He was educated in the public schools, afterwards attending a business college in Oberlin, Ohio, and began his active business career in 1883 with the firm of J. Kennedy Tod & Co. In 1902 he associated with Stephen H. P. Pell in the formation of the cotton brokerage firm of S. H. Pell & Co. and continued this connection until 1914, when the firm was compelled to retire from business, the outbreak of the European War badly affecting cotton, of which S. H. P. Pell & Co. were large holders. Always interested in mining, Mr. Kittle turned his attention to that field exclusively and is now President of the Consolidated Arizona Smelting Company and Vice-President of the Ohio Copper Co. of Utah. Mr. Kittle is also Director in a half dozen other mining and commercial companies. He is a member of the Society of Colonial Wars, in which his ancestors, who came to this country from Holland in 1630, took part. They were also prominent in the social and political life of that period and later on. His offices are at 43 Exchange Place.

DR. EDWARD GOODRICH ACHESON



Dr. Edward G. Acheson, whose achievements along scientific lines have brought him fame at home and abroad, is still actively engaged in research work and is now completing an invention that will be as valuable to the householder as his previous discoveries were to the commercial and industrial world. Dr. Acheson was born March 9, 1856, at Washington, Pa., and after only three years' schooling was engaged in various pur-

suits, including civil engineering on railroad construction. In the fall of 1880 he became assistant to Thomas A. Edison, in whose interest he went to Europe, and while there installed the first incandescent plants in Italy, Belgium and Holland.

Upon his return to this country he became Superintendent of the Consolidated Lamp Co., of Brooklyn, and later electrician of the Standard

Underground Cable Co. In 1891 Dr. Acheson discovered carborundum, the greatest and most effective abrasive known to the world, and organized the Carborundum Company for its manufacture. His first product of this material was carried in a small phial in his vest pocket and sold to a Maiden Lane jeweler. Had the price he received for this been maintained it would have made him a Croesus as the output of the company is now over 15,000,000 pounds annually. Another industry that he created was the manufacture of graphite and the Acheson Graphite Co., of which he is President, now manufactures about 40,000,000 pounds of this useful product annually. Another of Dr. Acheson's inventions was a method of extracting metallic silicon from ordinary sand. Among his other discoveries was the production of a fine lubricating graphite and the deflocculation of inorganic amorphous bodies. His deflocculated graphite in lubricating oil, which he terms "Oildag," will extend the use of lubricating oils four times while "Aquadag," a combination of water and deflocculated graphite, gives better lubrication than the best oils. Among the other discoveries that Dr. Acheson has given to the commercial and industrial world are: Gredag, Siloxicon, Egyptianized Clay, Acheson Ink for printers' use and the Acheson Filter. The last-named invention will make it impossible, when used in the household, for a germ to get into the drinking water. It makes water absolutely sterile, as shown by tests, and it is Dr. Acheson's intention to give it to the public at the cost of manufacture. This will make it possible for every householder to install one and thus prevent the spread of contagious diseases. Dr. Acheson's entire life has been one of intense activity. He has been an indefatigable worker, yet has found time to lecture on various subjects that have come to his notice while travelling. Recently he appeared before the Foreign Affairs Committee of the House of Representatives, in session at Niagara Falls, and took a determined stand against the movement to stop the use of the Niagara current for the creation of power, contending that the country's coal supply would be exhausted in one hundred years and that the supply should be conserved. He held it as a crime against posterity that this great natural, inexhaustible resource should be preserved for its scenic beauty while the exhaustion of the country's coal supply was immi-

nent. Dr. Acheson concluded his remarks with the trite question, "Is it not the full and economic use of the inexhaustible for the exhaustible that constitutes the true conservation of our natural resources?" His remarks were printed in the Congressional Record and brought letters of commendation from many members of the committee. Dr. Acheson's investigations showing that graphite would increase the efficiency of a rifle led him to present several thousand cases to the Imperial Russian Government, for which he received the thanks of the Czar. He also gave the use of his beautiful house in Regent Square, London, to be used as a hospital until the conclusion of the war.

Among the many honors that had been conferred upon Dr. Acheson the following may be mentioned:

Grand Prix, Exposition Universelle Internationale, 1900, for Carborundum and Artificial Graphite.

Grand Prize, Louisiana Purchase Exposition, 1904, for Carborundum and Artificial Graphite.

Count Rumford Premium, American Academy of Arts and Sciences, 1908, for New Industrial Products of the Electric Furnace.

The degree of Sc. D., conferred by the University of Pittsburgh, Pa., Feb. 12th, 1909.

The Perkin Research Medal awarded by Perkin Medal Committee, January 21st, 1910.

On July 17, 1914, the King of Sweden created Dr. Acheson a Knight of the Order of the Royal Polar Star, in recognition of his discoveries and inventions.

He is an Honorary Member of the Russian Imperial Technical Society; an Honorary Member of the Swedish Technological Society; a Life Member of the Royal Institution, London, England; a Fellow of the American Association for the Advancement of Science; Past-President of the American Electrochemical Society; and a Member of the American Institute of Electrical Engineers, the American Institute of Chemical Engineers, the Society Chemical Industry, the American Chemical Society, the American Mining Congress, the American Ceramic Society, the Franklin Institute, the Royal Society of Arts, England, University Club of Washington, D. C., Engineers' and Chemists' Clubs of New York, Buffalo Club of Buffalo, N. Y., Niagara Club of Niagara Falls, N. Y., New York Press Club of New York, Automobile Club of America of New York.

CHARLES J. WELCH

Charles J. Welch, head of the sugar importing firm of Welch, Fairchild & Co. and connected with other commercial enterprises, was born in San Francisco, California, in 1875, the son of Andrew Welch, who was one of the early merchants engaged in the importation of sugar from the Hawaiian Islands. After being educated in the city of his birth, Mr. Welch, in 1896, became associated with Welch & Co., his father's firm, where he gained a most comprehensive knowledge of the business. He came to New York in 1898 and in 1912 organized the firm of Welch, Fairchild & Co. of New York and Manila, which is engaged in the importation of raw sugar and the exportation of sugar supplies and machinery. He is Vice-President of the Mindoro Company, a New Jersey corporation, organized in 1910, which conducts a large sugar business with the Philippine Islands and has been President of the Cape Cruz Company since its organization, the latter company operating in Cuba. In the Mindoro Company, Mr. Welch is associated with Mr. Horace Havemeyer, and they hold, under a franchise granted to George Fairchild, 55,000 acres of land in Mindoro. This franchise permits the holders to form a corporation to purchase the vast sugar lands in the Island of Mindoro, now held by Welch and Havemeyer. A part of the land is under cultivation and a large sugar mill has been erected at Mangarin, Mindoro, to supply material. It is their desire to dispose of their acreage and devote their time entirely to milling. This will be accomplished by selling out to the new corporation, in which at first they will be the principal stockholders. The franchise will be of great advantage to smaller companies and individuals. It provides that no corporation may hold over 2,500 acres of land and that the holding company must be prepared to sell all the land within a period of thirty years and the land thus sold must be prepared for cultivation and given an irrigation system. This partition of the land will surround the mill with hundreds of small farmers, who will be supplied by the milling corporation with adequate farming facilities, and who will in turn supply the mill with cane. A Filipino sugar cane expert will also be employed by the corporation to give free advice to all purchasers of the land. The prevailing prices of sugar will give the farm-

ers, who were penniless three years ago, an opportunity to own their land, free of encumbrance, within the coming year. This project has aroused unbounded enthusiasm throughout the island where the promoters are hailed as philanthropists, the natives seeing in the work a possible solution of the difficulty of getting capital to exploit the undeveloped lands.

Mr. Welch is vitally interested in the Mindoro proposition and gives every detail of the work close supervision. His offices are at 138 Front Street and since becoming a resident of New York City he has been elected to membership in the India House and New York Yacht Club.

JAMES L. WELLS

James L. Wells, Treasurer of the State of New York and familiarly referred to as "The Father of The Bronx", was born in West Farms, and was graduated from Columbia University. He represented The Bronx in the Board of Aldermen for three terms. He was three times a member of the State Assembly and a Commissioner, and President of the Department of Taxes and Assessments of The City of New York. He was a member of the Charter Revision Commission, and for several years a city and state representative to the National River and Harbor Congress and Atlantic Deeper Waterways Conventions. At the time of his election as Treasurer of the State of New York he was President of the James L. Wells Company, real estate and appraisals, No. 141 Broadway. He is also President of the New York Real Estate Salesroom and was one of the founders of the Twenty-third Ward Bank, The Dollar Savings Bank, and The Bronx Board of Trade, and its President for six terms.



Streets of New York—A Hot Day.



L. N. Rosenbaum
President, Knickerbocker-Wyoming Oil Company.

CHARLES SCHENCK BRADLEY

The question of food conservation now agitating the world is not of such vital importance as that of continuous and prolific crop production, which can be secured only by the soil being annually treated with nitrate of soda. This chemical is being rapidly exhausted but it is being replaced by an inexhaustible supply of nitrogen obtained from the air by a process discovered by Charles S. Bradley and D. R. Lovejoy and now in operation at Niagara Falls. The process consists in the production of a large number of electric arcs or flames in a confined space, through which a regu-



lated amount of air to be burned can be passed continuously, this air emerging from the apparatus laden with nitric oxides and peroxides, as the result of the combustion, and ready for treatment and collection. This solves the question of a future nitrate of soda and insures the world contin-

uous crop production. This is but one of the many useful discoveries Mr. Bradley has made during his research work, which has been principally in the field of electricity. He was born at Victor, Ontario County, New York, April 12, 1853, the son of Alonzo and Sarah (Schenck) Bradley. The maternal ancestry dates back to 789, when Edgar de Schencken was Imperial Seneschal to Charlemagne. The American branch of the Schenck family was established by two brothers, descendants of Schenck van Nydeck, of Holland, who settled in Bushwick and Flatland, Long Island, in 1650. The original family name of the paternal side was Foskett, whose English progenitors settled in Charlestown, Massachusetts, in 1648. By act of legislature the name was changed in 1820, to Bradley. After a grammar school and university training Mr. Bradley became associated with Thomas A. Edison in 1880 and for three years was intimately connected with that distinguished scientist. He then organized his own laboratory and developed the multiphase transmission of power. This work led to his becoming associated with the General Electric Company and eventually the Ampere Electro-Chemical Company, of which he is President. Mr. Bradley has invented many electric devices and has taken out one hundred and twenty patents on various electric and chemical subjects. One of the most important of his discoveries is the fixation of nitrogen, which Mr. Bradley firmly believes will be of great benefit to the agriculturist and prevent shortage of crops. Mr. Bradley is unassuming and practical. He believes there are possibilities within the reach of research which, if developed, would make this country a leader in science and industrial pursuit. He is a member of the American Institute of Electrical Engineers, the Electro-Chemical Society, the Genesee Valley Club and the Chemists' Club. He married Emma Orcutt, a descendant of an old New England family, and they have four children, Marion, the wife of W. J. Baker, of Rochester, New York, Alonzo B., Walter E. and Florence Bradley. Like their father the two sons are engineers and are officers of B. F. Wood, Inc., engineers. Mr. Bradley's office address is 41 Park Row.

CHESTER PETER SIEMS

In the ten years that have elapsed since his graduation from the Sheffield Scientific School, Yale University, Chester P. Siems has attained an international reputation in the construction and development fields. He is Chairman of the Siems-Carey Railway & Canal Company, an organization that has accomplished some notable things since its formation in 1916. This company was formed by the American International Corporation and Siems and Carey, to undertake railway and canal projects of the largest kind and now has in hand several contracts of large magnitude. It was the outgrowth of three or four other companies with which Mr. Siems was connected and the result of the large

Yale University, graduating with the degree of Ph. B., in 1907.

Mr. Siems' first connection was with the engineering department of the Spokane, Portland & Seattle Railroad and in the fall of 1908 he associated with his father and brother and organized the firm of Siems & Company.

Siems & Company was succeeded in August, 1911, by the Siems-Carey Company, with Mr. Siems as President and Treasurer. In February of the next year the Siems-Carey Company, Ltd., and the Marsh-Siems-Carey-Smith Company, both construction enterprises, were launched. All three made good progress, doing a wide range of construction work for the railroads mentioned above, and the Chicago, Milwaukee & St. Paul, Grand Trunk and Canadian Northern Railroads. This work was carried on in Alberta and British Columbia, Minnesota, Iowa and Montana, embracing railway building in all of its branches. Many difficult problems were met and overcome by the three companies in the course of executing these contracts under the personal direction of Mr. Siems.

The three companies grew to be organizations of the first rank, and in July, 1916, the Siems-Carey Railway & Canal Company was organized. At the same time the China Corporation was launched by the same group for the purpose of engaging in business abroad. The effort promises to be productive of excellent results, and the China Corporation bids fair to be one of the large connecting links between the United States and commercial China.

Few men have accomplished more than Mr. Siems in such a short time and he has come to be looked upon as one of the most active young men among the new generation of executives in New York's big business circles. His several companies do a combined business running into very large figures, and their administration carries with it responsibilities of a grave character. The progress of all these enterprises is the best proof of the soundness of the policies and methods of Mr. Siems and his associates.

Mr. Siems is Chairman of the Board of Directors of the Siems-Carey Railway & Canal Company; President and Treasurer of the Siems-Carey Company and the Siems-Carey Company, Ltd.; Director of the Marsh-Siems-Carey-Smith Company; Vice-President and Director, China Corporation, and a Director of the Pacific Development Company.

He is a member of the India House and the Yale Club. He also is a member of the Bankers' Club of America, and the following St. Paul organizations: Minnesota, Town and Country, University, White Bear Yacht, North Hecla Gun and Lamprey's Gun Club.

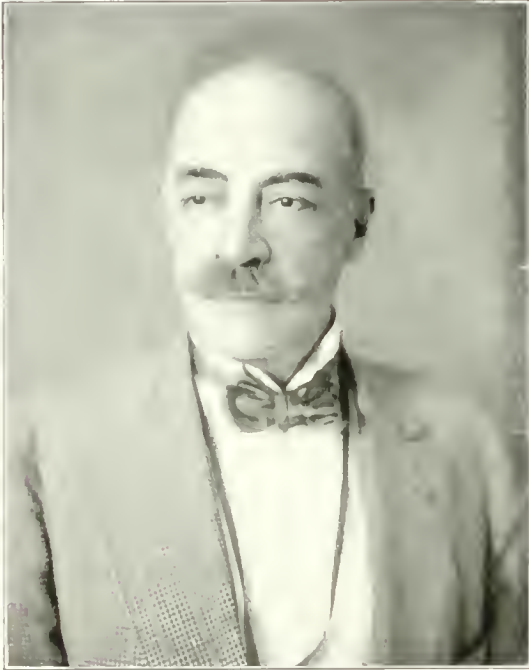


amount of railroad construction work which he had handled for some of the leading railway systems of the United States and Canada. Mr. Siems was born in St. Paul, Minn., November 4, 1884, the son of Peter and Josephine A. (Gleason) Siems. Mr. Siems' father came to America from Schleswig-Holstein, Germany, and his mother was a connection of the White family which came over in the Mayflower.

Mr. Siems' early education was received at the public schools of St. Paul and the Baldwin Academy, that city. He later entered Andover Academy, Andover, Mass., then attended the Harstrom School, Norwalk, Conn., and finally matriculated at the Sheffield Scientific School.

DAVID M. STEINDLER

D. M. Steindler, who left Tennessee and journeyed to Nevada when sixteen years of age, became associated with commercial pursuits in the latter state and finally became one of the leading mining men of Canada. He was born in Memphis, November 15, 1858, and after a common school education turned his steps westward. After being employed in various capacities he began business for himself and from that period his life reads like a romance. He became one of the three original owners of the Kerr Lake Mine, of Cobalt, Ontario, Canada, which they purchased in 1905 for \$30,000. This mine has since paid



\$7,110,000 in dividends and continues to be one of the largest silver producers and dividend payers in Canada. Mr. Steindler's next successful venture was the purchase of the Croesus Mine, located in the Township of Munro, Northern Ontario, which was, with another mine in the vicinity, obtained for \$103,000. A company was organized under the name of the Croesus Gold Mines, Limited, all of the stock being held by the Dominion Reduction Company of Cobalt. The officers of the Dominion Reduction Company are: President, D. M. Steindler, 42 Broadway, N. Y. City; Secretary, Treasurer and General Manager,

Eugene Steindler, of New York and Cobalt. These men are also Directors, together with Sir Mortimer B. Davis and Andrew A. Allen, of Montreal. The company owns 160 acres of productive gold land and none of its stock is for sale. The development work is now in progress and indications already show that it will be one of the big producers of Northern Canada as the one vein opened up, which is about two and one half feet in width, carries excellent ore value throughout and sensationally high values in places. The mine was acquired in 1915 and considerable time was spent in installing the necessary plant to start practical work. There are two 125 h. p. boilers, a compressor plant and lighting plant in operation and additional equipment is being provided as the development work progresses. A ball mill of 40 or 50 tons capacity has also been installed. In the sinking of the shaft at the Croesus Mine on the three foot vein to a depth of 400 feet, some of the richest gold ore ever mined was taken out. Five pieces of this ore were purchased by the Ontario Bureau of Mines, the total weight of which was 38,689 grams, containing 16,431 grams of gold and silver, equivalent to 528.28 ounces of which 480.7 is gold and 47.5 ounces silver. The value of the mineral in the five pieces, weighing 85 pounds, is approximately \$9,966. More than a million dollars' worth of ore has been partially developed. The ore is reduced to bullion in the mill recently installed. Mr. Steindler has at his office specimens of the ore taken from the Croesus mines, so rich in native gold that they look like the handiwork of a skilled artisan rather than that of nature. It will take time to tell the value of these ore bodies as the sensationally high yield may not be maintained, but at a much lower percentage the Croesus will produce enough mineral to make it one of the richest mines ever exploited. The company, of which Mr. Steindler is President, has offered none of the stock to the public. It is a mining company pure and simple, depending upon the ore bodies to demonstrate the future success of the undertaking, and absolutely no interest is being taken in the stock market feature of the enterprise. In addition to the presidency of the Croesus Mines, Limited, Mr. Steindler fills a like position with the Dominion Reduction Company, Limited, the Thunder Mining Company, Limited, and is a Director of the Kerr Lake Mining Company and the Wettlaufer-Lorain Silver Mines, Limited. He is a member of the Rocky Mountain Club and the Inwood Country Club.

GEORGE BRINTON CALDWELL

George B. Caldwell, President of the Sperry & Hutchinson Company, originators of the largest premium-giving organizations in the world, attained this important position through merit alone. He is a financier of acknowledged ability and, in the various positions he previously filled, exhibited an executive skill that made his services of great value to any corporation. Mr. Caldwell was born in Dunkirk, New York, August 24, 1863, his parents, Charles Melville and Mary Ann (Kellner) Caldwell, being of Scotch-Irish and English-German ancestry. His education was received in the schools of Ionia and Greenville, Michigan, and at a business college in Grand Rapids. He left school in 1881 and for a short time was a teacher



in Kent County, Michigan. In 1882 he became accountant in the office of O. C. Kemp & Co., insurance agents in Greenville, and in 1884 he secured a position as bookkeeper with the City National Bank of the same place. Four years later he moved to Grand Rapids where he filled the dual positions of chief accountant and financial man with Tucker, Hoops & Co., dealers in lumber, remaining with that firm until January 1, 1890, when he became State Accountant of Michigan, with headquarters at Lansing. In this position and as Secretary of the State Board of Equalization he evolved a plan to improve efficiency and economic development and establish a uniform system of accountancy for the various State insti-

tutions, including the asylums, schools, colleges and prisons. In May, 1893, Mr. Caldwell was appointed National Bank Examiner for the State of Michigan and northern Indiana by James H. Eckles, Comptroller of the Currency. He served four years under Comptroller Eckles and two years under his successor, Charles G. Dawes. He resigned this position in 1899 to become Assistant Cashier and Credit Man for the Merchants' National Bank, Indianapolis, Indiana. In 1902 his business accomplishments were transferred to the American Trust and Savings Bank of Chicago, where he became Manager of the investment department. This bank was absorbed by the Continental and Commercial National Bank in 1910. The name of the institution was changed to the Continental and Commercial Trust and Savings Bank and in 1911 Mr. Caldwell became its Vice-President. He rendered important service to this leading bank of the Middle West from 1911 until January 1, 1915, when he retired to accept the position of President of the Sperry & Hutchinson Company and its subsidiary, the Hamilton Corporation. While Vice-President of the Continental and Commercial Trust and Savings Bank, Mr. Caldwell organized the Investment Bankers' Association of America, becoming its first President, in which position he served two terms. Mr. Caldwell's entire time since reaching manhood has been devoted to financial affairs and with the exception of serving as City Clerk of Greenville, Michigan, when in his early twenties, has had no inclination for politics or other political pursuits. He became affiliated with many corporations during his active association with banking interests and is a Director of the United Light and Railways Company of Chicago, Illinois; Chattanooga Gas Company of Chattanooga, Tennessee; Grand Rapids, Grand Haven and Muskegon Railway of Michigan; Cranford Trust Company of Cranford, New Jersey, and is the owner of public utilities in Iowa, Indiana and Michigan. He also established and still owns the "Investment Weekly", a financial paper for investors. He is active in club life. Many of the clubs with which he is connected are located in Chicago as his business interests during his short residence in New York have kept him too busy to devote any time to club life here. He is a member of the Union League Club, Midday Club, Michigan Society and Indiana Society of Chicago; Oak Park Club, Oak Park, Illinois, New York Athletic Club and the Michigan Society of New York. Mr. Caldwell was married in Ionia, Michigan, October 15, 1886, to Lucy Smith Patrick, daughter of Benjamin S. and Harriet E. Patrick. They have one daughter, Helen Marie Caldwell. Mr. Caldwell's business address is 2 West 45th Street and he resides at 155 Riverside Drive.

STEINWAY & SONS

The firm of Steinway & Sons had its origin in a little German town and its founder, who was a builder of organs in a small way, never dreamed that the piano he there evolved, after long study, was to become the leader in musical circles the world over. This man who revolutionized piano making was Henry Engelhard Steinway, born in the hamlet of Wolfshagen, Duchy of Brunswick, in the Hartz mountains, February 15, 1797. He was in military service until 21 and then learned the art of building church organs. He began business as an organ builder in the town of Seesen, at the foot of the Hartz mountains, and shortly afterwards began the study of the piano with

field here and his report was so favorable that the family, with the exception of one son, came to America in 1850. The father, Henry E. Steinway, invested his money here and secured employment in a piano factory and on March 5, 1853, he began business on his own account in a factory on Varick Street. In 1858 a building at 48-50 Walker Street was occupied as ware-

rooms and offices, the firm eventually erecting the building which it still occupies on Fourteenth Street east of Fourth Avenue, with two large manufacturing plants in Astoria. The Steinway piano was awarded its first premium at the Metropolitan Fair, held in Washington in March, 1854, and since that time it has maintained precedence wherever used or exhibited and to-day occupies the foremost place in the piano industry. In 1862, after having won thirty-five American medals, the piano was awarded a first prize medal at the London World's Fair and in 1867, at the Paris Exposition, in competition with the foremost European makers, the Steinway square, upright and perfect grand pianos were awarded the first of the grand medals of honor. These awards gave the house international fame and the firm became successively the court piano makers to the Queen of England, the Queen of Spain, the Emperor of Germany, the Prince and Princess of Wales and the Queen of Italy, etc., etc. Their instruments have been used and com-



Steinway & Sons

Factory and Warerooms 60 Years Ago—First Home of Firm in America 1858

a view to its improvement. He built an instrument for his son, who was a student of the piano, and his improvement in the mechanical construction, quality and perfection of tone attracted the attention of the musical people of the town and he sold it for a large sum. His success in the building of the first Steinway led him to give his entire attention to piano building thereafter. The "Steinway" soon came to be recognized as an instrument of the highest excellence and many medals were awarded it in all parts of the world. In 1849, Charles Steinway, eldest son of Henry E. Steinway, came to America to look over the

composers of the world. This supremacy of the Steinway piano has been attained by a rule of the house for four generations that every male member shall be a practical piano maker by personal experience at the bench. This has made it possible for the skill that has produced excellence of tone to be transmitted from father to son, and the superiority of construction maintained.

The present officers of the organization are: Charles H. Steinway, President; Fred T. Steinway and Henry Ziegler, Vice-Presidents; Frederick Reidemeister, Treasurer, and Nahum Stetson, Secretary. All of the male members of the Steinway family have been prominent in civic affairs and in art and musical circles.



Steinway & Sons' Present Offices in East Fourteenth Street



Harry K. Barr .

City of New York Building Department

HARRY K. BARR

Harry K. Barr, one of the younger school of freight and custom house brokers, whose advanced methods and energy have brought him a large clientele and the confidence and respect of those with whom he does business, was born and educated in New York City. Nine years ago he entered the employ of a firm in the same line and with the experience gained in this connection, started in business for himself early in 1916. He had formulated a plan of procedure that he thought was an improvement on some of the old methods and putting this into effect he was soon directing a large and steadily growing business. His nine years' experience as a freight and customs broker, forwarder and in the placing of marine insurance, was of great value to him and to this general line he recently added war insurance.

He has well-equipped offices at 25 Beaver Street and the best facilities for taking entire care of shipments passing through New York. Representatives in Liverpool, London, Havre and Buenos Aires and correspondents in Rio de Janeiro, Sydney and Melbourne, Boston, Philadelphia, Baltimore, Norfolk and San Francisco place him in a position to give every attention to goods en route to and from any part of the world. Mr. Barr has a wide acquaintance in steamship circles and special opportunity for the amalgamation of freight into considerable tonnage, and this places him in a position to secure freight room when most difficult to obtain, at the same time getting extremely advantageous shipping rates. Doing a large business with the insurance companies, with which he is in close touch, enables him to give unexcelled service in this line. As a freight and ship broker Mr. Barr makes contracts on either spot, future or long terms on all classes of merchandise and arranges for charters for either steamer or sailing vessel. He renders prompt, efficient and reliable service in the forwarding of freight to and from any part

of the world, whether in single case or train load lots. He also secures through bills of lading and arranges for trucking, lighterage and storage at the lowest obtainable rates.

Through Mr. Barr's office marine insurance is effected from warehouse to warehouse, with all necessary clauses to protect the shippers' interest. He does business with over 230 underwriters besides British, French and American governments and this places him in a position to get the lowest possible rates on war risks. All classes of merchandise, whether in storage cars or on docks, are insured against fire and in the insurance of hulls and full cargoes, either steamer or sailing vessels, Mr. Barr arranges for prompt adjustment and payment of losses. In the banking department negotiable documents are handled, bank drafts arranged and discounted and bills, losses and claims collected. He also acts in the capacity of agent for foreign buyers in this market. Mr. Barr also conducts a statistical department which furnishes information on the imports and exports from any point in the United States on any commodity. For this service only a small charge is made to cover postage, etc. He also furnishes statistics to the Department of Agriculture, Washington, D. C., and to the Department of Agriculture of the Dominion of Canada. In addition to his maritime business Mr. Barr is President of The H. K. Barr Company, Inc., New York, which is engaged in the importation and refining of wool grease from Australia. This product is converted into "Degreas" and is used as the basis of salves, for tanning purposes and the softening of leathers.

Mr. Barr is a member of the New York Produce Exchange, New York Maritime Exchange, Marine and Field Golf Club, Waverly Boat Club, Foreign Commerce and New York Commerce Clubs, Lumberman's Club and three business associations. He has compiled and published several articles on freight and stowage.

J. NOAH H. SLEE

Any work recording achievement, where the efforts of the individual have benefited mankind by lessening labor, and by the preservation of personal property and that of corporate interests, would be incomplete without mention of J. Noah H. Slee, discoverer and manufacturer of "Three-in-One Oil." Mr. Slee, who after years of research and experiment gave to the world this wonderful compound, is the son of English parents and was born in Cape Colony, South Africa, September 12, 1861. He came to this country when quite a young man and his education was received in the public schools and at Loyola College and the Bryant & Stratton Business College, Baltimore, Md. After the completion of his



schooling he began his business career with the firm of Hurst, Purnell & Co. and, after a year with that house, came to New York in October, 1881, where he was for ten years employed by Whitney & Kemmerer, miners and shippers of anthracite coal. He subsequently purchased an interest in a varnish company, of which he became Treasurer and it was during this period that he found a process for manufacturing a lubricating oil that by reason of its remarkable smoothness was especially adapted for bicycle use. Contin-

uing his experimental work, he evolved "Three-in-One Oil," a compound that flows right to the heart of every bearing and friction point; that cuts out and works out all foreign matter; never gums or hardens; never heats up or smokes at any rate of speed; that cleans and polishes veneered and varnished surfaces, and which, by thoroughly filling every pore of metal, prevents rust or tarnish in any climate, in any weather. It is absolutely free from acid, alkali or any other harmful ingredient, will not soil the hands or the most delicate fabric, and has no varnish odor, but, on the contrary, has a clean, sweet smell. It can be used as a furniture polish, on dusting cloths and on mops for hard wood floors. "Three-in-One Oil" can be used for any purpose where a polish, anti-rust compound or cleanser is needed. Leading arms companies pronounce the product unequalled as a rust preventive and lubricant and its superior qualities, from every point of view and for every purpose, have made it known wherever a lubricant, anti-rust compound or cleanser, is used. "Three-in-One Oil" has been on the market twenty-two years, and, as its name implies, is one compound that serves three distinct purposes—and serves each one well. It is manufactured in two well-equipped factories, one of which is located at Rahway, N. J., and the other at Montreal, Canada. In each of these "Three-in-One Oil" is prepared, bottled, corked, labeled and packed by the latest machinery. It is put up in one, three and eight ounce bottles, retailing for ten, twenty five and fifty cents respectively, and also in patented handy oil cans at twenty-five cents each. The company has agencies in London, Australia, New Zealand, South America, China and Japan. Mr. Slee is President, and practically owner, of the corporation and under his personal supervision the business has grown to large proportions. It is the successor of the G. W. Cole Co., organized in 1894, of which Mr. Slee was Treasurer. Mr. Slee is a firm believer in the "one idea, one product business" and is not active in any other corporation—hence the wonderful success of "Three-in-One Oil." He is a member of the New York Chamber of Commerce, New York Club, Alpine Club of Canada, Merchants' Association of New York, Chamber of Commerce of the United States of America, the New Jersey Chamber of Commerce, and is a Director of the Trade Mark Title Co. He was married in June, 1890, to Mary Roosevelt West, the union bringing three children: Elizabeth L., James N., and Lincoln W. Slee. His business address is 42 Broadway.

CHAPTER EIGHT

Bench and Bar of New York

SOME OF THE MOST NOTED PRACTITIONERS OF THE CITY—LAW REFORMS AND PROGRESS IN SIMPLIFIED PRACTICE.

IN 1795 John Jay, then the most distinguished lawyer of New York, was chosen its Governor, just after he had closed with Great Britain a treaty that gave to the United States the freedom of the seas but brought to him individually the wrath and vituperation of the anti-Federalists. Before his mission to England at which this treaty was drafted he had given many and important services to the cause of Independence. Jay drafted the State Constitution which was adopted by the Convention of 1776-1777 which met successively at Harlem, Kingsbridge, Phillipse Manor, White Plains, Poughkeepsie and Kingston. He was chairman of the secret committee which had charge of plans to defeat conspiracies against American liberties and which by a vigorous system of arrests, imprisonments and banishments frustrated many Loyalist attempts to ruin the patriot cause. He was chosen the first Chief Justice of the State, holding his first term at Kingston on September 9, 1777. With Adams and Franklin he was on the committee that concluded the treaty of peace with Great Britain and he became the first Chief Justice of the Supreme Court of the United States. He consented to be a candidate for Governor of New York in 1792 but the canvassers declined on technical grounds to count certain votes given for Jay which would have made a majority in his favor, and Governor Clinton was declared elected. He became Governor in 1795, however, and was re-elected to a second term, which ended in 1801, and after that retired to his estate in Westchester County where he lived quietly, declining a reappointment to the Supreme Court of the United States by President Adams. He died at Bedford, Westchester County, May 17, 1829, in his eighty-fourth year. Daniel Webster said of him: "When the spotless ermine of the judicial robe fell on John Jay it touched nothing less spotless than itself."

Among Jay's contemporaries at the bar of New

York was Aaron Burr, one of the most adroit practitioners at the New York bar, a politician who missed the higher statesmanship for which his abilities fitted him through his overweening ambition and his overreaching cunning. James Duane, who had been the first Mayor of New York after the British evacuation, twice State Senator, one of the original members of the Continental Congress and United States Judge from 1789 to 1794, had retired from practice in 1795 and died in 1797.

He had been one of the recognized leaders of the New York bar before his appointment to the bench. Chancellor Robert R. Livingston, a college classmate and later for a time a law partner of John Jay, was a successful lawyer but is noted as having been the first Chancellor of the State of New York (1777-1801), then becoming Minister to France in Jefferson's administration. In that capacity he was an especial favorite of Napoleon Bonaparte, with whom he successfully negotiated the treaty ceding Louisiana to the United States. He was a famous orator and was called by Franklin the "Cicero of America." In adapting the principles of chancery practice to the ideas and genius of a republic he accomplished a noteworthy work. His decisions in chancery are said to have been able and accurate but unfortunately his opinions do not appear in formal reports. His successor, Chancellor James Kent, is better known to the lawyers of America because his decisions as a Justice of the Supreme Court and the Court of Errors and Appeals, 1798-1814, and as Chancellor of New York, 1814-1823, are recorded in Caine and Johnson's Reports. His "Commentaries on American Law" are as basic in the realm of American interpretation as Blackstone's great work became to the common law of England. Up to the time that James Kent became Chief Justice of the Supreme Court of New York, law in the United States was in an inchoate condition. The

precedents appealed to were found in the decisions of the English courts; the forms and procedure of courts were copied from those of English courts. The common law of England was in full force except as repealed and modified by constitution, treaties or statutes, Federal or State. The great constructive work of these judges of the earlier courts was the defining of these modifications of common law as well as declaring the scope and limitations of our own constitutions and statutes; in a word, to create an entirely new body of jurisprudence. While the earlier judges had made these applications and declared these modifications in particular cases, the value of their work had been circumscribed by the fact that their decisions were unpublished—thus unavailable as precedents. Judicial decisions were largely oral, or if written were brief and merely stated conclusions. Chief Justice and later Chancellor James Kent originated in this country the custom of presenting, with his decision in all cases of sufficient importance to make a precedent, a written, argumentative opinion, with the citation of legal authorities. He thus exerted a more potent influence, upon the constructive side, upon American jurisprudence than any other man in its history. As a Chancellor it was his province to apply the principles of equity, which had been created through a long line of English precedents, to conditions as they were in the State of New York. At the age of 60 he retired from the bench in 1823 under a law, later repealed, which limited the continuance of judgeships to that age. Before his appointment to the judgeship he had been a professor of law in Columbia University, and he resumed this chair from 1823 to 1825, then retiring to devote his entire time to legal authorship, chamber practice and the decision of legal controversies that were often submitted to his judgment to be settled out of court. While Chief Justice he was ably backed in his constructive work by Justices Smith Thompson and Ambrose Spencer. Judge Thompson was for some time resident in New York City and declined appointment to the Mayoralty of the city. When Kent became Chancellor in 1814, he was appointed Chief Justice until entering President Monroe's Cabinet in 1818 as Secretary of the Navy, and after 1823 served as Associate Justice of the Supreme Court of the United States until his death in 1843.

Morgan Lewis, who had been a Colonel in the Continental Army and was a brother-in-law of Chancellor Livingston, was Chief Justice of the Supreme Court of New York from 1792 until his election as Governor of New York, 1804, when he was succeeded by Justice Kent. He did not enter upon the practice of law after ending his term but devoted himself to agriculture until 1812, when he re-entered the army as Quartermaster General. He was promoted to Major-General in 1813, serving on the Niagara frontier, where he

captured Fort George and commanded at Sacketts Harbor and French Creek.

Alexander Hamilton, great as a statesman, orator and financier, was equally eminent as a lawyer and constantly engaged as counsel in important causes.

Another lawyer distinguished for his learning and eloquence was Egbert Benson, who was the first Attorney-General of the State of New York, 1787-1789, serving partly during the same period in the Continental Congress, 1784-1788, and as a member of the First and Second Congresses, 1789-1793. He was Judge of the New York Supreme Court, 1794-1802, then for a time United States Circuit Judge, and member of Congress again, 1813-1815. Several of the men who attained high eminence at the bar and on the bench, including Chancellor Kent, were his pupils. As practitioner, before his appointment to the Supreme bench, he ranked as one of the four most successful, the other three being Alexander Hamilton, Edward Livingston and Aaron Burr.

Colonel Richard Varick, who was Mayor of New York from 1791 to 1801, was also a prominent lawyer of that period. In 1789 he was appointed, with Samuel Jones, Recorder of the City of New York to revise the Statutes of the State of New York. But most of that work was done by Recorder Jones. The latter, then 66 years old, held a high place in the respect of the bar at which, before taking this judicial position, he had been an acknowledged leader. After holding the office eight years he was appointed to the newly created office of Comptroller of the City of New York and then retired to private life, dying in 1819. Dr. Hosack said of him that he was by common consent known as the "Father of the New York Bar." Judge Samuel Jones like Judge Benson was the preceptor of many brilliant lawyers, including DeWitt Clinton and his own two sons, Samuel Jones, Junior, and David S. Jones, both of whom attained distinction at the New York bar. Samuel Jones, Jr., was especially prominent, becoming Recorder of the City in 1823, Chancellor of the State from 1826 to 1828, Chief Justice of the Superior Court of New York City, 1828 to 1847, and Justice of the State Supreme Court from 1847 to 1849, then retiring from the bench at the age of eighty and, like his father, being often called the "Father of the New York Bar."

There are numerous cases of hereditary prominence at the bar of New York. A case in point is that of Josiah Ogden Hoffman and his sons. Mr. Hoffman was a sound lawyer, a gifted orator and a man of social prominence. He was one of the first members of the Tammany Society or Columbian Order, which was instituted in May, 1789. The Society was at first non-partisan. Of its first seventeen officers only three were anti-Federalist. Hoffman, also a Federalist, became Grand Sachem



West Street Building

in 1791 and took active part in many patriotic celebrations. He was a successful practitioner and was Recorder of New York in 1810-1811 and in 1813-1815. Two of his sons became eminent lawyers, Murray Hoffman, (1791-1878), becoming Judge of the Superior Court of New York City, 1853-1861, and being a noted writer of books of law and practice in the courts and of the ritual and canon law of the Protestant Episcopal Church; and Ogden Hoffman (1793-1856), becoming famous, especially as a criminal lawyer. He was District Attorney of New York County, 1829-1835, and during twenty-five years was counsel in almost every noted criminal trial in New York and in many important civil cases.

In all its history, from the time of the British occupation to this day, New York has been the home of lawyers of the highest distinction. It is not possible in this chapter to mention more than a few of the most constructive. Of these something may be said of those who at various times have been identified with the important work of consolidating and codifying the laws. Mention has been made of Jones' and Varick's revision. There was another revision published nine years after that one, a privately compiled and published work by Thomas Greenleaf, which was recognized by the courts as a faithful work and thus accorded a quasi-judicial sanction. Justices Kent and Radcliff prepared the next revision, under the provision of an Act of 1801. This lasted until in 1813 a revision was completed, pursuant to an act of the Legislature, by William Peter Van Nest (an able lawyer who had been Aaron Burr's second in his duel with Alexander Hamilton), and John Woodworth of Albany.

The next revision was made under an act passed in 1824 for a revision by three revisers. This revision was called for on account of changes made in the law by the Constitution of 1821-1823. There were at that time sharp divisions of opinion as to the degree of revision needed. Chancellor Kent, who was the extreme of conservatism on the subject, was one of the three chosen on the Revision Commission by Governor Gates; Erastus Root, who had served in Congress from Delhi, N. Y., and was then Lieutenant-Governor and a radical on the question of law reform, was the second and the third was Benjamin Franklin Butler, then a young man of twenty-nine years, who was a partner of Martin Van Buren and District Attorney of Albany County. Chancellor Kent declined to act on the commission and John Duer of New York City, especially prominent as an insurance lawyer, was substituted. There was a lack of harmony in the commission. Messrs. Duer and Butler submitted to the Legislature of 1825 a report in which they suggested that not only a reduction of all laws on the same subjects into chapters was necessary but also an entire new arrangement of existing statutes. General Root

had not concurred in their plans but had proceeded on his own account with a revision of the laws relating to taxation and highways. An amended bill was proposed in harmony with these suggestions and the name of Henry Wheaton was substituted for that of General Root on the commission. Mr. Wheaton had been a Justice of the Marine Court in New York City and was then reporter for the United States Supreme Court of decisions which he compiled in a manner that made his twelve volumes of reports an exemplar of editorial efficiency in law reporting. Mr. Wheaton did good work on the first part of the Revised Statutes but, being appointed in 1827 as the first diplomatic representative ever sent by the United States to Denmark, his place on the commission was taken by State Senator John Canfield Spencer of Albany (later Secretary of War of the United States). The Revised Statutes that resulted from the labors of this commission were a great step forward in the simplification of New York law and procedure, bringing great credit to its members and especially to Mr. Butler, who gained a great reputation as a lawyer, which he later increased as Attorney-General of the United States in General Jackson's and part of Van Buren's administrations. He was United States District Attorney for the Southern District of New York from 1838 to 1841. He organized the faculty of law of the University of the City of New York in 1835 and became its principal law professor in 1837. John Duer, the other chief reviser, became by election a justice of the Superior Court of New York and its Chief Justice from 1857 until his death on August 8, 1858. On the law of insurance he was author of works of high authority at that period.

The next important general change in the body of the laws of New York came with the Constitutional Convention of 1846 made necessary by the agrarian or so called "no rent" disturbances which were largely justified by the enforcement of the archaic tyrannies made possible to landlords by the colonial laws about land which survived the constitutional revision of 1821. Of the prominent New York lawyers who took part in the making of the Constitution of 1846, the fame of two, Samuel Jones Tilden and Charles O'Connor, had already been firmly established and continued undiminished for about forty years afterward. Charles O'Connor was born in 1804, Mr. Tilden in 1814, and William Maxwell Evarts, whose career ran almost parallel with theirs, in 1818. The three were closely associated in later years in the work of exposing, prosecuting and breaking up the "Tweed ring."

Another distinguished lawyer of that mid-century period was Thomas Jackson Oakley, who had been in practice at Poughkeepsie for years, had served in Congress and was one of the leading Democrats supporting the candidacies and meas-

ures of DeWitt Clinton. He had served as Attorney-General of the State and in 1828 was appointed Judge of the Superior Court of New York City. When the court was reorganized after the adoption of the Constitution of 1846, he was appointed its Chief Justice, serving as such until his death in May, 1857.

It was the Constitution of 1846 that set in motion the greatest star in the orbit of legal reform—David Dudley Field, brother of Cyrus West Field whose impress on the city's progress has been noted elsewhere in this volume. The Constitution of 1846 had made a considerable advance toward freeing the people of New York from antiquated legal forms and processes and had directed that the first Legislature of the State should take steps to secure codification of the laws of the State. The question of the scope of the proposed codification became one of great interest to the members of the New York bar and the problem was made more clear by the discussion which followed a tentative treatise published by David Dudley Field in January, 1847, entitled "What Shall Be Done With the Practice of the Courts? Shall It Be Wholly Reformed? Questions Addressed to Lawyers." The result was the signing of a memorial by lawyers all over the State, urging the Legislature to abolish old forms of action and to provide a uniform course of proceedings in all cases, whether of legal or equitable cognizance. On April 8, 1847, the Legislature passed an act appointing Aphaxed Loomis, David Graham, and Nicholas Hill commissioners on practice and pleadings. Later Mr. Hill resigned and David Dudley Field was appointed in his place, by resolution of the two houses, September 29, 1847. The first instalment of a Code of Civil Procedure was enacted on February 29, 1848, to take effect on July 1 following. Other instalments were submitted but their passage was delayed. An Act passed in 1857 appointed David Dudley Field, William Curtis Noyes and Alexander Bradford commissioners to codify so much of the law as was not included in the reports of the commissioners on pleading and practice, reported to the Legislature in 1850. Under this appointment were prepared

civil, criminal, penal and political codes, in addition to the codes of Civil and Criminal Procedure submitted up to 1850 and later adopted. The whole body of law was covered by the codification but the civil and political codes were not adopted, though the penal and criminal codes were. The work done by Mr. Field in this codification (for the creative part of it was almost wholly his) stands out as the greatest and most constructive work ever accomplished for the simplifying and making straight the way of the law.

Mr. Field by his work has created a movement for legal reform which has spread not only all over this country but abroad. California and South Dakota have adopted his civil as well as his criminal and penal codes, and his work has been adopted in some measure in the improvement of law in almost all the States, and also in England, India and Australia. He was one of America's greatest lawyers and continued in practice until he retired on the completion of his eightieth year, in 1885. He died in 1894.

Coming down to recent years it would be possible to mention many lawyers of our own time whose rank at the bar equals that of any of these. Joseph H. Choate was one of these, a man of deepest learning, perfect mastery of procedure and matchless oratory. He died, the "Nestor of the New York Bar," a few months ago.

Roscoe Conkling, Senator from New York for many years, had his home in Utica, N. Y., but after he left the Senate he practised law in New York until his death.

William Mills Ivins, who died two years ago, was a lawyer especially noted for his expert legal knowledge of matters affecting the city and its departments. He had served as Comptroller of New York and had made a deep and continuous study of its problems.

There never was a stronger or more virile bar in New York than now. The methods of procedure have changed and lawyers like other professional men have been impelled to specialize but, taken as a whole, it is doubtful if any other city has ever gathered a better or more representative group of legal minds than that now in New York City.

LINDLEY M. GARRISON

Lindley M. Garrison, former Secretary of War in President Wilson's Cabinet and one time Vice-Chancellor of New Jersey, recently made his entry into New York legal circles as a member of the law firm of Hornblower, Miller, Garrison & Potter of 24 Broad Street. Mr. Garrison was born in Camden, N. J., November 28, 1864, the son of Rev. Joseph Fithian and Elizabeth Vanarsdale (Grant) Garrison. He attended the public schools of his home city and afterwards the Protestant Episcopal Academy, Philadelphia. This was followed by a year's study at Phillip's Exeter Academy, Exeter, N. H., and a course as a special student with the class of 1886, at Harvard University. In the meantime he had been reading



law in the offices of Redding, Jones & Carson, Philadelphia, and was admitted to practice in his Harvard year. He remained with his preceptors until 1888, when he was admitted to practice in the State of New Jersey. He opened an office in Camden and soon numbered many large firms among his clients, for whom he appeared in a number of important litigations involving issues of great moment, and he soon became recognized as one of the leaders of the New Jersey bar. Much

of Mr. Garrison's practice was in the eastern end of the State and this led him to organize the firm of Garrison, McManus & Enright, with offices in Jersey City, in 1899. During the ensuing five years the firm was one of the most active in the State. Mr. Garrison went on the bench as Vice-Chancellor of the State, June 15, 1904, and was out of active practice from that time until his recent entry into the firm of Hornblower, Miller, Garrison & Potter. On March 5, 1913, President Wilson named him as Secretary of War and he was looked upon in many quarters as the ablest man in the Cabinet. Throughout his term of service he showed a disposition to grapple with problems at the start, to act decisively and plan wisely. Never was he lacking for ways and means to effect an end, and at no time did he show a disposition to shirk what he conceived to be his duty. He piloted the army through some of its most trying years and left the service in a much better condition than he found it, although unable to execute carefully considered plans of expansion. It is generally known that Mr. Garrison quit because his scheme for a Continental Army was not supported by the Administration, after he had received assurances of such support. This scheme, briefly, provided for a regular army of 140,000 men, a National Guard of 130,000 and a Continental army of 400,000 men. The latter was to be distinct from the National Guard, with enlistment for six years. Members would be required to drill two months a year for the first three years, receiving regular army pay while with the colors. During the second three years they would be subject to call at any time. Mr. Garrison, after long consultation with army chiefs and a close analysis of the subject for himself, saw in this plan a great reserve force of troops for any demand. Almost from the day he took office this idea of a reserve was prominent in all of his suggestions. He developed the Continental plan with infinite pains, believing that it would form the nucleus of an adequate defence force which the future was destined to bring. When he saw his expectations dashed to the ground, with a compromise offered between the Continental army and the National Guard, he very properly quit.

Mr. Garrison gave many evidences of organizing and executive ability while Secretary of War. He undertook a personal examination of the Panama Canal in an effort to combat the frequent slides and his work helped to increase the efficiency of the big waterway. All of his energies were exerted to upbuild the army and his efforts along this line have borne fruit and are destined to influence the army of the future.

Mr. Garrison was married June 30, 1900, to Margaret Hildeburn, of Philadelphia.

THOMAS CARMODY

Hon. Thomas Carmody, for two terms Attorney-General of the State of New York, and widely known as a lecturer and public speaker, was born in Milo, Yates County, N. Y., October 9, 1859, son of Thomas and Mary (Connors) Carmody. His father was a successful farmer and as a boy and young man Mr. Carmody assisted in the work of the farm and developed into a strong and rugged man. His preliminary education was received in the public schools of the neighborhood, preparing for college at Penn Yan Academy and after leaving that institution taught school for two years.

He then entered Cornell University with the class of 1882, remaining there for three years. While at the University he studied law in the of-



office of A. A. Hungerford at Ithaca. On April 1, 1886, he was admitted to the bar. Immediately upon his admission to the bar Mr. Carmody began the practice of his profession at Penn Yan and soon succeeded in building up an extensive and successful practice. In 1889 Governor Hill appointed him to the District Attorneyship of Yates County to fill the vacancy caused by the death of Hon. Charles S. Baker. Mr. Carmody in this position showed himself a capable and fearless prosecuting officer and added greatly to his reputation as a lawyer.

Mr. Carmody has always been a loyal Democrat and early became active in local party matters, becoming a power in the party in Yates County

and throughout the State. In February, 1893, he was appointed Chief Examiner of the New York State Civil Service Commission, in which position he rendered particularly efficient service. He continued in the office until January 1, 1896, the last year being under a Republican Commission and a Republican State administration.

In November, 1910, Mr. Carmody was elected Attorney-General of the State of New York and was re-elected to this office in November, 1912. In the latter year he persistently declined to be a candidate for the nomination for Governor, notwithstanding the fact that prominent Democrats, who had the power to carry out their choice, requested him to become a candidate. At no time would he permit his name to be used as a candidate for Governor while holding the office of Attorney-General, always taking the position that he would accept no office except that of Attorney-General as he wished to devote the rest of his life to the practice of law, having no liking whatever for the glamor attached to a public position—no desire for the possession merely of political honor or power. As Attorney-General of the State, Mr. Carmody made an unusually excellent record and has the remarkable distinction of never having had one of his many decisions reversed by the courts.

On September 1, 1914, Mr. Carmody resigned as Attorney-General to again take up the active practice of his profession, forming a partnership with First Deputy Attorney-General Joseph A. Kellogg, State Senator George A. Blauvelt, under the firm name of Carmody, Kellogg & Blauvelt, the offices of the firm being at 61 Broadway, New York City.

This firm continued until December 1, 1915, when it was changed to Carmody, Kellogg & Gormly, which co-partnership still remains.

While so eminently successful in his profession and in the arena of active politics, Mr. Carmody's interests have extended beyond those fields of effort. He has always been actively interested in educational matters and for a number of years was a Trustee of the Penn Yan Academy and of Keuka College. He has been a careful student of various subjects outside his profession and has won renown on the lecture platform, being a particularly entertaining speaker upon the various subjects to which he has given special study and concerning which he is thoroughly informed. Among the subjects upon which Mr. Carmody has lectured extensively may be mentioned: "Orators and Oratory", "Socialism", "The Church and State", and "Irish Eloquence and Song". Mr. Carmody is a member of the New York State Bar Association and of the Beta Theta Pi and the Phi Alpha Delta Fraternities.

HON. NEWTON WHITING GILBERT

One of the latest additions to the City's array of brilliant legal minds is Newton Whiting Gilbert, who had, previous to locating in New York, made an enviable reputation in Western political and legal circles, and as a diplomat in the nation's insular service. Mr. Gilbert was born May 24, 1862, in Worthington, Ohio, the son of Theodore R. and Ellen L. Gilbert. He was educated at the Ohio State University and was admitted to the bar in 1885. He began practice at Angola, Indiana, and soon attracted attention by his forensic skill and thorough knowledge of the law. The



people of the district decided that he was the kind of representative they wanted in the State Senate and he was elected to that body in 1896, serving for four years. He was then elected Lieutenant-Governor of the State for the period between 1900 and 1904. Mr. Gilbert was elected to the 58th Congress from the 12th Indiana district, 1903-5, and in 1906 was appointed Judge of the Court of 1st Instance, Manila, P. I. He retired from this position in 1908 and was the same year made a member of the Philippine commission. He was appointed Secretary of Public Instruction of the Philippine Islands, March 1, 1909, and Vice-Governor in February, 1910. He retired from

the service of the Government in 1913 and organized the law firm of Gilbert, Hausserman, Cohn & Fisher. His associates, like himself, were among the first lawyers of the Islands and the firm had a large practice and handled much litigation involving big issues. Mr. Gilbert retired from the firm in 1916 and, returning to the United States, was a delegate to the Republican National Convention, and was numbered among those who toured the country in behalf of presidential candidate Charles E. Hughes. After the echoes of that memorable campaign had finally died away, Mr. Gilbert's thoughts turned to the practice of law and, having decided to remain permanently in the East, he organized the law firm of Gilbert, Campbell & Myers, with offices at 14 Wall Street.

While in the Philippines Mr. Gilbert was deeply interested in the welfare of the Filipinos and their scholastic development. In recognition of his services along this line he was made President of the Board of Regents, University of the Philippines, upon its organization in 1908 and continued as such until 1913. He received the honorary degree of LL. D. from Iowa Wesleyan University in 1913 and the following year the University of the Philippines conferred the same degree upon him. Mr. Gilbert served as Captain of Company H., 157th Indiana Volunteers, during the Spanish-American War. He has been an extensive traveler and has made three trips around the world.

Mr. Gilbert has already made a reputation in the metropolis as an after-dinner speaker, at functions where some of the most brilliant orators of the city were gathered. He is a Fellow of the Royal Geographic Society, the American Bar Association, the Indiana State Bar Association, the Far Eastern Bar Association, of Shanghai, China, of the Masonic and Phi Kappa Psi Fraternities, the Army and Navy Club, Washington; India House, New York; Columbia Club, Indianapolis, and the University, Army and Navy, Manila and Columbia Clubs, of Manila, P. I. Mr. Gilbert was married February 14, 1888, to Della R. Gale, of Angola, Indiana, who died January 2, 1900. Following her death he was wed a second time to Martha E. Berge, of New York City, on August 8, 1906.

WILLIAM F. MCCOOMBS

William F. McCoombs, who directed the National Campaign of 1912, at which time President Wilson was first elected, was born in Hamburg, Arkansas, December 26, 1875. After a preliminary education in Tennessee he was sent to Princeton University, from which he graduated in 1898 with the usual B. A. degree. He then entered the Harvard Law School, obtaining his diploma in 1901. He came directly to New York City and worked as a law clerk in order to familiarize himself with his new profession. In 1904 he formed a partnership with Gilbert E. Roe, which continued until 1910. Most of the business of this firm was for builders and construction corporations and Mr. McCoombs was



Photo Campbell Studio

drawn into the battle against the proposed new building code in which he helped to win the victory. He was beginning to be recognized as an able lawyer and Mayor Gaynor appointed him a trustee of the College of the City of New York to succeed Edward M. Shepard in 1911. He had become a member of the National Democratic Club and was one of its Committee on Tariff Revision. Mr. McCoombs was active in the affairs of the Princeton Club and while he was a student at Princeton he was well acquainted with Wood-

row Wilson, who had in the meantime been elected Governor of New Jersey. When an available candidate was being sought by the Democrats in 1912, Mr. McCoombs decided that Woodrow Wilson was the most logical candidate. He knew all the Princeton alumni, most of them personally, and to these he appealed for support for the former President of the University. He told them the way to nominate a President was to elect delegates for their choice and the result was that Mr. McCoombs went to Baltimore with 200 delegates at his back and became one of the most active of the Wilson managers. He had compiled a list of 150,000 names to be used in helping Mr. Wilson, who named him his Campaign Manager, and he was in the usual order elected Chairman of the National Democratic Committee, serving until the close of the convention of 1916. After President Wilson's introduction into office he tendered Mr. McCoombs the position of Ambassador to France, which he declined for business reasons. He returned to the practice of law, working alone, and became counsel for many large concerns. Mr. McCoombs is a recognized authority on political and economic questions. He is deeply concerned with the industrial and commercial needs of New York State and is intimately acquainted with European affairs. While on a trip abroad in 1913, he married in London, Dorothy, daughter of Col. and Mrs. John R. Williams, of Washington, D. C. In 1916 Mr. McCoombs entered into a law partnership with Francis R. Wellman, Herbert C. Smyth and Frederick R. Ryan. Mr. McCoombs was the Democratic candidate for United States Senator from New York in 1916. Upon his retirement from the Chairmanship of the Democratic National Campaign Committee, President Wilson wrote him as follows: "You have made many and great sacrifices already for the party, and I know that I am speaking the sentiments of all loyal Democrats when I express my appreciation of the great service you have rendered. I am sure that the greatest regret will be felt at your retirement and hosts of friends will join me in the hope that your new business venture will bring you abundant continued success."

Mr. McCoombs is a member of the American Bar Association, New York State Bar Association, Association of the Bar of the City of New York, Southern Society of New York, National Democratic, Princeton, Manhattan, Harvard, Oakland Golf, Sleepy Hollow Country, and Metropolitan clubs of New York, University of Washington and the Nassau of Princeton.

WILLIAM P. BURR

William P. Burr, who, while head of the Franchise Division of the New York Law Department, attained national reputation by his masterly handling of the "80-cent gas" case, was educated at De La Salle Academy, New York City, and St. James College, Baltimore, Md. His legal training was received at the Columbia College Law School, and after admission to the bar he began practice here in 1879, since which time he has appeared in many notable cases. These include the "80-cent gas" case, decided in favor of the city by the United States Supreme Court, January 4,



1909, which resulted in \$13,000,000 being returned to consumers and a saving to them of \$7,000,000 annually thereafter and a saving to the city of \$750,000 and \$150,000 annually thereafter. The decision also fixed 6 per cent as a reasonable return on the value of property actually devoted to the business of a public service corporation. Mr. Burr also conducted the "Death Avenue" case which resulted in legislative action providing for the removal of the N. Y. C. & H. R. R. R. tracks from the surface of the streets at the company's expense. In the litigation instituted by Mr. Burr on behalf of the city against the Electrical Subway Company, to compel the com-

pany to account under its contract with the city made in 1887 for the construction of the electrical subways (the contract providing that out of the profits realized from the operation of these subways the company was to receive 10% on the actual cost of construction and the city all profits over that amount), the objections filed and vigorously pressed by Mr. Burr against the account rendered by the company covering a period of over 20 years were unanimously sustained after a protracted trial by a board of three referees appointed by the Supreme Court, resulting in a judgment reducing the cost of construction claimed by the company \$3,380,899.85, with a further reduction of \$5,728,800.96 in the deficit claimed by the company against the city, and an affirmative award against the company in favor of the city for \$185,136.89. In 1906 Mr. Burr recommended to the Board of Estimate a plan to recapture all unused perpetual franchises and advised the board it had the power to rescind such franchises. This power was tested in the courts and sustained by the Court of Appeals and the U. S. Supreme Court, in consequence of which the city has recaptured railroad, telephone, electric light and other franchises of great value. Mr. Burr is an authority on franchises and has a large corporation practice. He was elected a Delegate to the Constitutional Convention in 1894 from the 11th Senatorial District. He is a member of the American, State, County and City Bar Associations, Municipal Art Society, National Municipal Association, Manhattan, National Democratic and Bankers' Clubs.

HOLLAND S. DUELL

Holland S. Duell, of the legal firm of Duell, Warfield & Duell, specialists in patent law, was born in Syracuse, New York, January 29, 1881. He graduated, A. B., from Yale in 1902 and LL. B. from the New York Law School in 1904. He was admitted to the bar the same year and began practice as a member of the firm with which he is still associated. Mr. Duell was a member of the Assembly from Westchester County during the sessions of 1907 and 1909. He has many corporate interests, being a Director of the Carbon Steel Co., of Pittsburgh, the McClure Publications, Inc., of New York, Superpedures Inc., and the Triangle Distribution Corporation, of New York, the Noiseless Typewriter Co., Middletown, Conn., William A. Rogers, Ltd., Toronto, Canada, and the Klauder-Weldon Dyeing Co., of Jardley, Pa. Mr. Duell is a member of the Westchester Bar and the Washington Patent Bar Associations, the Union League, Yale, St. Nicholas, New York Yacht, American Yacht and the Hudson Country Clubs. His offices are at 2 Rector Street.

HENRY DODGE ESTABROOK

Henry D. Estabrook, prominent in legal circles and for several years solicitor for the Western Union Telegraph Co., was born October 23, 1854, at Alden, N. Y., the son of Experience Caroline Augusta (Maxwell) Estabrook. The father was also a member of the legal profession and was at one time Attorney General of the State of Wisconsin and United States Attorney for Territory of Nebraska, to which Territory the family removed in 1855. Mr. Estabrook received his primary education in the public schools of Omaha, Nebraska, and afterwards entered the Law Department of Washington University, St. Louis,



Mo. He graduated in 1875 and, being admitted to the bar the same year, began practice in Omaha, where he remained for twenty-one years. In 1896 he removed to Chicago where he became a member of the law firm of Lowden, Estabrook & Davis and in 1902, upon his appointment as solicitor for the Western Union Telegraph Co., he took up his residence in New York City. After having retained this connection for nine years he, in 1911, resumed private practice as a member of the firm of Noble, Estabrook & McHarg, with offices at 115 Broadway. Mr. Estabrook's firm is one of the most prominent in the city and has been engaged in many notable cases and much important corporation work. He is a member of the American Bar Association, the New York

State Bar Association, the New York County Lawyers' Association, Lawyers Club, Lotos Club, Union League Club, Metropolitan Club, Republican Club, Ardsley Club, Sleepy Hollow Country Club and Pilgrim Club. He is also an honorary member of the Canadian Bar Association and the Grant Club of Des Moines, Iowa, and was formerly a regent of the Nebraska State University. Mr. Estabrook was married at Omaha, Neb., October 23, 1886, to Clara Campbell, and he has one daughter, Mrs. Blanche Deuel Roebeling, of Trenton, N. J. He resides at Tarrytown-on-Hudson, N. Y.

MARTIN VOGEL

Martin Vogel, Assistant Treasurer of the United States and a member of the legal firm of Vogel & Vogel, was born in New York City in 1878. He was educated at private schools and Columbia College and received his legal training at the Columbia and New York Law schools. After admission to the bar in 1901 he immediately began practice and specialized in banking and corporation law, and now numbers many large industrial and financial concerns among his clients. He was formerly a Director of the Harriman National Bank but resigned to accept his present position, to which he was appointed by President Wilson, October 18, 1913. He is a member of the Bar Association of the City of New York, New York County Bar Association, Hollywood Golf Club, of which he is President, Bankers' Club, Press Club, Siwanoy Golf, the Criterion Club, of which he is Vice-President and a Governor, and the Chamber of Commerce. His offices are at 15 Broad Street.

GEORGE TUTTLE BROKAW

George T. Brokaw, of the legal firm of Gulick, Brokaw & Springs, was born in New York City, November 14, 1879. He was educated at the Cutler School, N. Y., Princeton University, from which he received the A. B. degree, and the New York Law School, which conferred the LL. B. upon him. Mr. Brokaw has travelled extensively in Japan, Egypt and the Holy Land. He is a Republican in politics and is active in the 29th Assembly District. Mr. Brokaw is a member of the New York County Lawyers' Association, New York Historical Association, Huguenot Society, St. Nicholas Society, Society of Colonial Wars, Sons of the Revolution, Holland Society, New York Bible Society and the Princeton, Riding, Piping Rock, Ardsley, Rumson and Lakewood Country Clubs. His offices are at 165 Broadway.

CHARLES A. FRUEAUFF

Charles A. Frueauff, senior member of the firm of Frueauff, Robinson & Sloan, attorneys at law, is a native of the State of Pennsylvania, having been born in Columbia, Lancaster County, April



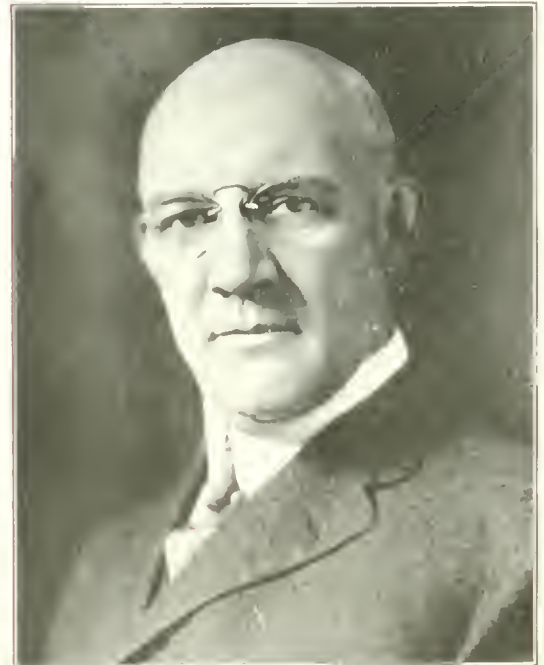
29th, 1878. He is the son of John Frederick and Annie Day (Faggart) Frueauff. His father answered the first call for volunteers for the Civil War, serving three months as Captain, re-enlisted and remained in the service until the end of the war as a Major in the 153d Pennsylvania Regiment. Mr. Frueauff was educated in the public schools of Denver, where his family took up their residence in 1886.

On graduation from the Denver High School he entered the University of Michigan, from which he was graduated in 1900, receiving the degree of LL. B. After his admission to the bar he practiced law in Denver until 1905, when he moved to New York City, where he has achieved marked success in the practice of law, especially in connection with all legal matters relating to public utilities and oil producing and refining corporations. He is one of the younger lawyers in the city who is recognized as an authority upon these matters, his firm being attorneys for a large number of corporations located throughout the United States and in Canada. He is a member of the Association of the Bar of the City of New York, the Lawyers' Club, the New York Athletic Club and the Garden City Country

Club. Besides Mr. Frueauff the firm is composed of Watson B. Robinson, Robert S. Sloan, Dewey C. Bailey, Jr., and Robert Burns. The offices of the firm are at 60 Wall Street, New York City.

THOMAS E. RUSH

Thomas E. Rush, Surveyor of the Port of New York and senior member of the law firm of Rush & Hare, 22 William Street, was born in New York City, January 16, 1867. He was educated in the public schools; was a cadet at West Point; received the A. B. degree from the College of the City of New York in 1886, the LL. B. from New York University in 1890 and the A. M. from the College of St. Francis Xavier in 1900. He was for a time in the Law Department of the city, attorney for the Comptroller of the State, is now Surveyor of the Port of New York and Democratic leader of the 29th Assembly District. He is a member of Tammany Hall, the Association of the Bar of the City of New York, New York State Bar Association, American Bar Association, New York County Lawyers' Association, Civil Service Reform Associa-



tion, Friendly Sons of St. Patrick, Legal Aid Society, Intercollegiate Civic League and the University, Manhattan, City, Midway, Economic, New York Athletic and National Democratic clubs.

HON. JEFFERSON MONROE LEVY

Hon. Jefferson M. Levy, lawyer and ex-Congressman, was born in New York City, the son of Capt. Jonas P. and Fanny (Mitchell) Levy, and nephew of Commodore Uriah P. Levy, U. S. N., from whom he inherited "Monticello," the home of Thomas Jefferson, which has been owned by the Levy family since the death of the Author of the Declaration of Independence. Mr. Levy was educated in this city and studied law in the office of the late Clarkson N. Potter, beginning practice immediately after being admitted to the bar. Mr. Levy was author-compiler of the Election Laws of the City of New York and led the agitation that caused the reform of surrogates' practices in the county. He was the organizer of the Democratic Club of New York City and represented the 13th District of New York, 1899 until 1901, and was leader of the Gold Democrats during that session. He aided in de-



feating the Nicaraguan Canal proposition by a speech in the House which was used in opposition to the project and in favor of the Panama Canal. He was again elected to Congress in 1910, and re-elected for the two succeeding terms. He displayed the same activity up to the time of his retirement. He was author of the Levy amendment to the Loan Shark Bill, which restricted the rate of interest on salary advances to 12 per cent in the District of Columbia. He introduced the Reserve Bank Bill in the 62nd Congress and the 63rd Congress which afterwards became a law and is the most important financial constructive legislation that has ever been passed. This rate of interest has since been adopted by every State in the Union. In the Democratic caucus and on the floor of the House he strongly advocated a larger Navy and advocated the fortifying of the port of New York and the construction of a fort at Rockaway. His offices are at 128 Broadway.

ELIOT NORTON

Eliot Norton, lawyer, was born in Cambridge, Mass., July 1, 1863, the son of Charles Eliot Norton, A. M., LL. D., and Susan Ridley (Sedgwick) Norton. He was educated by private



tutors and at Harvard University from which he graduated in 1885, with the A. B. degree. His legal studies were at Harvard University Law School and obtained the degrees of A. M. and LL. B. in 1888. On taking his degree he came to New York, where he has practiced ever since. His career is so well known that it does not require statement here. The American branch of Mr. Norton's family was established by Rev. John Norton, who came from England to Massachusetts and died in Boston in 1663. Charles Eliot Norton, father of Eliot Norton, was Professor of the History of Fine Arts at Harvard University for twenty-five years. He was a prolific writer and edited the papers published by the Loyal Publication Society during the Civil War and the correspondence of John Ruskin and of James Russell Lowell, who were his personal friends. The name Eliot in connection with the Norton family was derived from Samuel Atkin Eliot, who was Mayor of Boston 1837-39, an ex-Congressman, Treasurer of Harvard College and the author of several books. His son Charles William Eliot, Harvard 1853, rose from a tutorship to the Presidency of that institution. He was one of the foremost educators of his time and his efforts to develop his alma mater will live long in history. Theodore Sedgwick, Mr. Norton's ma-

ternal grandfather, was a leader of the New York bar and the author of "Sedgwick on Damages." Mr. Norton is a member of the University, Grovers and Lawyers' clubs and the Bar Association of the City of New York. Some years ago the King of Italy created him a Chevalier of the Order of Sts. Mauricio and Lazare. He was married in September, 1891, to Margaret Palmer Meyer, of Oyster Bay, L. I., and they have one son—Charles Eliot Norton.

FRANK AYER DILLINGHAM

Mr. Dillingham was graduated from Yale College in 1891 with the degree of A. B. and then entered the Columbia Law School, obtaining the LL. B. degree in 1894. He was admitted to the bar the same year and immediately began active practice. In 1895 he formed a partnership with Ralph S. Rounds and in 1904 a consolidation was made with the firm of Hatch & Debevoise, under the name of Rounds Hatch, Dillingham & Debevoise, with offices at 62 Cedar Street, New York City, and San Juan, Porto Rico. In addition to Mr. Dillingham and Mr. Rounds the firm is composed of Eugene H. Hatch, of Plainfield, N. J., Thomas M. Debevoise, of Summit N. J., and Robert G. Mead, Francis E. Neagle, Edward S. Pame, Charles S. Bulkley, Eugene Coughton and Stephen Barker of New York. Mr. Dillingham is President of the Guanica Centrale, the Central Fortuna and the Central Romana, three companies controlled by a parent corporation, the South Porto Rico Sugar Co., of which Mr. Dillingham is a Director and Stockholder. His other interests include the American Colonial Bank of Porto Rico, of which he is a Director; Consolidated Arizona Smelting Co., Director; and Lake Placid Improvement Co., Director. Mr. Dillingham is a member of the Yale Club, City Midway Club and Down Town Association of New York City; the Canoe Brook Country Club and Shore Hills Casino of Millburn, N. J.; the Union and Country Clubs of San Juan, Porto Rico, and the Delta Kappa Epsilon, Phi Beta Kappa and Phi Delta Phi Fraternities. He was married January 23, 1896, to Louise Gregory Bulkley, daughter of Charles Emerson and Harriet Stone Bulkley, and has six children—Louise Bulkley, Winthrop Bulkley, Dorothy Ayer, Helena Ayer, Hope and Sherburne Dillingham. They reside at Beechcroft Farm, on Old Shore Hills Road, Millburn Township, New Jersey.

FRANK MOSS

Lawyer: born at Cold Spring, New York, in 1860. Came to New York City when six years old. Admitted to the bar in 1881. Was Associate Counsel to Lexow Committee and Senior Counsel to Mazet Committee and Thompson Committee, all of which conducted well-known legislative investigations of public matters. Was President of the Police Board and Health Commissioner in



1897, and was Senior Assistant District Attorney in charge of many famous cases from 1910 to 1915.

President of the New York Ophthalmic Hospital and Professor of Medical Jurisprudence in New York Medical College and Hospital for Women. Member of the local, state and American Bar Associations, of the New York Republican Club and the Union League Club, and other clubs and associations.

Senior member of the law firm of Moss, Marcus & Wels, Woolworth Building.

DENNIS O'LEARY

Dennis O'Leary, District Attorney of Queens County, has for many years been prominently identified with Democratic City, County and National affairs. He was born January 22, 1863, at Manhasset, Long Island, and was educated in



the public schools of Queens County and at the University of the City of New York, graduating from the latter institution in May, 1890, with the degree of LL. B. After being admitted to the bar he began practice at once and in 1898 was elected Justice of the Peace at North Hempstead, his first public office. His success at the bar brought him into prominence and in 1901 he was appointed Assistant District Attorney of Queens County, a position he filled so acceptably that he was in 1904 selected as Assistant Corporation Counsel of New York for Queens Borough. He retired from this office in 1906 and devoted his time to private practice. In 1911 he was made Commissioner of Public Works for Queens County and in 1912 was elected a member of the 63rd Congress from the Second New York District. He took his seat in the House of Representatives on March 4, 1913, and during his term figured largely in important national events, being particularly interested in tariff reform and the income tax. While a member of Congress he was elected District Attorney for Queens County and assumed his new duties January 1, 1915. Mr. O'Leary possesses an energy and

personality that makes him a formidable candidate for any office. He is a forceful speaker and an aggressive campaign worker not to be despised by his opponent, as his several elections will attest. He is highly respected in Queens County and has a wide circle of friends and admirers among the many civic bodies of which he is a member and the political organizations with which he is affiliated. He is a member of the Elks, Catholic Club, Royal Arcanum, Catholic Benevolent Legion, Knights of Columbus and the Holy Name Society. Mr. O'Leary was married April 17, 1895, to Miss Ellen G. Quinn, of Great Neck, Long Island, and they have two daughters, Eleanor and Emily O'Leary. His office is in the County Building, Long Island City.

WILLIAM WILSON MILLER

William W. Miller, member of the law firm of Hornblower, Miller, Garrison & Potter, was born in Washington, D. C., May 14, 1870. After preliminary education he studied law at the National University, Washington, D. C. He graduated in 1891 with the degree of LL. B. and



LL. M. and afterwards received an LL. D. degree from the same institution. Princeton University honored him with the M. A. degree in 1900. Mr. Miller has been in active practice since his admission to the bar in 1891 and has been identified with many important cases as counsel for prominent business houses and large corporations. He is a member of the New York City Bar Association, the Society of Medical Jurisprudence, the Racquet and Tennis Club, the Riding Club, Metropolitan Club, the Midday Club, the Rockaway Hunt Club and the Recess Club. His offices are at 24 Broad Street.

HON. JOHN COIT SPOONER

Hon. John C. Spooner was born at Lawrenceburg, Indiana, January 6, 1844, the son of Judge Philip L. and Lydia (Coit) Spooner. While a student at the University of Wisconsin, in 1860, Mr. Spooner responded to President Lincoln's call for volunteers, and recruited a com-



pany from the students, Co. B, 40th Wisconsin Infantry. He was afterwards Captain of Co. A 50th Wisconsin, for three years and upon being mustered out returned to the university and graduated in 1864 with the A. B. degree. He served as Private and Military Secretary to Governor Lucius Fairchild in 1866-7, and having previously taken up the study of law, was admitted to practice in 1867. He was Assistant Attorney General and also engaged in general practice at Madison from 1867 to 1870 and then removed to Hudson, where he acquired a large practice. While a resident of Hudson, Mr. Spooner was elected to the General Assembly in 1872 and he became a member of the United States Senate in 1885, where he ranked as an orator and lawyer of brilliant attainments. Upon the completion of his term he removed from Hudson to Madison, and in 1892 was the gubernatorial candidate but was defeated by Governor Peck. He was again sent to the Senate in 1897, and resigned May 1, 1907, to take up the prac-

tice of his profession in New York City. Mr. Spooner was tendered the portfolio of Secretary of the Interior by President McKinley, but declined the honor. He also declined to accept membership on the British American Joint High Commission in 1898 and the Attorney Generalship of the United States in 1901. Mr. Spooner was married September 10, 1868, to Annie E. Main, of Madison, Wisconsin. His offices are at 14 Wall Street.

FREDERICK HOBBS ALLEN

Frederick H. Allen, lawyer, who was formerly connected with the United States Consular Service, was born in Honolulu, the son of Hon. Elisha Hunt and Mary Harrod (Hobbes) Allen. At the time of Mr. Allen's birth his father was Chief Justice of the Pacific Kingdom and Minister



Plenipotentiary to the United States. The family is of English origin, the American branch having been established as early as 1661 by Edward Allen, one of Oliver Cromwell's lieutenants who left England upon the accession of Charles II and settled in Northfield, Massachusetts, where the original homestead is still held by descendants of the first settler. After a thorough preparatory education, Mr. Allen entered Harvard University and graduated from that noted institute of learning, with the A. B. degree, in 1880. He afterwards took the law course at the same institution and received the LL. B. degree in 1883. His

legal training was supplemented by one year's study in the office of Holmes & Adams, and he was admitted to the bar in 1884. He became managing clerk in the office of Miller, Peckham & Dixon and later practiced alone. In 1894 he formed the legal firm of Adams & Allen, and upon the death of Mr. Adams in 1900, he organized the firm of Allen & Cammann, of which he is still a member. Mr. Allen was Secretary of the Hawaiian Legation in 1882 and was Charge d'Affaires of same in 1883, but resigned to devote his entire time to legal work. He has been Corporation Counsel and President of the village of Pelham Manor, where he resides, and Chairman of the Democratic County Committee of Westchester County. He has always taken an active part in politics and has been a delegate to various state conventions and in 1908 was a delegate to the Democratic National Convention, held in Denver, Colorado. He was a member of the Permanent American Commission that went abroad to study the agriculture, finances, production, distribution and rural life of the different countries. Mr. Allen was married in 1892 to Adele Livingston Stevens and the union brought six children: Frederic Stevens, Mary Dorothy Adele, Barbara Frances Gallatin, Joan Livingston, Julian Broome Livingston, and Priscilla Sampson Alden Allen. He is a member of the Sons of the Revolution, Society of Colonial Wars and the Knickerbocker, Union, Manhattan and City Clubs. His offices are at 63 Wall Street, and his home, "Bolton Priory," is located at Pelham Manor.

JOHN BARRY STANCHFIELD

John B. Stanchfield, who ranks as one of the best trained jurists of the country, and who has been honored with many positions of trust by the Democratic party, was born in Elmira, N. Y., March 30, 1855. His classical education was at Amherst College and his legal training was received at the Harvard Law School and completed in the office of Hon. David B. Hill. He afterwards became Mr. Hill's partner in the firm of Hill & Stanchfield in 1879, was District Attorney of Chemung County from 1880 until 1886, and was afterwards Mayor of Elmira and a member of the Assembly. He was the Democratic candidate for Governor of New York in 1900 and was the Democratic candidate for U. S. Senator in 1901. Mr. Stanchfield is a member of many clubs and the State and City bar associations. He is now head of the law firm of Stanchfield & Levy, with offices at 120 Broadway.

WILLIAM HUSSEY PAGE

William H. Page, lawyer, who has been prominent in many important matters in this country and abroad, was born in Paris, France, January 2, 1861, the son of William Hussey and Nancy Hills (Jenkins) Page. He was educated at the Boston Latin School, class of '79, Harvard University,



A. B., '83, Columbia Law School, LL. B., '86, and was admitted to the bar the same year and took up the practice of his profession in New York City. In 1894 he was appointed by Secretary of War Lamont as one of an efficiency committee of two members to organize the business methods of the War Department. Their recommendations were accepted and made the basis of an order which still continues in force. Since that time he has figured conspicuously in many important litigations. After the close of the Spanish-American War his then firm of Page & Conant maintained a branch office in Havana for several years. For three years, 1913-15 inclusive, he was President of the New York Athletic Club. Mr. Page is a member of the Bar Association of the City of New York, Harvard Club, Automobile Club of America, New York Athletic Club, National Democratic Club, Bankers' Club, Aero Club of America and the Somerset Hills Country Club. He was married January 2, 1888, to Blanche Page, and they have six children—Richard Marshall, Harvard, 1910; William

Kingman, Harvard, 1910; Douglas Jenkins, West Point, 1916; Donald Ormsby, who entered Princeton, 1917, and left to enter the American Ambulance Corps in France; Blanche and John Harvard Page. His offices are at 66 Liberty Street and he resides at 47 West 74th Street, with a country home at Far Hills, New Jersey.

EDWARD LAUTERBACH

The career of Edward Lauterbach, one of the foremost corporation lawyers of the city, has been marked by distinguished service in the reorganization and building up of various railroad systems throughout the country, by devotion to the political party of which he is a member and by his



interest in philanthropic work. He was born in this city August 12, 1844, and was awarded first prize in declamation by the College of the City of New York upon his graduation in 1864. He was also the recipient of the A. B., A. M., and LL. B. degrees from his alma mater. Devoting himself to corporation work after admission to the bar, he soon plunged into railroad reorganization, the unification of the New York Rapid Transit Systems being his most notable achievement. He was also instrumental in bringing about the consolidation of the Union elevated railroads and in compelling the electric companies to place their wires underground, while his activity as counsel

for the Hurd Avenue Railroad and other surface lines added greatly to his fame. Mr. Lauterbach was for seven years a member of the Board of Regents of the University of the State of New York and participated in all measures for the improvement of educational facilities. He was for a long time Chairman of the Republican County Committee and a Delegate to all National and State Republican conventions for years. He is an ex-President of the Board of Trustees of the College of the City of New York, and of the Maurice Grau Grand Opera Co. Mr. Lauterbach is interested in many charitable organizations, is a Director of the Hebrew Orphan Asylum, which cares for two thousand children, and was President of the National Liberal Immigration League. He is the only surviving member of the law firm of Hoadly, Lauterbach & Johnson. His offices are at 22 William Street.

DELANCEY NICOLL

Delancey Nicoll, head of the law firm of Nicoll, Anable & Lindsay, was during his connection with the District Attorney's office one of the most persistent prosecutors of the "man higher up" who figured in crime, criminal negligence or graft. He was born at Shelter Island, N. Y., June 24, 1854, and was prepared for college at St. Paul's School, Concord, N. H. After graduating from Princeton University in 1874, he entered Columbia Law School from which he obtained the LL. B. degree. His legal training was augmented by reading in the office of Clarkson N. Potter, after which he entered the office of Julian F. Davis, where he remained for one year previous to his admission to the bar. In 1882 he became a member of the firm of Easton, Lewis & Nicoll and was soon associated with many important cases. While Assistant District Attorney he made a most enviable reputation. It was during this period that he prosecuted the "boodler" alderman, secured the convictions of Gen. Shaler for irregularities in the purchase of armory sites, and Budgensick, the contractor who was charged with causing the death of several persons through neglect of the building laws. He also sent Ferdinand Ward, who impoverished Gen. Grant, to jail. Mr. Nicoll's success and strict integrity made him the idol of the people and he was elected District Attorney in 1896. He is a member of the Union, Metropolitan, Racquet, University, Manhattan, Rockaway Hunt, Tuxedo, Lawyers, Ardsley, Democratic and Country Clubs and the St. Nicholas Society.

GEORGE GORDON BATTLE

George Gordon Battle, one of the successful lawyers practicing at the New York bar, was born in Edgecomb County, N. C., in 1868. He was educated at Hanover Academy, Virginia, the University of North Carolina and the University of Virginia at Charlottesville. Mr. Battle left



Charlottesville in 1889 and for six months read law in the office of his brother, Judge Jacob Battle, at Rocky Mount. He then entered Columbia University, where he finished his legal studies. In 1892 he was appointed a Deputy Assistant District Attorney by De Lancey Nicoll, and ultimately became an Assistant District Attorney, retaining the position until March, 1897, when he formed a partnership with Hon. Bartow S. Weeks, now a Justice of the Supreme Court, the firm becoming Weeks, Battle & Marshall upon the admission of H. Snowden Marshall, and Battle & Marshall upon Mr. Weeks' withdrawal and eventually assumed its present title of O'Gorman, Battle & Vandiver, with offices at 37 Wall Street. While Assistant District Attorney of New York County, Mr. Battle had charge of the Grand Jury for three years and no indictment drawn by him ever had a sustained demurrer against it on account of technical defect. Mr. Battle has rigidly adhered to a determination not to be associated with any corporation, except as counsellor. He holds membership in Metropolitan, Calumet, Manhattan, St. Nicholas and West Side Dem-

ocratic Clubs, the bar associations of the city, state and nation and the Southern Society, the North Carolina Society and the Virginians. Mr. Battle was married in Richmond, Va., April 12, 1898, to Martha Bagby.

WILLIAM KARLIN

William Karlin, representing the Fourth Assembly District of New York County in the New York State Legislature, having been elected to this office on the 6th day of November, 1917, lawyer and labor advocate, was born in Russia, March 29, 1882. He was educated in New York City and, after becoming a pharmacist, took up the study of law at the New York University Law School. He continued in the drug business until 1911, when he was admitted to the bar. His practice is general and he has acted in an advisory



capacity for many labor organizations as well as addressing many large gatherings of workingmen and women and lecturing in various states on political and industrial subjects. He was the Socialist candidate for Assembly in the old Eighth Assembly District on several occasions, and each time he ran the vote for him increased. Part of his old district was amalgamated with the Fourth Assembly District in 1917, and Karlin was named by the Socialist Party for Assembly in the Fourth District. This time he carried the election over both the Democratic and Republican candidates by a large majority. In 1913 he was Secretary of the Commission in the Men's Clothing Industry, when the strike, involving 100,000 workers, was settled. He is now legal adviser for over a score of labor organizations. His offices are at 132 Nassau Street, New York City.

FRANCIS D. GALLATIN

Francis D. Gallatin, lawyer, who has figured prominently in diplomatic circles and the local political field, comes of old American stock of Swiss origin, the founder of the family in this country being Albert Gallatin, who came to the United States in 1780 and served as Secretary of



the Treasury under Presidents Madison and Jefferson, afterward taking an active part in the up-building of the government. Mr. Gallatin was born in this city, September 2, 1870, and received his education at Columbia University. He afterward entered the diplomatic service as an attache of the American Legation at the Turkish capital and, while the future looked bright along this line, he relinquished his position to take up the practice of his profession here in 1908. As a member of the New York bar he has been prominent in some very important litigation, and this, coupled with his three years' service as Secretary to Justice Platzek, of the Supreme Court, brought him into the public eye and gave him an experience that has been of great use to him in private practice. He is a close student of the law, possesses a strong legal mind and as a lawyer and citizen takes a deep interest in public affairs. He has always been arrayed with the workers for civic betterment and the cause of good government and is closely identified with the various movements

along these lines. Mr. Gallatin is a member of various clubs, societies and bar associations and is well and favorably known to his fellow members of the legal fraternity. His offices are at 160 Broadway.

ABRAM I. ELKUS

Abram I. Elkus, prominent as a lawyer and well known for his charitable and educational work, was born in New York City, August 6, 1867. He was educated in the public schools, the College of the City of New York and Columbia University. He was admitted to the bar in 1888 and after a few years became a member of the firm of James, Schell & Elkus, becoming senior member upon the death of Mr. James and Mr. Schell. He is now head of that firm's successor, Elkus, Gleason & Proskauer. During his entire career Mr. Elkus has been active in all departments of the law. He was selected to prosecute fraudulent bankrupts and established the precedent that perjury in bankruptcy is punishable

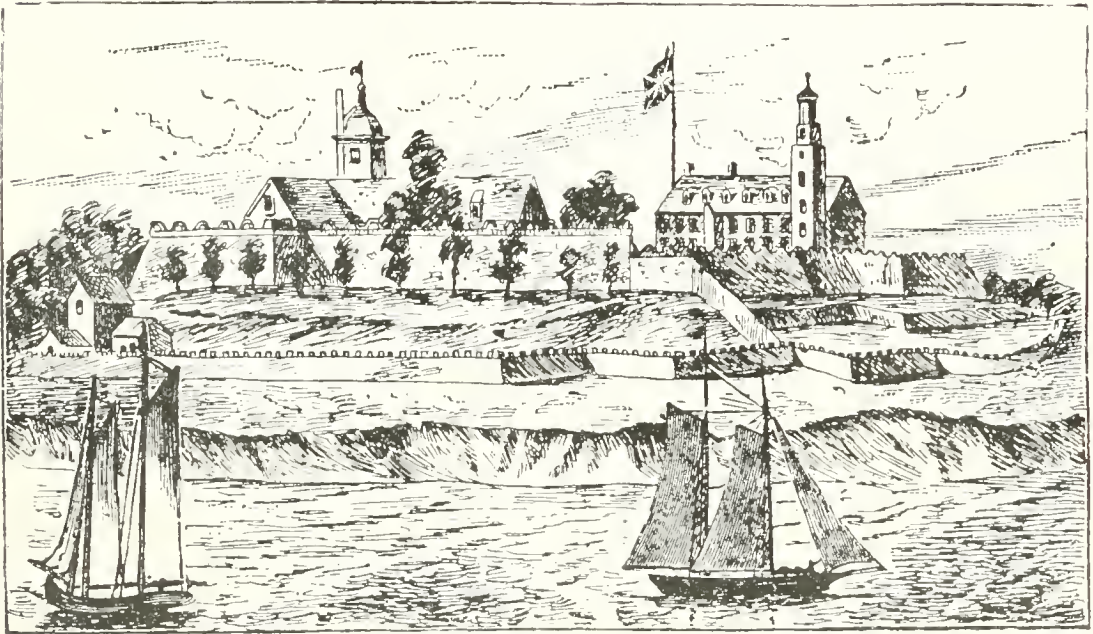


as contempt. He was engaged by the Merchants Association to promote legislation fair to commercial interests and has also acted as counsel for the Merchants' Protective Association of New York City. He was chosen a State Regent in 1911 and the same year was named as counsel for the

New York State Factory Investigating Commission. His work for this body was most valuable, covering more than thirty bills that are now statutes. He was Chairman of the Court House Condemnation Commission and a member of the Heights of Buildings Commission of New York City. He was also a member of a committee which prepared the proposed revision of the Federal Equity Rules and during the Wilson campaign was Chairman of the Tariff Exhibits Committee. In July, 1916, President Wilson appointed him Ambassador to Turkey and although he served but one year he established a record for diligence, diplomacy and charitable endeavor for American subjects and others in the Ottoman Empire. Mr. Elkus is a member of the American, City, and State Bar Associations, and the Manhattan, Lotos, City, Harmonie, Bankers' and Lawyers' Clubs, Vice-President of the Hebrew Technical School for Girls, Vice-President of the Free Synagogue and a Trustee of the Baron de Hirsh Fund, and a director or member of nearly every Jewish philanthropic organization in the city. He received the honorary degree of Doctor of Civil Laws from St. Lawrence University in 1912 and is the joint author with Garrard Glenn of "Secret Liens and Reputed Ownerships".

FRANCIS DE CHANTAL SULLIVAN

Francis de Chantal Sullivan was born in Baltimore, Md., and after being educated at Loyola College, in that city, entered business life in the auditing department of the Baltimore & Ohio Railroad Co. In 1889 he became connected with the office of the Vice-President of the Southern Express Co. in New York, and soon thereafter Secretary to the President of the same company, and the Plant System of railroads. In 1899 he was appointed Assistant President of the Plant System and in 1900 was made Assistant Secretary and Treasurer of the Southern Express Co. He has acted as Financial Agent of Morton F. Plant since 1902. Mr. Sullivan is President of the West Bay Naval Stores and Lumber Co., of Florida; Vice-President of the Shore Line Electric Co. of Connecticut and is a Director in a dozen railway, financial and commercial companies. He is a member of the Maryland Society, the New York, Lotos, Nassau County, Sleepy Hollow Country and Recess clubs of New York City and the Bloomingrove Hunting and Fishing Club of Gleneyrie, Pa. His office is at 61 Broadway.



A View of the Original Fort at the Battery

WILLIAM SCHUYLER JACKSON

Attorney-General, State of New York, 1907, 1908.

"He has been the most active and energetic Attorney-General the State of New York ever had, and has earned the gratitude of all classes—from the highest to the lowest—with the exception of monopolists and public plunderers who, it goes without saying, hate him with a bitter hatred."—*(Editorial, Plattsburgh Republican, Aug. 29, 1908.)*



"Attorney-General Jackson's record is truly, as a contemporary has said, 'a record of amazing activity in behalf of the people,' and one of which the Democratic party may well be proud."—*(Editorial, Albany Argus, Aug. 24, 1908.)*

"Attorney-General Jackson is a man who has done something. Powerful interests have neither awed nor swayed him from the faithful performance of his duty. He has gone after law-breakers, both high and low."—*(Editorial, New York American, June 9, 1908.)*

"The worst of public sentiments in fighting the battles of the people is, 'What's the use?' Attorney-General Jackson of this State has shown the people that there is use. We believe that the very heart of public service is to have the stamina

to fight without let-up for the popular cause. . . . We have shown that there is use in fighting inch by inch and foot by foot. And, in fighting inch by inch and foot by foot, we believe that the true struggle for American law and American justice and the American people is being carried to final victory for the benefit of all; even for those who fatuously try to show that there is no use."—*(Editorial, New York American, March 7, 1908.)*

William Schuyler Jackson is descended maternally from families distinguished in New England's colonial history. One ancestor was Captain Hill who finally drove the warring Indians from Connecticut. Another ancestor was Captain Wadsworth who hid Connecticut's Charter in the hollow tree renowned as "Charter Oak" when James II demanded the charter's surrender. Five ancestors fought with Washington in the Revolution, and the family includes the well known names of Noah Webster, Horatio Seymour and the Wades, Kellogs and Hales of Connecticut.

Mr. Jackson was born in Buffalo, N. Y., April 11, 1869. His father, David George Jackson, class of 1857 of Hamilton College, practiced law in Buffalo many years and was widely known as an able trial lawyer and an eloquent Democratic campaign orator. His mother, Helen Maria (Wade) Jackson, was a daughter of Schuyler Wade. Of all ancestral things, Mr. Jackson likes best to tell of his grandfather, William Jackson, who came from England and settled in Oneida County, N. Y., when a boy, and, after taking the first prize for ploughing at several Oneida County Fairs, won the first prize for ploughing at the first State Fair held in this State, at Utica in the early 'Forties. Mr. Jackson says that this showed a desire to excel in whatever the work in hand might be, and that the recollection of the laughing pride with which his grandfather related his conquests of the soil has been a lifelong spur to the highest endeavor.

Mr. Jackson attended the grammar and high schools of Buffalo, and entered Cornell University with the class of 1891, taking the course in Architecture because of an aptitude for drawing shown since early boyhood. He was elected one of the editors of the '91 Cornellian, but at the close of the sophomore year he decided to study law, and he entered his father's law office and attended the Buffalo Law School, receiving the degree Bachelor of Laws in 1891. During his course at the law school he taught freehand and mechanical drawing for two years at the Buffalo Night High School.

In 1891 he was appointed a Special Deputy

County Clerk of Erie County, N. Y., acting as clerk of the Supreme Court, Trial and General Terms for three years. He was admitted to the bar of this State in 1893.

In 1898 he volunteered for the Spanish-American War, receiving a commission as Second Lieutenant in the 65th Regiment New York Volunteer Infantry and serving until the muster out of that regiment. Then he was commissioned First Lieutenant and Battalion Quartermaster upon the 65th's regimental staff, N. G. N. Y., and so continued for about nine years, when he resigned because of removal to New York City.

Shortly after the close of the Spanish-American War he was appointed an Assistant City Attorney of Buffalo, under Corporation Counsel Cuddeback (now Judge of the Court of Appeals) and served during the balance of Mr. Cuddeback's three year term.

In 1903 he was appointed Second Assistant District Attorney of Erie County, N. Y., being promoted to First Assistant in 1906. In this office his services were notable, particularly in the prosecution of crimes of larceny and bribery charged against prominent public and bank officials in connection with the construction of a new 65th Regiment Armory at Buffalo. Mr. Jackson's energetic work in unearthing the facts and in the conduct of the subsequent hotly contested trials resulted in numerous convictions and brought him the wide and favorable attention of the voters of the State.

It was because of this record that he was nominated in 1906 by both the Democratic and Independence League parties for the office of Attorney-General. He received a larger number of votes than any other candidate on the Democratic ticket, receiving 720,338, as against 708,778 cast for the Republican candidate.

His first official act as Attorney-General was to commence an action to determine the New York City Mayoralty election of 1905. The charges of fraud in this election were a State scandal, and Mr. Jackson's predecessor in office had refused to act. Before his election Mr. Jackson had declared that he would be satisfied with his accomplishment if he could do no more during his official term than to reverse this conduct of the Attorney-General's office and obtain a recount of the ballots. The State Legislature, at its 1907 session, passed a recount bill which the Court of Appeals held to be unconstitutional. So it remained for Mr. Jackson, after overcoming an almost unprecedented number of legal obstacles and after obtaining several decisions by the Court of Appeals upon new questions of law which caused The People against McClellan to be the most cited case under the election law, to win finally a recount of the ballots.

After two defeats before lower tribunals, he argued and won in the Supreme Court of the United States the "Eighty-Cent Gas Case", with an immediate consequence to consumers of a return of about \$12,000,000 excess payments and the saving of several millions of dollars annually in the future.

He prevented the formation of a telephone monopoly; successfully attacked the unconstitutional apportionment of the state made in 1906; fought the attempt of the telegraph companies to raise rates; forced the Syracuse Gas Company to conform to the rate fixed by the State Commission; exposed the corporate stealing of timber and lands in the public forest preserve; secured the indictment and conviction of the New York Ice Trust and of those connected with the sale of lands for Kissena Park in Flushing, the latter affair resulting in the retirement from office of the Borough president; attacked the traction trust of New York City and sought a restoration of the transfer system; more than any previous occupant of the office, has vigorously enforced the agricultural and pure food laws; exposed the criminal methods of many New York City bankers, driving out corrupt management and reopening the closed banks under new and clean administrations; saved \$220,000 to the depositors of the Knickerbocker Trust Company; ended a system of "extras" in connection with barge canal contracts by which the \$9,000,000 appropriation had been dissipated under a former Republican administration; and, far more than any of his predecessors, ceaselessly prosecuted election crimes and placed election crooks behind the bars.

This record, here only skeletonized, has well been said to be "a record of amazing activity in behalf of the people" and is so regarded by the masses of the voters of all political parties. It seems to be everywhere recognized throughout the Empire State that during every minute of his occupancy of his arduous office he sought only to establish popular rule.

At the conclusion of his term of office Mr. Jackson started to practice law in New York City. At present he is of regular counsel for the Interborough Rapid Transit Company and the New York Railways Company.

Mr. Jackson has a daughter, Helen Wade Jackson of twenty-one years, a teacher of piano music and active in Red Cross work, and a son, David Staley Jackson, who at present writing (1917) is the 1st Sergeant of Battery A, 3rd N. Y. Field Artillery and in camp at Spartanburg, S. C., preparatory to going to France. The son has been recommended by his superiors for an officer's commission but has been refused this because only twenty years old.

GUY LOWELL

Guy Lowell, whose work as an architect has brought him a nation-wide reputation, is a native of Boston, where he was born August 6, 1870, the son of Edward and Mary W. (Goodrich) Lowell. He graduated from Harvard University in 1892 with the degree of A.B. and from the Massachusetts Institute of Technology, in 1894, with the B.S. degree. His professional training was at the Ecole des Beaux Arts, Paris, which institution he left in 1899, thoroughly equipped for architectural work. He began practice at Boston in 1900 and among his early work there was the

HON. BARTOW SUMTER WEEKS

Hon. Bartow S. Weeks, Justice of the Supreme Court, was born in Round Hill, Connecticut, April 25, 1861, the son of Col. Henry Astor and Alethea Hyde (White) Weeks. He was educated in the New York City public schools and the College of the City of New York, graduating from the latter in 1879 with the A. B. degree. His legal studies were at the Columbia College Law School and he was admitted to the bar in



Criminal Courts Building

Museum of Fine Arts. He also designed the Cumberland County Court House, Portland, Me., and the New Hampshire Historical Society building at Concord, N. H. Since practicing in New York City, Mr. Lowell has executed some of the most notable work here and throughout the country which includes commercial and educational buildings and residences. He was lecturer on landscape architecture at the Massachusetts Institute of Technology, 1900-13, and is the author of "American Gardens," a work that has been extensively circulated. He was married May 17, 1898, to Henrietta Sargeant, of Brookline, Mass. His studio is at 225 Fifth Avenue.

1883, immediately after securing his LL. B. degree. He was for seven years Assistant District Attorney of New York and was in private practice when appointed to the Supreme Court, April, 1913. He was Commander in Chief of the Sons of Veterans, U. S. A., 1891-92, and President of the Amateur Athletic Union in 1898. His clubs are the Manhattan, National Democratic, New York Athletic and Atlantic Yacht. He also holds membership in the Alpha Delta Phi Fraternity.

CHAPTER NINE

Domestic Transportation In, From and To New York

RIVER AND RAIL COMMUNICATIONS FOR FREIGHT AND PASSENGERS—URBAN AND INTERBOROUGH SYSTEMS OF LOCAL TRANSPORT, SURFACE, ELEVATED AND SUBWAY

TO make so great a city as New York already is, and still more to make the kind of city which it is going to be, the question of transportation is of prime importance. Naturally New York, with its great land-locked, storm-free waters, is an ideal center for water transportation. Equally it is naturally at great disadvantage as a center of communication landward. The elongated cone Manhattan, with ninety per cent. of its great financial and commercial interest congested in the end of its tapering apex, presents many problems of transportation that few other great cities have ever had to face.

In 1795 the question of land transportation troubled little. Except for a few rural folk who lived in Greenwich Village everybody who did business in town could walk to business, or when going shopping, calling or visiting. If one owned a country estate out in Harlem, or Bloomingdale, or Yorkville, or in any other distant neighborhood, he had a horse or a carriage to make the journey. There were no street cars, omnibuses, hacks or cabs, or other public vehicles for getting about the city. But the city at that time extended only as far as Reade Street and a little farther north along the Bowery Road.

There was a stage line from Paulus Hook (now Jersey City) to Philadelphia which had been established in 1756. This was not the first line, but the first to become regular. There had been a stage in 1733-1734 which carried passengers once a week between Burlington, New Jersey, on the Delaware, and Amboy, opposite Staten Island. That had been abandoned but the newer route promised greater celerity, the announcement made for it informing the astonished populace that passengers would be carried "Through, in three days only." But by 1795 the time had been speeded up and by means of relays passengers were landed in Philadelphia after a two days' journey.

Other stage routes came after the opening of

the new century, with regular service to Boston, Albany, and other nearer places outside of the limits of Manhattan with stage coaches closely following English models. There was also a lighter stage coach, of the kind that became known as "Broadway stages," which had regular trips with scheduled times of arriving and departure. The stage to Greenwich Village started from Baker's Tavern, in Wall Street, corner of New Street; the others to Harlem and Manhattanville, respectively, started from the Bull's Head in the Bowery, which was on a site nearly opposite the Bowery Theatre of a later period.

Water transportation was more available. For crossing the two rivers there were various boats offering ferriage by sail or oar propulsion, the regular ferry to Staten Island, started in 1755, being a sailboat arrangement which was good or bad according to the available wind.

The period for some years preceding the introduction of steam ferries in 1812 was bridged by the introduction of horse boats, which were small barges moved by paddle-wheels rotated by four horses walking around a shaft on board the boat. By these vessels one could be conveyed across either river for four cents. Fulton began the construction of steam ferryboats in the year 1811, put two in service on the North River in 1812, and others on the East River in 1813, putting the horse-boats out of business. Steam has since ruled in ferry service with improvements in boats that have kept pace fairly well with new methods of building, most of the ferryboats being fine specimens of boat-building although on a few lines there are survivals of less efficient and less sanitary days.

Fulton's introduction of steam in 1807 marked an epoch for the world at large as well as for the city where effective steam navigation had its birth, but it was on the Hudson that its usefulness received the first and most convincing tests and was

soonest translated from experiment into regular service, a line from New York to Albany being soon in operation.

The introduction of steam navigation on the Hudson gave form and substance to a project which had before been suggested but had aroused only dubious interest: that of water communication between the Hudson and the Great Lakes.

Improvement of the rivers of the interior had been a favorite subject of discussion, and experiments had been started soon after the Revolution in the endeavor to make the Mohawk a navigable stream. Upon the initiative of General Schuyler, who had proposed a system of locks to surmount the cataracts of the Mohawk at Little Falls, a canal about two and three-fourths miles long had been built, with five locks to demonstrate its feasibility. As early as 1791 the Legislature had appointed a commission to survey the region between Wood Creek, which falls into Lake Ontario, and the Hudson and to estimate the cost of connecting the two streams by canal. The "Inland Lock Navigation Company," with General Schuyler as president, was incorporated by the Legislature in 1792 and by 1797 it had connected Wood Creek with the Mohawk and in a few years had made it possible for boats to pass from Schenectady into Oneida Lake. Gouverneur Morris became interested in the canal idea and in 1810 was appointed by the Legislature head of a commission to explore the whole route for inland navigation from the Hudson River to Lake Ontario and to Lake Erie.

The commission reported in 1811 that the survey had been made and that the project was quite feasible. The Legislature acted upon this report by passing an act giving the commissioners "power to manage all matters relating to the navigation between the Hudson and the Lakes," authorized it to ask aid from Congress and other States; to ascertain if a loan of five million dollars could be negotiated; and to arrange for the purchase of the charter and property of the Inland Lock Navigation Company. Chancellor Livingston and Robert Fulton were added to the commission. Gouverneur Morris and DeWitt Clinton made personal appearance before the proper committee of Congress in behalf of National assistance to the project, which the Congressmen, while admitting that it involved a great National benefit also argued that the project was a State enterprise which could not be taken up by Congress without doing similar things for the other States. After this rebuff from Congress the second war with Great Britain intervened to wean public attention from the purely domestic undertaking, which was laid by for the time being until taken up by that statesman of broad vision, DeWitt Clinton, and brought to its great and culminating success, in 1825.

Meanwhile the steamboat had been battling against opposition. When the Clermont attained

the marvelous speed of five miles an hour on its trip to Albany, the Legislature granted to Fulton and Livingston a monopoly of steam navigation by an act passed in 1808. The period was to be for five years, with an added five years to this exclusive privilege for each new boat added to service, provided that the whole term should not exceed thirty years.

The most intense jealousy was stirred in the ranks of owners of sailing vessels when they saw how popular the Clermont was as a passenger packet. Several attempts were made by running foul of the Clermont, and in other ways, to compass her destruction, a special law being passed to prevent such trespasses by making them criminal. An injunction suit was brought by the sailing vessel men to stop the running of the Clermont because they claimed that navigation of the river was theirs by right of prescription. The absurd thing about this suit is that it actually came to trial though Daniel Webster won an easy victory for Fulton and Livingston. Many patent suits were brought and the monopoly of Fulton and Livingston was attacked in the State Courts, by which it was fully upheld. But it was terminated by the Supreme Court of the United States in 1825, as an unconstitutional grant.

The war of 1812 having terminated in a way that silenced the British claim of right to search American vessels, commerce was set free and foreign trade was resumed. Domestic and coastwise trade was greatly stimulated also, and when the Erie Canal was completed it solved a large part of the transportation problem by furnishing means of procuring the products of a vast trade territory at reasonable freight rates.

Although the railroad era began soon after the canal was completed it did not, as was expected by many, supersede the canal as a means of transportation. There was a time when a falling off in canal traffic seemed to presage its extinction but its value has increased with the years although the plant became antiquated and utterly inadequate to modern requirements. The original canals of New York were, in brief: The Erie Canal, 387 miles long and twelve feet deep, from Albany to Buffalo, constructed at a cost of \$52,540,800; Oswego Canal, 38 miles long and 12 feet deep, from Oswego to Syracuse, constructed at a cost of \$5,539,526; the Champlain Canal, from Whitehall, N. Y., to Watervliet, N. Y., 81 miles long and 12 feet deep, constructed at a cost of \$4,644,000; the Cayuga and Seneca Canal, from Montezuma, N. Y., to Cayuga and Seneca Lakes, N. Y., 25 miles long and 12 feet deep.

In 1903 the inadequacy of the canals for present needs was brought before the Legislature and it was resolved to improve and enlarge the canal, widening it to accommodate large barges and enlarging and modernizing its landings and

terminals. The cost was estimated at \$101,000,000 and the plan offered was submitted to the people and ratified at the polls. The four canals are consolidated by the Act under one system, with the name of the Barge Canal, the four canals, with the lakes forming a part of them, making a total of approximately 530 miles of waterway of dimensions sufficient to accommodate Barge Canal craft. Work has been going on ever since; the originally designated width of twenty-eight feet has been increased to forty-five feet. Land damages have been larger than was

of the work had been finished in 1915. It was expected that the entire canal with branches will be finished and in use before the close of the season of 1917.

This larger waterway continues its great prestige as the most valuable feeder from April to December of every year of the commerce that has made New York a world metropolis.

Much as the application of steam to marine propulsion benefited the world, the invention of Fulton stands in second place to that of George Stephenson in the benefits conferred on the race. The



New Post Office, Eighth Avenue and Thirty-first Street

estimated at first; increased cost of materials, abrogation and reletting of contracts and the enactment of the Eight Hour Law and Workmen's Compensation Law has added to the cost. The estimate of \$101,000,000 was for enlarging the Erie, Champlain and Oswego Canals only, and the cost of enlarging the Cayuga and Seneca Canal was estimated at \$7,000,000. The \$101,000,000 estimate has since been increased by \$19,000,000 for terminals and \$8,000,000 for branches. Sections of the Canal have been opened from time to time as completed, and 85 per cent.

railroad has been a great civilizer. It has done more to build up the material welfare of the United States, soothe its savages and wipe out its frontiers than all the other mechanical means at the disposal of civilization.

New York has benefited greatly by its railway systems. It takes no longer and is less of an adventure to go from here to California in 1917 than from New York to Philadelphia in 1795. There are now men—not a few—who travel both ways on the last named trip every business day.

The first railroad line in New York City was

a horse-railroad, the New York and Harlem. It was the first horse railway in the world used for passenger service and thus the progenitor or precursor of all the tram and trolley systems of this and other countries. Its original starting point was on Park Row, opposite the Astor House, from which it was started in 1831, reached Fourteenth Street in 1832, Thirty-second Street in 1833, Yorkville in 1834, Harlem in 1837, Williamsbridge in 1842, White Plains in 1844, Dover Plains in 1848 and Chatham Corners in 1852. As a horse railroad its route was from opposite the Astor House, thence up Park Row, Centre and Broome Streets, Bowery and Fourth Avenue to Twenty-Seventh Street. From there on it became a steam railway.

The Hudson River Railroad, chartered in 1846, was opened from New York to East Albany in 1851. The New York Central Railroad, organized in 1853, was a consolidation of about a dozen short roads into one company with a continuous line from Albany to Buffalo, and in 1869 by consolidation with the Hudson River Railroad it became the New York Central & Hudson River Railroad which in 1873 leased the New York and Harlem Railroad over whose tracks the trains of the company's passenger service reached the Grand Central Station. The terminal on this site, begun in 1869 and completed in 1871, was long looked upon as the last word in railway terminals, especially after it was remodeled in 1899. By 1910 it had become obsolete from the standpoint of the "Central's" management and it was taken down to make room, with much adjoining property that had been acquired, for the present magnificent structure. While it was being built the company was carrying on a remarkable engineering work in the electrification of its lines within a radius of thirty miles of the city. The "Central" system is famous for the speed of its trains, the fine equipment of its terminals, stations and rolling stock and the perfection of its service.

The New York Central acquired various other roads to complete its system of Western connections, including the Lake Shore and Michigan Southern, Michigan Central, Canada Southern and tributary roads to these, giving it two great trunk line connections beyond Buffalo to Chicago, and the "Big Four System" with its terminal at St. Louis. Two other lines built to Chicago with the idea of dividing the Central's business by paralleling its tracks—the so-called "Nickel Plate" and West Shore roads—were acquired by the New York Central. All these great railroad lines are managed by one general executive organization and form the chief connection between New York and the cities of Cleveland, Detroit, Chicago, Cincinnati, Indianapolis, St. Louis and points in all States of the Central West.

The New York Central was the second trunk line to reach the city. The first was the Erie

Railroad which, as has already been narrated, was completed from Dunkirk on Lake Erie to Weehawken, New Jersey, opposite the Forty-second Street Ferry in Manhattan. It is the only great trunk line which was originally planned as such. The others are all, more or less, the result of consolidation of numerous smaller lines.

The third of the great railway systems to reach New York was the Pennsylvania Railroad. That road, originally built from Philadelphia to Pittsburgh, was opened for through traffic between those cities on February 15, 1854. Meanwhile five independent railroads in New Jersey, covering the route between Jersey City and Philadelphia, had been consolidated under the name of the United Railways of New Jersey. These were acquired by the Pennsylvania Railroad in June, 1871, making a direct road, which soon became famous for its excellent train service between New York and Philadelphia, the terminal being in Jersey City and connected by ferries with the Pennsylvania stations in New York. The great Pennsylvania System, covering lines to all the great cities of the Middle West, was also opened up to the travel and commerce of New York. Then it undertook the great engineering enterprise of tunneling under the Hudson and East Rivers and across Manhattan and, by acquiring the Long Island Railroad, gaining direct lines not only in Manhattan but also the boroughs of Brooklyn and Queens. The magnificent Terminal Station of the Pennsylvania Railroad at Seventh Avenue and Thirty-second Street, completed in 1910, is a wonder both architecturally and in the train and track arrangements by which the great business of the company is systematized.

Another important railway with a direct line between New York and Philadelphia and lines reaching to many of the most important points in New Jersey is the Philadelphia & Reading System, which includes the Central Railroad of New Jersey. Its terminal is in Jersey City, with its own ferry connections with stations in New York. The Reading System also includes the Lehigh Valley Railroad which reaches many of the most important and thriving cities of Western Pennsylvania, and also has a through route to Chicago, with lines also to Buffalo and Niagara Falls.

The Delaware, Lackawanna & Western Railroad was a consolidation in 1853 of various small roads, the oldest of which, the Liggett's Gap Railroad, was incorporated in 1832. The "Lackawanna System," a famous route between New York and Buffalo, is also one of the best of commuters' roads with fine service to many of the most beautiful New Jersey suburbs, which contribute so large a percentage of their populations to the business life of New York. The road is excellently equipped and all its stations are attractively built.

The New York, New Haven & Hartford Railroad was a consolidation formed in 1872 of the New York & New Haven and the Hartford & New Haven companies. By acquirement of the Boston & Maine and other roads the company has become the main channel of communication between New York and the centers of New England.

Local transportation has made rapid strides since on November 26, 1832, the first horse car in the world made its way over the tracks laid from Prince Street to Fourteenth Street. The various steps in intraurban transit have already been sufficiently outlined. Rapid transit has been the great demand of the public for many years. The last horse car in Manhattan ran its last trip in May, 1917, over one of the routes on which the operating company kept a car moving in order to hold the franchise. The cable was tried in New York as first relief for the horse-car. It had been

a success in San Francisco, Chicago and Kansas City, before New York tried it, and just as it was getting fairly to work the use of electric traction came in and today all of the many surface lines are so propelled. The subway, built with a view to satisfy the demands for decades to come, having been built with the idea of handling about five hundred thousand passengers in a single day, found itself in ten years carrying more than a million. The new subways which have been building and which will more than double the present capacity cover new routes and carry the advantages of rapid transit to many places farther afield than have been reached by any previous extension. The vast amount of it would seem to be sufficient to serve the people comfortably for many years. But the city is growing with undiminished rapidity and it has caught up with all previous attempts to satisfy the demand, which becomes continually more clamorous for rapid transit.

RALPH PETERS

Ralph Peters, President of the Long Island Railroad Co., who has labored assiduously to convert that road from a summer tourist proposition



to a trunk line, has had long experience in railroad work. He was born in Atlanta, Georgia,

November 19, 1853, and received the B. A. degree from the University of Georgia in 1872. His first connection was with the Atlanta Street Railway Co., after which he filled many positions with various Western railway companies controlled by the Pennsylvania Railroad System. In June, 1901, he was made General Superintendent of the Southwest system of the Pennsylvania lines west of Pittsburgh, with offices in Columbus, Ohio.

His record in this position was of such a character that he was chosen President and General Manager of the Long Island Railroad Co., in April, 1905. Since that time he has been at the head of that system, which includes the Long Island Railroad, the New York & Rockaway Beach Railroad, the Montauk Steamboat Company, Ltd., and eighteen other subsidiary lines. Mr. Peters is a Director of the Nassau-Suffolk Bond & Mortgage Guarantee Company and is interested in several other financial institutions. He is a member of the New York Society, Sons of the Revolution, the Garden City Golf Club, the Garden City Club, the Piping Rock Club, the National Golf Links, the Cherry Valley Club, the Union League, the Bankers' Club of America and the Railway Club of New York City. He is also deeply interested in many civic betterment and improvement movements.

LOCOMOTIVE SUPERHEATER CO.

The use of superheated steam in locomotive practice became established on American railroads about six years ago. Its recognition, following an experimental period of several years on both European and American roads, came at a time when there was considerable legislation that reduced the flexibility of railroad earning power. This condition, coupled with rapidly increasing costs of operation, resulted in the reduction of net earnings and made economy emphatically necessary. That the use of superheated steam is one of the most important factors which enables railroads to meet the imposed conditions is affirmed by all who are familiar with its advantages and established by the fact that between 20,000 and 25,000 locomotives, representing all types and classes that find their place among railroad motive power, have been equipped within six years and are in service today.

Directly, superheating works for the economy of the railroad by enabling locomotives to do the same work as other like locomotives not so equipped on 20 per cent to 25 per cent less fuel. Loss by condensation in the engine cylinders, which sometimes amounts to as much as 60 per cent of the total water evaporated by the boiler, is eliminated. Since fuel must have been burned to obtain steam, fuel is wasted if steam condenses before it does its work by expanding in the engine cylinders. Condensation eliminated, fuel is saved and more steam is available for useful work in the cylinders.

In addition to the direct saving there is a dependent indirect economy derived from the use of superheated steam as the drain on the boiler is reduced. The prevention of waste of steam has the effect of reducing the drain on the boiler, which is equivalent to an increase in the ability of the boiler to furnish steam for useful work in the cylinders of the locomotive. As the capacity of the boiler limits the speed at which a locomotive with a given train may run, increased boiler capacity means more speed with a given train or more train for a given speed. Indirectly, superheating increases the hauling capacity of the locomotive in which it is installed by 25 per cent to 30 per cent.

By virtue of the greater sustained hauling power engendered into the locomotive by the applica-

tion of the superheater, locomotives outgrown by increasing weight of equipment and, consequently, assigned to inferior and lighter service, have been found capable of handling the heavier equipment in more satisfactory manner than they handled the lighter equipment as saturated engines. Extended life of the locomotive in main line service or growth of branch line traffic has, consequently, been taken care of in many instances without change of power.

As the term implies, superheating consists of adding heat to the steam as it passes on its way from the locomotive boiler to the cylinders. The full benefit from its use is realized only when the heat is economically added and when the temperature of the steam is raised high enough to permit its passage through all the stages of expansion without condensation in the engine cylinders, whether they be simple, compound, triple or quadruple.

The status of the application of the superheater to marine practice is the same today as that of its application to locomotives was a few years ago. The possibilities for economy are equally great, so its use on American built ships will no doubt be extended just as rapidly. Steamers aggregating more than 2,000,000 H. P., sailing from ports of all parts of the world, are already equipped and some of them may be seen in port in New York Harbor almost any day of the year.

In marine practice the direct advantage is, of course, the fuel saved per unit of power developed. The indirect advantage is the increased revenue cargo space available by a reduction of 10 per cent to 20 per cent of coal taken for a trip, and 10 per cent to 20 per cent less boiler capacity required in the power plant.

Finally, locomotive superheaters made by this company are adaptable to all types and classes of steam locomotives and may be installed without special machinery and without delay to power beyond the regular shipping period. Marine superheaters may be installed in new or existing steamers equipped with Scotch Marine or Fire Tube boilers while building or in port discharging or receiving cargo.

The offices of the company are at 30 Church Street, New York; George L. Bourne, President.



EDWARD EUGENE LOOMIS

Edward E. Loomis, President of the Lehigh Valley Railroad Co., is one of the city's conspicuous figures in transportation, coal, traffic and financing. He was born near Ilion, N. Y., in 1865, the son of Chester and Esther Loomis, and after receiving a collegiate education, entered railroad service in the Law Department of the Denver & Rio Grande Railway Co. In 1894 he was appointed Superintendent of the Tioga Division of the Erie Railroad, at the same time being Superintendent in charge of the bituminous and lumber interests of the Blossburg Coal Co. In 1898 he was made General Superintendent of the New York, Susquehanna & Western Railroad and the Wilkesbarre & Eastern Railroad. One year later he became Superintendent of the coal mining department of the Delaware, Lackawanna & Western, and in 1902 was made Manager of the entire

coal department with charge of the company's mining, shipping and sales of anthracite coal. On April 28, 1902, he was elevated to the Vice-Presidency of the company, which office he held until February, 1917, when he was elected President of the Lehigh Valley Railroad and its subsidiary companies.

He is also a Director of the Temple Iron Co., Mark Twain Co., Liberty National Bank, American Surety Co.; member of the American Institute of Mining Engineers, Metropolitan, Railroad and Recess clubs of New York City, the Westmoreland of Wilkesbarre, Pa., and the Baltusrol Golf Club. Mr. Loomis was married at Elmira, New York, November 29, 1902, to Julia Olivia Langdon. His offices are at 143 Liberty Street and he resides at 160 West 59th Street.



ARTHUR WEBSTER THOMPSON

Arthur W. Thompson, Vice-President of the Baltimore & Ohio Railroad, in charge of Traffic and Commercial Development, must be classed as one of the big railroad men of the country. He has had an opportunity to study railroading as few men have been able to do as he has occupied a wide range of positions and started at the very bottom with the advantages of a civil engineering training and a broad vision. Possessed of all the qualities of the successful American business man—youth, vigor, strength, an indomitable courage, a love for hard work, ability to meet men and a mind quick to absorb the essentials of any problem—it is no wonder that he became Vice-President of the oldest and one of the largest railways in the United States before he was thirty-seven years of age.

Arthur Webster Thompson was born on May 8, 1875, in Erie, Pennsylvania. He was educated in the public schools and graduated with the degree of Civil Engineer from Allegheny College at Meadville in 1897. His first experience in railroading was gained while still a student in college, having served during the summer as rodman on location work for the Pittsburgh, Buffalo & Lake Erie, as well as draftsman in the Motive Power Department shops at Meadville, on the Erie Railway.

For about a year after his graduation Mr. Thompson worked as draftsman for Wilkins and Davis at Pittsburgh, but detailed desk work was not to the liking of this embryonic executive and

as summer opened up, the outdoor, more active life called him into field work again. He became instrumentman for the Pittsburgh & Lake Erie Railroad, holding this position until he made good with everybody. He then sought a position with the Baltimore & Ohio Railroad. At that time the Pittsburgh & Lake Erie was a profitable road while the Baltimore & Ohio was in the hands of receivers, was run down and, to an experienced railroad man, looked like an almost hopeless proposition. Young Thompson, however, had a vision of a great railway system arising out of the rust and chaos and resolved that his chances to succeed were better with a road not too well organized. His vision, his courage and his confidence compelled him to ignore all advice and he took charge of a survey party on the Baltimore & Ohio Railroad.

Successively with the same road he has served as Assistant Division Engineer at Pittsburgh, 1900-1; Division Engineer, Cumberland, 1901-2; Pittsburgh, 1902-3; Superintendent, Cumberland, 1903-4; Wheeling, 1904-7; Chief Maintenance of Way, 1907-10; Chief Engineer, April-December 1910; General Manager, 1910-12; Third Vice-President in charge of operation, April, 1912; also Third Vice-President, Baltimore & Ohio Southwestern, Cincinnati, Hamilton & Dayton, and Staten Island Lines; Vice-President in charge of Traffic and Commercial Development, July 1, 1916.

Mr. Thompson was, therefore, Superintendent

of one of the most important divisions on the Baltimore & Ohio System at the age of twenty-eight; Chief Engineer Maintenance of Way at the age of thirty-two; Chief Engineer at thirty-four; General Manager at thirty-five, and Vice-President in charge of operation at the age of thirty-six. No one has ever dared predict for the future of this remarkable young railroad genius, and no one, not even Mr. Thompson, can be found who will venture a guess as to his position in the railroad world on May 8, 1925, when he celebrates his fiftieth birthday.

This remarkable rise, perhaps not surpassed in the history of railroading, does not seem at all remarkable to those who know the man. Promotions have seemed a matter of course, he always being the logical man for the job higher up. Hard work, ability and accomplishment are the qualities and conditions which have made these rapid promotions logical.

As Chief Engineer he supervised the expenditure of more than one million dollars a month for improvements. He had charge of the construction of the Magnolia cut-off on the Cumberland Division, costing six million dollars for a little more than eleven miles of track. This work he completed in less than scheduled time and at a cost lower than the estimate. As Chief Engineer Maintenance of Way he rebuilt the Susquehanna Bridge and had charge of important work of eliminating tunnels on the Cumberland Division. At this time also he set what is perhaps a world's record in the removal and replacement of bridges. In exactly three and one half minutes he removed the old bridge across Chester Creek near Philadelphia and replaced it with a new three hundred ton steel structure.

These remarkable feats throw considerable light on the character of the man. He works all the time as if he hadn't much longer to live and had a lot to do. Most railroad men know how to work in varying degrees, but few know how to smile and work and smile again. It has been his hard and effective work that has won Mr. Thompson his promotions, but it has been his smile, his happy temperament and his optimism which have made it easy for his superiors to lead him upwards to a vice-presidency. He is tall and hard and tough and used to work; he smiles with his face and heart and uses all the rest of himself to work with.

Furthermore, he uses everybody about him. His vigor and enthusiasm is radiated to all his subordinates. And he has the happy faculty of picking subordinates whose loyalty can never be questioned and who work without the fear of a "brass collar". There is a congeniality between the man higher up and the employes seldom seen to such degree in the office of big executives.

Mr. Thompson is, in every sense of the word, one of President Willard's "boys". Their asso-

ciation has always been close and Mr. Willard quickly saw that the younger man possessed something of a managerial giant in his make-up. Mr. Willard was Assistant General Manager when young Thompson started his career with the Baltimore & Ohio and, in 1910, when he returned to the road as President, he found Mr. Thompson Chief Engineer Maintenance of Way. Since that time, because Mr. Willard likes a man who works and keeps his head, promotion has been rapid. Close relations have grown closer until there exists between these two human dynamos an affection seldom encountered to so strong a degree in the business world. Such strong personalities seldom work in such close harmony.

In addition to his duties as Vice-President, Mr. Thompson finds time to serve as President of the Board of Trustees of his Alma Mater and to participate in the meetings of the following scientific societies to which he belongs: American Railway Association (Vice-President); American Society of Civil Engineers; American Railway Engineering Association; Engineers' Society Western Pennsylvania; American Academy Political and Social Science. Also, he is a Director of the National Bank of Commerce and of the Citizens' Company of Baltimore, and Chairman of the Board of Managers and Director of the Washington (D. C.) Terminal Company.

Mr. Thompson has answered the call of his Government—both National and State—and is serving as a member of the special Committee on National Defense of the American Railway Association, of which he is now acting President.

This committee had assigned to it the whole problem of railway co-operation with the Government and of organizing the railroads into one great system for war. They have co-ordinated the activities of 262,000 miles of railroads in the United States as a unified system. As a member of this committee Mr. Thompson is taking an active part in the co-ordination of transportation and industry and is assisting materially in winning the war. As an outgrowth of the work of this committee there was created, on November 26th, a general operating committee in charge of the operation of all railroads east of Chicago and St. Louis and north of the Ohio and Potomac Rivers, of which Mr. Thompson was made chairman. By virtue of this appointment he has charge of the unification and operation of all eastern railroads, one of the greatest railroad tasks ever delegated.

Also, Mr. Thompson has been appointed by the Governor as a member of the Maryland Preparedness and Survey Commission.

While a member of more than half a dozen clubs, Mr. Thompson's real enjoyment in life seems to come from his work in the office or while out on line in his official car, where a large proportion of the sixty thousand employes know him affectionately as "A. W. T."

IRA A. PLACE

Ira A. Place, Vice-President of the New York Central Railroad Company, was born May 8, 1854, in New York City. He graduated A. B. from Cornell University in 1881 and at once took up the study of law in the office of Vann, McLennan & Dillaye, Syracuse, N. Y.



He was admitted to the bar in 1883 and shortly afterwards came to New York City with the late Judge McLennan, who had been appointed General Counsel for the New York West Shore & Buffalo Railroad Co. In March, 1886, he entered the Law Department of the New York Central & Hudson River Railroad and in 1905 was made General Counsel for that company's lines east of Buffalo. One year later he was made Vice-President of the New York Central Lines east of Buffalo. Mr. Place is a Director of various railroad and other companies, subsidiaries of the New York Central Railroad Company. He is a member of the Association of the Bar of the City of New York, the New York State Bar Association, American Bar Association, Trustee of Cornell University, of Alfred University, and of Hackley School. His clubs and societies are the Phi Beta Kappa Society, Psi Upsilon Fraternity, the University, Cornell, St. Andrews Golf, Fort Orange and Adirondack League Clubs. He was married in Ithaca, N. Y., January 10, 1893, to Katharine B. Gauntlett. His offices are in the Grand Central Station.

CLARK DICKERMAN EATON

Having spent his entire business career in the railway equipment line, it is only natural that Clark D. Eaton should successfully fill the office of Sales Manager of the American Car & Foundry Company, to which position he was appointed in 1907. Mr. Eaton is a Pennsylvanian, having been born at Chapman's Quarries, near Bethlehem in that State, August 12, 1872, the son of Ralph Hurlburt and Eliza Knapp (Dickerman) Eaton. He is descended from William and Martha (Jenkins) Eaton of Staples, County of Kent, England, who were among the early settlers of Watertown, Massachusetts, in 1642, and removed later to Reading, Mass. Their descendants included Jacob Eaton, who was born in Meredith, New Hampshire, in 1757, who was surveyor of highways in that town and served on a committee to draft war resolutions, previous to the outbreak of the Revolution. He was selected to appoint men for the Continental Army and as a soldier during the Revolutionary War took part in the siege of Fort Mifflin. Jacob Eaton, son of this patriot and soldier, was an instructor in the



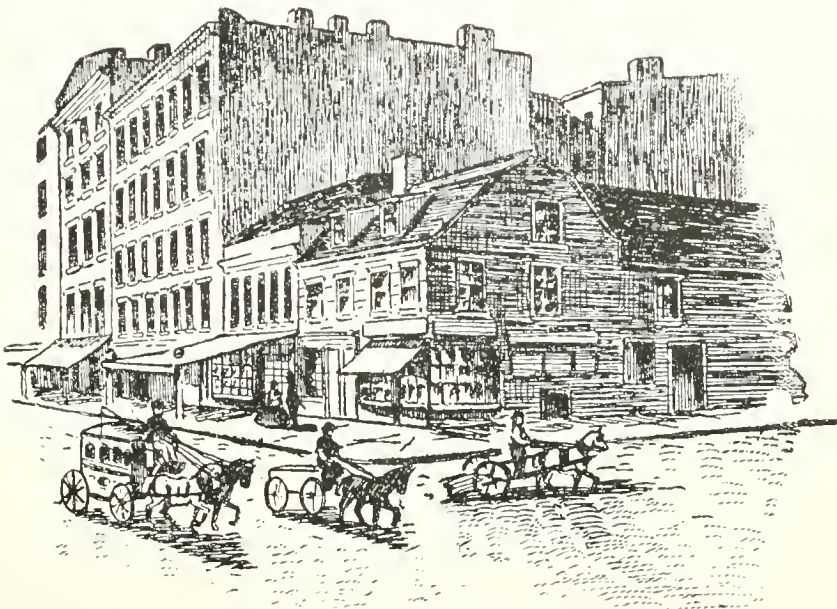
Hinesburg Academy, Vermont, and served in the American Army during the war of 1812. He afterwards removed to Mount Pleasant, Pa., where Ralph Hurlburt Eaton, father of Clark D. Eaton, was born in 1830. He was engaged in mercantile pursuits and upon his removal to Berwick, Pa., Clark D. Eaton was enrolled at the public schools there. He afterwards entered a

preparatory school at Bethlehem and attended the University of Pennsylvania. He began his business career as an employee of the Jackson & Woodin Manufacturing Company, of Berwick, who were manufacturers of railway equipment and foundry products. He served three years in various departments of the company's plant, later assuming a clerical position and finally being transferred to the sales department. When the Jackson & Woodin interests were acquired by the American Car & Foundry Company, Mr. Eaton was made Assistant District Manager of the Berwick plant and in 1907 he was sent to New York City as Sales Manager. In 1914 he was made Assistant to the Vice-President of the company and since that time has filled the dual positions with great success. Mr. Eaton is a Director of the American Car & Foundry Export Company, the Union Lumber Manufacturing Company of Cumberland, Maryland, and Vice-President of the Sligo & Eastern Railroad, St. Louis. He has served as special Automobile Inspector of the State of New Jersey and as a member of the New Asylum Commission of that State. He is a member of the executive committee of the Railway Supply Manufacturers' Association, the Union League, Traffic, New York Athletic, New York Railroad Clubs, the Pennsylvania Society and the American Iron & Steel Institute, all of New York City, the Essex Country Club, the South Orange Field Club of New Jersey and the Young Men's Christian Associations of Berwick, Pa., and East Orange, N. J. He was married to Alice Leona McAnall, June 25, 1898, the union bringing two children, Frederick Heber and Jack McAnall Eaton.

PATRICK E. CROWLEY

Patrick E. Crowley, Vice-President in charge of operation of the New York Central and the Ottawa and New York line, has passed his entire business life in the railway service. He was born in Cattaraugus, N. Y., August, 1864, and began work with the Erie Railroad in 1878 as a messenger.

He was successively Operator, Station Agent and Train Dispatcher for that road and in 1890 was made Train Dispatcher of the Rome, Watertown and Ogdensburg Division of the New York Central and Hudson River Railroad. In 1891 he became Chief Dispatcher and the same year was made Train Master. In 1900 he was appointed Chief Train Master of the Pennsylvania Division and in 1901, Superintendent. In 1904 he was advanced to Assistant General Superintendent, which was followed by his appointment as Assistant General Manager. He was made General Superintendent in 1907 and then became General Manager. He was appointed to his present position in September, 1916.



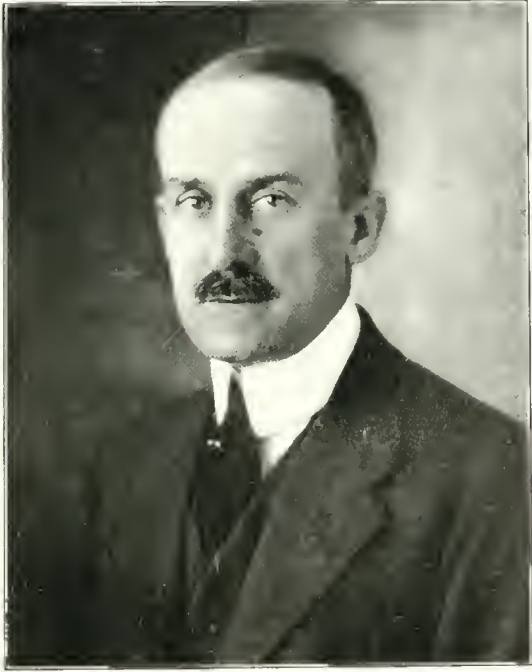
Broadway of One Hundred Years Ago



Broadway of Today

GEORGE POMEROY BARTHOLOMEW

George P. Bartholomew, mining engineer, was born in Pottsville, Pa., March 12, 1874. He graduated from Lehigh University in 1896, with the degree of B. Sc. in mining and metallurgy and then entered the employ of the Lehigh Valley Coal Co. at Hazleton, Pa. From there he went



to South Africa as Engineer with the Rand mines and upon returning to this country became Chief Engineer of the Rochester & Pittsburgh Coal and Iron Co., and allied interests. He was later Mining Engineer of the E. I. Du Pont de Nemours Powder Co., but resigned to take up private practice and during this period he was associated with Eli T. Conner in the examination of D. & H. Railroad properties and as a Consultant for the Pennsylvania Coal & Coke Co. In 1912 he became a member of the Guggenheim forces as Assistant Consulting Mining Engineer for Guggenheim Brothers, the Braden Copper Co. and the Chile Exploration Co. and at present time is General Manager of the Coal Mining Department of the Smelting & Refining Co. Mr. Bartholomew was married in 1913 to Marjorie Lovejoy, of Minneapolis, and they have three children, Stephen, George Pomeroy, Jr., and John Lorin. He is a Spanish-American War Veteran, having served as a member of Battery A, of Philadelphia, and holds membership in the American Institute of Mining Engineers, the Engineers' Club, The Mining and Metallurgical Society and the Essex Fells Country Club, of Essex Fells, N. J., where he resides. His office is at 120 Broadway.

RICHARD M. ATWATER, JR.

Richard M. Atwater, Jr., mining engineer, was born in Millville, N. J., May 16, 1873. His education was obtained at the William Penn Charter School, Philadelphia, the Roxbury Latin School, Roxbury, Mass., and the Imperial School of Technology, Charlottenburg, Berlin, where he graduated, May, 1894, with the degree of Engineer in Metallurgy. From that time until 1912 he followed the profession of mining and metallurgy in Europe, South Africa, Australia, India and North and South America. Since 1912 he has been with Ladenburg, Thalmann & Co., bankers, of 25 Broad Street, New York. He is the son of Richard Mead and Abby (Greene) Atwater, of Providence, R. I., and was married in 1894 to Jane E. Brewer, daughter of Rt. Rev. L. R. Brewer, Bishop of Montana. He is a member of the American Institute of Mining Engineers and the N. Y. Athletic, Middy, Scarsdale Golf and Chemists' Clubs of New York City.



W. S. BARSTOW

W. S. Barstow, President of W. S. Barstow & Co., Inc., and numerous public utility properties, is one of the pioneers of the electric industry. On his graduation from Columbia University in 1887, Mr. Barstow engaged in underground and central station construction in New York and other places. He had charge of the construction of the initial plant of the Brooklyn Edison Company, beginning in 1889, and remained until 1901, advancing rapidly to the position of General Manager.

In 1901 Mr. Barstow resigned to take up practice as a Consulting Engineer for several leading banking in-



terests, and in 1906 formed the corporation which bears his name. This company has been very successful in construction and consulting engineering and in the financing and operation of public utility properties in various parts of the country. Its offices are at 50 Pine Street, New York.

DONN BARBER

Donn Barber, whose skill as an architect is shown in many imposing buildings throughout the country, was born in Washington,



D. C., October 19, 1871. After graduating, Ph. B., from Yale University in 1893, he took a special course at Columbia University and finished his studies at the Ecole des Beaux Arts, Paris. He was awarded a diploma and nine medals for meritorious work in design, by the French Government. After association with some of the leading architects of the city, Mr. Barber began practice alone and is now located at 101 Park Avenue. He is a member of the Societe des Architectes Diplomes par le Gouvernement, Paris, the American Institute of Architects, Architectural League of New York, "Society of Beaux Arts Architects", National Sculpture Society and the Union, University, Players, City, Amateur Comedy, American Yacht, Apawamis, Westchester County Hunt, Green Meadow Country Club and the Knollwood Country Club.

J. LEONARD REPLOGLE

J. Leonard Replogle, Director of Steel Supply of the War Industries Board, President of the American Vanadium Co. and Chairman of the Board of the Wharton Steel Co., was born in Bedford County, Pa., May 6, 1876, the son of Rhinehart Z. and Mary Ann (Furry) Replogle, the father being descended from Rhinehart Replogle, who came to this country from eastern France about 1750 and settled in Pennsylvania. The family removed to Johnstown in 1885 and J. Leonard Replogle attended the schools there until he was thirteen years of age when the family home and possessions were lost in the flood of May 31, 1889, and he was compelled to go to work and became an office boy for the Cambria Iron Co. Later he was transferred to the Forge Axle and Bolt Department and became successively shipper, timekeeper, Assistant Superintendent and finally Superintendent, inventing in the meantime a thread rolling machine that is still in use, not only in the shops of the Cambria Steel Co. but in many other large bolt shops of the country. About this time the railroads inquired for something better than iron axles, which were then in general use. The Cambria Iron Co. had been experimenting with steel axles, but had not found them entirely satisfactory until it developed a special heat-treatment known as the Coffin Process, to which all axles were subjected. In an educational campaign to show the merits of these heat-treated steel axles, Mr. Replogle read several papers before the various technical societies affiliated with the steam and electric roads, at the same time visiting practically every railroad shop in the United States. His success in introducing Coffin Toughened Axles as standard on many of the large railroads, and the efficiency with which he superintended the Forge, Axle and Forge Department, attracted the attention of Charles S. Price, then General Manager and afterwards President of the Cambria Steel Co., and promotion came rapidly. He was first made Superintendent of the Order Department, then Assistant to the General Manager and later Assistant to the President. In the early part of 1912 Mr. Price was granted leave of absence on account of ill health, and for a time thereafter Mr. Replogle directed the entire operations of the Cambria Steel Co. So satisfactory was his administration of affairs that



J. Leonard Replogle

in the reorganization following the final retirement of Mr. Price, Mr. Replogle was made Vice-President and General Manager of Sales, removing to Philadelphia, where the general offices of the company were located. While most of his experience was in the producing and operating departments, where he made a splendid record, it was as General Manager of Sales that his executive talent was most apparent, for to his administration of this department must be largely credited the fact that during this period the Cambria Steel Co. enjoyed the biggest earnings in its history. On March 1,

1915, Mr. Replogle resigned to become Vice-President and General Manager of Sales of the American Vanadium Co., with offices in New York City. In March, 1916, he was elected President of the American Vanadium Co. In October of the same year he organized a syndicate which bought the large holdings of the Pennsylvania Railroad in the Cambria Steel Co., and in November was made a Director and member of the executive committee of that corporation. About this time efforts were being made to merge several of the larger independent steel companies into a

\$200,000,000 corporation and Mr. Replogle was asked to assist in the plan, which was to include such important plants as the Cambria Steel Co., the Lackawanna Steel Co., the Youngstown Sheet and Tube Co., and the Inland Steel Co. Negotiations progressed for several weeks but were ultimately discontinued. In the meantime, however, the syndicate, which had been organized by Mr. Replogle, had secured virtual control of the Cambria Steel Co. When, therefore, the proposed merger was abandoned, Mr. Replogle and his associates arranged to sell control of the company to the Midvale Steel and Ordnance Co., and this was consummated February 5, 1915. In January, 1917, Mr. Replogle purchased the Wharton Steel Company's furnaces, railroad and mines at Wharton, N. J., which had been idle for a number of years, and with his associates immediately placed same in operation. When the Council of National Defense was formed, Mr. Replogle was asked to act as Steel Adviser to the Purchasing Committee and upon the formation of the War Industries Board his services and expert knowledge were sought by both the Purchasing and Priority Committees of this Board. At great personal sacrifice, Mr. Replogle accepted these responsibilities and on November 5th, 1917, he was appointed Director of Steel Supply and made responsible for the distribution and execution of all orders for iron and steel for the United States and Allied Governments, with headquarters in Washington.

Aside from the native ability by which he rose to the ranks of America's self-made men, Mr. Replogle's predominant characteristic is an abounding enthusiasm and a kindliness of spirit that has endeared him to all with whom he has been associated. He is a member of the Johnstown Country Club, the Sea View Golf Club, of Atlantic City, the Merion Cricket Club, of Philadelphia, the Duquesne Club, of Pittsburgh, the Bankers' Club, the Railroad Club and India House of New York City, Lido Country Club, New York, Metropolitan Club, Washington, D. C., Travelers' Club, Paris, France, and the American Iron and Steel Institute and a Director of Wabash Railway Company. He was married January 10, 1905, to Blanche Kenly McMillen, granddaughter of James McMillen, of Johnstown, Pa., resident director of the Cambria Iron Co.

The American Vanadium Co., of which J. Leonard Replogle is President and General Manager of Sales, occupies a unique position in the development of the steel industry of the country. The rapid increase in alloy steels produced may be ascribed to the commercialization of vanadium. In a table published a quarter of a century ago, vanadium in crystal form, fused, was shown to be the rarest metal in existence, being valued in gold

at \$4,792.40 a pound avoirdupois, or twenty times that of gold. The discovery of large deposits of the metal in Peru, brought a sweeping reduction in the price and made it available as an alloy for improving the quality of steel and transformed it from a semi-rare metal of prohibitive cost, to one commercially available for steel making in practically unlimited quantities.

In 1896 the first practical use of vanadium in steel is recorded. In this year three armor plates were made in France and striking superiority was shown over plates made without vanadium. The next few years brought no additional use of this useful metal as there was no adequate supply in sight. In 1900 Prof. Arnold, of Sheffield, made a series of tests to investigate the effect of vanadium on steel. He found that the introduction of vanadium produced a remarkable increase in elastic limit combined with greater ductility. Chrome steel with vanadium, in particular, also showed remarkable dynamic strength. The vast deposits in the Peruvian Andes owned by the American Vanadium Co. have placed this semi-rare metal within the reach of commercial manufacture. The mines are located 32 miles distant from the copper mining town of Cerro de Pasco and are almost at the very summit of the Peruvian Andes, 16,200 feet above the sea level. The site probably is the highest in the world where industrial operations are being carried on. On account of the isolation of the mines and their almost complete inaccessibility, llamas, which are sturdy and sure footed, bring the ore down the steep and rocky paths to Lake Pun Ruyn, whence it is carried by boat to the Peru Central Railroad, 28 miles from the mines. The ore is carried to sea-board and then shipped to the plant of the American Vanadium Co., Bridgeville, Pa., where it is converted into ferro-vanadium, the commercial product. Vanadium is used in high speed tool steel and all steel wherever great increase in strength and endurance is desired. It is used in locomotive construction, automobiles, submarines and aeroplanes, in the famous 42-inch centimeter howitzers of the German Army, for armor plate, in the shields for armored motor cars and in aerogun construction. The officers of the Vanadium Company of America are: Chairman, James J. Flannery; President and General Manager of Sales, J. Leonard Replogle; Vice-President, E. E. Fernandini, who is in charge of the mines in Peru; Vice-President, J. C. Gray; Secretary and Assistant Treasurer, C. B. Aylesworth; Treasurer, H. A. Neeb. The Directors are: P. J. Barry, J. Rogers Flannery, G. H. Gerding, G. H. B. Martin, James J. Flannery, E. E. Fernandini, J. C. Gray, J. Leonard Replogle, C. B. Aylesworth and H. A. Neeb. The company's offices are at 120 Broadway, New York City.

POPE YEATMAN

Pope Yeatman, whose reputation as a mining engineer is international and whose activities have been directed to the development of some of the best ore producing fields in the United States, Chile, South Africa and Mexico, was born in St. Louis, Mo., August 3, 1861, the son of Thomas and Lucretia (Pope) Yeatman. His paternal ancestors were English and Scotch-Irish and the maternal progenitors English. After attending educational institutions in St. Louis, New Haven, Conn., and Ft. Leavenworth, he entered Washington University, St. Louis, from which he graduated in 1883, with the degree of Mining Engineer. He began the practice of his profession immediately after leaving college and for one year and a half was employed by the St. Genevieve Copper Co., of Missouri. He severed his connection with this company in 1885 and engaged in mining at Gage, New Mexico. The latter part of the same year and the early part of 1886 found him pursuing the same line in the State of Sonora, Mexico, and a few months later he became connected with the Zacatecas Mines of Mexico. From December, 1887, until August, 1888, he was engaged in private consulting work and at the same time acted as Manager of the Jumbo Gold Mining Co., at Breckenridge, Colorado. He was then made Superintendent in charge of mining, smelting and concentrating at the Doe Run Mines and in August, 1891, became Superintendent of the Empire Zinc Co., of Joplin, Mo. In June, 1893, he again returned to private practice and in 1895 began his long association with South African mining affairs, a period of his career which gave him the opportunity of proving his ability as one of the most capable mining experts of the world. It would be impossible to fully record his achievements in the South African fields but the companies with which he was associated and the positions he occupied are an assurance that his rating was the highest in his line, as the capitalists engaged in the development of that far-away country spared no expense in securing the services of the best mining engineers obtainable. Mr. Yeatman made his headquarters at Johannesburg and became one of the engineers of the Consolidated Gold Fields of South Africa, Ltd., and Manager of the Robinson Deep Gold Mining Co. In 1899 he was appointed General Manager of the Simmer and

Jack Proprietary Gold Mining Co., Ltd., and from November, 1899, until July, 1904, he was General Manager and Consulting Engineer of the Randfontein Estates Gold Mining Co., Ltd., of the Transvaal. Severing his connection with this company he again took up private consultation work, which he continued until he became associated with the Guggenheim interests in June, 1906. He was Consulting Engineer of the M.



Guggenheim's Sons Co., the Guggenheim Exploration Co., the Nevada Consolidated Copper Co., the Steptoe Valley Smelting & Mining Co., the Cumberland-Ely Copper Co., the Esperanza Gold Mining Co., Ltd., of Mexico, the Braden Copper Co. of Chile and the Chile Exploration Co. Mr. Yeatman severed his connection with the Guggenheim interests September 1, 1916, and is now in independent consulting practice at 111 Broadway. He is a member of the American Institute of Mining Engineers, American Association of Civil Engineers, Engineers' Society of St. Louis, Institute of Mining and Metallurgy of London, England, Transvaal Institute of Mechanical Engineers, Chemical, Metallurgical and Mining Society of South Africa, the Century Association and the Engineers' and Rocky Mountain clubs of New York City. He was married in 1894 to Georgie Claiborne Watkins and they have three children, Jane Bell, Georgiana Pope, and Pope Yeatman, Jr.



Arthur C. Davidson

President of the Fairley-Davidson Steel Company

ARTHUR CHESTER DAVIDSON

An inherent ability to determine almost instantly the quality of steel used by various interests has made the services of Arthur C. Davidson in great demand by large companies on special emergencies in construction and designing of material. Mr. Davidson was born in New York City, November 14, 1881, and after education in the public schools of Brooklyn, New York and Pittsburgh, served an apprenticeship to the tool-making and machinists' trade. He then studied under different instructors in metallurgy as applied to iron and steel melting and refining. It was at this period that Mr. Davidson discovered that he possessed the mental power or inherent judgment to determine the quality of steel needed by users of his productions. This varies constantly and he can determine almost in a moment the necessary component to produce the class of metal needed. This remarkable trait or process is a mental power, differing from the laborious system of calculations and experiments used by analytical or chemical experts in determining the texture, tensile strength and heat resistance required in the many branches of the steel trade. It is known to be possessed by but two other mechanical engineers and these are not endowed with this trait to the same degree as Mr. Davidson, whose ability along his line, while mystifying, has brought him a nation-wide reputation. His judgment is instantaneous and almost invariably correct, for the records would indicate that in thousands of cases there is practically no variation. He is to a degree an efficiency expert in his own line and is

constantly called upon for consultation and advice. Mr. Davidson is President and Treasurer of the Fairley-Davidson Steel Company, Inc., and the Davidson Steel and Forging Corporation, who are specialists in high efficiency steels such as high torsional strengths, high resistance when subjected to heat, and high cutting efficiency. The Canadian Utilities Steel and Engineering, Ltd., of Montreal is Mr. Davidson's Canadian branch. All of Mr. Davidson's work in connection with his various interests is as a most practical expert on consistent specification on steel required for different work. To the lay mind Mr. Davidson's power seems marvelous and this is not strange when experts in the trade concede that he possesses a gift that only very few have. By Mr. Davidson's method a decision can be reached in a few minutes, almost invariably more conclusive and correct than that made by the slow and costly experiments trying out different steels of varying analyses, and that is why his services are in demand. Time is a great factor in all construction work and slow processes are gradually being discarded. Mr. Davidson visits Europe each year and has acquired a familiar knowledge of basic steel construction beyond the Atlantic. He married Ethel Raymond and has two children, George Dayton and Alberta C. Davidson. His business address is 122 Maiden Lane, and he resides at Avenue K and East 17th Street, Flatbush, Brooklyn. He is very fond of outdoor life and makes frequent automobile trips to the various points of interest contiguous to New York.

LIBERTY STEEL PRODUCTS COMPANY, INC.

The rapidly increasing demand for steel products, machinery and material for structural, ship-building and railway purposes in this country and abroad has made that industry one of the most prolific in the industrial history of America. All the steel mills in the United States are running at capacity and the combined output of all these vast plants is hardly sufficient to supply the wants of the multitude of users of this most important product. Realizing the vast possibilities in the business, Charles J. Graham, an experienced steel man of Pittsburgh, came to New York and organized in May, 1917, the Liberty Steel Products Company, Inc., with offices in the Woolworth Building. Mr. Graham's object in picking out this city as the headquarters of the new corporation was to be in the field most convenient to the world purchaser and that his judgment was correct is proven by the immediate success of the new company, whose first recognition was the appointment as purchasing agent for the Foundation Company, of New York, one of the most important concerns engaged in that line in the city. The company has also purchased all the material for 40 ships now being built by the French Government in the yards at Portland, Oregon, and Tacoma, Washington. This is one of the largest foreign ship orders ever placed in the United States. The company is thoroughly equipped for the handling of all ship material and for construction work of every kind. A subsidiary company has recently been organized in Paris, France, under the name of the Societe Centrale Industrielle, which is composed of some of the leading business men in that country. It will handle the American com-

pany's affairs in France, Spain and Belgium. Arrangements have also been made with Henry Coe, formerly of the firm of Coe & Clerci, to open a branch office in Rome to look after the business in Italy, the Balkan States, Greece and Switzerland. The company is also negotiating for offices in Bombay, India, Rio Janeiro, and Shanghai, China. When these various offices get under full way they will give the Liberty Steel Products Company, Inc., one of the most powerful export organizations in the world and will enable it successfully to compete with any similar concern doing business with foreign countries. The Liberty Steel Products Company, Inc., has close manufacturing affiliations and its board of directors includes some of the best known steel men in the United States.

Mr. Graham is President of the company, with Frank J. Lanahan, Vice-President; J. Rogers Flannery, Treasurer, and F. G. Buerk, Secretary. The company has adopted the business maxim of "Liberty Service" which is an assurance of quick delivery and the lowest possible cost. Mr. Graham gives his personal attention to the business and his wide experience is at the disposal of all purchasers of steel products, to whom it should be of inestimable value. Beginning with a small clerical force, the company now employs a large staff made necessary by the rapidly increasing local and export trade. Expansion is Mr. Graham's watchword and he is bending every energy to make the Liberty Steel Products Company, Inc., one of the city's leading commercial corporations. This he will unquestionably do as the present outlook is most flattering.



Charles J. Graham
President, Liberty Steel Products Co.

CHARLES J. GRAHAM

One of New York's recent acquisitions from that group of Pittsburghers who after unprecedented success in the Western steel territory have transferred their activities to this city is Charles J. Graham, President of the recently organized Liberty Steel Products Company, Inc. Mr. Graham is but thirty-eight years old and is aggressive and alert, two necessary requirements to success in his line of endeavor, where competition is keen and only the fittest survive. For twenty-one years he has been associated with industrial propositions, each succeeding year increasing his interests and acquiring the experience that ably fits him for his present responsible positions.

Mr. Graham was born in Pittsburgh, Pa., March 13, 1878, and was educated in the public schools of his native city and at the Pittsburgh Academy. Upon his graduation in 1894 he secured a clerkship with the Tide Coal Company, which he retained until 1896, when he entered the employ of John Charles & Co., nut manufacturers. His success with this company was so great that he secured an interest in the plant and in 1900 the operating name of the concern became the Graham Nut Company, of which he was the Secretary and a Director from 1903 until 1915, when he was made Vice-President. In 1916 he was a member of the Replogle Syndicate in the Cambria Steel deal in which the large holdings of the Pennsylvania Railroad Company in the Cambria Steel Company were purchased. It was some time before full control was secured and this was finally sold to the Midvale Steel and Ordnance Company, the syndicate real-

izing a handsome profit on the transaction. He is also President of the Charles J. Graham Co., Inc., of New York City; Vice-President and Director of the Davis Brake Beam Co., of Johnstown, Pa.; Treasurer and Director of the Pittsburgh Export Company; a Director of the Illinois Car and Manufacturing Company of Chicago, Ill., the Steel Car Company of Cleveland, Ohio; the Carbo-Hydrogen Company of America, and the Pittsburgh-Jerome Copper Company of Pittsburgh. When the Liberty Steel Products Company, Inc., was organized he became its President and his fitness for the position is shown by his activity in its affairs which has already brought a large volume of trade. Mr. Graham is deeply interested in club life and philanthropic work. He is a member of the Duquesne Club, Union Club, University Club, Railway Club, Automobile Club, Field Club, Oakmont Country Club, and a Director of the Pittsburgh Country Club and the Pittsburgh Athletic Association. He also holds membership in the Chicago Athletic Association, Missouri Athletic Association, Hermit Club of Cleveland, Ben Lomond Golf Club of Sagamore, Mass., the Seaview Golf Club of Atlantic City, and the Old Colony Club. Since becoming a resident of New York City he has become a member of the Lambs Club, Bankers' Club and the Press Club. Mr. Graham's charitable and philanthropic work in Pittsburgh included his great interest in the affairs of the Pittsburgh Newsboys' Home, of which he is Vice-President and Director, and his efforts for the upkeep of the Pittsburgh Homeopathic Hospital of which he is Chairman of the Board of Trustees.

CHAPTER TEN

The Mining Interest

FINANCIAL AND EXECUTIVE MANAGEMENT OF MINES CENTERS IN NEW YORK—SOME OF THE LEADING MINING ACTIVITIES

THE mining industries of the country, like all other large activities of production, have advanced from the old plan of individual development, or from development by small groups, to large operations with mining machinery and improved processes. Such operations, requiring large capital and efficient organization, are best directed from a great financial center. Thus it is that the mining interests of the country are in large measure financed, directed and managed from New York. Here, therefore, are the central offices from which are managed leading mines of gold, silver, copper, lead and zinc.

When the Spanish conquistadores pushed the dominion of Spain from the West Indies on to the great American continent, their main quest was for gold and silver. They found both metals, but principally silver, in Mexico and in Peru, and later in more or less profusion in the other Spanish colonies of Central and South America so that the Spanish Main became the El Dorado of song and story. California was included in the conquest of Mexico but its auriferous deposits were scarcely more than suspected by the Spaniards though New Mexico and Arizona were reported by the intrepid Coronado as containing the "Seven Cities of Cibola," around which were vast resources of gold and silver.

So far as the United States is concerned the first gold workings were in Georgia and North Carolina where mines were worked from which gold was produced in sufficient quantities to justify the establishing by the Government of branch mints at Charlotte, North Carolina, and Dahlonega, in Lumpkin County, Georgia, in 1836, for the minting of gold coins, which were maintained until after the Civil War. That at Charlotte was reopened in 1869 as an assay office. The discovery of gold in California by the Australian prospector, Marshall, was the beginning of the era that established the United States as the world's greatest gold-producing region.

Silver had been found in various places, largely as a by-product of lead or copper mines, until the discovery in 1859 of the famous Comstock lode in Nevada placed the United States in what was soon to be a neck-and-neck race with Mexico as a silver producer.

In the early years of mining of gold on the Pacific Coast the chief source of supply was the work of individual miners who washed out from the sands of active or obsolete river beds the gold, in form of dust and nuggets, that had been washed out from the auriferous veins of the surrounding mountains by the rains of centuries. The miner on this small scale usually disposed of his product in local stores or took it to a nearby assayer who would melt it into a small bar. Later the larger operations of blasting out and mining from the ledge were taken up. Not often did the prospector who discovered or located the ledge undertake the systematic mining of a quartz claim, except enough to do the "assessment work" necessary to hold the claim and to demonstrate its mineral value, unless it developed a very rich pocket of high-grade ore which he could gouge out with his pick. Sometimes, in primitive Mexican fashion, he would build an *arastra*, a rude apparatus propelled by horse or mule-power walking in a circle, by which free-milling gold or silver ores can be ground and amalgamated by dragging heavy stones over the ores in a circular, flat, stone-bottomed pit. More often, however, the discoverer, if he had a real mine, would find the agent of some San Francisco mine speculator ready to offer to buy the mine at a price that was never too high. There were, however, outside of the Comstock lode and a few other locations, not many mines worked in a large and systematic way. The methods of reduction were crude and much of the value went to waste in the mill tailings if the ore was free milling or in the slag heap of the primitive smelters. The science of metallurgy, however, made rapid strides. New processes very

notably the cyanide process, made possible a much higher percentage of recovery and mines that had been passed by as worthless by the prospector or abandoned by the discouraged miner became immediately valuable because the new metallurgy made low grade ore in large quantities more valuable to mine than narrow veins of much richer ore.

Transportation had a good deal to do with the problem, many a mine of value being impracticable as a working proposition because of the expense of getting in tools and supplies and shipping out ores.

San Francisco was the center of the active operations in the precious metals and its Stock Exchange was the one on the floor of which the campaigns in Washoe (Comstock lode) stocks were fought in the "Bonanza" period of the middle 'seventies. Over-speculation in these stocks, during which prices went to two or three times their real investment values, led to a local panic in which many of the fortunes which had been made were lost and the Bank of California went to the wall, the President, William Ralston, committing suicide. Darius O. Mills, Senator Sharon, James R. Keene, President of the San Francisco Stock Exchange, and several others made up a fund of \$8,000,000 (the three named each contributing \$1,000,000), by which the bank was saved and made once more solvent and prosperous, but the Stock Exchange never recovered from the blow. The scepter which departed from San Francisco as a center of mining finance came to New York, which has since reigned supreme as the home market for the stocks and securities of most of the legitimate mining corporations of the Pacific Coast and other regions of production of the precious metals. There are few gold or silver mining properties of legitimate value whose securities are not dealt in on one or the other of the New York Exchanges. This city is a natural market for these securities because it is also the market par excellence for gold and silver, the trade in which is largely international, with London and New York as the reciprocal arbiters of the current price of silver and the exchange rate on gold shipments. Until the great European War began there was a steady international movement of gold bullion to keep national gold reserves on an equilibrium, but since the beginning of the War the United States has held and retains a constantly increasing supply of gold as the reserve back of the constant outgo of munitions, food and supplies needed by the Entente Allies.

During the present war period the three other metals, copper, lead and zinc, have acquired an importance relatively greater than that of the precious metals. The normal uses of copper have greatly increased with the years, but the war uses

of copper are so great that there has been a call of abnormal proportions for this metal by all the belligerents so that although the production of copper has been greatly expanded through the attraction of greatly advanced prices, the demand has outrun the supply.

Minerals containing copper are of wide distribution, but the chief sources of the world's supply are now, as shown by the latest available statistics (those of 1915), the United States, Japan, Canada, Chile, Spain, Portugal, Germany, Australia, Peru, Mexico, Africa, Russia, Cuba and Bolivia, in the order named, with all other countries aggregating only 25,000 metric tons out of a total of 1,061,283 metric tons. It should be noted, however, that the position of Mexico in this statement is entirely due to the disturbed condition of the country, its normal production being 15 per cent. larger than that of Japan. The United States, with 646,212 metric tons, produced 60.889 per cent. of the world's production, being therefore the predominant source of supply of this important metal.

Although the copper industry existed in a primitive way in the English colonies of America, and copper was mined in New Jersey, Connecticut and Pennsylvania in the early part of the Eighteenth century, making shipments to England as far back as 1731, the pre-eminence of the United States in copper is a matter of quite recent development. Those colonial operations in copper were not, however, the first on the continent for archaeologists have decided that the prehistoric inhabitants of the Lake country worked the native copper deposits of the Lake Superior region. The old Santa Rita del Cobre mine, second oldest in the United States, which was worked by Spaniards in 1805, is now the Chino mine, one of the country's best producers, but did not count as a part of United States production until after the Gadsden Purchase.

The modern commercial history of the American copper industry dates from the opening up of the Lake Superior district in 1844, including the mines later consolidated as the Calumet and Hecla group and other mines which gave the United States a place among the foremost copper producing countries. The mines of this range are geologically interesting because the ore, which is a native copper carrying some silver but only very small amounts of any other alloy, occurs as a cement, binding together or replacing the pebbles of a conglomerate, as a filling in amygdaloidal trap rock, this Calumet conglomerate being almost unique in mining experience and having no parallel except in small isolated masses elsewhere. This range also shows irregular masses of copper in veins, but the irregularity of these veins and the variable sizes of their copper contents make it



View of Broad Street and the "Curb" Market

unprofitable to work them unless copper prices are high.

The Michigan mines continued to be the dominating factor in American production, with more than fifty per cent. of the production until 1883 (in which year it produced 51 per cent.), and during most of that period they turned out more than 80 per cent. of the entire American output. The Michigan production, allowing for slight fluctuations, has not diminished, but increased with the years. The total output of the United States as a whole has, however, increased much more rapidly than that of the Lake Superior region, and other sections of the country which were in frontier settlements when Lake Superior was furnishing the bulk of the copper output, have become prominent in the production of copper. After the opening up of the Anaconda in Montana, the Michigan mines were soon outstripped in production. Montana's production passed that of Michigan in 1887 and has remained in the lead of that State ever since, though since 1907 Arizona has been the foremost State in the production of copper.

The first copper mine in Arizona was at Clifton where there were comparatively small workings in the early 'Seventies of the mines which since 1884 have been owned by the Arizona Company, a British corporation which acquired the property in that year. The location of the Copper Queen mine at what is now the town of Bisbee in Arizona; the United Verde properties, started in operation about 1883 and acquired by Senator W. A. Clark in 1899; the Ray Consolidated properties, combined under present ownership in 1907; the wonderful Inspiration on which four years' preparatory work was put before actual mining started in 1915; the Magma, the Miami, the Calumet and Arizona, the Shannon, the Shuttuck-Arizona and many other large producers give Arizona its established prestige as the most opulent copper region of the world.

In New Mexico the Chino, at Harbey, Grant County, is historic, and since it was acquired by the Chino Copper Company has increased its production from 12,000,000 pounds of copper in 1912 to 64,887,788 pounds in 1915.

Nevada, silver queen of the continent, has not been so prominent in copper production as its neighbor States, but has one large mine, that of the Nevada Consolidated Copper Company, which produced 62,726,651 pounds of copper in 1915. It is controlled by the Utah Copper Company.

Utah has the distinction of possessing in the property of the Utah Copper Company the largest developed ore body in the world. It has the most extensive mining equipment ever known with facilities for mining and handling on a scale so gigantic that in July, 1916, it produced in the one month 20,302,228 pounds of copper. The ore

body is of very low grade though of even distribution, and the mining is done on the most extensive scale known to mining science. The total output of the company in 1915 was 148,397,066 pounds of copper, 325,352 ounces of silver and 34,729 ounces of gold.

Alaska has during a few years past entered the field as a copper producer on a large scale, although the fact that it possessed large copper resources had long been known. The Bonanza mine of the Kennecott Copper Company is the most remarkable mass of high grade copper ore ever uncovered, much of it rising as high as 60 per cent. copper. The mining season varies from five to nine months in length. In seven months ended January 1, 1916, the Kennecott mines produced 63,000,000 pounds of copper.

Besides these mines of our own country, and very many more which have not been specifically named, there are vast copper properties in Mexico, Chile and other countries which are owned by American corporations. Formerly the copper control was largely centred in Boston, which still holds an important place as a copper center. But a large majority of the copper properties of first importance are managed and financed from New York, which is also foremost as a market for the metal.

The uses of copper have been very greatly multiplied in connection with electrical machinery and service. Copper is an indispensable material, the demand for which has grown with the wonderful development of electricity as a medium for the production of heat, light and power. Besides this use, the importance of this metal in the manufacture of munitions has created a great demand which has incited not only vast increase in the output of existing mines but has also maternally stimulated the search for other properties which may be developed into productive copper mines.

Zinc, like copper, is a metal which has been advanced to abnormal prominence by the demands of war. It is also like copper a metal of wide distribution but much of the zinc resources were not found available because it is very difficult to separate, by any chemical process commercially available, the zinc from the other metallic ingredients with which it is in most cases complicated. There are mines in this country in which zinc is the predominant metal and therefore easily separated by treatment of the ore from an exclusively zinc standpoint. The mines which produce these clean, easily worked zinc ores have heretofore supplied the larger share of the American spelter product. But as zinc is a metal largely used in connection with various war activities the United States was suddenly called upon for a much larger quantity of spelter than had ever before been produced in this country. As by far the larger share of the

world's zinc output had come from German and Belgian smelters, now cut off from the Entente Allies, the United States has been put under the pressure of a demand for spelter which has far outrun the present capacity of this country to supply.

This has resulted in prices which are three or four times higher than normal, and this result again has stimulated efforts to recover zinc from ores in which its presence had previously been regarded as a detriment rather than an asset. In the smelting of complex ores the zinc has usually been burned out, or by other modes of separation has gone into the tailings dump.

Progress in metallurgical science has created new methods of reduction by which further loss of this valuable metal in such ores can be and is largely being saved by new processes, such as the froth flotation process for the recovery of zinc from ores in which it is complicated with lead, and by magnetic separation in the case of complex sulphide ores the reduction of which long baffled metallurgists and smelting experts.

The zinc industry has been greatly enlarged by these processes and the promotion and management of the zinc properties and the new processes of production are largely centered in New York, which also includes among the activities of its market large transactions in the metal zinc, the volume of which increased about 75 per

cent. in 1916 over the similar transactions of 1915. The lead product of the country has increased steadily during the years, being under 100,000 tons per annum until 1881, then under 200,000 tons per annum until 1892, under 300,000 tons annually until 1898, under 400,000 tons yearly until 1906, and under 500,000 tons until 1914, when it increased to 542,000 tons, which again was increased to 550,000 tons in 1915. The United States is the largest producer, with over thirty per cent. of the world's production before the war period, a proportion now considerably augmented. The three leading producing states for lead are Missouri, Idaho and Utah, whose 1915 output was 195,634 tons, 160,680 tons and 106,105 tons respectively. Missouri's production is unique in that the lead ores there are not complicated with zinc. The New York market is the principal one for lead, although St. Louis is also an important market for the metal, being the center of a large industry in the manufacture of white lead.

New York has grown steadily into larger participation in the mining industries and interests of the United States. Mines are now financed and managed upon as safe and conservative lines as any other industries, and with their largely increasing output responding to heavy domestic and export demands contribute in no unimportant degree to the metropolitan importance of New York.

JOHN G. KIRCHEN

One of the most active and energetic members of the group of successful men engaged in the development of the mining interests in the Tonopah section of Nevada is John G. Kirchen, a resident of Reno, in that state. Mr. Kirchen was born June 14, 1874, at Lake Linden, Michigan and after a preparatory course in various schools entered the Michigan College of Mines, from which he graduated in 1894 with the degree of Mining Engineer. His profession called him to Nevada, where he located and soon became interested in mining and other enterprises. He is President and General Manager of the White Caps Mining Company of Nevada, the White Caps Extension at Manhattan, the Yerington Mountain Copper Co., the Tonopah Mines Corporation and the Nevada First National Bank of Tonopah. He is also General Manager of the Tonopah Extension Mining Company and is a member of the Rocky Mountain Club of New York City, the Mining and Metallurgical Society of America and the American Institute of Mining Engineers. The Tonopah Extension Mining Company, of which Mr. Kirchen is General Manager, is one of the most prosperous in the Tonopah section and has been largely developed under Mr. Kirchen's direction. The last annual report, rendered in May, 1917, showed profits for the preceding year of \$673,394.08. A surplus brought this amount up to \$1,513,005.91, out of which the sum of \$702,491.82 was paid in dividends. The Sully group of claims was purchased during the year, which brought the total acreage of the company up to 627.6. There were mined 109,402.20 tons of ore, the contents of which was 2,068,650.38 ounces of silver and 19,622,405 ounces of gold, the average gross value of the ore being \$17,107 per ton, of which \$13,405 was silver and \$3,702 gold. Development and exploration work is still going on in the various levels, and

additions to the plant made during the year increased its efficiency 25 per cent and reduced the cost of milling \$0.855 per ton. This saving, however, was partially offset by an increased cost of production amounting to \$0.286 per ton. Mr. Kirchen, as General Manager, has inaugurated a policy of saving which, with prospective ore reserves, will greatly increase the company's profits during the present year. The White Caps Mining Company, which is under the direct supervision of Mr. Kirchen as President, owns 120 acres of land at Manhattan, Nevada, forty-five miles from Tonopah. It is thoroughly equipped with the most modern mining and milling plants in the country. Its development has exposed ore bodies which are estimated to average about \$20.00 per ton in gold. The equipment is such that 150 tons of ore will eventually be handled and in the near future the earnings should be around \$40,000 per month. Handling and treatment will be under \$6.00 per ton and the White Caps, it is predicted by experts and engineers, will be one of the greatest gold mines in the country. Mr. Kirchen looks for similarly good results from the development of the White Caps Extension which he is now prospecting. The Yerington Mountain Copper Company, another of Mr. Kirchen's enterprises, is now in course of development and is taking out copper ore running six per cent copper, with about four ounces of silver to the ton. These are a few of the corporations that have been and are being successfully developed through Mr. Kirchen's genius and, while his training and inclinations have led him into many mining ventures, he also possesses executive ability and financial qualifications that elevated him to the presidency of the Nevada First National Bank of Tonopah, one of the strong institutions of that section, which owes much of its success to Mr. Kirchen's keen knowledge of Western conditions and investments.



John G. Kirchen

A Leader in the Mining Interests of the Country

BUFFALO MINES, LTD.

It has often been asserted that there is no such thing as luck but the story of Charles L. Denison's purchase and development of a productive mine in the Cobalt district of Canada savors greatly of unadulterated chance. Mr. Denison, who had been in the coal business, was looking around for a new field of endeavor when he picked up a daily paper and read of the possibilities in the mining business at Cobalt, Canada. He determined to go there and look around. He was the third American in the district and, learning of a man who wanted to sell a claim, he, with no knowledge whatever of mining, paid \$8,000 for the holding and became a mine owner. He had never seen silver-bearing rock and didn't know whether his investment was good or bad. He remained in Cobalt for some time and then another man chanced along and offered to buy the mine. Here luck again intervened. Mr. Denison asked \$100,000 for the property and the would be purchaser offered \$90,000. Thereupon Mr. Denison refused to sell. Returning to the States Mr. Denison explained the situation to Robert W. Pomeroy and to George C. Miller, of Buffalo, N. Y., to whom he sold a half interest in the claim and the Buffalo Mining Company was formed with a capital of \$50,000. The work of development was begun and, finding more money was required, the three associates on May 1, 1906, incorporated the Buffalo Mines, Limited, with a capital of \$1,000,000. Machinery and modern appliances were installed and the company was soon shipping ore in such quantities that dividends were paid in September and October of the year of incorporation. Already 287 per cent. has been paid in dividends and the company is now making a distribution of capital stock amounting to 25 per cent. which will bring the total dividends to 312 per cent. Mr. Denison's entry into the mining field was the result of sheer luck but his grasp of conditions afterwards was the result of sound judgment and executive ability which

made possible the stock distribution. When silver was selling at a low figure three years ago Mr. Denison realized that the war would advance the price and he determined to store the product of the mine. This he did until 1,000,000 ounces had accumulated, which he sold recently, verifying his judgment and earning a tidy sum for the stockholders. The Buffalo mines are moderately equipped with every appliance for extracting and handling ore at the lowest figure and unexcelled railroad facilities keep the cost of shipments down. A complete concentrating plant was installed last year and the company now refines its own silver. The corporation is a close one, only about 25 or 30 per cent. of the stock being on the market. The mines give promise of future rich production as the last annual report of Superintendent Jones states: "There is broken ready for hoisting approximately 15,700 tons of ore in the stopes, of approximate value of 25 ounces per ton. Unbroken ore developed, 17,200 tons of the same estimated value, or 951,125 ounces. There is 8,000 tons of ore on the dumps of approximate value of 120,000 ounces, making a total of 1,071,125 ounces. Sand tailings of approximately 275,000 tons remain of estimated value of 1,400,000 ounces, also 3,000 tons of residues at the high grade plant for further treatment."

The officers of Buffalo Mines, Ltd., are: Charles L. Denison, President; Robert W. Pomeroy, Vice-President; Albert W. Johnston, Second Vice-President; George C. Miller, Secretary and Treasurer. These, with Edward McM. Mills, constitute the Board of Directors.

Recently Mr. Denison and his original associates, Mr. Pomeroy and Mr. Miller, purchased the Teck-Hughes mine. This company had an issue of 2,000,000 shares and the price paid was six cents per share. The present quotation is sixty cents and the mine, which is fully equipped, gives promise of yielding a large amount of gold.



Charles L. Denison
President of the Buffalo Mines, Ltd.

CONSOLIDATED INTERSTATE-CALLAHAN MINING COMPANY



John A. Percival

The Consolidated Interstate-Callahan Mining Company, whose property is located at Wallace, Idaho, in the famous Coeur d'Alene mining district, has shown marvelous development since its incorporation, June 12, 1912. It began paying dividends April 1, 1915, since which time it has paid more than \$6,000,000.00 to holders of stock, an amount greater than forty per cent. on the par value of the stock, \$10.00 per share, and equal to 25 per cent. of the present market price. The company was organized June 12, 1912, by the consolidation of the Interstate Silver-Lead Min-

ing Company and the Callahan Mining Company, with a capital of \$5,000,000.00, divided into 500,000 shares of the par value of \$10.00 per share. The principal physical asset at that time was the uncovered orebody of the Callahan Mine although it was thought that the mines had excellent prospects because both of the properties were located immediately west of the Hercules Mine and northwest of the Tamarack and Custer Mines, all of which were large producers of lead ores. A short time after the consolidation a very rich vein of zinc ore was opened up on the Interstate

property, the discovery and development of which marks an epoch in the history of zinc production in Idaho. Robert N. Bell, State Inspector of Mines, in his annual report of the mining industry of Idaho, published January 1, 1913, made special reference to the geological significance of the discovery. He said: "This property comprises a very extensive group of claims in the strike to the west of the famous Hercules vein. It is situated almost entirely in the black mud slates of the Pritchard formation in their perfect and typical unaltered condition, and the success of this development is of decided importance to the general welfare of the district."

His judgment has been fully vindicated as the experts who had so confidently declared that no permanent vein would be found in this formation have been converted or silenced by the development within it of one of the greatest and most persistent ore deposits in the world. The report made by the President, Mr. Percival, on June 30, 1916, asserts that the operations of the past year totalled a net profit of \$3,100,491.28. Adding to this the surplus as of June 30, 1915, makes a total surplus of \$4,243,458.32. Out of this there were paid dividends of \$7.00 per share during the year, making a total of \$3,254,930.00, and for the acquisition of new property \$181,817.17, leaving a surplus as of June 30, 1916, of \$806,710.66.

The dividends paid in December, 1916, March 31, 1917, and the dividend of \$1.00 per share paid June 30, 1917, make a grand total in two years of more than six million dollars paid (disbursed) to the stockholders, which is equivalent to \$13.50 per share. The company owns forty-five mining claims upon which title is held under patents of the United States Government. The company has increased its holdings by the purchase from time to time of valuable properties. The company now owns the adjoining property known as the Nipsic Mining Co. and has a controlling interest in the Blue Grouse Mining Company, the Silver State Mining Company and the Virginia claim. These properties all adjoin the Consolidated Interstate-Callahan Mining Company and have become a part of it. All these holdings have proven valuable additions. The acreage at the present time amounts to something better than twelve hundred acres. This great company of

mining holdings, consolidated and known as the Consolidated Interstate-Callahan Mining Co., produces silver, lead and zinc ore.

During the quarter ended March 31, 1917, the total ore mined amounted to 37,700 tons, which had an average content of 23.7 per cent. zinc, 2.5 ounces of silver and 6.7 per cent. lead. Ore reserves blocked out in mine are sufficient for approximately three years' supply at present rate of production.

In the management of the Consolidated Interstate-Callahan Mining Company there are associated men from various sections of the country, including some whose knowledge of the Idaho mining field is based on long and intimate familiarity with its developments, some of them going back to pioneer days in the Nine Mile section of the Coeur d'Alene. Others are men of varied business and financial experience whose judgment has been schooled in connection with the management of other great enterprises. Their direction of this great enterprise, whose income last year exceeded four million dollars, is marked by methods of enterprising industry and financial conservatism which testify to the progress as well as the safety of the large interests confided to their hands.

The official roster of the company is as follows: President, John A. Percival; M. G. Rodearmel, First Vice-President; Milie Bunnell, Second Vice-President and Treasurer; Julian B. Beatty, Secretary. The Directors are: John A. Percival, New York City; Otto Sussman, New York City; Joseph B. Cotton, New York City; Milie Bunnell, Duluth, Minn.; A. L. Warner, Duluth, Minn.; P. H. Nelson, Duluth, Minn.; M. G. Rodearmel, Minneapolis, Minn.; S. S. Titus, Grand Forkes, N. D.; James F. Callahan, Wallace, Idaho.

The principal office of the company is at 61 Broadway, New York City, and branches are maintained with the Stoddard Incorporating Company, Phoenix, Arizona, in the Sellwood Building, Duluth, Minnesota, and at the mines, Wallace, Idaho. C. W. Newton is Manager at the mines and D. F. Haley, of Wallace, Idaho, Consulting Engineer.

The Title Guarantee and Trust Company, 176 Broadway, acts in the capacity of Transfer Agent, while the Registrar and Transfer Company, 120 Broadway, fills the position of Registrar.

MARYSVILLE GOLD MINING CO.

Surrounded by a group of gold mines that have produced over \$50,000,000, the properties of the Marysville Gold Mining Company occupy the geological center or core of the Marysville district, Lewis & Clark County, Montana. There are nine historical mines in this surrounding group. They have for years been rated as the richest gold mines in the state of Montana. All are within a radius of half to three quarters of a mile of the Marysville Gold Mining group. The company's mineral estate is in a compact body, its holdings comprising approximately 500 acres, forming a group of six gold mines. The Marysville consolidation, according to incomplete records, has produced between \$500,000 and \$1,000,000, although it has never been systematically or extensively operated. Litigation involved an important section of the group over a period of 14 years, which prevented development or the extraction of ore. This has recently been cleared up. Some idea of the value of the Marysville and the possible production can be gleaned from a description of the territory. From the Drumlummon on the east to the Marysville is a distance of less than half a mile. This mine has produced \$28,000,000 and its veins strike directly into Marysville territory. The Cruse and Belmont mines, which have produced \$5,500,000, adjoin the Marysville on the northeast. Their principal veins also traverse the northeastern section of the Marysville group. The Piegan & Gloster is half to three quarters of a mile northwest. Its production has totalled \$8,000,000. Less than three quarters of a mile west lie the Empire and Penobscot, which have recorded a production of \$5,000,000.

Approximately three-quarters of a mile southwest is located the Bald Butte mine, which is credited with a production of \$3,500,000. The Shannon mine of the Barnes King Development Company endlines the Blue Bird mine of the Marysville on the southwest. During the past two years an orebody 700 feet long has been developed on the Shannon to within a very short distance of the Blue Bird line. The ore reserves blocked out to a depth of about 400 feet are

estimated at \$3,000,000. The east face of the Shannon workings shows 9 to 12 feet of high-grade gold ore, sampling from \$60 to \$65 a ton. This is in reality the continuation of the Blue Bird & Hickey vein of the Marysville, from which has been extracted approximately \$550,000 under exceedingly adverse conditions. This was prior to the litigation referred to—at a time when ore had to have a value of \$20 to \$25 per ton to be worth anything. The Blue Bird & Hickey vein has been opened along its strike for a distance of approximately 4,000 feet on Marysville ground. It has been proven rich and permanent. In all probability it is correlated with one of the major veins of the Drumlummon. Attention is called to the fact that most of the major veins of the district strike directly toward and into the Marysville property. This is shown by the lay of the various mining claims of the surrounding properties, which, as usual, are, with few exceptions, located on the strike of the main ore channels. The Marysville Gold Mining Company owns outright ten of the above lodes and holds favorable options on the remainder. Options will be exercised on properties which develop to the satisfaction of the management, and such properties will be added to the company's mineral estate. The Marysville Gold Mining Company holds in its treasury 473,000 shares out of a total authorized of 1,000,000 shares, of the par value of \$1. A limited number of the treasury shares are being sold for the purpose of carrying on further development operations, to build a milling plant for the reduction of ores, and to complete payments on additional properties acquired. The stock of the Marysville Gold Mining Company has been listed on the New York Curb.

The vein of the Blue Bird & Hickey property has been opened to a maximum depth of 350 feet and mine samplings show average values in gold, with some silver, ranging from \$30 to \$50 per ton. The two claims are expected to produce several millions of dollars in gold, with some silver. The main Honeycomb shaft is approximately 250 feet deep. At the bottom it shows eight feet of ore, with

an average value of \$25 a ton. The Mt. Pleasant claim shows a value of \$60 to \$75 a ton and some shipments have netted as high as \$4,000 a car. The Spokane group shows values from \$20 to \$30 a ton while the Annie Dillion shows ore of an average value of from \$30 to \$40 per ton.

In addition to the veins above described, there are, in all, 14 known veins on the Marysville group of mines. These have been prospected so superficially that their true mining importance is an unknown quantity. That they all have big possibilities, however, is a statement which has been endorsed by many of the more competent mining authorities of the State of Montana. Plans as outlined for the systematic development of the Marysville properties include the continuation of the Blue Bird & Hickey crosscut tunnel to open and explore the Mr. Pleasant-Honeycomb veins. This will give a depth of about 400 feet on the veins of this group. Drifts will then be driven the full length of the veins with a view to opening a large tonnage of ore for later production.

In the previous operation of these mines, power was an important and costly item. With the development of the Shannon, however, an electric power line has been built across the Marysville and ample electric power is now available for all purposes. The saving of this single item is shown by the fact that power now costs one-fifth of what it did prior to the installation of the power line. Its importance is reflected in the fact that ore of an average grade of \$10 per ton can now be mined and milled at a substantial profit, whereas all ore less than \$20 per ton of metal contents was practically worthless.

There are a number of substantial and modern mills operating in the immediate locality, all engaged in handling ore from adjoining or nearby mines. The fact is brought out as showing that there are no metallurgical problems confronting the company. It is planned to build a mill of 300 tons capacity at the mouth of the Spokane tunnel. The plant will be equipped with most modern machinery, including adequate crushing and cyaniding units. Provision will be made to in-

crease capacity by building additional units as ore developments may warrant. Metallurgical determinations show conclusively that a saving of from 90% to 95% of the gross values of the ore is entirely feasible. Careful estimates of all items of cost on an output of 300 tons daily show that a net return of at least \$10 per ton on all ore milled will be realized. This deduction is made only after an exhaustive consideration of the average grade of ore that will be extracted and wholly disregards the higher grades, of which there are substantial tonnages running from \$40 to \$75 per ton. In this connection, it may be interesting to note that exceptionally rich vein sections have been handled separately on the Bald Butte, Cruse, and other rich mines, and have yielded values from \$1,000 to \$2,000 per ton. On a net realization of \$10 per ton from milling operations, the estimated net earnings of the company are placed at \$900,000 annually. Shipments of higher grade ore are counted upon to materially increase the average yearly income, the closest estimates approximating \$1,000,000 net, which would equal \$1 a share yearly on the company's capital of \$1,000,000. Whatever increase is made in milling facilities later will, obviously, mean an equivalent increase in production and net earnings.

The Marysville Gold Mining Company's mines have been examined and reported upon at various times by many of the foremost engineers of the State of Montana as well as practical mine operators of wide experience and prominent standing. Included among these are such men as James Higgins, who was for years connected with the Anaconda Company as an assistant superintendent and is widely known throughout Montana as a consulting engineer; W. W. Lytzen and E. M. May, engineers of mines, Butte, Montana, L. S. Ropes, Edward Swan and John W. Wade, prominent engineers of Helena, James Deering, one of the big mine operators of the state, and Duncan MacVichie, E. M., of Salt Lake. All these experts have made flattering reports of the group. The New York offices of the company are at 120 Broadway.



Cornelius M. Garrison
President of the Calumet & Jerome Copper Co.

CORNELIUS M. GARRISON

A prominent figure in the copper industry of the country, whose energy in mining and marketing that indispensable product has materially added to the nation's wealth, is Cornelius M. Garrison, who was born at Brookville, Pa., May 9, 1866, the son of John Nelson and Mary Angeline (Thompson) Garrison. He is of Scotch-Irish ancestry, and on the paternal side is descended from the old and well-known Garrison family of Boston. The maternal forebears were among the early settlers of Chester County, Pa. Mr. Garrison was graduated from the public schools of Brookville in 1883, and began his active business career two years later with the Orford Copper & Sulphur Co. in laboratory work at Constable Hook, N. J. His next connection was with the Butte Reduction Works, of Butte, Mont., where his knowledge of copper was largely added to, and he then returned to the Orford Copper & Sulphur Co. as night foreman of the Constable Hook, N. J., plant. He retained this position for some time and then began business for himself in Pittsburgh, Pa., dealing in copper and other metals and working in close affiliation with the W. A. Clark interests. He was subsequently occupied in assisting to dispose of the United Verde Copper Co.'s output through the Waclark Wire Co., of Bayway, N. J. After this he transferred his interests to New York City, where he dealt in copper wire and later directed his attention to copper mining and other phases of the copper industry in California and Arizona.

One of the principal companies with which Mr. Garrison is affiliated is the Calumet & Jerome Copper Company, an Arizona corporation of \$1,500,000 capital, full paid and non-assessable, with a par value of \$1.00 per share. There are no bonds or other fixed charges. The registrar

is the Security Transfer & Registrar Company, 66 Broadway, New York City. The property comprises six claims of approximately one hundred acres of patented land. The claims are, Remington, Clara, Duluth, Franklin, Calumet, Bald Eagle and St. Paul—all in one body and located in the Jerome Mining District of Arizona.

All buildings are of galvanized corrugated iron and equipment includes 285 H. P. McIntosh & Seymour Diesel Engine coupled to a 200 K. V. A. Generator and Exciter with panel board and current regulator; Ingersoll Rand Air Compressor driven by 75 H. P. motor; Lidgerwood Double Drum Counterbalance Hoist with motor; Gallows Frame of Oregon pine timber; well furnished blacksmith shop with latest type drill sharpeners; oil storage tanks; water storage tanks with water cooler; superintendent's cottage; automobile truck; entire plant including shaft, electrically lighted and, in fact, the most complete plant in the Jerome district.

The property is end-lined and side-lined by the United Verde Copper Company, which is owned by ex-Senator W. A. Clark, undoubtedly the richest copper mine of the world. The property is also side-lined by the United Verde Extension, which has recently opened up an heretofore unheard of body of rich copper ore. The Jerome District is traversed by what is known as the Great North-South Fault, which is easily traced through the United Verde and United Verde Extension, into and through the Calumet & Jerome. The officers of the company are: George W. Avery, President; C. M. Garrison, Vice-President; George H. Avery, Secretary and Treasurer. The company's main office is located at Jerome, Yavapai County, Ariz., with a branch office at 96 Broadway, New York.

MOTHER LODE COPPER MINES COMPANY OF ALASKA

The Mother Lode Copper Mines Company of Alaska, organized in 1907, owns in fee 70 lode and placer claims, adjoining the Bonanza Mines, in the Copper River district of Alaska. The tract includes about 1,400 acres and is three miles by air line from the Copper River & Northwestern Railroad. Two veins have already been opened up, the Marvelous and Pittsburgh, the average width of the vein in the former being seven feet for a considerable length. In the Pittsburgh North Drift Slope the width is 31 feet and the eastern wall has not yet been found. Superintendent Hancock in a recent report to the directors stated:

"Whereas there is no scientific reason why a vein should grow in size and richness with depth, the rule being in general the reverse, we find here that the deeper we go the stronger, wider and richer the vein becomes and the outlook for the lower levels from the new shaft is certainly most promising and the present showing and future outlook of the Mother Lode far exceeds anything ever seen at any previous time since development commenced, and what was only a good prospect four years ago is now a fully developed copper mine, with a large tonnage of rich ore extra-cted, blocked out, in sight and prospective."

According to this report the ore reserves in sight and estimated include 114,328 tons of ore, 17,770 tons of copper and 468,074 ounces of silver. The copper at 30 cents per pound is valued at \$10,662,000 and the silver at 75 cents per ounce amounts to \$351,055, making a total of \$11,013,055. The mining costs at \$4.00 per ton will amount to \$330,044, making the net value of the ore at mine \$10,682,611. In addition to this there is at the lower tramway terminal, McCarthy railroad depot and en route, copper and silver ore valued at \$275,872.50. The Superintendent further states: "As the new two-compartment shaft has been started and is down 51 ft. but temporarily stopped awaiting power hoist, with a view of developing and opening up the lower ore zone (the zone that all the Bonanza

Mine workings are on), from my intimate knowledge of conditions obtaining in that mine and my firm and persistent belief that we shall find the same conditions on the Mother Lode property, I have made a careful and conservative estimate and find there is probably between the 600 and 800 ft. levels in the new shaft 56,000 tons of copper of the value of \$33,600,000 at 30 cents per pound and 14,400 ounces of silver at 75 cents per ounce, valued at \$1,080,000. Deducting \$5.00 per ton for mining and hoisting charges leaves a net valuation of \$33,480,000 at the mine.

"In making the above estimate I have taken the low grade ore as containing 15 per cent. of copper and the high grade as 40 per cent. and while there will undoubtedly be a considerable tonnage running below 15 per cent. so also will there be a large tonnage running over 40 or even 60 per cent; hence these percentages will, I am convinced, prove a conservative average when the ore comes to be mined."

During March, 1917, the company received \$102,940.84 from the Tacoma Smelting Company for ore extracted in 1916. Practically only fifty per cent. of this ore is being paid for, at the present time, at present market prices, subject to a reduction for freight on the first half payment. In the future the company will doubtless largely increase its ore shipments as it has recently installed new equipment and constructed a roadway leading to the railroad station. To do this it was necessary to erect fifteen bridges over McCarthy Creek in the circuitous drive from the mine to the station and to tunnel some sections out of the solid rock. Motor trucks will now be used and the output of the mine more profitably handled. A 500 horse-power engine has been installed together with two 250 ton boilers. Crushers and concentrators of modern make are a part of the equipment with a power plant at the railroad station. New bunk houses have been erected for the workers and the mine is now perfectly equipped for the most economic extraction and handling of ore.

ERNEST LE DUC

PRESIDENT OF THE BIG LEDGE COPPER COMPANY.

Finance, manufacture, agriculture, oil and mines have each produced some stalwart Americans during the past few years of war. We have all been able to see where the advantages of the country lay, but only a favored few have been able to grasp them at the precise time that meant a fortune. Never in our generation, perhaps not in this century, can we expect such another opportunity as the times afford—value marks everything American, and valor awaits our flag. Through it all the most interesting thing as usual is the study of man and one of the most interesting of the men who have added their names to the role of successful Americans during recent years is Ernest LeDuc, President of the Big Ledge Copper Company and also identified with various other absorbing enterprises. A brief sketch of Mr. LeDuc's career cannot fail to be of interest and value to our readers, especially the younger generation who seek energy, integrity and commercial success for a guide.

As the name indicates, Mr. LeDuc is of Canadian-French descent on his father's side, Antoine LeDuc having been born at the town of Beauharnois, a suburb of Montreal, and he in turn was descended from that sturdy line of ancestry which found adventure and freedom on this side of the Atlantic during the Napoleonic Wars. Antoine LeDuc early came to the United States and became interested in mining and played a considerable part in the early development of that wonderful fortune-maker—the Calumet & Hecla. He was married to Miss Ida Korten, of Scotch and Huguenot-French parentage and a native of Essen, Germany, and who came to America in 1854. This is an admixture of races which does not make dwarfs, and Ernest LeDuc, who was born of this parentage at Calumet, Michigan, on January 31, 1869, can well be classified as one of the real stalwart Americans that the exigencies of the times have brought to the front.

Calumet, Mich., breathes an atmosphere tinted with copper. It has seen so many millions dug from the ground that miners are shaped in the cradle, and thus young LeDuc after gathering what schooling he thought sufficient to equip him for life, took a course in the Detroit Business College and became associated with his father in a large surveying contract on the Mesaba Range in Northern Minnesota. For a number of years he was engaged with various iron and lumber companies, occupying positions of trust and skill with the largest operators and companies in the great Mesaba and Vermillion Ranges. This experience, practical as it could be made, has been of great service to Mr. LeDuc in the broader field of

his own endeavors and there are few men at the head of our great mining enterprises who have a clearer practical knowledge of the business from all angles than has Ernest LeDuc.

The Big Ledge Copper Company, of which Mr. LeDuc is President and General Manager, is one of the principal industries at present engaging his well-trained mind, and the revival in the copper mines of the world, which has taken place since the nations of the earth have gone into the business of munition-making, will continue to advance after the advent of peace—for the arts of peace must need copper as well as the arts of war.

This wonderful revival in the copper line has brought great wealth to owners of all successful mines and has made these mines the subject of much study and scientific investigation to the end that the intelligent investor, the reliable promoter and the conservative financier have been able to reap rewards hitherto unknown.

The Big Ledge Copper Company's mines are located at or near Huron, Arizona, in one of the richest copper-bearing districts in the known world. It is made up by the consolidation of smaller properties, principally those formerly known as the Henrietta, the Butternut and the Black Hills, group. The consolidation took place in 1915 and the properties consist of 1,900 acres all told. The capitalization is authorized at \$7,500,000, divided into shares of \$5 each at par. The developments and facilities for the turning of copper into dividends on this property have all the modern methods known to science. The earnings at the present writing are sufficient, it is said, to produce returns of 16 per cent annually upon the entire capitalization.

Aside from his connections with the Big Ledge Copper Co. Mr. LeDuc is also President and General Manager of the Mesaba Cuyuna Iron Land Company and a Director in the Cuyuna Mille Lac's Iron Company and extensive interests in other fields and lines of endeavor. He is most earnest, however, in seeing the Big Ledge made into one of the great copper properties of the world, and within a short time expects to see it take its place along with the greatest producers of the country.

Mr. LeDuc spends much of his time in Duluth, Minn., the scenes of his earlier triumphs and where he is a member of the Kitchi Gammi Club and the North Land Country Club. His vast interests make him a New Yorker, however, whether he will or not, as he spends much time in this city. He is a member of that favorite club of western men—the Rocky Mountain Club, of New York City.

UTICA MINES, LTD.

The property of the Utica Mines, Ltd., is centrally located in Slocan mining district of British Columbia, where nine claims of 450 acres are owned under Crown grant and a square mile of Crown granted timber land including water power, saw mills, mill site and town site, all adjoining the mine. These properties lie on a mountain, the elevation of the outcrop being 6,700 feet above sea level, or about 3,500 feet above the valley. There are four known veins which, according to the engineers, contain high grade silver-lead-zinc ores. When discovered, the veins on the outcrop were so rich in silver and lead that they were known locally as the "Bonanza Veins." The property is being opened on account of its extremely favorable natural location, by a series of tunnels run into the mountain at different depths or levels until the ore bodies are encountered, at which point drifting is commenced and the different ore shoots placed in condition for economical extraction. The main veins, known as No. 1 and No. 2, running uniformly parallel, about 80 feet apart, have now been developed to a maximum depth of 1,200 feet below the mountain ridge on which the original discoveries were made. Production, however, is being confined to what is known as the No. 3 and No. 4 levels. No. 3 level is 800 feet vertically below No. 2 level, with which it has not yet been connected. Two shoots of high grade silver-lead ore have been opened on this level. On No. 1 vein the shoot is 200 feet long and on No. 2 vein the shoot is 250 feet long. Ore is now being extracted from both these shoots above this level. Drifting is also being continued,

and it is expected the "Bonanza" ore shoots shown on the surface will be picked up not far ahead. No. 4 level is 220 feet vertically below No. 3 level and it has been found that the ore shoots, which were respectively 200 feet and 250 feet long on No. 3 level, have lengthened to 650 feet on No. 1 vein, and 700 feet on No. 2 vein. Extraction of ore is now going on above this level. Drifting is also being pushed and the "Bonanza" ore shoots, according to survey, should be encountered within 300 feet. No. 5 level was started in December, 1916, and will tap the ore bodies at an additional depth of 360 feet. It will reach the two main veins within approximately 1,800 feet, and should be completed in the fall of 1917. The other two veins are not being developed at the present time as it is believed they can be more economically opened in the lower horizons of the mine. The development of the property is under the direct supervision of C. B. White, E. M. The Consulting Engineer is R. M. Stewart, E. M., who in recent years has been the General Manager for the Canadian Consolidated Mining and Smelting Company. Utica Mines, Ltd., is capitalized at \$2,000,000. The officers are: President, Volney D. Williamson, Spokane, Wash.; Vice-President, C. J. Caldwell, Kaslo, B. C.; Secretary, F. J. Kilner, Spokane, Wash. The Board of Directors include these officers, together with W. C. Sivyler, W. W. Tolman and R. H. Vorhees, of Spokane. In his last report President Williamson said:

"To-day, after years of patient, intelligent effort, during which time over \$200,000 have been

expended in development and equipment, the property of the Utica Mines, Ltd., in my opinion, stands on the threshold of becoming one of the successful mines of the West. In 1916 the mine shipped a large tonnage of silver-lead-zinc ores to the Trail smelter, located in the same district, for which it received approximately \$170,000. The first three months of 1917 our shipments have shown a profit of something over \$12,000 net monthly. As the mine is opened up and shipments increased the monthly profits will necessarily mount higher and higher until the mine should show net profits of several times this amount. As a result of operations, during the past eighteen months, the company has retired all of its outstanding indebtedness of every kind whatsoever, and now has a cash surplus of over \$113,000. At a stockholders' meeting held at Kaslo, British Columbia, on April 18th, it was decided that the company was justified in declaring an initial dividend of 2 cents per share to be paid June 15th to stockholders of record June 1st. This is intended as a quarterly dividend, that is to say 8 per cent. per annum on par of \$1 per share. Knowing the facts as I do, I feel that the company has every reason to anticipate with the most sanguine assurance the development of a mine that will compare favorably with other great mines of the West."

Previously this company has not been known in the East, and it is likely that share values will advance rapidly once it is better known and especially on a basis of the rather liberal dividend return. The life of the mine under these conditions is highly important and this seems, accord-

ing to the officials, to be assured as does the fact that the present high prices on lead, silver and zinc will continue for some time.

The Security Transfer and Registrar Company, 66 Broadway, New York City, are the transfer and registrar agents of the stock and the selling agents are Rogers, Norton & Co., 43 Exchange Place, and Coleman & Reitze, 50 Broad Street, New York City. On a recent visit to New York, President Williamson confirmed the report of the recent sensational strike of high grade silver-lead ore on the company's property. Mr. Williamson states that from information received from the superintendent the strike was made in an upper crosscut tunnel at a point 300 feet from the main drift. The vein is eight feet wide, of high grade concentrating ore. Over one foot of this ore is very clean and samples taken therefrom average 60 ounces of silver and 70 per cent. of lead to the ton. The shoot is an entirely new one in this part of the mine, although it shows on the surface where it is from 3 to 4 feet in width. The declaration of the 2 per cent. dividend was the introduction of the Utica Mines, Ltd., to the New York Curb. As the shares were quoted at 25 cents against a par value of \$1.00, this would mean a net yield of 8 per cent. This caused considerable activity in the shares, especially as the mine has been under serious development for several years and its earnings for the first three months of this year are stated to have been in excess of \$12,000 monthly and are said to be increasing. In 1915, production amounted to \$15,000, in 1916 it increased to \$170,000 and for 1917, it is thought, it will be much larger.

ALASKA STANDARD COPPER MINING COMPANY

The Alaska Standard Copper Mining Company, actively traded in on the New York Curb and which has a capitalization of \$2,000,000, divided into 2,000,000 shares of the par value of \$1.00, started shipments of ore in July, 1917. The company is operating the Standard Copper Mine located on Copper Mountain, Landlocked Bay, Prince William Sound, Alaska, about 1,100 miles north of Seattle, Washington, and about 30 miles from Valdez, Alaska. The mine is being operated under lease and option extending over three years from the present time. The purchase price is \$500,000, which will be paid in instalments out of the returns from ore shipments. Ore reserves in the mine are valued at \$4,554,318 net which, with copper metal at 25 cents a pound, amounts to over nine times the purchase price. At the prevailing price of copper these ore reserves are worth over \$6,000,000, or twelve times the purchase price. Owing to its proximity to the warm Japanese Current, Landlocked Bay is open for navigation throughout the year. At the company's wharf is a depth of 28 feet of water at low tide, sufficient for the largest vessels in the Alaska trade. Climatic conditions will permit operation of the mine all the year round. About \$150,000 has been expended in developing the mine by tunnels to a depth of 430 feet below the surface, equipping the property with overhead tramways, of which there are three leading from the tunnels to the terminal station, the erection of ore bins, buildings, wharf, etc. There are exposed in the mine ready for extraction and shipment 310,127 tons of ore varying in grade from 4 per cent to 8 per cent copper of the net value of \$4,554,318, with copper metal at 25 cents a pound. The price is now much higher, thus increasing the net value of these ore reserves to over \$6,000,000.

This valuation represents over \$2.50 per share for the entire capital stock of the company after

providing for the purchase price of the mine. This valuation is based on the development work accomplished on only three ore bodies. There are eleven ore bodies exposed on the surface. By extending tunnel No. 3 to cut the downward extension of the ore bodies in tunnel No. 2 the available ore reserves should be very largely increased. Tunnel No. 3 recently cut ore body No. 2 showing a width of from five to six feet of ore averaging \$50 a ton. It is estimated that this development has added \$300,000 to the ore reserves. A trial shipment of 64 tons from tunnel No. 2 gave returns of 11.30 per cent copper. The company now has a force of men at the mine breaking ore for shipment to the Tacoma smelter, which has offered a five-year contract at a treatment charge of \$1.50 a ton. The ore is conveyed by overhead bucket tramway from the mine tunnels to the ore bins at the wharf and loaded on the steamer for Tacoma. There is no more economical mode of transportation. It is proposed to make regular shipments of 3,000 tons of ore a month. Calculating on 5 per cent copper ore and copper metal at only 30 cents a pound and omitting gold and silver contents, the returns would be \$1,296,000 per annum, or over 50 per cent on the total capitalization. These statements are based on the report of John L. Steele, a prominent mining engineer of high repute, from United States Geological Survey reports and handbooks which accurately describe the Standard Copper Mines of Alaska.

In his report on the mine Mr. Steele shows that the property consists of seven patented claims and a mill site, comprising an area of about 150 acres. The equipment includes a blacksmith shop on the beach well equipped with drill press and all tools necessary and incident to medium heavy work for mining, such as building ore cars, etc., a superintendent's house of seven rooms, an office building and a commissary stock room; a combination

boarding and bunk house two stories high on the beach, water works supplying all buildings on the beach and sufficient for fire protection; a boarding house and a bunk house, each one story high; a blacksmith shop for sharpening tools and other small work at the portal of each tunnel; a gasoline launch fifty feet in length; telephone connection from the superintendent's house and office to the central station and the opening of each tunnel and drill steel, ore cans, ore buckets and a powder house for the storage of dynamite, caps and other explosives. The development work consists of three tunnels, one shaft and about 1,500 ft of surface stripping. Tunnel No. 1 is a cross-cut tunnel, driven for the purpose of intersecting three parallel ore bodies. The first ore body was encountered at a depth of about 60 feet and drifted on for a distance of 105 feet. This deposit carries an average of 8 per cent copper, 1 oz. silver and 4 100 oz. gold. Some of the ore from this deposit has been mined and shipped. On this vein a shaft has been sunk to a depth of 60 feet, where the ore body was encountered. This vein has been drifted on for a distance of 6 feet and holds its own in width (an average of 6 feet) and metal contents. None of this ore has been extracted. The second deposit was encountered at a distance of 180 feet from the portal and at a vertical depth of 230 feet. The third deposit was encountered at a distance of 478 feet and where cross-cut by the tunnel has a width of 32 feet, with a vertical depth of 430 feet below the surface. This vein was drifted on for a distance of 350 feet following the hanging wall and four cross-cuts running to this foot wall to determine the size and average metal contents of this deposit. From numerous samples taken it gives an average of 4 per cent copper, 1 oz. silver and 3 100 oz. gold, with occasional lenses of good ore running from 7 per cent to 8 per cent copper. None of this ore has been broken except for the above mentioned work.

Tunnel No. 2 is located at a distance of 650 feet to the west and lower down the mountain from Tunnel No. 3, a total distance of approximately 1,000 feet. It was driven to intersect two parallel ore bodies. These deposits were encountered, the first one 65 feet from the portal of the tunnel, the second 90 feet. Each of these deposits was drifted a distance of 65 feet; average copper contents of these deposits 8 per cent, 1 oz. silver; 65 tons of ore was shipped from this tunnel to the Tacoma Smelter, giving the return of 11.43 per cent copper. Quite a large amount of ore still remains in this slope that can be broken and marketed on short notice.

Tunnel No. 3 has been driven 126 feet lower down (vertical depth) to intersect the ore body encountered in Tunnel No. 2. This tunnel has been driven a distance of 312 feet and Mr. Steele estimates the ore should be encountered within 50 feet from the end of the present working. Should this prove correct there can be broken and marketed upwards of \$300,000 worth of ore in Tunnel No. 1. This has been done and the ore is now being extracted. The Alaska Standard Copper Mining Company was organized under the laws of South Dakota, with Marcus L. Hewett, of the firm of M. L. Hewett & Co., of 115 Broadway, New York City, as President. Mr. Hewitt was until recently a resident of Montana, where for thirty years he was engaged in mining. He is recognized as one of the most practical and expert operators in the field and his interest in the development of the Alaska mine is an assurance of its value as an ore-producing proposition. While a resident of Montana he was a member of the State Senate and was for a time President of the Mine Owners' Association—a signal honor when it is considered that Senator Clark and others of the most successful mine owners of the Western Country are members of that organization. The specialist for the Alaska Standard Copper stock is M. J. Kiernan, Jr., of 42 Broad Street.



H. A. GUESS

H. A. Guess, who is prominently identified with important mining operations in the United States, Mexico and South America, is a native of Canada, where he was born at Kingston, Ont., November 21, 1875. His preparatory education was in the public schools, and collegiate institute, after which he entered Queens University, graduating in 1895. For the two years thereafter he was engaged in surveying, assaying and mine examination in British Columbia and did the sampling upon which the low-grade copper mines at Phoenix, B. C., were purchased by the Granby Mining and Smelting Co., in 1897. Severing his connection with this work, he became Manager of the Ottawa Gold Mining and Milling Co., at Keewatin, Ontario, Canada, retaining the position until 1901, when he became connected with the Guggenheim interests as Superintendent and later as Manager and General Manager of various of their plants

in the United States and Mexico. He was subsequently made Consulting Engineer for the Mining Department of the American Smelting and Refining Co., and the American Smelters Securities Co. At the present time he is Managing Director of the Mining Department of these companies; Managing Director of the Federal Mining and Smelting Co. and Consulting Milling Engineer for Guggenheim Brothers, the Chile Copper Co., and the Braden Copper Co. In addition to his interest in these companies Mr. Guess is a Director of the New York Honduras Rosario Mining Co.

He is a member of the American Institute of Mining Engineers, the Mining and Metallurgical Society of America, the American Electro-Chemical Society, the Colorado Scientific Society, the Engineers' Club, Rocky Mountain Club, Canadian Club of New York and Bankers' Club of America.

ALUMINUM COMPANY OF AMERICA

The Aluminum Company of America, now one of the greatest commercial and manufacturing concerns in the United States, owes its origin and growth to the development of aluminum. It was in 1888 that a process for commercially producing the metal was discovered. Previous to that time it had been looked upon as a curiosity and its almost prohibitive price confined its use to the manufacture of expensive novelties. The existence of aluminum had been suspected for several hundred years, and in 1808 Sir Humphrey Davy suggested "that clay and many rocks of similar formation had for their base an undiscovered metal." The properties of these greatly resembled the aluminum of today. Francis Woehler, a German chemist, was the first to actually isolate the metal, in 1827. This was in powder form and it was not until 1845 that it was produced in small globules. In 1855 Develle, a French chemist, who had improved upon Woehler's method obtained an almost pure aluminum in sufficient quantities to determine accurately many of its physical properties. Develle's method was the first to permit the extraction of pure metallic aluminum at will, but it was so costly that the metal sold for \$16 per pound. The aluminum industry as a commercial possibility began in 1888 when Charles M. Hall, a student at Oberlin College, Ohio, perfected the method above mentioned to produce the metal at a price that assured its commercial use.

In 1889, following Mr. Hall's researches, he associated with Alfred E. Hunt, who was conducting a chemical and metallurgical laboratory and organized the Pittsburgh Reduction Co., which name was later changed to the Aluminum Company of America. The future of the venture was at this time an unknown quantity. Comparatively little was known of the properties of aluminum and almost nothing of the uses to which it could be put. The metal produced by Develle's method

had been rolled into sheets, bars and wire and had been used in the manufacture of novelties and there seemed little prospect at that time for its commercial development. In order to understand Hall's process of reduction it must be explained that aluminum appears in the earth's crust almost invariably as a silicate of aluminum, or as an hydrated oxide of aluminum, and of these two forms the latter only is available for this process. It is found as a mineral called "bauxite," which contains not only the oxide of aluminum and water but also such impurities as iron oxide, silica, common soil, etc., which, however, are not in chemical combination with the aluminum oxide. A process for the separation of the aluminum oxide (alumina) from the accompanying minerals in the bauxite had been generally known for some time. It consisted in grinding the bauxite into very fine particles and saturating it with water. Soda is introduced into this mass, combining with the alumina to form sodium aluminate, which is dissolved at once by the water. The other materials in the mass, viz., the iron oxide silica, etc., however, are not soluble in water and therefore can be readily filtered out, leaving only the sodium aluminate solution. This solution is then decomposed and the alumina is precipitated out from it. After washing and calcining it takes the form of a fine powder, white in color, gritty in texture and expressed by the chemical symbol Al_2O_3 . This process had been known for a long while but Hall conceived the idea of separating the alumina into its constituent elements, aluminum and oxygen, by an electric method and devised a process which combined the principles of the electric furnace and the electrolytic bath. After a large amount of experimental work, the possibilities of aluminum as a commercial product became apparent and in 1890 the Pittsburgh plant was moved to New Kensington, a suburb of the

Western metropolis, where a new factory had been erected. In 1893 a reduction plant was built at Niagara Falls, where cheaper electric power was available and a few years later the Arkansas mines were opened up and the alumina works at East St. Louis, Illinois, were established. At the present time the company owns and operates mines in Georgia and Arkansas, the alumina works at East St. Louis, now a concern of gigantic proportions, three reduction plants and a rolling mill at Niagara Falls, a reduction works and wire mill at Massena, N. Y., a general fabricating plant at New Kensington, Pa., and an aluminum bronze powder works at Dover, N. J. This is the growth of twenty-three years and its development has grown into one of America's greatest industries. The uses of the metal are many and varied. It is used for automobile parts, open hearth steel and in sheets which are used in the manufacture of tanks, commercial and domestic cooking utensils, electrical apparatus, receptacles for strong chemicals and thousands of other purposes. The metal on leaving the rolls has the brightness and luster of silver, the malleability of copper and about one-third the strength of steel. Its use for cooking utensils has been advocated by scientists as it is impregnable to acid formations and on this account the pickers of the country use aluminum vessels in the preparation of all their foodstuffs. The utensils have a smooth surface easily cleaned and capable of being kept in the most sanitary condition. Fermenting tanks in the breweries are also made of the metal and these are much better as fermentation produces verdigris in copper utensils and this is impossible when aluminum is used. Copper has the greatest electrical conductivity per unit of cross-section and next to copper comes aluminum. The relative conductivity of the two metals is as 98 to 61.

In order, therefore, that an aluminum cable have an equal carrying capacity to a given size copper cable its cross-section must be 1.59 times as

great. But the ratio of the weights of the two metals is as 3.3 to 1, and it is, therefore, a simple problem to determine the fact that an aluminum cable has only 48 per cent of the weight of its copper equivalent. That is, forty-eight pounds of aluminum will just exactly replace one hundred pounds of copper in a line transmitting electrical energy, and it follows, therefore, that in order for a copper line and an aluminum line of the same capacity to cost the same amount the price of the aluminum must be exactly 2.1 times the price of copper per pound. As a matter of fact, however, this has not been the case in recent years, during which the price of aluminum has varied from 1.9 to 1.6 times the price of copper per pound and, therefore, aluminum has not only the advantage in weight but also the advantage in price over copper for transmission purposes. These facts are recognized by the engineers of the country and aluminum transmission lines have been installed in some of the largest hydro-electric plants in America. More than 75 per cent of the power generated at Niagara Falls is distributed over aluminum cables and thousands of miles of it can be found all over the country carrying power from the source of generation to factories, electric railways, lighting plants and in every place where electric power is used to turn the wheels of industry. There are many more uses to which aluminum is put. It is used in tubing of the greatest fineness for delicate instruments and in sizes to conform with standard iron pipe, employed where corrosive chemicals are used. It is also turned out in extruded shapes manufactured by forcing molten metal through a steel die, cut to the desired shape of the bar required, finely grained aluminum which is used principally for its property of developing tremendous heat, when it is burned and forced to combine with oxygen, and aluminum bronze powder which will probably be recognized as an ingredient of paint and which is also used to considerable extent in the manufacture of fireworks.

CHAPTER ELEVEN

Crude and Manufactured Rubber

NEW YORK LEADS THE COUNTRY AS A PORT AND MARKET FOR CRUDE RUBBER— LARGE AND DIVERSIFIED TRADE IN RUBBER GOODS

THE impetus given to certain lines of products by the introduction of new discoveries and inventions is well illustrated by the business history of the United States in general during the last half century. The influence of electrical invention on the consumption of copper and of the automobile and motor boat on the demand for gasoline has been referred to in another place in this volume. Both of these causes have united in advancing another product from a position of subordinate interest to a place of prime importance in the commerce and industry of this city and country. It is its uses for insulation and as a resilient covering for wheel tires that have wrought the present commercial importance of the rubber trade. As these causes have operated with constantly increasing demand upon rubber resources, the production of rubber was stimulated by the opening of new plantations in the producing districts, but though the supplies have increased the demand has also increased and prices advanced even before the war. Since then the demand of belligerents has been added and the prices have soared still higher.

New York leads the country as a port and market for crude rubber. Rubber imports into the United States amounted to \$155,044,790 in the year 1916, and of this large amount practically all came through the port of New York. Most of the rubber imported to this country comes from London, which receives its supply from Singapore, but recently there has been an increase in direct shipments from Singapore to this port, thereby avoiding the submarine peril. The grades of rubber, in the order of quantity imported, for the year 1916 were in tons as follows: Plantations, 86,531; Paras, 22,060; Africans, 3,591; Centrals, 1,768; Guayule, 1,140; Manicoba and all others, 1,519; total, 116,609 tons.

The trade in manufactured rubber goods of all kinds, centering in New York, forms a very important part of the entire trade. In the metropol-

itan district, which includes Newark and other near-by towns, are large factories engaged in the manufacture of hard and soft rubber goods for household, industrial and mechanical purposes. In rubber tires for automobiles, which has advanced to first place among the industries consuming rubber, the city is either headquarters or principal distributing center for the leading manufacturers. The rubber tire business, both in pneumatic and solid tires, grows from year to year by leaps and bounds. For automobiles, experience seems to have fully demonstrated the great superiority, over any other tire, of an inflated tube which gives to the car's motion ease and resiliency to a degree possible in no other.

In former years the source of supply of crude rubber was precarious, and depended to large degree upon the gathering of wild rubber from the forests of the Amazon and elsewhere. While the quality known as Para rubber is the highest, the supply was subject to fluctuations and uncertainties. Therefore, large importing and manufacturing interests hit upon the expedient of acclimating and naturalizing Brazilian rubber trees in Sumatra, Ceylon, Malaga and other countries of middle Asia, and large plantations were set out some years ago which are now yielding large quantities of highest quality rubber in substantial and increasing quantities where there is cheap labor and abundant territory to operate in. In this way the trade has fortified itself to measurably meet the constantly increasing demand for rubber goods. The war has put a considerable pressure on New York manufacturers and exporters of rubber goods so that sales of rubber boots and shoes, rubberized clothing, rubber mechanical goods, rubber hose, rubber tires and many other varieties of goods tax the resources of the market to their utmost present capacity.

Hard rubber goods vulcanized by a process discovered by Charles Goodyear and since greatly

improved, now embrace an extensive range of manufacturers of utensils and fancy articles, the manufacture of which is carried on in factories immediately tributary to New York and forms a large and important factor in the extensive rubber business of New York.

For insulation of wires, cables and electrical apparatus the uses of rubber are manifold and important. For this and other purposes the European War has brought a demand for this material which, with large orders also from neutral countries, has made the export business an important feature of the trade. It is one of the branches which, after the high pressure demands of war are withdrawn, will aid in finding an equilibrium for the readjustment of the rubber business on a peace basis that shall retain much of the international trade that New York has attached to itself in the past three years and create a starting point for greater and more permanent development.

The local industry in the manufacture of miscellaneous rubber goods is enumerated in the United States manufacturing census for 1914 as amounting to \$11,727,000 for "rubber goods not elsewhere specified." This does

not nearly cover all the rubber goods manufactured in the metropolitan district for there is another classification in that census of "belting and hose, woven and rubber," the output of which in 1914 reached a value of \$10,907,000. But the locally produced merchandise is by no means the most important part of the rubber goods output handled in the domestic and overseas trade of New York. Many of the most important rubber interests, notably that of the manufacture of automobile tires, the large factories of which are located in the Middle Western States, have their products sold to American dealers or exported to foreign markets by establishments having their headquarters in New York.

The executive offices of these corporations are in many cases located in New York because a large concern wishing to establish a world wide domestic trade and an export business can do so better in the metropolis best prepared to handle this trade and also being the central market handling nearly three-fourths of the crude rubber which forms the raw material of this important industry. That is why New York includes among its distinctions that of being the leading rubber and rubber goods market of the United States.

HENDERSON & KORN

The firm of Henderson & Korn, importers of crude rubber and other products from Central and South America and the Far East, has been wonderfully successful since it was organized, August 1, 1909, and the large increase in business is unquestionably due to the knowledge of the partners, acquired by frequent visits to the far away fields from which the products are secured. Francis R. Henderson, senior member of the firm, was born in Port Chester, N. Y., June 5, 1864, and has been connected with the rubber trade since 1879.

He makes frequent trips to Europe and keeps in close touch with the foreign markets, through connection with the best producing houses abroad. Earnest A. Korn, the other member of the firm, was born in Meiningen, Germany, January 30, 1873. He came to this country in 1893 and four years later entered the importing and exporting trade. He knows the tropics almost as well as he does New York. He has made fre-

quent trips to Para and has journeyed up the Amazon River for 1,000 miles, thoroughly familiarizing himself with the goods the firm handles and getting in close touch with the producing firms in that far-off country.

He has also made two trips to Ceylon and the Malay States and the knowledge gained by these visits is of inestimable value in securing the best possible products. Henderson & Korn specialize in crude rubber, which they sell direct to manufacturers throughout the United States and Canada. They maintain an office in Akron, Ohio, the centre of the rubber industry, from which they distribute the rubber to automobile and other manufacturers throughout the Middle West. The New York office of the firm is at 82 Beaver Street.

Since the above was written the firm of Henderson & Korn has been dissolved, Mr. Korn retiring, and the business continues as before but under the name of F. R. Henderson & Co.

L. LITTLEJOHN & CO., INC.

The commission house of L. Littlejohn & Co., Inc., is one of the largest handlers of East India goods in New York City. Nearly all important products are dealt in through the company's connections in the Far East and a specialty is made of East India rubber, which in recent years has largely superseded the Para product. The business was incorporated January 1, 1916. Lomax Littlejohn, President of the company, was born in Liverpool, England, October 14, 1841, and came to New York in 1851, his father having established himself as an importer of iron and metals in 1848. He entered his father's office in 1857, and subsequently became a member of the firm of D. Littlejohn & Co., which conducted a large



Lomax Littlejohn

business with the Eastern States and San Francisco, shipments being made to the latter port by sailing vessel via Cape Horn from Liverpool. Importations of iron gradually declined, owing to the competition of the American manufacturers, and in conjunction with some American capitalists and ex-President Juarez of Mexico, he entered into an agreement to develop large tin concessions in Durango. The death of General Juarez caused the enterprise to be abandoned, and in 1876 he joined Messrs. James R. Townsend & Co., in the East India business, which firm was succeeded by Littlejohn & Parsons, and subsequently became L. Littlejohn & Co. The Secretary, R. M. Littlejohn, was born in Flushing,



R. M. Littlejohn

L. I., July 7, 1874, and has spent his entire commercial life with the present concern. He is thoroughly conversant with the business and looks after the regular trade. In this he is assisted by



W. E. Bruyn

his father, who, while not as active as formerly in the firm's affairs, is still to be found at his desk every day. The Treasurer, W. E. Bruyn, was born in Rosedale, Ulster County, N. Y. He joined the firm in 1910, to take charge of the East India Rubber Department, and this branch has become a most important one. L. Littlejohn & Co., Inc. has commodious offices at 138 Front Street, and employs a large staff of stenographers and clerks in the handling of the extensive business.

HAGEMEYER & BRUNN.

Among the successful and leading exporting and importing houses of New York City is that of Hagemeyer & Brunn, of which Ewart M. Brunn is the sole surviving partner. The business was first established in 1858, by J. W. Brunn, grandfather of the present member, who in 1859 associated with F. E. Hagemeyer in the formation of the firm of Hagemeyer & Brunn. Mr. Hagemeyer died in 1891, and upon the withdrawal



Ewart M. Brunn

of C. F. Brunn, a son of the founder, who had been admitted to the firm sometime previously, a new partnership was created which included J. W. Brunn, P. Bertuch, and Lincoln and Ewart M. Brunn, respectively son and grandson of the original member. J. W. Brunn died in 1907, and upon the subsequent retirement of Mr. Bertuch and Lincoln Brunn, the business was continued by

Ewart M. Brunn, under the original firm name. At the period when the business was founded, New York's foreign trade had not assumed large proportions and it required close application and sound executive judgment for a new firm to succeed in the line. Both Mr. Hagemeyer and Mr. Brunn possessed the necessary qualities, as the success and longevity of the house attests. The business has grown to large proportions and the products of many South American countries are handled. These include cocoa, nuts and hides, while a specialty is made of crude rubber, both natural and plantation. The export goods handled consists of all products of the United States. Mr. Brunn's long experience and thorough knowledge of the trade place him in a position to successfully negotiate both the foreign and domestic business, which has increased materially the last few years. Hagemeyer & Brunn's trade territory covers the entire United States and Canada and the imported products are sold through brokers and to manufacturers direct. The offices of the firm are in the Produce Exchange Building.

CHARLES T. WILSON CO., INC.

The house of Charles T. Wilson Co., Inc., which was organized to take over the crude rubber business of Charles T. Wilson, is composed of Charles T. Wilson, President and Treasurer; Henry Perlish, Vice-President; C. E. Thornall, Secretary, and Lloyd M. Trafford, Assistant Treasurer. The concern is a large importer of plantation rubber from the East Indies and also of Mexican and African rubber. It has direct connections with Wilson, Holgate & Co., Ltd., of London and Wilson, Holgate & Co., Far East, Ltd., of Singapore, Straits Settlements, through which much of the foreign business is done. An office is also maintained in Akron, Ohio.

The Charles T. Wilson Co., Inc., markets the output of the only crude rubber produced in the United States. This comes from a rubber shrub which grows wild on the American side of the Rio Grande and is converted into commercial rubber by the Border Rubber Co., in a large plant at Marathon, Texas, the annual output being 100,000 pounds. The trade territory of Charles T. Wilson Co., Inc., covers the entire United States and Canada, the product going principally to manufacturers. The house has a sales force of its own although sales are frequently made through brokers. The offices of the company are at 56 Wall Street.



Xavier W. Obalski



Edward C. Sweeney, Jr.

OBALSKI & SWEENEY, INC.

Obalski & Sweeney, Inc., dealers in and importers of crude rubber, with offices at 59 Pearl Street, was chartered under the laws of the State of New York, May, 1915, in succession to the firm of Obalski & Sweeney, which was established in March, 1911. The President of the company, Edward C. Sweeney, Jr., was born in St. Pierre, Miquelon, in 1883. He was educated at the College Colonial des Isles, St. Pierre and Miquelon, and began his business career in this country in 1899, with the United States & Hayti Cable Co., of which company his father is Vice-President.

He was associated with banking interests from 1904 until 1909, when he started in the importing business and formed his present connection two years later. Xavier W. Obalski, who is Treasurer and Secretary of the company, is a native of Nantes, France, where he was born in 1881.

He received his education at Lycee Charlemagne, Paris, and spent a part of his early life in Para and Manaos, Brazil, where he became familiar with the South American customs and trade conditions. He was for three years connected with the old firm of Denis Cronan Fils of Brazil, of which his father was a member, at the head office in Nantes. Thoroughly equipped in the business, he came to this country and associated with Mr. Sweeney in the importation of crude rubber. Obalski & Sweeney, Inc., has been very successful. The company has a capitalization of \$100,000, with a surplus equally large. It has direct connections with all the rubber producing countries throughout the world and its sales to rubber manufacturers in every section of the United States and Canada runs into millions of dollars annually. A corps of salesmen is employed and a large volume of business is also done through brokers.

ARNOLD & ZEISS.

The firm of Arnold & Zeiss, dealers in crude rubber, with offices at 277 Broadway and branches in Akron, Ohio, in the center of the tire belt, and at Boston, Mass., where rubber is extensively



William J. Kelly

used, is composed of Albert Zeiss and William J. Kelly as general partners and Heilbut, Symons & Co., established in London, England, in 1850, as special partners. Through the London house the firm has connections in every rubber-growing section of the world and handles every variety of Para and Plantation rubber. It has representatives in Para and Manaus, Brazil, and in Singapore and Colombo, the ramifications of the parent house being such that the firm of Arnold & Zeiss are in a position to secure all grades of rubber. The trade territory of the firm embraces the entire United States and Canada and the product is principally sold direct to manufacturers and through brokers in various parts of the country. Mr. Zeiss, senior member of the firm, has been connected with the rubber trade for many years and Mr. Kelly has also had long experience in the business.

J. T. JOHNSTONE & CO.

J. T. Johnstone, trading as J. T. Johnstone & Co., is one of the large dealers in crude rubber in New York City. Mr. Johnstone was born in England, where he was for a long time connected with the rubber trade and learned every detail of the business. Upon coming to New York in 1910, he established his present business, the success of which is unquestionably due to his profound knowledge of rubber and trade conditions. He is agent and correspondent of L. Sutro & Co., of London and the East, who are conceded to be the largest dealers in rubber in the world. This firm is old and wealthy and has vast ramifications that enables it to buy advantageously in every rubber producing country. The rubber handled by J. T. Johnstone & Co. is mostly plantations coming from the Straits Settlements, the Federated Malay States, Java and Ceylon. The product is sold direct to manufacturers throughout the United States and Canada, and Mr. Johnstone, who



J. T. Johnstone

makes frequent trips to the rubber purchasing centres, is personally acquainted with a large majority of the manufacturers who use the product. The offices of the firm are at 22 William Street.



George E. Pell



Louis W. Dumont

PELL & DUMONT

One of the younger firms that has achieved success in the rubber trade is Pell & Dumont, of 68 Broad Street. This firm was organized July 1, 1915, by George E. Pell and Louis W. Dumont, and despite its youth has kept pace with the older houses doing a general brokerage business in all grades of rubber. The trade territory covered by the firm includes the entire United States and Canada and a branch office is maintained in Akron, Ohio. George E. Pell, senior member of the firm, was born in Brooklyn, in 1879, and from 1895 to 1898 was with the firm of Simpson & Beers, rubber brokers. From 1898 until 1902 he was with the New York Commercial Co., and from 1902 to 1905 he was associated with Adelbert H. Alden, Manaus, Brazil. In 1905-6 he was with Gordon & Co., and J. A. Mendes & Co. of Manaus and Para, Brazil. He was United States Consular Agent at Manaus from 1902 until 1905 and upon his return to New York in 1906, joined the General Rubber Co., of which he was Director and Assistant General Manager. In 1907 he made a trip through the Mexican Guyale fields and in 1912 he represented the Commercial Association of Para at the Third International Rubber Exhibition held in New York City. During 1913 he visited Ceylon, the Straits Settlements, Federated Malay States, Sumatra, and the Philippine Islands. Mr. Pell resigned from the Gen-

eral Rubber Co., in 1914, to start in the rubber brokerage business for himself and in 1915, in association with Mr. Dumont, organized the present firm. Mr. Pell is married and has two children.

Mr. Dumont was born in New York in 1886 and, like his partner, has spent nearly all his commercial life in the rubber business. His first connection after the completion of his education was with the United States Rubber Co. He then became a member of the Consolidated Stock Exchange, and after two years in that line returned to the rubber business as associate of A. W. Brunn, of New York, having charge of the Akron business. Returning to New York he organized the firm of Baldwin & Dumont, with an office in New York City and a branch in Akron, and upon the dissolution of that firm, formed his present connection. It will thus be seen that both members of the firm have had a wide experience in the trade and were thoroughly equipped when Pell & Dumont entered the field. This means a complete knowledge of rubber that is of inestimable value to the customers of the firm. The business has increased steadily since the formation of the firm and it already has a large clientele and an enviable reputation throughout the country. Mr. Pell and Mr. Dumont are members of the Rubber Trade Association and the Rubber Club of America.

MEYER & BROWN

The firm of Meyer & Brown, one of the oldest engaged in the importation of crude rubber, are the successors of A. T. Morse & Co., who conducted the business for twenty-five years. Nothing but crude rubber is handled, which includes all grades from Brazil, four plantation grades from the Far East and the Central American product. These goods are sold all over the United States and Canada and the large clientele of the firm, resulting from years of satisfactory dealing, include some of the largest manufacturing concerns

Meyer became sole owner of the business. Mr. A. H. Brown was afterwards given an interest in the business, forming the firm of Meyer & Brown, of which he is now a full partner.

Like his partner, Mr. Brown has also been connected with the rubber business since boyhood. Upon leaving school he became an employee of the Boston Rubber Shoe Company in Boston, Mass., and was afterwards associated with the General Rubber Company, which is the buying agent of the United States Rubber Co., and re-



Otto Meyer



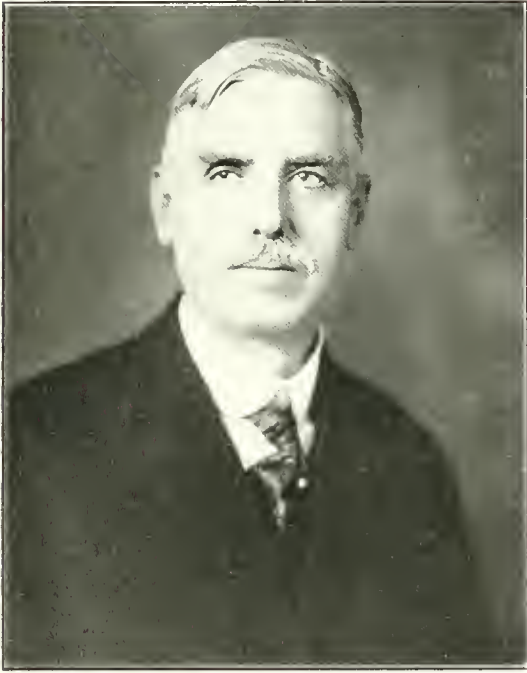
Andrew H. Brown

in the country. Mr. Meyer, the senior member of the firm, has spent his entire business life in the trade. He was originally engaged in this line abroad and came to the United States and located in Boston, Massachusetts, as the representative of an English firm. He spent eight years in that city, during part of which he acted as agent for A. T. Morse, founder of the business. He came to New York as an employee of Mr. Morse and was eventually admitted to partnership, the firm becoming A. T. Morse & Co. Upon the retirement of Mr. Morse, January 1, 1912, Mr.

remained in his position with that company until he formed the connection with Mr. Meyer. Both members of the firm, therefore, have had wide experience in the business and have a large acquaintance among all the rubber goods manufacturers of the country. Selling goods of the highest standard only and pursuing a policy of the highest business integrity and efficiency, Meyer & Brown have increased the trade to such an extent that it is ranked as one of the leading firms handling rubber in the country. The offices are located at 35 South William Street.

EDWARD MAURER CO., INC.

Mr. Edward Maurer was born in Switzerland and came here from Mexico in 1886. He entered the employ of Theo. Herrmann, one of the oldest export houses in New York. Leaving Mr. Herrmann in 1895, Mr. Maurer started business in his



own name, which later was merged with the Haytian export firm of H. Wiebke & Co., under Mr. Maurer's management.

In 1900 Mr. Wiebke withdrew and the business was continued under the firm of Ed. Maurer, taking over also the business of Theo. Herrmann, with Mr. H. V. Herrmann as special partner.

About 1905 Mr. Maurer became interested with Messrs. Madero & Co., of Mexico, in the extraction of Guayule Rubber and represented them exclusively in the United States and Canada. Gradually the firm made connections all over the world for the import of every grade of rubber.

In 1913 the business of Ed. Maurer was incorporated, the general Export and Import business continuing as Ed. Maurer, Inc., while the Rubber business was incorporated under the name of Edward Maurer Co., Inc., Mr. Maurer being President of both. Lately the necessary formalities were completed to merge the two branches into one, the Edward Maurer Co., Inc., having bought all the stock of Ed. Maurer, Inc.

The firm exports to Mexico, Central and South America, the West Indies, East Indies and Europe and imports all principal raw products from these countries.

ROBERT SOLTAU & CO., INC.

The firm of Robert Soltau & Co., Inc., which manufactures gutta percha tissue, commonly referred to as rubber or mending tissue, is the outgrowth of the business of Robert Soltau, who came to this country from Hamburg, Germany, in 1885. At that time the product, originally used only by clothing manufacturers, was imported from France, but in 1890 Mr. Soltau started a factory here and the tissue has since been made in this country. It is manufactured from crude gutta percha by a practically secret process and is now extensively used by the shoe and millinery trades, in hospitals for surgical dressings and in paper mills and on printing presses, where quick and effective patching is sometimes required to prevent the stoppage of the machinery. The firm's offices are located at 148 West 23rd Street, and the product is sold all over the United States.



Masonic Temple

CHAPTER THIRTEEN

As an Oil Center

PLACE HELD BY NEW YORK IN CONNECTION WITH THE PETROLEUM INTEREST— RAPID INCREASE OF TRADE DUE TO NEW USES OF PETROLEUM.

THERE is no other natural product which has so rapidly advanced from a place of indifference to a point of prime necessity as petroleum. Although it is said that petroleum was known to the ancients and was used in the walls of Babylon and Nineveh, and was in Roman times brought from Sicily and burned in lamps, there is no evidence that it was ever applied to any of its modern uses until the middle of the Nineteenth Century. A French Franciscan missionary refers to oil springs found in what is now the northwestern region of Pennsylvania, and as the crude oil seeped out at many places in that State its presence was quite well known to many of the early settlers. It was used for medicinal purposes as a lotion or liniment long before anyone thought of using it for light, heat and power; but in 1853 a suggestion of Dr. Brewer that it might be used for lubricating and illuminating purposes aroused some interest. In 1854 the Pennsylvania Rock Oil Company was organized and drilled a well which yielded from 400 to 1,000 gallons per day. The company was not a success and in 1859 Colonel E. L. Drake leased land from that company upon which he brought in a productive well. Methods having been devised for purifying the oil and lamps constructed to burn it, a market was created and the oil boom was on, and by the following year more than one hundred acres bordering on Oil Creek had been proven productive.

Methods of refining were constantly improved, and methods of distribution, chiefly by pipe lines, devised, and kerosene entered the list of staple commodities. Gasoline, separated from kerosene to make it safe to use, was a drug in the market, the uses for it being very restricted, the first found for it requiring any considerable amount being in gasoline cooks-stoves which enjoyed a vogue for several years but later fell into disrepute because of accidents resulting from their use.

As the region of production was for a considerable period confined to a comparatively small area in Pennsylvania the business was localized very largely in Oil City, with the bulk of the refining centered in Cleveland, Ohio.

The Standard Oil Company, which became the overwhelmingly important part of the entire oil industry, established headquarters in New York, and as the years have passed the city has acquired a constantly expanding mastery of the business. In recent years, though the Standard Oil interests represent a much larger share in the general petroleum business than any other organization, it is relatively a much more diminished part of the oil interests than it was a few years ago.

When mechanical science developed engines for use with kerosene and more especially with gasoline as fuel a field of expanded usefulness was opened up for petroleum, especially since the application of gasoline to use as the ideal fuel for furnishing the motive power of automobiles. Another important part of the petroleum industry is that of supplanting coal in many applications by land and sea as a fuel for use under steam boilers. This is a special use for the heavy oils of Mexico, Texas and other fields in which the oil product has an asphaltic base. The use of heavy oils for this purpose has greatly increased with the invention of improved burners to secure perfect and equable combustion of the oil. It was formerly necessary, for instance, in order to secure the proper vaporization and combustion of the oil to use a spray of water or steam to aid in the process of vaporization, but several new types of burners are supplied with mechanical means for vaporization, without need of a steam jet.

After Pennsylvania, West Virginia entered the field as a part of the same geological formation of oil-bearing lands and then followed Ohio, Indiana and Illinois. Texas and Louisiana came in about

the close of the Nineteenth Century with vast resources of the heavy oils of the Coastal Plain, of which the first well of the Beaumont field yielded 75,000 barrels a day, spouting the liquid in a six-inch column to a height of 160 feet, and nine days elapsed before the flow was brought under control. The Beaumont oil is a dark asphaltic oil with

purposes, has been a great boon to California, furnishing a vast supply of cheap fuel which has been the chief stimulant to the profitable establishment of many important industries on the Pacific Coast.

The Mid-Continent field, chiefly comprised in Oklahoma, Kansas and the "Panhandle" of



Standard Oil Building, New York City—The Famous "26 Broadway"

much sulphur and is obtained at a depth of 1,000 feet. Further north, around Corsicana in Texas, and in Louisiana in the region from Nachitoches to Shreveport, lighter grades of oil are found.

California has extensive oil fields of large production, principally in the Southern part of the State, with Los Angeles as the center. This oil, also of asphaltic base and chiefly valuable for fuel

Texas, has been the great oil sensation. In Oklahoma, particularly, the interest was intensified by the discovery and exploitation of the great Cushing pool with its unequalled production of the lighter oil upon which variety of petroleum for the present the world depends almost wholly for its supply of gasoline. It was an opportune discovery. The uses of gasoline were enumerated in the New In-

ternational Encyclopaedia, published in 1903, as being "employed in the extraction of oil from oil seeds, in carbureting coal gas, in gasoline lamps, stoves and plumbers' lamps"—a fair description in that day. But its introduction into use in combustion engines brought about the popularization of the automobile and gave to paraffine base petroleum a demand that would long ago have swamped the production of the Pennsylvania and West Virginia wells of the Appalachian field, long the sole source of supply of gasoline. The Mid-Continent field, and especially the Cushing pool, relieved that situation and normalized the supply of gasoline and its increasing use for automobile propulsion.

Other fields have been opened up in which paraffine base oils are produced, notably the Irwine and other fields in Kentucky, which may be fairly assigned as new discoveries in the Appalachian group. More recent interest is largely centered on Wyoming, a State which seems to be almost widely underlaid with petroliferous sands and shales. Although the presence of petroleum in Wyoming had long been known, its remoteness from means of transportation discouraged exploitation until recent years. Since 1912, however, the State has entered the recorded petroleum statistics and has since increased its production until it now has an output in excess of a rate of ten million barrels yearly. Most of the production has been from The Salt Creek field heretofore, but recent developments of large production in The Big Muddy field have greatly added to the standing of the State in oil production. There are now recognized eight well-defined and proven oil fields of the State, although the presence of apparently well-defined oil anticlines is by no means confined to these eight. The oil of Wyoming is largely a light paraffine-base oil of phenomenally large gasoline content.

New York is the nerve-center of the petroleum interest of the country. In the early days of oil development after the oil discoveries of the Oil Creek region of Pennsylvania, the financing of oil development and the business of oil distribution was largely centered in New York. Transportation was first in oil-tank cars, but later pipe lines brought the oil to New York harbor, the reservoirs being chiefly in Jersey City and Bayonne, New Jersey, but the central offices of the producing and distributing, and especially of the exporting trade in petroleum products, were in New York. The old Petroleum Exchange was the center of activities in the handling of oil securities in the earlier days of the industry, but in 1885, with other mining and speculative boards, was combined in The Consolidated Stock and Petroleum Exchange of New York. Most of the oil stocks and securities find in New York their principal market, and with

the exception of some of the large companies whose stocks are listed on the New York Stock Exchange the transactions are very largely on the New York Curb Market, which has been for years the principal sales arena of the various Standard Oil issues.

The activity of the petroleum industry has been especially great since the beginning of the European War. In the movement of supplies the motor car, the "tank" war machine and many other of the activities of warfare call for a vast supply of gasoline. Of equal importance in connection with war activities is an ample supply of fuel oil. As a matter of efficiency and economy in fuel there has come an increasing use of fuel oils, such as are produced by the oil wells of the Coastal plain of Texas and Louisiana, and in the California field, but more especially by the Tampico and Panuco fields of Mexico, largely developed by British, Dutch and American capital, and in large degree tributary to the New York market.

Oil is now used under steam boilers of large ocean-going ships, British and American war vessels of the larger class and ships of all sizes. The advantages of oil are its uniformity, maintaining without fluctuation the desired degree of heat under the boiler; economy of bunker space, utilizing, in many vessels, the space between the inner and outer "skin" of the vessels, thus releasing much valuable space for freight or passenger accommodation; greater cleanliness, doing away with cinders, dust and smoke; longer life of boilers due to more perfect combustion; greatly reduced stoking force, the feed being largely automatic and only about one fifth as many men being required; gain of time in bunkering which can be effected in a very brief time without in any way interfering with the loading or unloading of cargoes; quicker voyages, due to uniform heat which enables high speed to be obtained without abnormal effort, and without the slowing down due to the opening of doors to feed the fire. The efficiency of oil burning marine plants has been greatly increased by improved burners, and in some of the latest installations this improvement in mechanism is so pronounced that the plant burns Mexican crude, without treatment and with the most satisfactory results.

The transformation of ships from coal-burning to oil-burning is constantly going on, and there is much of the same tendency in reference to the use of oil under factory boilers, and on locomotives, and in Texas, Mexico, California and South America many oil-burning locomotives are already in use. The motor-boat and other small craft requiring speed are large users of gasoline, being propelled, like the majority of automobiles, by combustion engines charged with gasoline.

The trade in petroleum and its by-products finds

its chief center in New York, not only in supplying domestic demands but particularly in overseas shipment, which is conducted principally in tank ships built especially for oil transportation. The chief drawback on this trade has been the scarcity of tank ships which were grossly inadequate in number at the beginning of the war period.

The demand of the belligerents for gasoline and fuel oil has greatly augmented the overseas call on the petroleum resources of America, and the building of tank ships has been greatly stimulated so that although tank ships have been treated as a shining mark by the marauding German subma-

rines, the number of these useful vessels has been materially increased. But the supply of tank ships has not yet reached nearly to the point of demand and much of the oil shipping movement has had to depend upon the archaic method of shipment in barrels. The increase in the use of oil for fuel under boilers is a permanent movement which will be more and more of a factor in the petroleum trade, and, as a corollary, will largely increase the production of tank ships when, after the war, the cost of ship-plates comes down to a normal price that will justify extensive operations in that branch of shipbuilding directly related to the solution of petroleum transportation problems.



Partial View of Lower Manhattan. The New Municipal Building Looms Large Over the City Hall and City Hall Park. The Brooklyn, Manhattan and Williamsburg Bridges Are Outlined in the Background.

EX-GOVERNOR, CHARLES N. HASKELL OF OKLAHOMA

PRESIDENT OF THE MIDDLE STATES OIL CORPORATION—AN ENTHUSIAST ON OKLAHOMA'S OIL RESOURCES.

Hon. Charles N. Haskell, who was Governor of Oklahoma from 1907 until 1911, tells an interesting story of oil production in that State. His personal experience in dealing with the oil question there, during his occupancy of the Governor's chair, was in his official work in assisting to formulate what has proven to be an excellent code of laws regulating and stabilizing the oil industry and its marketing facilities. After retiring from office he became actively interested in developing and producing oil. He is enthusiastic over Oklahoma as an oil country and claims the State leads the Union now, as it has for several years, usually in the number of barrels of oil produced annually, and especially in the total selling value of the oil. He claims that the oil crop in Oklahoma in 1917 will bring the producers over one hundred and sixty million dollars of good money. Oklahoma has been producing oil for the last seventeen or eighteen years. The first few years he terms the sweating period, beginning with no means of transportation except the railroads, which method of shipment is too expensive to make oil production profitable; but he states the sweating period is over. The territory is now supplied with a number of large long distance pipe lines through which the vast majority of the oil production is transported to distant markets, but it took time to secure the building of these pipe lines. From none at all, there is now a standard line extending from Oklahoma to Whiting, Indiana, a standard line from Oklahoma to the great refineries at Baton Rouge, Louisiana, the Texas Company's line from Oklahoma to the Gulf of Mexico; the Sinclair Line from Oklahoma completed to Kansas City and nearing completion to Chicago, which will carry oil to three large Sinclair refineries, the Gulf Pipe Line from Oklahoma to the Gulf of Mexico, another standard line from Oklahoma to the Gulf of Mexico; the Dougherty Company Line from Oklahoma to the refineries at Gainesville, Texas, and other points and several smaller lines. This means permanent and economic transportation for the oil production of Oklahoma, and indicates the faith that these large companies have in the permanency of Oklahoma's oil production which has now been an established

industry in the State for about eighteen years, and many wells drilled in the beginning are still profitable oil producers. The oil production has not always been in the hundreds of millions of dollars annual income for the people, but it has been an immense industry for several years and many instances of prosperity in oil are present in the State. He tells of the time when he assumed the duties of Governor in Oklahoma. Many of his acquaintances began their career as oil producers. Among them McFarland, Chapman, Harwell and Rogers formed the McMann Oil Company, beginning with a few thousand dollars capital and a twenty-acre lease in what afterwards became widely known as the Glenn Pool in Creek County. With their industry, genius and small capital they made additions until a few months ago they sold a part of their accumulated oil producing properties for the snug sum of thirty-five million dollars, a gratifying result to men worthy of good fortune. About the same time the Jones Brothers, having come to the village of Bristow, Creek County, from Mississippi, engaged in managing the Frisco Railroad village depot agency and a little real estate business, and with an integrity and industry worthy of success, but with mighty little capital, laid the foundation for their oil business, from which the sale of a portion of their oil production within the last year brought them approximately twelve million dollars. But a few years ago John Markham came from Pennsylvania to the oil fields of Oklahoma with scarcely a grub stake. He was a man of the highest honesty, integrity and industry, and a success in the oil business. The sale of two producing leases aggregating 320 acres within the last year brought him more than four million dollars—this practically all in North Oklahoma field, but the famous Healdton field in Southern Oklahoma, two hundred miles away, must not be overlooked. Representing some clients a few years ago, Gov. Haskell paid in cash over seven hundred thousand dollars for an eighty-acre oil lease. This was purchased from the Healdton Oil & Gas Company made up of Mr. Doak, Tom Wade, Dr. Montgomery and two or three others of the village of Marlow. Their company had been organized

with a cash capital of sixteen thousand dollars. Gov. Haskell did not buy more than half of their property in this purchase and yet from the money paid them they immediately declared a cash dividend of four thousand two hundred per cent, (not bad for the village of Marlow). J. L. Hammond, then of Lawton, Oklahoma, undertook the building of a short line railroad from Ardmore, Oklahoma, to the Healdton oil fields, which was opened in 1911, securing the capital from John Ringling, America's great showman. While he was building this road, which cost about a million and a half dollars, he picked up an oil lease here and there and created an oil producing property which was valued for sale in April, 1917, at \$5,600,000. These are a few instances of the operator's end of the oil industry, and this class of men has not been selfish in its prosperity; they are the leading citizens of the State and are most liberal and patriotic in everything that benefits Oklahoma and its people.

In the town of Muskogee, where Gov. Haskell lived for many years, they have an Indian Agency where the affairs of the five Civilized Tribes is in part managed. About three years ago the Indian Agency was selling at public sale the unallotted small tracts and fractions of land in the Creek Nation. Of course, it was the land that was left after the Indians had made their selection of what they considered the desirable land. Up in the Jack Oak Hills of the western part of Creek County the agent was offering a certain 88-acre tract in section 8, Township 18 N. Range 7 East bordering the Cimaron River; it certainly was not worth over two or three dollars an acre. A Mr. Musselman, lately arrived at Muskogee from the borders of the Mediterranean Sea, was an industrious and thrifty little candy and fruit merchant, desiring to actually own a piece of land. He knew nothing about the 88 acres of land being offered and which was located some seventy miles from Muskogee; but nevertheless two dollars and a quarter an acre looked cheap to him, and he bought it for less than two hundred dollars. Shortly afterwards he leased this piece of land for oil to the McMann Oil Company, and later when they developed oil upon it and had several wells producing, Mr. Musselman's income exceeded one thousand dollars per day as the land owner's royalty from the oil production. Mr. Musselman is now a wealthy and highly respected citizen of Muskogee. In the same neighborhood a little colored girl belonging to the class known as Creek Freedman had her allotment of land in that locality, an eighty-acre tract. She leased it to the Jones Brothers. They were soon paying her one thousand two hundred dollars per day royalty and her estate today is worth one-third of a million dollars. Little Sarah Rector doesn't know how she ever came to be rich, but she is

rich just the same. An old full-blood Creek Indian residing at Checota refused to select his own allotment and the Dawes Commission assigned him one hundred and sixty acres of land in this Jack Oak Region of Creek County; his accumulation from oil up to the middle of this summer was over six hundred thousand dollars on land that without oil could never have been sold for four dollars per acre. This Indian is enjoying life according to his own ideas of amusement. Just at present he owns his own baseball team and brass band and travels with them from town to town matching all comers, but even this does not keep his bank account from constantly growing as the oil flows from the several wells upon his lease. *For oil is oil* you know, and while Oklahoma produces practically thirty-five to forty per cent of all the oil of the United States, yet the constant increase in the consumption of all oil products assures a good average increase in the price that the producers of oil will receive for their product. As to the nature of oil production as a business, it is no more a gamble than sewing seed in the hopes of producing a crop where each bushel of seed may return twelve to fifteen bushels in the harvest. If you consult the statistics, which can be had from the proper Bureau of the Interior Department at Washington, you will find in the average annual statement from the beginning of oil production in Oklahoma to the present time that of all of the wells drilled not over fifteen per cent are failures and eighty-five per cent are profitable for the production of oil or gas or both, and the oil business can be just as sensibly and safely conducted as a business proposition as any ordinary kind or class of business. Of course, there are failures. Not all of the producers and not all of the land owners are as successful as those already mentioned. Governor Haskell claims he cannot recall a single man in all the oil industry of Oklahoma who has stuck to his job and conducted his business with ordinary energy and intelligence without making excellent average results.

The Middle States Oil Corporation is only a few months in existence. It acquired over seven thousand acres of leases scattered around through the oil regions of Oklahoma. They do not have large tracts of land in the state as it is subdivided into forty, eighty and one hundred and sixty acre tracts and consequently every oil operator has his leases scattered about intermingled with others in the oil producing business. That, of course, gives the producer a number of economies in testing and developing each locality. The Middle States Oil Corporation really began business last June and has already more than doubled the cash value of its property. From the wells already drilled and producing, it has put its stock on a dividend paying basis with a reserve running above the amount allowed for dividends.

HARRY F. SINCLAIR

The entrance into the Eastern field of the Sinclair Oil & Refining Co. has been marked by the most gratifying success. The new concern is one of the biggest producing firms in the United States and has extensive refining, pipe line and marketing facilities, with distributing stations in Kansas, Colorado, Nebraska, Oklahoma, New York, Massachusetts, Rhode Island, Indiana, Illinois, Michigan, Minnesota, Iowa, Missouri, South Dakota and New Mexico. In addition the company is increasing its service by installing filling stations in Buffalo, Albany, Cleveland, Toledo, Chicago, Kansas City, Denver and many other cities. By purchase and development the number of wells in which the corporation is interested is more than 1,200 producing oil and gas wells, and large acreage which has not yet been developed. The company has established a plant for the manufacture of gasoline from casing head gas in Cleveland, Oklahoma, and have in course of construction four other plants that will aggregate a daily capacity of 38,000 gallons. A new pipe line is being built from the Oklahoma and Kansas fields to Chicago, a distance of 800 miles, while an additional means of distribution is provided by about 4,000 tank cars which the company owns.

Mr. Sinclair, President of this gigantic corpo-

ration and one of the prime movers in its organization, was born in Wheeling, West Virginia, July 6, 1876. His father, who was in the drug business, removed to Kansas in 1884 and the son was educated in the public schools of that State and studied pharmacy at the University of Kansas, with the expectation of succeeding his father in business. The father dying at this period, Mr. Sinclair became a salesman for one year and then turned his attention to oil, buying and selling leases until he finally began the development of several promising oil properties on his own account. The oil business was growing steadily at this time and Mr. Sinclair, who had become an expert in the industry, was one of the largest and most successful operators in the Western field. It was apparent to him that operations on a large scale would be highly profitable so he started in to amalgamate various large interests in the field and succeeded in bringing seven independent companies into the merger. The combined assets of the new enterprise were about \$70,000,000. The three best known of the merger companies are the Cudahy Refining Company, the Milligan Refining Company and the Chanute Refining Company, all of which have been operating successfully for a number of years.



Photo from Co-operative Press.

Harry F. Sinclair

President of the Sinclair Oil and Refining Company. The Opposite
Page Contains a Brief Review of This Company
and Its President.



J. FLETCHER FARRELL

J. Fletcher Farrell, Treasurer of the Sinclair Oil and Refining Company Corporation, who is a prominent figure in the Oklahoma oil field, was born at Madison, Missouri, August 19, 1878, the son of William Martin Farrell, a well-known Western banker and financier, and Susan Virginia (Weathersford) Farrell. He was educated in the schools of Paris, Mo., and during vacation periods laid the foundation for a thorough business training by engaging in various occupations. The pursuits he took up in this, the plastic period of his career, not only gave him the experience needed for early contact with the business world, but they equipped him with the physique and endurance necessary for hard and earnest struggle. While other boys were playing he worked on a farm and successively filled clerkships in a shoe store, a clothing store and the post office of Paris. When but nineteen years of age he became a clerk in the Paris Savings Bank and from that period his advance in the financial world was rapid. In 1900, at the age of twenty-two, he became the Assistant State Treasurer of Missouri, and served in that capacity until 1903, when he accepted the Assistant Cashiership of the Third National Bank, of St. Louis, Missouri, retaining the position for six years. In 1909 he was elected Vice-President of the American Bankers' Association, for Missouri, and was also a member of that organization's Executive Council. He was elected Vice-President of the Fort Dearborn National Bank,

Chicago, Ill., in 1910 and during the years of 1911, 1912 and 1913, filled the position of Treasurer of the American Bankers' Association. Mr. Farrell's activity along financial lines has made his services sought by many corporations and in addition to the treasurership of the Sinclair Oil Refining Corporation, he fills similar positions with the Sinclair Refining Co., of Chicago, the Sinclair Cudahy Pipe Line Co., Tulsa, Oklahoma; the Sinclair Oil & Gas Co., Tulsa, Oklahoma, and the Exchange Oil Co., of Tulsa. He is also a Director of Fort Dearborn National Bank, the Woodlawn Trust & Savings Bank of Chicago and Vice-President and Director of the Paris Savings Bank, of Paris, Mo. Mr. Farrell is a member of the Odd Fellows, the Bankers' Club, Union League Club, Southern Club, Iroquois Club, Missouri Society, Kenwood Club, South Shore Country Club and the Men's Club of Hyde Park, all of Chicago; Missouri Athletic Club, St. Louis; Bankers' Club, Old Colony Club, Gymnic Club, Sleepy Hollow Country Club, Scarsdale Golf & Country Club and Lawrence Park Country Club, all of New York. He was married June 17, 1901, to Miss Nellie West Curtright, daughter of Judge James A. Curtright, of Paris, Mo., the union bringing two children: Esther Virginia Farrell, age fourteen years, and William Fletcher Farrell, age ten years. Mr. Farrell's offices are at 120 Broadway, and his residence, Sagamore Park, Bronxville, N. Y.

HERBERT J. CARR

A COMMANDING FIGURE IN INTERNATIONAL PETROLEUM CONCERNS.

Mr. Herbert J. Carr is Managing Director for the United States of the Anglo-Mexican Petroleum Company, Ltd., and has been connected with S. Pearson & Son, of London, for twenty-two years. He is sole owner of Carr Brothers of New York City and President of Carr Bros., Ltd., of London, England, which two latter firms handle the product of nearly every country in the world and have correspondents and connections in every commercial center. Their imports consist principally of coffee, hides, hemp and Mexican rubber, both crude and plantation. The exports to the various points are entirely of American and English manufacture and include all classes of machinery used in the industrial plants of the world. He is also President of the Alabama Exploration Co., Director and Treasurer of the Cuban Oil Company and Director of the Oil Fields of Mexico Company.

The Anglo-Mexican Petroleum Company, Ltd., is a subsidiary of The Mexican Eagle Oil Company, which owes its inception to the initiative of Lord Cowdray, head of the firm of S. Pearson & Son, Ltd., of London.

When constructing the railroad across the Isthmus of Tehuantepec for the Mexican Government the engineers in charge of the work quickly noticed the many oil indications along the route, and Lord Cowdray (then Sir Weetman Pearson) at once proceeded to obtain the necessary contract for the development of the oil fields in this region. A 50-mile pipe line was soon constructed from the oil fields to Minatitlan, where a refinery was erected about 18 miles from seaboard.

Having become interested in the Mexican oil industry, Lord Cowdray turned his attention further north, acquiring over 800,000 acres of oil lands in the five petroliferous states bordering on the Mexican Gulf. Fortune attended the enterprise and the great well of Dos Bocas was brought in, flowing at an estimated rate of 50,000 barrels per day; but this immediately took fire and burnt itself out in two months. This fire involved the loss of 3,000,000 to 5,000,000 barrels of oil but, undeterred by this disaster, S. Pearson & Son, Ltd., continued prospecting and in 1911 were successful in bringing in the Potrero del Llano, which has a production of 110,000 barrels daily. Again bad luck supervened as the seepage around the well was fired by lightning and

it was not until seven months afterward that the fire was extinguished; but the fire did not affect production and the well is still one of the largest producers of any well ever exploited.

In 1908 The Mexican Eagle Oil Company, Ltd., was formed to exploit the oil fields and manufacture and distribute the products in Mexico. This company took over from S. Pearson & Son, Ltd., all their contracts and leases; and owns 180 miles of main and subsidiary pipe line, with a capacity of 90,000 barrels per day, which transports the oil to the seaboard and refinery depots. The steel tankage of the company has a capacity of nearly 6,000,000 barrels and the refineries at Minatitlan and Tampico have a combined capacity of 26,500 barrels daily. At Tuxpam, north of the Tuxpam River, the company has built a deep-sea loading terminal where vessels of the deepest draft lie at ocean moorings about a mile from the shore and are loaded by means of pipe lines laid on the bed of the sea; storage depots are also located at Tampico, Vera Cruz and Puerto, Mexico. The company has also perfected its marketing organization for the supply of its home market in Mexico, where it has established over 160 depots throughout the Republic, and supplies the railways and other industries of Mexico with fuel oil and lubricants.

Owing to the rapid increase in consumption of petroleum products and in order to handle the business in the most efficient manner, The Eagle Oil Transport Co., Ltd., was formed in 1912 for the purpose of transporting the products of the parent company to foreign markets. This company, prior to the war, had a fleet of 20 tank steamers with a carrying capacity of 250,000 tons. The company has also contracted for further steamers with a capacity of 18,000 tons each and when the war is over the company will be in even a better position to supply the requirements of the Anglo-Mexican Petroleum Co., Ltd., which was formed to market the products of The Mexican Eagle Oil Company outside of Mexico.

The Anglo-Mexican Petroleum Company, Ltd., has its head office in London, England, with branches at New York, Rio de Janeiro and Buenos Aires, and seaboard oil-fuel depots for steamship loading and inland distribution at Hull, Thameshaven, Avonmouth and Manchester in England; at Rio de Janeiro and Buenos Aires in



Herbert J. Carr, Managing Director for the United States of the Anglo-Mexican Petroleum Co., Ltd., and at the Head of Other Great Commercial Interests. Seated at His Office Desk at 65 Broadway, New York City.

South America; at Saint Thomas, Virgin Islands; and at Tampico, Tuxpam, Puerto Mexico and Salina Cruz in the Republic of Mexico.

From the above it will be seen that the Cowdray group of companies is self-contained, as production, transportation, manufacture and distribution are covered by their various allied units. Notwithstanding the revolution in Mexico, The Mexican Eagle Oil Company, Ltd., for the year 1916 was able to pay 16 per cent. on its share capitalization of 50,000,000 pesos (\$25,000,000), and with the restoration of normal conditions in Europe the company should be able to still further strengthen the dominating position which it holds in the Mexican oil industry.

The official government figures give the production of petroleum in Mexico in 1916 at 40,550,469 barrels, as against 18,000 barrels in 1900 and 3,500,000 barrels in 1910, and according to the Oil Trade Journal the loadings of The Mexican Eagle Oil Company, Ltd., in 1916 amounted to 9,519,970 barrels, in which are included its crude oil shipments from Tuxpam to Minatitlan and Tampico. The headquarters of The Mexican Eagle Oil Company, Ltd., are in Mexico City, Mexico. Mr. T. J. Ryder is President and Manager.

Owing to his duties as President of the Aerial Board in London, to which Lord Cowdray is now giving his undivided attention, many of his former responsibilities have been assumed by his son, Capt. the Hon. B. Clive Pearson, who with able co-directors and assistants, is carrying on successfully the work which his father so skilfully originated. Capt. Pearson is Chairman of both the Anglo-Mexican Petroleum Company, Ltd., and The Eagle Oil Transport Company, Ltd., the head offices of both companies being in London.

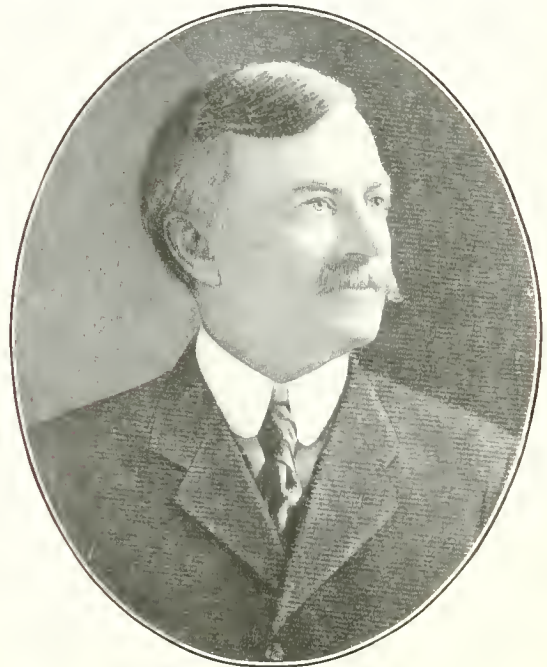
The Anglo-Mexican Petroleum Company, Ltd., has just moved to very handsome and spacious quarters on the nineteenth floor of the American Express Company Building at 65 Broadway, where one is immediately impressed by the activities of the various departments under which this organization is operated.

Mention must also be made of the activities of the firm of S. Pearson & Son, Ltd., of which Lord Cowdray is the head, as it was owing to their perseverance that the Mexican petroleum industry became such an important factor in the world's trade. In addition to the Tehuantepec Railway the firm of S. Pearson & Son, Ltd., built the port works at Vera Cruz, Puerto Mexico and Salina Cruz, and constructed the electric light and tramway systems at Tampico, Vera Cruz and Puebla; they also control many other works of public utility in the Republic of Mexico.

In all of these undertakings Mr. Carr has been identified through his long association with the Pearson firm.

RICHARD CHARLES VEIT.

Richard C. Veit, whose entire business life has been spent in the service of the Standard Oil Co., and its predecessors, was born in New York City, November 17, 1855, and attended the public schools of Brooklyn until he was twelve years of age. His first occupation was with the firm of Rockefeller, Andrews & Flagler as errand boy, and when the Standard Oil Co. was organized in 1880, as successor of the Rockefeller firm, he was placed in charge of the Shipping Department, which operates a large fleet of tank steamers, many sailing vessels and barges and a large number of



leased boats. Mr. Veit is Secretary of the Standard Oil Co. of New York and has been a Stockholder and Director of the same for a number of years. He is also a Director of the Gas Engine & Power Co., and the Charles L. Seabury & Co., Consolidated; also a member of the American Museum of Art, New York Zoological Society, Atlantic Yacht Club, New York Yacht Club and Lotos Club. He was married December 2, 1880, to Mary K. Stobo, and has two sons, Russell C. and Kenneth Alden Veit. He resides at 171 West 71st Street and has a summer home at Sea Gate.

ROXANA PETROLEUM CORPORATION

One of the largest companies working in the Mid-Continent, notably in Oklahoma, the great petroleum center of the country, is the Roxana Petroleum Corporation, the President of which is Willem A. J. M. van Waterschoot van der Gracht, a noted engineer, who came to this country from Holland, March 1, 1915, as the representative of the Royal Dutch Shell Group, one of the most important petroleum organizations of the world. The Roxana Petroleum Corporation is a subsidiary of this concern and in beginning operations in the Oklahoma oil fields it took over various properties. Its holdings consist of over 7,000 acres of oil lands which produced about 5,000,000 barrels of oil in 1916, and over 100,000 acres of promising yet unproven leaseholds, refineries, 550 miles of pipe lines and thorough equipment. The parent company, the Royal Dutch Shell Group, has an enormous producing and marketing organization extending over the entire world and President van der Gracht is confident that the business in the Mid-Continent fields of the United States will prove to be one of the company's greatest assets. The Roxana Petroleum Corporation is a \$60,000,000 concern. Mr. van der Gracht is a native of Amsterdam, Holland, being born there May 15, 1873, the son of Walter S. J. van Waterschoot van der Gracht and Marie van der Does Willebois. The father was a Senator of the Netherlands. The family originates from Flanders, Belgium, and located in the Netherlands in the Sixteenth Century.

After graduating from the University of Amsterdam as a Doctor of Laws, Mr. van der Gracht studied mining engineering and geology at the Academy of Freiberg in Saxony. He graduated in 1904 and the following year was made Secretary to the Council of Mines of the Dutch Government, becoming later a Director of the Nether-

lands Geological Service and a member of the Council of Mines which is composed of five members, who as a board have charge of the government's coal mining enterprises and act as counselors to the Ministry of Commerce and Industry in matters relating to mining. Explorations under Mr. van der Gracht's direction led to the discovery of over 50,000 acres of coal fields in that country, and large deposits of rock salt. The Netherlands coal mines produce over two and a half million tons a year. This output will be extended to ten million tons, at which rate the deposits will last 450 years. Mr. van der Gracht aided in putting these mines on a commercial basis and helped in the shaping of regulations to insure safety to the miners. In 1912 the East Indian Colonies' government invoked his aid in the reorganization of the mining service in that Dutch possession and his advice as to explorations for coal and petroleum. He executed both commissions successfully. Mr. van der Gracht has acted as Consulting Expert to companies in many parts of the world and is the author of various papers on geological and other subjects, one of his best known works being "The Deeper Geology of the Netherlands," published at The Hague, 1909.

Mr. van der Gracht is a past President of the Geological Society of The Netherlands; a fellow of the Geological Society of London; member of the Geological Societies of France, Germany and Belgium; the American Institute of Mining Engineers; the Authors' Club, London, and other scientific bodies and social organizations. Mme. van der Gracht was Josephine, Baroness Hammer-Purgstall, of Graz, Styria, before her marriage, and a daughter of Arthur, Baron Hammer-Purgstall and Gisella, Countess Vetter du Lys. They have four children: Idesbald, Arthur, Walter and Marie-Gisele.



Photo from Co-operative Press.

Willem A. J. M. Van Waterschoot van der Gracht

President Roxana Petroleum Corporation Whose Activities Are Outlined on the Opposite Page.

PATRICK JUSTIN WHITE

The oil industry, which had its inception a half century ago in a little town in the interior of Pennsylvania, has produced many colossal fortunes. Many of the pioneers of those early days have passed away but as the field was broadened by the discovery of oil in various parts of the country, new operators took their places. Among these is Patrick Justin White, who is an operator in the Western field and at present one of the most dominant figures in the illuminating oil industry of the country. Mr. White was born in Stoneham, Pa., January 16, 1871, the son of Patrick and Sarah (Brennan) White, who came to the United States from County Galway, Ireland, some years previously. He was educated in the schools of his birthplace and by private study and early in life entered the employ of the Pickett Hardware Co., a subsidiary of the Oil Well Supply Co., of Pittsburgh. This concern conducted a flourishing business and afforded Mr. White a chance to gain a wide commercial knowledge. His initiative and ability to accomplish things led to his being transferred to the parent house in Pittsburgh and he was soon advanced to the position of salesman and finally local manager. This latter position added to his responsibilities and increased his duties, but he assumed the burden cheerfully and accomplished the work satisfactorily to the company. At this time the Oil Well Supply Co.'s business in the Southwestern oil field was growing rapidly and Mr. White was selected to take charge of this department, thus getting in touch with a field in which he was to win future success as an independent operator. As the representative of the Oil Well Supply Co. he established and operated some twenty shares in Kansas and Oklahoma and

largely increased the company's business. While filling this position he was on the lookout for chances of personal investment and in 1901 he secured a small interest in an oil producing company which was meeting with some success. Later he invested in another company and by degrees came to be one of the big men in the Southwestern oil industry. He was still connected with the Oil Well Supply Co. and this, together with his private interests, kept him so busy that he determined to resign his position, which he did in 1909, after twenty years of service. Striking out independently, he organized the Exchange National Bank of Tulsa, Oklahoma, of which he became President. Mr. White gave the institution his personal attention and it soon won a high place among the financial concerns of the State. He was at the same time devoting considerable time to his oil interests and, finding that the two conflicted, he resigned the Presidency of the bank, January 1, 1916, soon after removing to New York City, which he decided should be his headquarters thereafter. Mr. White is now one of the principal figures in the development of oil fields in Oklahoma, Kansas, Louisiana, Texas, California and Kentucky. Mr. White is a recognized authority on oil well properties, his vast knowledge being based upon personal, practical study of the various properties he became interested in. He is a Director in various companies and a member of social and business organizations in New York City and the West. He was married February 10, 1913, to Frances Ann Laing, of New Orleans, La., and they have one child, Patrick Justin, Jr. He resides at 960 Park Avenue and his office is at 30 East 42nd Street.



Photo from Cooperative Press.

Patrick J. White

One of the Most Interesting and Prominent Figures in the American Oil Industry. See Opposite Page.

KEYSTONE CONSOLIDATED OIL CORPORATION

The Keystone Consolidated Oil Corporation, of which Walter M. Yeager is President, are producers of crude oil, operating in the fields of Kentucky, Louisiana and Texas. Mr. Yeager recently visited the company's holdings in Louisiana and made a flattering report of conditions there. He

Four of nine producing wells with individual pumping stations are now being equipped and these should materially increase the present production. From now on the company hopes to complete and put to pumping at least two more wells each month. It will require twenty additional



Walter M Yeager

found that the holdings in that state had been absolutely proven to be valuable oil property, not only by the producing wells already drilled by the Keystone Consolidated Oil Corporation but also by other companies that have successfully drilled on all sides of the Keystone Consolidated well.

wells to fully develop the present holdings in Louisiana and on account of the proved condition of this property it is practically certain that a reasonable production will be secured from every well drilled. At least eight additional wells can be operated without any additional labor or overhead

expense while with twenty additional wells in operation it will require the services of only two more men, or an additional labor charge of \$180.00 per month. At the lowest estimate, twenty additional wells should give a settled production of 500 barrels per day. The present production is from the shallow or 1,050 foot sand and it is known as "Caddo heavy," which sells at the present time for \$1.00 per barrel. It is being taken by the Texas Oil Company, whose pipe line is directly connected with the tanks on the field. It is almost certain that the property is underlaid by a deeper sand which has been well developed within one-half mile of the Keystone Consolidated holdings at 2,250 feet. No attempt has been made to develop this deeper sand as the 1,050-foot sand gives a good settled production.

It is the intention of the management to make a test for this deeper sand within the coming year; if this test should prove successful they would produce what is known as the "Caddo light," which brings in the present market \$1.90 per barrel. Wells can be drilled to the deeper sands without interfering with the shallow wells; therefore they could drill at least fifteen deep wells without interfering with their shallow production.

The properties are located in the Lewis District, one of the most productive in the Caddo field. There is every facility for acquiring and assembling equipment and material with the added advantage of pipe-line competition as the Standard and Texas and Gulf Companies both operate there. In the Goose Creek field of South Texas the company has a submerged tract under lease within one mile of wells producing from 2,000 to 10,000 barrels per day and within three miles of the heart of this field it has under lease 500 acres of very promising property over which the Texas Oil Company is now laying its main pipe line.

So great is the demand for property in this section that fabulous prices have been paid for tracts of from five to ten acres in the producing sections, and wells are being drilled as close as fifty feet apart. Within the next few months drilling will be started on all sides of the properties, as all the land surrounding the leases is owned by companies that are preparing to develop in the very near future. On May 10th an 8,000 barrel well was brought in several miles from Goose Creek, in an entirely new section, which seems to prove that this whole section is underlaid by the deeper sands, which at the present time is giving such immense production. The company feels that in a few months its leases will be surrounded by immense producers. All land for many miles beyond these properties has been leased and substantial cash bonuses have been paid. Under present conditions it would be difficult at this time to reasonably over-estimate the value of the holdings in the Goose Creek district. From a transportation standpoint the Goose Creek district is

most favorably situated, lying adjacent to the Ship Channel, which connects the city of Houston with deep water navigation and gives direct ocean transportation. This feature will be a great advantage on account of the steadily increasing demand for fuel oil for the navy as well as merchant vessels. The field is also traversed by numerous pipe-lines and near The Southern Pacific Railroad, which is now equipping practically all of its locomotives with oil burners and carrying thousands of tank cars of fuel oil from this field each month.

In Kentucky the company owns leases on approximately 15,000 acres in Clay, Leslie and Perry Counties. These leases were secured about one year ago, when this field was first brought to the attention of the prominent oil interests of the country. Since that time a large number of geologists, both in the employ of the Government and large oil interests, have located several anticlinals in Clay County, underlying a large portion of them. Within the past six months a number of the most successful oil men of the country have gone into this section of Kentucky and at least seventy-five drilling rigs will be in operation within the next six months.

The company's 15,000 acres in Kentucky is composed of fifty-five separate leases; the largest single tract under lease is 2,250 acres, the balance being in leases of from fifty to two hundred and fifty acres. The only lease where drilling conditions are required is the 2,250 acre lease, which calls for two wells per year; on all other leases five years are allowed to start work and one well will confirm each lease; therefore, the drilling of wells can be done when and where the management deems best and at any time within five years. Within a very short time many of the different leases will be proven by the drilling of adjoining property, so that the company will be able to start drilling on each lease with reasonable assurance of production: The oil produced from this section is quoted at \$2.20 per barrel and is the same grade as that produced in West Virginia. The properties are served by The Cumberland Pipe Line (a Standard Oil subsidiary) which runs over several of the leases. The best paying sand in this section should be found at approximately 1,700 feet and is a continuation of the West Virginia oil sand. Many large oil operators from Wyoming, Oklahoma and Kansas are coming into this section and acquiring leases wherever it is possible, many of them predicting that the state of Kentucky will be the largest producer of high grade oil in the near future.

Great things can be expected from the company's Kentucky leases during the coming year. Within the next few weeks active drilling operations will be well under way.

The offices of the Keystone Consolidated Oil Corporation are at 100 Broadway.

JULIUS W. COPMAN.

Julius W. Copman, who in the early days developed the business of the Standard Oil Company in Japan, China and India, was born in Holstein, Denmark, now Holstein, Germany, August 29, 1853. He was sent to Hamburg, Germany, to be educated, but broke off his studies to come to the United States in 1870. At the age of twenty he became a broker in empty barrels and was con-



fidential broker of the Tidewater Pipe Line until 1893, when he made his first trip to the Far East, making his headquarters for fourteen years at Yokohama, Japan, and opening up the Eastern territory for the Standard Oil Company. He retired from active business in 1907. Mr. Copman maintains an office at 140 Liberty Street and although permanently retired, frequently acts in an advisory capacity in matters pertaining to petroleum.

THE OIL FIELDS OF MEXICO COMPANY.

The Oil Fields of Mexico Company, one of the big corporations operating beyond the Rio Grande, is capitalized at \$5,500,000, which amount is divided into common stock of the par value of \$5.00 per share and seven per cent cumulative shares of the same value. The company owns several square miles of land in the State of Vera Cruz, Mexico, one of the most prolific oil centers of that country. Upon this immense tract are located haciendas, warehouses and wells, thoroughly equipped to handle the product and a railway and pipe line for its transportation. The political disturbances in Mexico, which started over six years ago, and each year have become more serious, have seriously retarded operations and no improvement is yet shown in the district where the properties are located. In consequence of these conditions it has been found impossible for the company to attempt any new development work. The general condition of the property has been maintained as well as possible, taking into account the difficulty in obtaining the necessary labor. The railway pipe line and plant have been kept in practical working condition owing to the efforts of Charles A. Tumbull, Assistant Manager, and his small staff, who stuck to their posts and looked after the company's interests, under conditions at all times trying and frequently dangerous. The Oil Fields of Mexico Company was organized by Percy N. Furber, an English engineer who acquired the Mexican properties after satisfying himself of their prospective producing values. He formed the present operating company, of which he became President, the other officers being August Heck-scher, Treasurer, Arthur C. Payne, General Manager, and R. J. Ward, Secretary. The company's New York office is located at 50 East 42nd Street, and the London, England, office is at Moor-gate Station Chambers, Moorgate Street, E. C.

CHAPTER FOURTEEN

The Textile Interests

EARLY IMPORTERS OF DRY GOODS—FINANCIAL AND SALES MANAGEMENT OF INDUSTRY CENTERS IN NEW YORK—COTTON, WOOLEN AND SILK FABRICS AND PRODUCTS.

HOLT'S *New York Journal* and Gaine's *New York Gazette* in 1768 both carried in their columns a list of the wholesale and importing houses of New York, then numbering seventy-four, and including as importers of dry goods Gerard William Beekman, Walter and Thomas Buchanan, Alexander McDonald (who imported Madeira wines as a side-line), William Neilson, Smith Ramadge, Garrett Rapalje, Peter Remsen, William Seton, John Thurman, Jr., Jacobus Van Zandt, and the list doubtless should include others who are designated as "general importers."

New York continued to be the center of the importing dry goods trade and that trade has continued to be in the hands of merchants of great repute. Alexander T. Stewart became famous in his day as America's foremost merchant and there are houses in the retail dry goods trade that have continuously been in business from early in the last century.

The importing and wholesale trade has changed in character in the developments of the years. Inventions in the cotton spinning and weaving industry created great manufacturing enterprises in New England which were largely financed and managed from Boston. Philadelphia from an early day was a great textile manufacturing center, especially in woolens.

The cotton goods trade of the country has largely been created and directed by firms of commission merchants handling the complete output of mills and as the larger firms found it convenient to be prepared to supply the demands of dealers for goods of various grades and textures, the successful commission houses obtained control of the sales business of several mills. Most of the commission firms in Boston had early found it necessary to their success to establish branch houses in New York for the handling of a trade of national scope, and the business of these branches soon developed into larger proportions than that

of the Boston house, so that by degrees the firms brought their main business to New York, which became headquarters, with branches in Boston. This tendency became more accentuated with the building up during the last three or four decades of the cotton goods industries of the South whose products from the first have been chiefly handled through New York commission houses. It has therefore come about by natural evolution that the first-hands trade in domestic dry goods, as well as the importing business in foreign textile materials and manufactured goods, is for the greater part handled by New York firms, who are the direct sales representatives of domestic and foreign mills.

Of raw cotton New York is the chief American market, the transactions of the New York Cotton Exchange making it the market place for this product, though by far the larger share of the crop bought and sold here never passes through the port of New York. Cotton and cotton goods in normal years is the largest item of America's international trade, the value amounting to \$1,127,000,000 in exports and imports.

Formerly silk goods were handled upon practically the same basis as cotton goods with the exception that the mills represented were nearly all foreign, chiefly French, Swiss and German. But the American tariff made such a barrier against these goods that many mills were established, some of them as branches of the foreign firms engaged in New York trade. From this has grown a great business centering largely in Paterson, New Jersey, and in Pennsylvania cities. New York is the selling center of the industry with their offices and salesrooms centered in Fourth Avenue, responding to an uptown movement which began four or five years ago and has made that avenue the most important silk street of the world, and New York the largest market for silk goods.

The manufacture of clothing is in volume and

value the largest of the manufacturing industries of the metropolitan district, with an output according to the manufacturing census of 1914, of the value of \$546,682,000, or 16 per cent of metropolitan New York's output of \$3,435,582,000 of manufactured goods in that year. This garment industry includes clothing for both sexes and is the largest industry of its kind carried on in any manufacturing center. The clothing industry is only one item in the textile group for the census in addition enumerates "textiles," \$179,209,000, "millinery and lace goods, not elsewhere specified," \$78,032,000, "hats, fur and felt," \$13,016,000, and minor articles of the textile trade.

There is an important trade in carpets in New York, which is the central selling point for all the principal domestic carpet mills which are located at various points. One large carpet factory within the metropolitan district (at Yonkers) employs more than nine thousand people and the carpet industry is so absolutely centered in New York that at the opening of the carpet season, announced through the trade press, the buyers of practically every large dealer in the country attend to view styles and make purchases.

Not only is the city the market for the domestic carpet and rug industry but it is the importing center to which come the artistic products of the looms of the Near East, those expensive products of hand labor which have always been the joy to the eye of the connoisseur, and the pride of the wealthy possessor. No market in the world is a more ready buyer of these artistic products of delft Oriental fingers.

The retail trade in dry goods has in New York its greatest and most successful emporiums. Some of us are old enough to remember when the Stew-

art Building at Chambers Street and Broadway was the largest and finest dry goods store in America and the ladies of fashion came from their far-away brownstone fronts in the twenties to trade at that favorite establishment. Each decade has seen a movement of some of the trade further uptown. It halted at Fourteenth Street for awhile with ramifications upward on Sixth Avenue until it found in Twenty-third Street a center more to its liking, and many of the fine concerns lingered there until a few years ago, when some of them went to Broadway and Thirty-Fourth Street. There a part of the business still remains with some of the principal stores in that neighborhood and West on Thirty-fourth Street to Fifth Avenue, up Fifth Avenue several blocks and a few large firms have forecast a future uptown trend by locating large stores on Forty-second Street.

Associated with this business is a great collateral interest in supplying a local demand for a people who are unquestionably, men and women, the best dressed in the country. The styles for America are set in New York. Except the poor, the people are particular about their clothes. Even working girls of New York for the greater part show in the make, if not in the fabric, of their garments an appreciation of style. Perhaps some of them overdo it. But New York's own local market draws a large draft on the clothing and textile resources of the country.

New York dressmakers and modistes, and its fashionable tailors, have a vogue throughout the country and many people from other places throughout the land make periodical visits to the city to buy their clothes. The products of loom and spindle have no more active market anywhere than in New York.



The Second City Hall of New York City

CLAFLIN'S INCORPORATED

Clafin's Incorporated, largest exclusive wholesale dry goods dealers in America, are now enjoying a period of unprecedented success. Since the present company assumed control of the business the trade has increased phenomenally and the coming year promises to be one of the most successful in the house's history. Clafin's Incorporated is the outgrowth of a modest business founded by Horace B. Clafin in 1843. The business expanded greatly in the years preceding the Civil War and has had a steady growth since, until at the present time the capital of the organization is \$6,000,000 while the annual turnover amounts to many millions. The house has no affiliations, confines itself strictly to the wholesale dry goods business and is in no wise connected with any retail enterprise. The officers of the corporation are: Harry P. Bonties, President; M. J. Donahue, Vice-President; John C. Wood, Treasurer, and George F. Cornwell, Secretary. The firm occupies the mammoth warehouse occupying the entire block bounded by Worth and Thomas Streets, and Church Street and West Broadway.

While this immense building has an enormous floor space, the corporation rents 13 warehouses in the vicinity which cover a larger area than the main building and gives a total of 700,000 square feet for the storage of stock and display purposes, making it one of the largest establishments devoted to the exclusive wholesale handling of dry goods in America. The corporation employs 175 travelling salesmen and a vast army of men and women engaged in clerical work and local sales. All of the force in the sales department are practical dry goods men, brought up from boyhood in the business, and the purchaser is assured, when waited upon, that he is being taken care of by one with thorough knowledge of

the trade and one that can give him valuable suggestions in the selection of stock. Clafin's Incorporated have carried as high as \$13,000,000 in stock at different periods, but this amount varies according to season. The trade territory covered by the house includes the entire United States, Canada, Europe, South America, the Orient, China, the Levant and India.

Harry P. Bonties, President of Clafin's Incorporated, has spent his entire life in the dry goods business, taking up that line when but 14 years of age. He was born in Illinois in 1863 and his first experience was in a retail store, where he remained for four or five years. With the knowledge of the business gained in this connection he entered the wholesale trade and for 18 years was with the Ely & Walker Dry Goods Company of St. Louis, being Vice-President and a Director of that concern, when he resigned to come to New York in 1912. Shortly after his arrival here he organized the Bonties, Burkhardt & Schultz Company, but discontinued this connection in 1914 to become merchandise manager of H. B. Clafin, Incorporated. Upon the reorganization of this company and the change of its title to Clafin's Incorporated, he was, in February, 1915, chosen President. Mr. Bonties is a member of the Merchants' Club, the Union League Club and the Wykagye Golf Club. N. J. Donahue, the Vice-President, has been in the dry goods business all his life and, like Mr. Bonties, has a thorough knowledge of the business. John C. Wood, the Treasurer, has thirty-five years' experience to his credit while the Secretary, George F. Cornwell, has been thirty years in the business. With men in control who so thoroughly understand every phase of the trade it is but natural that the business of Clafin's Incorporated should show such large and continuous growth.



J. Harper Poor

Avery, Biowne & Co. Dry Goods Commission. One of the Leading
Firms in the New York Dry Goods Trade.

AMORY, BROWNE & CO

The firm of Amory, Browne & Co., dry goods commission merchants, was established in 1896, succeeding Dana, Tucker & Co., of Boston and New York. In 1906 the business was consolidated with that of J. Harper Poor & Co. and since that time the trade has shown large expansion. J. Harper Poor, the active head of the house in New York City, has been for years one of the most prominent figures in the dry goods commission business in New York City. He is a native of Boston, which city has contributed so many able men to the textile trade here, and was born December 17, 1862, the son of Edward Erie and Mary (Lane) Poor. His ancestors were English, the American branch of the family being established by John Poor, who came from Wiltshire, England, and settled at Newbury, Massachusetts, in 1633. The family was very prominent in the business and social life of the Bay State and included Benjamin Poor, who was a noted Boston merchant. He married Aroline Peabody, a member of one of the most highly respected old Massachusetts families. Miss Peabody was descended from Lieutenant Francis Peabody of St. Albans, Herts, England, who came to America in 1635 and became a large landowner in Massachusetts. Benjamin Poor's son, Edward Erie Poor, father of James Harper Poor, became a distinguished merchant in Boston, afterwards removing to New York, where he was for years a member of the well-known dry goods commission house of Denny, Poor & Co., and President of the National Park Bank, of this city. James Harper Poor was educated in private schools and began his business career, as a boy, with the dry goods commission house of Jacob Wendell & Co. In 1883 he became associated with his father's firm, of which he became a partner in 1892. In 1898, with his brother, Edward E. Poor, he organized the firm of Poor Brothers and in 1901

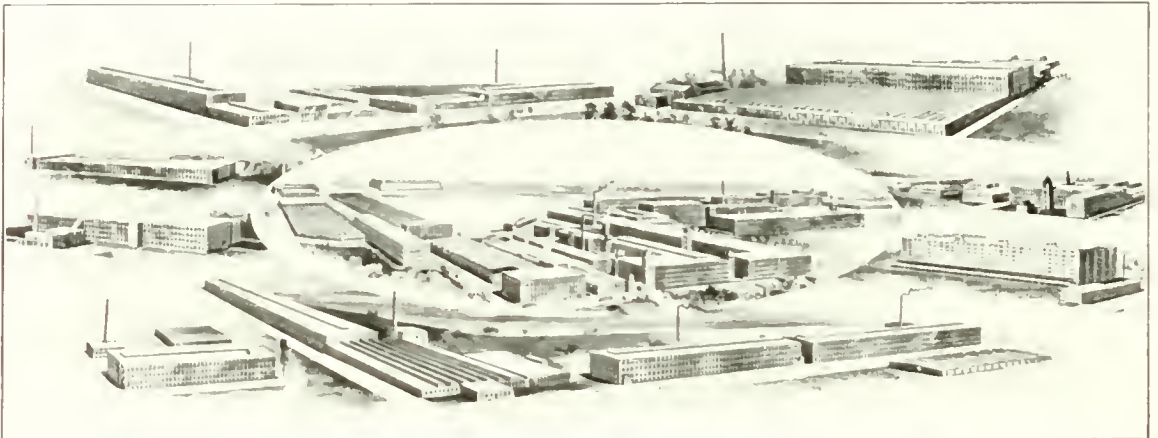
he severed this connection to form the firm of J. Harper Poor & Co., which consolidated with the dry goods commission house of Amory, Browne & Co., in 1906. Mr. Poor is one of the best informed men in the trade, his long experience having given him a thorough knowledge of every phase of the business. He is a member of the New York Yacht Club, the Riding Club, the Automobile Club of America, the Merchants' Club of New York, Metropolitan Club, the Manhattan Club, the Racquet and Tennis Club, Sleepy Hollow Country Club, the Metropolitan Club of Washington, D. C., and the Algonquin Club of Boston.

Mr. Poor has many other interests in addition to membership in the firm of Amory, Browne & Co. He is a Director in Claffins Incorporated, the Mills & Gibb Corporation, the Lowe Manufacturing Company of Huntsville, Alabama, of which he is also President, and a Trustee of the Franklin Savings Bank. He was married in New York City, January 30, 1885, to Evelyn Bolton and had two daughters, one surviving—Mrs. A. Y. P. Garnett, wife of Dr. A. Y. P. Garnett of Washington, D. C. The elder daughter died in the year 1915, her husband being Philip P. Gardiner, now Major in a United States Regiment at Camp Upton. The firm of Amory, Browne & Co., of which Mr. Poor is the directing local head, occupies the building 62 Worth Street, extending through to 33 Thomas Street. It represents a large number of Southern and Eastern mills, the products of which are colored, brown and bleached cotton goods, gingham and cotton blankets. The entire United States is covered by the firm, which also does an extensive export business in all countries. The present members of the house, in addition to Mr. Poor, are W. C. Baylies and C. M. Wild of Boston and J. W. Bird of New York City.

WILLIAM WHITMAN COMPANY, INCORPORATED

The William Whitman Company, Incorporated, and the group of mills for which they act as selling agents form today an important factor in the textile industry of the world. With a total combined capital of \$23,700,000, a capital issued entirely for cash, and now representing properties of a far greater value, these companies have aided substantially in the development of the textile trade. The machinery of the different plants is closely consolidated for the sake of economy, and yet there are more than one hundred and forty acres of looms and spindles and kindred machines working to produce the combined output. The maximum capacity of the looms is such that they can pro-

duce in a single year a strand of fabric that will go several times around the world. This varies in width from twenty-two inches to seven and one half feet, and in price from four cents to two dollars and seventy-five cents per yard. Part of the fabric is heavier and stronger than canvas; part is as light and sheer as gossamer; part is used for the heaviest automobile tires, and part for the lightest of women's scarfs. In between these extremes comes the entire range of women's dress fabrics such as serges, poplins and gabardines, and the entire range of heavier fabrics of a similar character for men's wear. Such is the variety of this company's product. This group of mills produces also vast quantities of yarn spun from wool, mohair, cotton and silk. A portion of this yarn is woven into the cloth already described, while a portion is sold in its natural state to other manufacturers of textiles. The company market all this product and in addition, market large quantities of yarn produced by other domestic and foreign mills and are today the largest distributors of yarn in the world. The company sold enough yarn during the past year to go to the sun more than ten times. If this yarn alone were laid its full length just as it came from the spindle it would extend more than one billion miles. It is produced at the astonishing rate of more than one hundred and three miles per second, three hundred and thirty-five times faster than the swiftest projectile known



Textile Mills of the William Whitman Co., Inc.

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in modern warfare. It is spun from wools from all over the world, and from all grades of cotton such as Sea Island cotton, Egyptian cotton, and other long staple cottons, including Peruvian cotton or what is known as tree wool from the Peruvian Andes. Furthermore, the bulk of this great product is made up of worsted and merino yarns that are spun from the better grades of cotton. The ordinary carded yarns made from the lower grades of cotton constitute merely a minor portion. In addition, the company market in the form of cloth, several hundred million miles of yarn which is not only spun but woven into fabric by this group of mills. To manufacture all this yarn and cloth great quantities of raw material are drawn from all parts of the world. The worsted



William Whitman

William Whitman & Co., Incorporated, New York and Boston.
One of the Country's Foremost Men in the Textile Industry.

and merino machinery alone can consume the fleeces of more than thirty-three thousand sheep in the manufacturing operations of a single day. The wools from these fleeces, including fleeces of the Angora goat of Asia Minor, are obtained from many different continents. More than two hundred thousand bales of cotton are consumed each year. This embraces all varieties of cotton, but is largely made up of long staple cotton and the better grades. To produce the power required to operate all this textile machinery more than one hundred and sixty thousand tons of coal are used annually.

The William Whitman Company, Inc., and the group of mills for which they act as selling agents, have been pioneers in promoting in this country healthful working conditions for operatives. They have anticipated the requirements of the law. The hygienic conditions are of the highest standard. State officials are on record as reporting that these mills provide as healthful conditions as the public schools. The particular mills which are located in Massachusetts actually furnish ten times the space and nearly double the amount of fresh air required by the laws of that state for its school children. This group of mills furnishes today more scientific regulation of moisture and temperature and better light and air than the average home in this or any other country. The industry of manufacturing and marketing the immense quantity of material produced provides healthful employment for about fifteen thousand people. These mills, which the William Whitman Company, Inc., control, or for which they act as selling agents, are the Arlington Mills, Arcadia Mills, Manomet Mills, Nonquitt Spinning Company, Nashawena Mills, Monomac Spinning Company, Katama Mills, Belleville Warehouse Company, Hoosac Worsted Mills, Naquog Worsted Mills, all located in New England and the Calhoun Mills of Calhoun Falls, S. C.

This wonderful aggregation of industries is a monument to the genius of William Whitman, of Boston. He was born in Nova Scotia and began work when eleven years old. He went to Boston at the age of twenty-five and became Treasurer of the Arlington Mills. Nearly all of his business life was spent with that company, of which he eventually became President but now acts only in the capacity of Director while the William Whitman Company, Inc., handles the entire output of the mills. Mr. Whitman is President of the company bearing his name, the capital stock of which is \$4,000,000 common and \$1,000,000 preferred. The other officers are: Vice-Presidents, Arthur T. Bradlee, William Whitman Jr. and Malcolm D. Whitman, who is in charge of the New York office; Nelson A. Hallett, Treasurer in the home office, and Roy L. Browning, Assistant Treasurer in New York.

BLISS, FABYAN & CO.

The dry goods commission house of Bliss, Fabyan & Co., which had its origin in the firm of Parks, Wright & Co., of Boston, Mass., has, since the establishment of the original firm in 1832, grown to be one of the most prominent in the United States. After fifteen years of constantly increasing trade the title of the firm was changed to Wright & Whitman, and became J. S. & E. Wright & Company in 1863. In 1866 Cornelius N. Bliss became a partner in the business and in 1868 he came to New York to assume charge of the branch house that had been established here. In 1874 the name was again changed to Wright, Bliss & Fabyan and since 1882 the business has been conducted under its present title, the present members being George Fabyan, Cornelius N. Bliss, Jr., Francis Wright Fabyan, Philip Y. De Normandie, Eustus L. Hopkins and Edward B. Field. Offices are maintained in Boston, New York and Chicago, and a branch office in St. Louis. Bliss, Fabyan & Co. act as selling agents for the Pepperell Manufacturing Company, Androscoggin Mills, Hill Manufacturing Company, Palmer Mill, Thorndike Company, Boston Duck Company, Bates Manufacturing Company, Edwards Manufacturing Company, Otis Company, Columbia Manufacturing Company, Cordis Mills and the Warren Cotton Mills. The product handled is Pepperell & Colonial wide sheetings, export drills, pillow tubing, Hill 4-4 bleached cottons, sateens, cantils, Edwards cambrics, Bates crochet and satin quilts, Bates damask, Palmer linen finish suiting, Pepperell & Hill twilled jeans for middy blouses, Aero cloth, Bates Seersucker ginghams, Bates 32 inch Zephyrs, draperies and grey specialties for converting trade, Otis underwear, coverts, bleached and colored ducks, denims, suiting stripes, Otis checks, cassimeres, Hickory stripes for overalls, moleskins, whipcords and suiting for the clothing trade, flannels, ducks, drillings and twills for the shoe trade, twills, sheetings, grey and colored fancy fabrics for the rubber trade, staple and fancy stripe sateen tickings, blue and white tickings and American "A" bags. Bliss, Fabyan & Co. cover the entire United States with the output of the mills they represent and in rounding out 85 years of activity they have the assurance that no house in the textile trade has had a more honorable career or stand higher in those business qualifications that bring success.



Joseph H. Emery

EMERY-BEERS COMPANY, INC.

One of the textile successes of the past quarter of a century is "Onyx" silk hosiery, which has attained the unique distinction of a world-wide reputation, being familiar to wearers of hosiery in every quarter of the globe. Back of every success is a strong personality. Some man of marked ability is mainly responsible for the growth, stability, character and policy of every business. Such a man is Joseph H. Emery, President of the Emery-Beers Company, Inc., of New York, who are the distributors of "Onyx." Born in Dover, New Hampshire, of English ancestors who came from Romney, England, and settled in Newbury, Mass., in 1635, Mr. Emery came to New York as a country lad, August 15, 1878, and entered the employ of Lord & Taylor as a stock clerk. He worked up through the various positions of Travelling Salesman, Department Manager and Secretary; upon incorporation of the firm finally becoming President of that old and well known concern, July 12, 1916. During this time he developed the wholesale business from an output of \$320,000 yearly to over \$10,000,000, incidentally moving the lowly hosiery business into a

position of the first rank and finally reorganizing and taking sole possession of the wholesale business under the name of Emery-Beers Company, Inc., with offices and salesrooms at Broadway and 24th Street.

The sterling qualities inherited from Mr. Emery's Puritan American ancestry included a tremendous capacity for work, initiative and aptitude for detail and organization, together with an ability to forecast the future and the faculty of judging the character and ability of men, which enabled him to surround himself with a reliable staff of assistants to carry his plans to absolute success. Not content with the demands made upon him in developing "Onyx," Mr. Emery has found time to devote to the business, financial and civic interests of the country and his adopted city. He is a member of the Chamber of Commerce of the United States of America, the Chamber of Commerce of New York City, the Merchants' Association of New York and the Union League Club. He is also interested in other commercial concerns and is on the Board of Directors of several banks.

HUNTER MANUFACTURING & COMMISSION COMPANY

The textile trade of the United States has made wonderful progress in the last decade. New methods of manufacture, new processes of dyeing, improved machinery and the scientific operation of mills have resulted in the production of goods equal, and in many cases superior, to those manufactured abroad, where they have had centuries of experience.

The commercial possibilities of cotton goods properly manufactured and properly distributed were recognized by J. Speight Hunter and others who, in 1897, incorporated the Hunter Manufacturing & Commission Company under the laws of the State of North Carolina. Beginning in a small way this company moved steadily forward and its motto has ever been "Good merchandise, efficient organization and honest dealing." The original capital was small but was increased from time to time in order to meet the needs of the growing business. In 1913 the capital was something over a million dollars, and early in May of this year the capital was increased to approximately two and a half million dollars.

Hunter Manufacturing & Commission Company handles the entire product of forty (40) mills, the output of which consists of brown and colored cotton piece goods, cotton ducks, sheets, quilts and towels. These goods are staple and find ready sale in this country and abroad. The company now does a business in excess of twenty-five million dollars. The firm not only maintains a sales organization which affords efficient distribution throughout the United States but it has an extensive organization for handling merchandise in foreign markets. The main office of the firm is 58-60 Worth Street, New York, with branch offices in Boston, Philadelphia, Baltimore, Chicago, St. Louis, San Francisco, Los Angeles Greensboro, N. C., Caracas, Venezuela, Buenos Aires, Argentina, and Havana, Cuba.

We believe no other firm in this country has done more in recent years to promote export business in cotton goods.

TURNER-HALSEY COMPANY

One of the youngest houses in the textile trade of the city and one of the most successful, despite its youth, is the Turner-Halsey Company, of 62 Leonard Street, which was organized April 1, 1908, by Hamilton Turner and C. D. W. Halsey. When Hamilton Turner died, Spencer Turner came into the corporation, of which he is now Vice-President, Mr. Halsey being the President. These two gentlemen constitute the active directing force of the house and give personal attention to the local trade and the concern's various ramifications throughout the world. Mr. Halsey is a native of Chicago and a graduate of The University of Chicago. He was associated with the J. Spencer Turner Company and has served sixteen years in the business where he has gained a most comprehensive knowledge of every detail of the textile industry. Mr. Turner is a New Yorker and a graduate of Yale University. He secured a practical knowledge of the manufacturing end of the business while serving as Assistant General Manager of the International Cotton Mills, supplementing this with several years' association with J. Spencer Turner Company. He is a Director of the Mt. Vernon-Woodberry Cotton Mills, Inc., of Baltimore, which was reorganized in 1915, when the Turner-Halsey Company became the exclusive selling agent. These mills have the reputation of producing the best heavy cotton ducks, twills, wide drills, enameling duck, hose and belting ducks, rope, twine and yarns produced in this country. The Turner-Halsey Company have branches in Boston, Philadelphia, Baltimore, Chicago and New Orleans, with agents in St. Louis, San Francisco, Kansas City, St. Paul, London, Havana, Porto Rico, and Buenos Aires. It also has correspondents in Norway, Sweden, Denmark and Holland. In addition to being sole distributors of the product of the Mt. Vernon-Woodberry Mills, Inc., the Turner-Halsey Company acts as selling agents for ten other mills. These are located principally in the South and the products are light goods, prints and yarns. There is perhaps no other house in the textile trade here that has done more to exploit American goods abroad. The Turner-Halsey Company has made this a feature of the business and the products of the mills it represents are well and favorably known in every country throughout the world.

MILLS & GIBB CORPORATION

One of the oldest houses in the textile trade in New York City is the Mills & Gibb Corporation, which occupies the large building at Fourth Avenue and Twenty-second Street. The business was established in 1865 by John Gibb and Philo L. Mills and was successfully conducted for many years at Broadway and Grand Street. The firm was incorporated in 1899, with John Gibb as President and Philo L. Mills, Vice-President.

The entire business was reorganized November 28, 1916, when George R. Fogarty became Manager of the Mills & Gibb Corporation. He was elevated to the Presidency in January, 1917. Mr. Fogarty has had many years' experience in the business and since he became the corporation's Manager, and later its President, he has greatly widened the trade territory covered and largely increased the output. He was



New Building of Mills & Gibb Corporation

Mr. Mills died in England, August 25, 1905, and Mr. Gibb passed away four days later at Islip, Long Island. The business was continued by the same organization, of which H. Elmer Gibb became President and Lewis M. Gibb, Vice-President. In 1910 the company removed to the fourteen-story building which was erected for the exclusive occupancy of Mills & Gibb, Inc., and is still occupied by the succeeding cor-

born in Port Hope, Ontario, Canada, May 9, 1875, and was educated in his home province. He went to Chicago in 1892 and affiliated with the house of John V. Farwell & Co. He remained in Chicago for nine years and gained a full and complete knowledge of the business. His experience, quick grasp of conditions and executive ability led the Chicago concern to make him its New York representative in 1901, and he soon

became a well-known figure in the commercial life of the city. When the interests controlling the Mills & Gibb business determined to reorganize, they looked the field over for the most available man to direct the destinies of the house and finally settled on Mr. Fogarty and he was made Manager. The manner in which he handled every detail of the business satisfied the directors that they had made no mistake in the selection and two months later he was given entire executive charge of the corporation. Mr. Fogarty is well known to the trade and is a popular member of the Manhattan Club and the Essex County Country Club.

The products handled by the Mills & Gibb Corporation have always had a reputation for high quality. They are importers, manufacturers and converters of the various specialties in which they lead, including laces, linens, handkerchiefs, ribbons, veilings, notions, curtains, kid and fabric gloves, white goods and wash fabrics and carry one of the heaviest stocks of these goods in the city.

The corporation has domestic selling offices in Boston, Philadelphia, Chicago and San Francisco and foreign offices in Calais and Paris, France, and in Nottingham, England.

WOODWARD, BALDWIN & CO.

The firm of Woodward, Baldwin & Co. ranks among the oldest and most reputable in the textile trade. The business was established previous to the Civil War and was at one time conducted by Jones & Woodward and then William Woodward & Co., finally becoming Woodward, Baldwin & Co. The members of the firm at that time were William Woodward, W. H. Baldwin, Jr., and C. C. Baldwin. Upon the death of these gentlemen the business was continued under the same name by the heirs, with the addition of new partners. William H. Baldwin is now in active charge and under his direction the firm has extended its ramifications and largely increased its business. The trade territory covered includes the entire United States, China, South America and Africa. The firm handles nothing but cotton goods, placing the output of forty southern mills, the products of which are sheetings, drills, ducks, outing and romper cloths. The offices and sales-rooms of Woodward, Baldwin & Co. are located at 43 Worth Street, where a full line of samples of all the goods handled is exhibited in a large, well-lighted room.

DEERING, MILLIKEN & COMPANY

The firm of Deering, Milliken & Company was established in 1865 by William Deering and Seth M. Milliken. From a small beginning it has grown in its fifty-two years to very large proportions.

Mr. Deering withdrew in 1869 and built up the Deering Harvester Company, of which concern he was the head until it combined with the McCormicks and other concerns forming the International Harvester Company. Mr. Deering died in 1914.

Mr. Milliken remained at the head of the growing house until his retirement from business in 1915. The history of the dry goods commission business during the last half century contains the achievements of this Maine boy who by singular ability developed and enlarged his manufacturing and merchandizing undertakings as he had as a young man in his native town broadened the business of the general store which came under his management.

He is of Scotch descent, the first Millikens having come to Maine in 1650. Mr. Milliken was born January 7, 1836. His business career began when he was about twenty, after the usual common school and academy study, supplemented by a short period of teaching.

For thirty years he was a Director in The Mercantile National Bank, New York City, becoming its President temporarily during the financial depression of 1907, and its continuation was largely due to his firm management and acumen.

During his active years he was an Officer and Director in very many manufacturing corporations. He was also a Trustee or Director of the New York Life Insurance Company, The Bowery Savings Bank, The Trust Company of America and the Fidelity Bank.

Since coming to New York in the '60s he has been closely identified with the large interests of the city. Although not entering to any extent into politics, he has always staunchly supported the Republican Party, and in 1892 was elected a Presidential Elector of his State.

Mr. Gernsh H. Milliken after the retirement of his father became the head of the firm of Deering, Milliken & Company, the other partners of the firm being Samuel D. Brewster, Harold A. Hatch, Thomas P. Curtis, Daniel W. Farnsworth, Henry Maxwell, Albert L. Fitzpatrick and George H. Epper.

THE BIGELOW-HARTFORD CARPET COMPANY

The Bigelow-Hartford Carpet Company, the largest concern engaged in the manufacture of carpets in the United States, was organized October 14, 1914. It can claim, through its predecessors, to be the pioneer in that industry as the business was originally established in New York City, January 1, 1837, by two brothers, Alvin and Elias S. Higgins, under the firm name of A. & E. S. Higgins. They were engaged only in the sale of carpets at that time but began the actual manufacturing of carpeting in 1840. In 1850 another brother, Nathaniel D. Higgins, entered the firm and the name was changed to A. & E. S. Higgins & Company. In 1857, Alvin Higgins retired and the business was continued as E. S. Higgins & Co. Nathaniel D. Higgins died January 10, 1882, and E. S. Higgins on August 18, 1889. On March 23, 1892, the plant, stock and business was transferred to the E. S. Higgins Carpet Company, a corporation organized to continue the business. On February 26, 1901, the Hartford Carpet Corporation was organized and took over the plant, stock and business of the E. S. Higgins Carpet Company, and the land, buildings, plant, stock and business of the Hartford Carpet Company.

The Bigelow Carpet Company, organized in 1854, by H. N. & E. B. Bigelow, who as partners had been engaged in the manufacture of carpets as far back as 1828, acquired the business and plant of the Lowell Manufacturing Company, which was organized in 1828 for the manufacture of carpets in Lowell, Mass. Upon the consolidation of the Hartford Carpet Corporation and the Bigelow Carpet Company, these various plants were included in the organization, making it one of the largest in its line in this country, with mills in Massachusetts and Connecticut, a wage list of 9,000 employees and a capital of \$13,550,000. The annual turnover is from \$18,000,000 to \$20,000,000. These large figures give some idea of the magnitude of the company's business, which has increased fully fifty per cent in recent years. This great increase is due to the quality of the product, which has given the Bigelow-Hartford Carpet Company a reputation for endurance in wear, beauty of design and artistic blending of delicate, non-fadeable colors and tints. The products of the company include turestry, velvet, axminster and Jacquard fabrics, both in carpets and rugs. These are manufactured in various qualities and fifty different lines constitute the output. The company make a specialty of Hartford Saxony and Hotel carpets of high grade. In fact, the entire product of the company is of a high character, which accounts for the superseding of foreign-made carpets by those of this purely Ameri-

can organization, which prides itself on the good merchandise it produces and a progressive and absolutely fixed policy of conducting business. The trade territory covered includes the entire United States. The officers of the Bigelow-Hartford Carpet Company are: President, R. P. Perkins; Vice-President, W. E. Lyford; Secretary, George S. Squire, and Assistant Treasurer, F. H. Deknatel. The office of Treasurer is vacant, by reason of the recent death of George E. Perkins. The company has offices and extensive show rooms at 25 Madison Square.

WELLINGTON, SEARS & CO.

The firm of Wellington, Sears & Co., dry goods commission merchants, was established in Boston in 1855 by Nehemiah Boynton, Eleazer Boynton and Abraham Hervey, under the firm name of N. Boynton & Co. This firm was succeeded by Wellington, Sears & Co., which is now composed of William H. Wellington, Horace S. Sears, Lincoln Grant, Stanwood G. Wellington, John H. Bennett, Charles O. Richardson and Harry L. Bailey. The firm has a force of about 125 employees and acts as selling agent for a group of mills located in New England and the Southern states, the products of which are cotton, silk, worsted and mohair goods, bunting, and woolen and worsted dress goods. The trade territory includes the entire world and the business has shown a healthy, normal increase during the last five years. The long career of the house has been marked by its intense patriotism. During the Civil War, Mr. Nehemiah Boynton, of the original firm, was of great assistance to Governor Andrews of Massachusetts in raising funds to equip that State's quota for military service. The loyalty to the Government, shown at that time, still exists as is proven by the action of the firm in posting the following notice in the Boston headquarters, the New York City office at 66 Worth Street and the branch offices in Philadelphia, Chicago, St. Louis, New Orleans and San Francisco: "The Liberty Bond must be carried through to a brilliant success. This firm has subscribed heavily itself and to encourage subscriptions by our employees we now offer to present, dollar for dollar, from additional subscriptions which we will make for that purpose, to every one in our employ (whose salary does not exceed \$3,000 per annum) an amount payable in Liberty Bonds equal to the individual subscription made by such employees up to ten per cent of their yearly salaries. All subscriptions must be filed with the firm. The payments are to be made on the basis of \$1.00 per week for each \$50.00 bond purchased."

UNITED STATES WORSTED COMPANY

To keep up with the constantly increasing demand for American worsteds the United States Worsted Company, of Boston, Mass., has acquired a group of New England mills that makes it the largest producer of that character of goods in the United States. The company was incorporated in 1913 with Andrew Adie as President; John Simson, Vice-President, and C. W. Souther, Secretary and Treasurer. J. B. Kinkaldy is Selling Agent, with offices and salesrooms at 257 Fourth Avenue. The company is capitalized at \$10,000,000 and the products of the various plants are fancy worsteds, piece dyes and mixtures, men's wear and dress goods. A specialty is made of serges and these goods find ready purchasers in every part of the United States. New York City is the principal selling point of the company as this city is headquarters for all buyers and the majority of the cutting up trade is located here. The mills owned and operated by the company are Uswoco Mills, Lawrence, Mass., Dyeing and Finishing Department, Lawrence, Mass., Musketaquid Mills, Lowell, Mass., Silesia Mills, North Chelmsford, Mass., Iroquois Mills, Saugus, Mass., and the Saxony Mills, Newton, Mass. These plants require a large staff of working people for their operation, the predominating nationality of the employees being American. The popularity of the company's products has been attained by keeping them up to the highest standard and giving customers just what they buy, the policy of the company being to manufacture the highest quality fabrics at lowest possible prices, quick deliveries and dependable promises.

GENERAL SILK IMPORTING COM- PANY, INC.

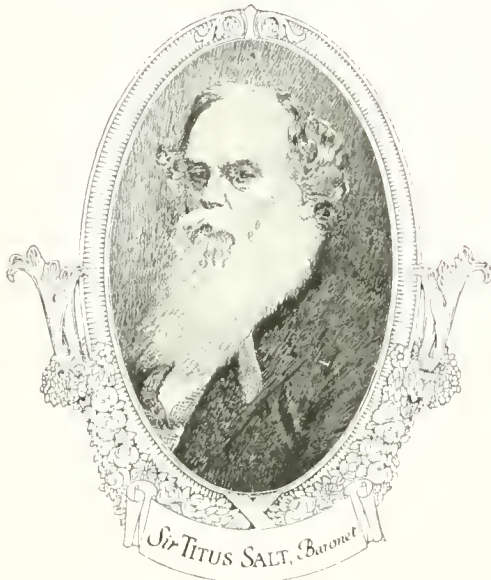
The General Silk Importing Company, Inc., of which Marcus Frieder is President, was originally established under the name of the Villa, Steams Company, and assumed its present title about two years ago. The company is engaged in the importation of raw silk only and to facilitate its business maintains foreign branches in Yokohama, Japan; Shanghai, China; Shameen, Canton; Milan, Italy, and Lyons, France. The general offices are located at 25 Madison Avenue, New York City, and agencies in the Bourse Building, Philadelphia, and the Howard Building, Providence, Rhode Island. The General Silk Importing Company, Inc., is unquestionably the largest American firm handling raw silks in this country and the immense amount of its imported product is distributed to the various mills throughout the United States, the Klots Throwing Company, an allied organization, receiving about twenty-five per cent of the total importation. This company, of which Mr. Frieder is also President, is the largest in its line in the world. It has large plants at Carbondale, Archibald, Forest City, Scranton and Moosic, Pennsylvania, Fredericksburg and Alexandria, Virginia; Cumberland and Longaconing, Maryland, and Keyser, West Virginia. These combined mills give employment to a vast army of people and the annual turnover is large and constantly increasing on account of the growing demand for American made silk fabrics. Another company of which Mr. Frieder is President, and one that is closely allied with the General Silk Importing Company, Inc., and the Klots Throwing Company, is the National Spun Silk Company, whose mills are located at New Bedford, Massachusetts. To all of these enterprises Mr. Frieder gives his personal attention and each one of them occupies a high place in the textile world.

SALT'S TEXTILE MANUFACTURING COMPANY

More than three quarters of a century ago Sir Titus Salt laid the foundation of the present American organization known as the Salt's Textile Manufacturing Company, with mills at Bridgeport, Connecticut, Darby, Pennsylvania, Lyons, France, which is an outgrowth of the English concern of Sir Titus Salt, Bart Sons & Co., Limited, with extensive mills in the model town Saltaire, near Bradford, England, which the philanthropic manufacturer founded for his employees. The noted novelist Charles Dickens, in "Household

The mills of the Salt's Textile Manufacturing Company are among the largest in the country and are constructed and maintained along the same sanitary lines established by Sir Titus Salt in his original undertaking. The product is conceded to be the best of its character manufactured in any country and consists of silk velvets, silk, mohair and silk plushes, "Sealette," and "Saltex-Fur" fabrics. The company also manufactures reproductions of Baby Lamb fur, Arcadian Lamb, Pony skin, mole skin and sealskin so natural that when made into garments, fur expert can scarcely distinguish one from the other. In fact, the Salt's Textile Manufacturing Co. excel in the manufacture of all pile fabrics and the pre-eminence of Salt's fur cloths is due solely to quality, merit resulting from eighty-one years of effort, both here and abroad, to produce the best goods, and the organization which is the largest and most complete in the world has attained this result. The process of imitating natural furs is a secret one often requiring the most costly machinery, and while other manufacturers operate under the original process, the Salt's Textile Company, Inc., has made many improvements that place its product in a class by itself.

The company prints and publishes "The Salt's Seller" in magazine form, in which is given the first "pulse" of what is coming in the creations and demands of the fashion centres. The organization sells to the creators of these modes in all parts of the world and it is therefore in a position to obtain first and authentic information as to every hat or garment in which pile fabrics figure. The importance of this industry is apparent when it is realized that this country did not become a factor in the manufacture of silk velvets until late in the 19th Century, while now 90 per cent of the silk velvets used in America are manufactured here. In this production the Salt's Textile Manufacturing Company figures largely. It purchases raw materials in various parts of the globe of silk, cotton and mohair, and ships them to their various mills where they are spun, woven, dyed and finished to produce the wonderful Salt's silk velvets and pile fabrics so familiar to the merchants and women of America. The organization is a wonderful one, the master mind of the aggregated mills missing no opportunity to improve quality—if that is possible.



Founder of Salt's Textile Manufacturing Company.

Words" published in 1836, describes in his inimitable way the beginning of this great company, whose interests and purchasing powers are felt around the globe. In 1891 part of the English organization came to America and shortly afterwards the American company came into existence. The Darby mills were acquired later and are operated under the name of the Griswold Worsted Co., although the same interests control both. The officers are: Frederick E. Kip, President; C. Frederick Stead, Vice-President; Frederick Rhodes, Treasurer, and Ruloff F. Kip, Secretary. The offices and sales rooms are located at 38 East Twenty-fifth Street.

HARDING, TILTON & COMPANY

Few people outside the textile trade are cognizant of the growing importance of the cotton goods industry in the United States. Hundreds of mills have been built within the last few years, necessitated by the increasing foreign demand for the American product. New York City is unquestionably the sales center of these goods and there is no more active firm engaged in the disposal of cotton fabrics than Harding, Tilton & Co., of 320 Broadway. This house was organized July 1, 1908, by Charles L. Harding, formerly a member of the firm of Harding, Whitman & Co., who brought to the new organization a thorough knowledge of every detail of the business. His associate in the formation was Newell W. Tilton, who had been an employee of the firm of which Mr. Harding was a member. Mr. Tilton had a practical knowledge of manufacturing through his service of some years in cotton mills, where he worked among the looms. This experience was of great value to him when he became associated with the sale of cotton goods as his familiarity with the mill output from the raw material to the finished product gave him a decided advantage over those with only a theoretical training. Mr. Harding's executive ability and thorough knowledge of the trade made a combination that brought immediate success to the firm and it is now recognized as a leader in the field. The goods handled by Harding, Tilton & Co. are cotton yarns, cotton cloth and worsted yarns. These products come from mills in the South and East, for twelve of which the firm are exclusive selling agents, while the partial output of others is handled.

CLIFT & GOODRICH

Clift & Goodrich, one of the largest houses in the country handling knit underwear on a commission basis, was organized in 1908 by a combination of the business of Edward H. Clift, then conducted at 74 Leonard Street, and that of Edward I. Goodrich, who was also engaged in the knit underwear trade. The business carried on by Mr. Clift previous to the amalgamation had been established many years before and was then operated under the firm name of Critten, Clift & Company, Mr. Clift becoming sole owner after the death of Mr. De Frees Critten, which occurred November 29, 1907. The house of Clift & Goodrich is now located in the large building at 80 Leonard Street, and a visit to their sales department will give some indication of the immense volume of business being done. Branches are maintained in Chicago, Philadelphia and Boston and the trade territory embraces the entire United States. Mr. Clift, until his recent death the senior member of the firm, had been engaged in the

same line since boyhood and was rigidly trained in every phase of the business. Mr. Goodrich entered the employ of W. H. & A. D. Rowe of Troy, N. Y., who were engaged in the underwear business in 1883, becoming a member of the firm in 1896. Two years later he started on his own account and built up the large business which, in 1908, was merged with that of Mr. Clift. All members of the firm are recognized as experts in the underwear line and are leading factors in the trade.

TAYLOR, CLAPP & BEALL

New York City, which has a reputation for the longevity and integrity of its commercial firms, has few that are older or stand higher in the business world than Taylor, Clapp & Beall, dealers in cotton goods at 109 Worth Street. The business came down to the present firm through a succession of changes and was first founded in 1827 under the name of Fish, Alley & Lawrence, becoming later Lawrence, Clapp & Co., afterwards Lawrence Taylor & Co., and eventually Taylor, Clapp & Beall. The members of the present firm, organized in 1916, are William A. Taylor, Arthur P. Clapp and Jeremiah Beall. All the members have been in the business for many years—in fact their entire commercial lives have been associated with textiles. Mr. Taylor entered the firm 32 years ago. Mr. Clapp was also a member of preceding firms and his father had been the partner of Mr. Taylor's father in the house of Lawrence, Clapp & Co. Mr. Beall, the other member of the trio, has been a partner for a number of years and connected with the business for twenty-two years. The period of time covered by this house is brought out strongly by the life story of one of its employees. He came to the business as a boy and shortly before his death had rounded out seventy years of service with his first employers and their successors. The firm of Taylor, Clapp & Beall is one of the largest in the textile line in New York City. It represents mills in New England and New York State and carries on an extensive commission and converting business. In addition to its large domestic trade a large export business is conducted which covers every commercial center in the civilized world. The products handled are bleached and brown wide sheetings, sheets and pillow cases, bleached shirtings, cambrics, mulls, nainsooks, long cloths and jeans. Owing to the long experience and knowledge of the members of the firm the trade has expanded wonderfully in recent years and one of the most successful periods in its history is looked for during the coming year.

CATLIN & COMPANY

The firm of Catlin & Company, dealers in cotton goods, with establishments in New York City, Boston, Philadelphia and Chicago, was established at 216 Church Street, in 1880, by Julius Catlin and Dudley W. Van Ingen. In 1886 the firm of Joy, Lincoln & Motley was amalgamated with Catlin & Co., under the latter name. This union brought Lowell Lincoln into the affairs of the house and he finally became the dominant personality in the firm, having as his associates Charles E. Sampon, Samuel S. Widger and Arthur J. Cumnock. Mr. Lincoln, who had not been active in the firm's affairs for some time, died September 2, 1917, and the business was continued by the surviving partners. Trenor L. Park was one of the partners from 1894 until the time of his death in 1907. The offices of the firm were removed from the Church Street address in 1901, to the present location, 345 Broadway, corner of Leonard Street. The house of Catlin & Co. sells its products in all the markets of the world. The firm employs a force of 150 and specializes in sheetings, drills, flannelettes, gingham, cotton yarns and cotton blankets. These goods are the output of some of the best American mills and their quality has been one of the important factors in building up Catlin & Co.'s large trade in every section of the land.

PARKER, WILDER & COMPANY

The firm of Parker, Wilder & Co., one of the oldest textile houses in the country, was established in 1820. Its organizers were Isaac Parker and Jonas M. Melville, who began business under the name of Isaac Wilder & Co., at 60 Broad Street, Boston. The business was conducted for many years at this address and, the firm later becoming Parker, Wilder & Co., it was removed to 4 Winthrop Square. The house invaded the New York field some years ago and has offices and salesrooms at 215 Fourth Avenue. The partners are S. Parker Bremer and Samuel Rindge, who look after the New England end of the business, while the other members of the firm, George A. Adam, William D. Judson and Alfred B. Wade, have the New York office in charge. The goods handled by Parker, Wilder & Co. are woollens for men's and women's wear, cotton sheetings, ducks, crashes, bed spreads, sheets and pillow cases. It is strictly a commission house and the firm acts as selling agents for the Naumkeag Steam Cotton Mills Company, the Boott Mills, the Monadnock Mills, the Talbot Mills, Stirling Mills, Gonis Manufacturing Company, Belvidere Woolen Company, Cochecho Manufacturing Company, Windham Manufacturing Company, Charles A. Stevens & Co.,

Lincoln Woolen Co., Homestead Woolen Mills and D. Goff & Son, all of which are located in New England. The firm is the oldest in the business operating under the original name and the territory covered includes the entire domestic field, while many of the products are exported. A large selling force is employed and the firm's business has shown a large increase in recent years.

J. H. LANE & CO., INC.

Prominent among the commission houses engaged in the textile trade is that of J. H. Lane & Co., Inc., of 334 Fourth Avenue, of which F. Coit Johnson is President.

The business was established in 1883 by J. H. Lane who had previous to that time been a partner in the firm of Ammidown, Lane & Co. and was for thirty years conducted on Worth Street, moving uptown in 1912.

The other officers of the company are E. W. Spurr, Vice-President; J. W. Lane, Treasurer, and J. M. Tallman, Secretary and Assistant Treasurer. The company handles the product of a number of Eastern and Southern Mills, making heavy ducks for the mechanical rubber trade, automobile tire fabrics, drills, sheetings and yarns.

WATTS, STEBBINS & CO.

Among the big and successful concerns in New York's textile trade is the firm of Watts, Stebbins & Co., which succeeded the house of Grinnell, Willis & Co. founded a quarter of a century ago. The present firm took over the business June 1, 1916, and is composed of Ridley Watts, Horace C. Stebbins, Charles H. Murphy, Arthur R. Johnson, Benjamin S. Dennis and C. Whitney Dall. All the members of the firm have been connected with the textile trade for many years and their long experience has resulted in a very large increase in the business throughout the United States and a most noticeable extension of the house's export business. Watts, Stebbins & Co. represent many mills in eastern and southern sections, the product of which is brown and bleached sheetings, cambrics, lawns, long cloths, nainsooks, wide sheetings, drills and shrunks. Like many of the other commercial houses of the city, Watts, Stebbins & Co. has contributed its quota for active military service abroad, Mr. Stebbins and Mr. Dall being Majors in the National Army. Both Mr. Watts and Mr. Stebbins have interests outside of the firm, Mr. Watts being a Director of the Chemical National Bank and the Issaqueena Mills, of Central, North Carolina, while Mr. Stebbins is a Director of the National Park Bank. The firm's office and salesrooms are at 42 and 44 Leonard Street, in the heart of the district which the textile trade has pre-empted.

JACOB S. BERNHEIMER & BRO.

The house of Jacob S. Bernheimer & Bro. is the outcome of the old firm of Bernheimer Bros., which business was established over 70 years ago. The organizers of the business retired many years ago and the present firm, which was organized in 1902, consists of Meyer Stern, William S. Friedlander, and Julian A. Hellman, who had served long apprenticeships with this firm.

Mr. Stern, the senior member of the firm, entered the business as an office boy in 1876.

Mr. Friedlander became associated with the house in 1878, and Mr. Hellman, who has since died, (in August, 1917), came with the house in 1884.

Jacob S. Bernheimer & Bro. are converters, buying and selling their own goods, and do business all over the world, having an unusually large export trade, as well as a large domestic trade. Their products consist of bleached goods, dyed goods, and printed goods, fancy weaves, and converted cotton goods of every description, all being distributed under the celebrated "Mulhouse" Brand.

They have representatives in all local cities in the United States and in every commercial center abroad. The annual turn-over runs into millions of dollars, and the trade has increased fully 40 per cent in the last five years. They employ 25 traveling salesmen, in addition to the local staff, and occupy the eight floors and basement of the building from Nos. 27 to 33 White Street, which are used for stock and storage purposes. In addition, the firm has various warehouses throughout the country, where large quantities of package goods are stored.

GEORGE B. DUREN & SONS

The firm of George B. Duren & Sons, of 57 Leonard Street, well and favorably known in textile circles on account of its business integrity, was founded by George B. Duren who has spent his entire life in the textile line and whose reputation for honesty, even when a salesman, extended to every business center in the country. The other members were the sons, Harry L. and William A. Duren. They acted as selling agents for the Manville Company, of Providence, Rhode Island, and handled Chambray gingham, linen finish, plain, stripes, checks and Jacquards, colored wash goods, voiles, tissues, and woven gabardine skirt ings, white dotted dress Swiss, fancy white goods, 36-inch white and colored curtain Swiss and Madras color craft draperies and "Linfeel" mer-

cerized napkins, which are hemmed and run in 15, 18, 20 and 22 inch sizes.

The original firm was dissolved and terminated by the recent death of Mr. George B. Duren, the senior partner of the firm.

Messrs. Harry L. Duren, the eldest son of Mr. George B. Duren, and a partner since the organization of the firm in 1898; Walter M. Irving who has been identified with the selling agencies of the Manville account for the past 25 years; and Jerry W. Letson, (formerly of Letson and Hashagen) in charge of the department for the cutting up trade for the last two years, have formed a co-partnership and will continue the use of the firm name of George B. Duren & Sons, acting as Selling Agents for the Manville Company, at the same location.

THE PHOENIX SILK MANUFACTURING COMPANY

One of the oldest concerns engaged in the silk industry in this country is the Phoenix Silk Manufacturing Company, which has long since passed the three quarter of a century mark in its career of continuous and prosperous business activity. The company was originally chartered in 1824, at which time its one small mill at Paterson, N. J., was adequate to supply all the demands for its product. As the use of American-made silks increased, the company found it necessary to enlarge the Paterson plant, but even the additions in equipment at the original mill did not suffice to meet the constantly growing trade and in 1882 a new mill was erected at Allentown, Pennsylvania, which the most sanguine of the company's officers thought would suffice to supply the demand for years to come. The two mills were, however, soon overtaxed and in 1888 another mill was built at Pottsville, Pennsylvania. This group of mills is equipped with 2,000 dress silk looms, 300 ribbon looms and 75,000 spindles, which makes the Phoenix Silk Manufacturing Company one of the biggest producers of silk goods in America. The company covers the United States with its product and has a steadily increasing export trade. It employs a large force of travelling salesmen and the store and clerical staff at the company's headquarters, 334 Fourth Avenue, is likewise large. The officers of the company are: President, Benjamin B. Tilt; Vice-President and Treasurer, Albert Tilt, and Secretary Col. William S. Patten. The company's mills are conducted along the most approved hygienic lines and the large force of working people labor in large, well-lighted rooms where the atmospheric conditions do not impair health.

PAULSON, LINKROOM & CO., INC.

The business of Paulson, Linkroom & Co., Inc., dealers in cotton yarns, was originally founded in 1865, the firm at that time being Dodd & Buckingham. In 1877 Mr. Buckingham organized the firm of Buckingham & Paulson, in association with Leonard Paulson, who came from the house of John M. Conway to form the new connection. In 1903, after the death of Mr. O. W. Buckingham, additional capital was required in the business and Courtlandt Linkroom, who at that time was Treasurer and Manager of the Hudson Coal Company, joined Mr. Paulson in the formation of the firm of Paulson, Linkroom & Co. Upon the death of Leonard Paulson, December, 1915, his interest was taken over by Courtlandt Linkroom and Leonard C. Linkroom and on July 1, 1917, the firm was incorporated under the laws of the State of New York with Courtlandt Linkroom as President, Leonard C. Linkroom, Treasurer and Manager and Charles R. Erith, Secretary. The amount of capital of the new corporation is \$1,100,000, a sum sufficiently large to carry on the house's extensive trade throughout the United States and the export territory covered. Paulson, Linkroom & Co., Inc., has always dealt in cotton yarns exclusively and is one of the best known houses in the trade. It has exclusive control of the output of twelve mills and handles a large part of the production of fifty others, all of which are located in the South. The offices and warerooms are at 87 Leonard Street, New York City.

A. M. HINMAN CORPORATION

The business of the A. M. Hinman Corporation, occupying the buildings at 8-10 White Street, was first established in 1844 by Hubert van Wagenen. Mr. Hinman entered the business ten years ago when the firm became Hinman & Taylor, and upon incorporation in 1917 the title was changed to the A. M. Hinman Corporation. The company repacks and refolds dry goods for the various firms engaged in business here and makes bales for export use. It also does sample card work and the goods handled reach every part of the world. Mr. Hinman, who is the active head of the business, which has grown to large proportions in the last decade, knows the requirements of the various ports to which the customers of the house consign goods and he is trying to educate the many firms to conform to these requirements. He claims that if he is authorized to do so, he can prepare the shipments so that no trouble will ensue, and the export trade if given to the A. M. Hinman Corporation without instructions will reach the various destinations in strict accordance with all foreign rules. The company employs fifty people and its business shows a very large percentage of increase in the last ten years.

J. SPENCER TURNER CO.

One of the oldest and best known houses in New York selling cotton goods is J. Spencer Turner Co.

Established in 1810 as Brinckerhoff & Greenough, with headquarters in John Street, it became successively Fox & Polhemus, Theodore Polhemus & Co., Brinckerhoff, Turner & Polhemus, Brinckerhoff, Turner & Company, and, finally, was incorporated in 1896 under the name of J. Spencer Turner Co.

The head office is at 86 Worth Street, New York City, with branches at Chicago, Boston, Hamilton, Ontario, Canada, and in London, England; also in Manchester, England.

This house has been actively associated with the cotton duck industry in the United States and Canada. Its mills are very large producers of all kinds of cotton duck and its trade-mark "Ontario" is known practically throughout the entire world as the J. Spencer Turner Co. has always specialized in the export business.

Among its mills are the Stark Mills of Manchester, New Hampshire, where are made Wide Drills, Twills, Sateens and Cotton and Linen Crashes, as well as Perfection Army Duck. The goods made by the Stark Mills are known as the standards for such lines.

The J. Spencer Turner Co. sells the product of its Canadian mills very largely in Canada and in the export trade where the brands "Yarmouth" and "Imperial" mean the best grade of duck.

The present officers of J. Spencer Turner Co. are J. E. Rousmaniere, President, and Leonard Goodwin, Treasurer.

LINEN THREAD COMPANY

The Linen Thread Company, which is selling its product to at least twenty departments of the Government for war service, has shown its loyalty to the American cause by offering through its President, W. W. Barbour, its entire output to the United States and has signified its intention to ignore all private demands until the Government's needs are satisfied. The products of the Linen Thread Company are used in about fifty articles of equipment for the infantry, navy and marine branches, and paraphernalia for ambulance, artillery and aeroplane service, together with tents and ropes. The company controls and operates 15 plants located in different parts of the country, the most extensive of which is located at Paterson, N. J., where 315,000 square feet of floor space is devoted to the production of the company's goods. In placing these large plants at the service of the Government, the Linen Thread Company has shown a spirit of patriotism worthy of emulation by other manufacturers throughout the country.

H. R. MALLINSON & CO.

In keeping with the enormous increase of the silk industry in this country, H. R. Mallinson & Co. have from time to time added to their producing plants until they now operate large mills in Astoria, L. I., Erie, Pa., West Hoboken and Paterson, N. J. The firm, which consists of H. R. Mallinson and C. Irving Hanson, succeeded M. C. Migel & Co., who established the business about a quarter of a century ago, and during that period the United States has become the greatest silk producing country in the world, the quantity of raw silk consumed exceeding that of any other country. Some idea of the vastness of the industry can be gleaned from the fact that the total value of the raw silk imported in the fiscal year 1917 was \$156,000,000 against \$119,000,000 in the former high record year, 1916. In quantity this represented 33,869,000 pounds against 33,071,000 pounds in 1916.

Of the many manufacturers converting this immense amount of raw silk into finished products, H. R. Mallinson & Co. rank among the leaders. They manufacture the highest grade of broad silks which find ready sale throughout the United States and abroad. The firm employs fully one thousand hands and has handsome display and sales rooms at 136 Madison Avenue, corner of Thirty-first Street, and an agency in Paris. A specialty is made of three brands known as "silks de luxe". These are "Pussy Willow", "Khaki Kool" and "Will o' the Wisp". H. R. Mallinson & Co. are members of the Rice Leaders of the World Association by reason of the quality of goods manufactured, best service to the trade and the honor and integrity displayed in all business dealings.

CHENEY BROTHERS

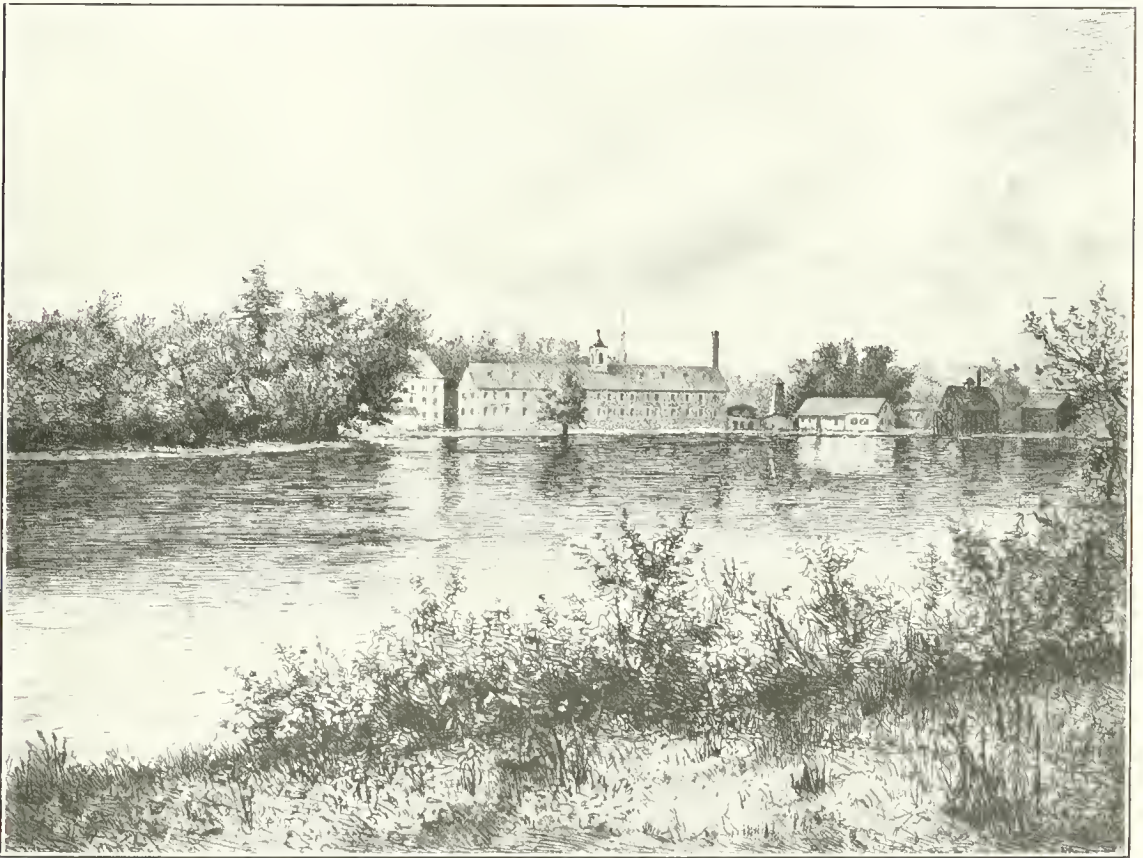
Just as the United States is the greatest silk manufacturing country in the world, Cheney Brothers is the largest silk manufacturing concern. The story of the Cheney silk mills is contemporaneous with the growth of the industry in this country. The firm was organized in November, 1837, by Ralph, Ward and Frank Cheney, in association with E. H. Arnold. A small mill was erected at South Manchester, Conn., the following year and from this humble origin a mammoth organization has developed. The first energies of the firm were devoted to the manufacture of sewing silk and the first practical machine for its production was patented by Frank Cheney in 1847. Previous to this time Ward Cheney had learned the main points of silk dyeing and his knowledge was successfully applied to the business after extensive experimenting. In 1854 ribbon mills were established by the company. The rapid growth of the business is shown by the construction of separate spinning mills in 1872. In 1880 the mills began weaving plush and velvet. The Grant reel was invented in the mills in 1882. This machine revolutionized silk, cotton and worsted winding throughout the world.

In the mills at South Manchester both raw and spun silk, by various processes, are converted into the finished material. Cheney Brothers is the only organization in the world that handles every phase of silk development from the raw product to the finished material and manufactures such a wide range of fabrics. The several mills at South Manchester have 36 acres of floor space. There are in the group dyeing and finishing mills, spun silk mills, velvet mills, spun silk dressing mill, throwing, upholstery and dress goods weaving mills, a yarn dyehouse, ribbon mills, a velvet weave shed, box factory, storehouse, machine shop and office. There are 5,000 employees. The salesrooms are located at Eighteenth Street and Fourth Avenue, New York City.

J. P. STEVENS & CO.

The constantly increasing textile trade of the United States is handled no more successfully in any of the large cities than in New York, where experienced merchants have largely added to the output of the Eastern and Southern mills and have made American goods popular throughout the world. Prominent among the firms engaged in this work is that of J. P. Stevens & Co., which represents some of the largest and oldest manufacturing concerns in the country. The firm was

Massachusetts, New Hampshire and South Carolina. Among these are the Pemberton Mills, which produce cotton fabrics. They entered the field in 1860 and in the ensuing years have built up a nation-wide reputation for quality. The Methuen Mills, established in 1860, are also producers of cotton goods, which bear an equally high reputation. The Stevens Linen Works, engaged in the manufacture of linens since 1846, have successfully competed with goods of foreign



From an Early Painting of the Stevens Mills, North Andover, Mass., 1813-1916.

organized in 1899 by Mr. Stevens, to act as selling agents for the M. T. Stevens & Sons Company, the products of which prior to that time had been sold by Faulkner, Page & Co. The goods handled are woolens, worsteds, cottons and linens and the trade territory covered includes the entire United States, with an annually increasing export business. The mills for which J. P. Stevens & Co. are selling agents are located in

make and are extensively used throughout the country. The Pelzer Manufacturing Company, of Pelzer, South Carolina, was established in 1881. Its products and trade-marks are well known in all foreign and domestic markets. The Belton Mills, established in 1899, also have extensive export connections. The principal account of the firm is that of M. T. Stevens & Sons Co., manufacturers of woolens and worsteds. This firm operates a

number of mills, including the original plant established by Mr. Stevens' grandfather in 1813 and it has successfully survived for over one hundred years under the management of the members of the family of the founder.

Mr. Stevens, who is the active head of the house of J. P. Stevens & Co., has been in the textile business since 1884 and the experience gained by thirty-three years of service is of the

utmost value in his present connection. He is absolutely familiar with every branch of the trade and has a most comprehensive knowledge of textiles, which enables the firm to meet conditions both here and abroad. He is one of the most active and alert men in the business and his efforts have secured a large clientele for the house. The main offices of the firm are located at 23 Thomas Street, with salesrooms at 229 Fourth Avenue



New York Public Library, 5th Avenue and 42nd Street.

CHAPTER FIFTEEN

Overseas Trade of New York

ALWAYS A GREAT EXPORT AND IMPORT CENTER, NEW YORK NOW HAS MORE THAN
HALF OF THE COUNTRY'S FOREIGN TRADE.

DEPENDENT in its early years upon Holland and Britain for many of its necessities, New York has been from its inception as New Amsterdam a center of foreign commerce. It was founded by merchants of Amsterdam, Haarlem and Hoorn as a trading port for furs, began ship-building when New Amsterdam was merely a collection of a few dozen huts, and later, as the place grew and finally became New York, thrived because of its trade overseas. Both the Netherlands and England endeavored to restrict its foreign trade to dealings with themselves exclusively, and after the establishment of the United States Government was for awhile restrained by wars and restrictions from which the Jay Treaty freed us, and later by embargoes and the second war with England. Since that was settled the United States has enjoyed the freedom of the seas and New York has steadily advanced to the position of one of the world's greatest centers of foreign commerce.

The advantages of New York for industries of importing and exporting are not surpassed by any other city in the world. Commerce depends for its success very largely on mutuality. A world commercial center to reach the highest success must have imports to balance its exports. Herein lies the great advantage of New York as the head and front of America's importing and exporting interests. Its harbor facilities are the best. Its communications with all sections by rail and water give it great advantages as a place of transshipment either in exports or imports. Its vast population gives it the man-power to handle all such business on the largest scale. Its terminal facilities, vast dockage and unsurpassed harbor, dwelt upon in a former chapter, are great contributors to its position as an importing and exporting point.

In Colonial days for a long time New York was behind other sections in the volume of its foreign business. Massachusetts was ahead of it

for seventy years, South Carolina surpassed New York in exports for several years after the Revolution but by 1801 New York with exports of \$19,851,136 became the leader in exports, which it has ever since continued to be. In the last decade of the Eighteenth Century the comparative value of exports received at the principal ports of the United States by states was: New York, \$96,301,978; Massachusetts, \$70,412,561; Pennsylvania, \$94,634,209; Maryland, \$86,349,370; Virginia, \$43,497,959; South Carolina, \$58,691,656; Georgia, \$8,558,469. The next decade, first of the Nineteenth Century, showed exports of the ten-year period to total for New York, \$96,519,666; Massachusetts, \$71,862,957; Pennsylvania, \$61,312,823; Maryland, \$46,025,861; Virginia, \$42,971,064; South Carolina, \$65,980,180; Georgia, \$17,445,859; Louisiana, \$14,606,214. There came a time after that when cotton was king and New Orleans surpassed New York in the volume of exports, the total value of exports from New York in the decade 1831-1840 being \$180,058,426, and of New Orleans, \$255,943,097; and in the decade 1841-1850 the exports were from New York \$301,815,779 in value, and from New Orleans \$328,772,388. With these exceptions New York has not been equalled during this century in either imports or exports by any other American city. Its precedence has been especially marked from 1860 on. In 1860 this city had 65.4 per cent of the imports and 23.9 per cent of the exports of the United States; in 1870 had 64.4 per cent of the imports and 50 per cent of the exports; in 1880 had 68.8 per cent imports and 46.9 per cent exports; in 1890 imports 65.4 per cent, exports 40.6 per cent; in 1900 imports 63.2 and exports 36.1 per cent; and in 1910 imports 60.1 and exports 37.3 per cent.

The effect of the Civil War was to divert the

trade of the West from the Mississippi River route to the rail and water routes to the Atlantic Seaboard, and especially to New York, at a time when there was an increased foreign demand for the products of the West. There has been a considerable recuperation of the South since 1890, but before that its progress toward commercial recovery was very slow. Since 1913 the aggregate foreign commerce of New York has averaged more than two billions of dollars a year, actual figures for 1913 being: Imports, \$1,048,320,629; exports, \$917,935,988; total \$1,966,256,617. For 1914: Imports, \$1,040,380,526; exports, \$864,546,388; total \$1,904,846,914. For 1915: Imports, \$931,011,058; exports \$1,193,581,088; total \$2,124,592,146. The total foreign commerce of the port of New York for the fiscal year ended June 30, 1916, amounted to \$3,805,882,129. This, however, included gold and silver as well as merchandise exports and imports and compared with \$2,555,672,244 on the same basis in the year ended June 30, 1915, and \$2,079,375,997 in 1914. New York's share of the foreign commerce of the United States in the fiscal year ended June 30, 1916, was 52.57 per cent. In exports of domestic merchandise alone, excluding exports of gold and silver and of foreign merchandise, the port of New York did an export business amounting to \$2,372,000,824, comparing with \$2,050,217,826 at all other ports and with \$4,422,218,650 in the whole United States. New York's share in the merchandise exports of the country was 53.03 per cent. The business done by New York in exports and imports in the past few years is not only larger than that of any other port in the world, but breaks the world record. A recent statement of the Chamber of Commerce of the State of New York well summarizes the actual standing of the port of New York as compared with other ports at home and abroad.

"While the port of New York has tremendously increased its exports and imports during the last two years, it by no means owes its world supremacy to war business. Even though the European War had never occurred, shipping men and close students of international commerce say, New York would have continued to surpass London, Liverpool and Hamburg. Although the war has added greatly to the value and volume of New York's exports, it has not materially helped its position as the greatest American seaport since the percentage of the foreign commerce of the country held by the port has varied little within the past several years."

Gateway to the world's greatest nation and rapidly gaining precedence in all the elements of municipal progress, New York has attained especial pre-eminence in importing and exporting activities.

ARKELL & DOUGLAS, INC.

The present firm of Arkell & Douglas, Inc., are the successors of the export firm established by James Arkell over sixty years ago. The business received considerable impetus due to the discovery of gold in Australia, the firm chartering several sailing vessels and fitting them up for passengers, and loading for Melbourne. Several hundred miners were taken out. They carried with them various classes of American goods, especially shovels, picks, axes, etc., and introduced these articles in the Colonies. The business has grown steadily until to-day the firm are dealing with practically all the far-away countries of the world. They have their own offices at Buenos Aires, and Rio de Janeiro, South America; Melbourne and Sydney, Australia; Port Elizabeth and Johannesburg, South Africa; London, England; Manila, Philippine Islands; Shanghai, China; and Montreal, Canada. Agencies have been established by them at Lima, Peru, and Sao Paulo, Brazil, Hong Kong, Bombay, Calcutta and Karachi, Singapore, New Zealand, Cape Town, Kingston.

They not only export American goods but also handle large shipments from England to foreign markets, and do a heavy exchange trade between their different offices abroad, and are heavy importers and receivers of goods on consignment from various markets. At one time the firm chartered large numbers of vessels yearly, freighting a large portion of their own shipments, but in recent years owing to trade routes being established by regular lines to most world ports they have no longer found this branch of the business desirable or profitable, and their shipments are now mostly confined to the regular liners.

The capital of the firm is one million dollars, but the directors have in view shortly increasing the capital to two millions to two and a half millions.

The firm now handle an export and import business of twenty to twenty-five millions of dollars per annum.

The business was incorporated in 1908 with Hon. Wm. Harris Douglas as President, Mr. L. P. Lawrence, Secretary, Mr. Charles W. MacBride, Treasurer, and Mr. Walter C. Kelly, Assistant Secretary.

The firm have been instrumental in introducing abroad probably more lines of American goods than any other house now in the export business and the heavy sale of their products which many manufacturers now enjoy is due to the hard pioneer work and efforts in exploiting American goods.

FEARON, BROWN CO., INC.

The house of Fearon, Brown Co., Inc., is one of the oldest engaged in the Asiatic trade, its interests being practically the same as have been connected with the concerns of similar name during, perhaps, the past fifty years. The officers are James S. Fearon, President; William S. Brown, Vice-President and Treasurer, and Henry H. Love, Secretary and Assistant Treasurer. Mr. Fearon is one of the few living men who has been identified with the Oriental trade for over thirty-five or forty years. He was formerly one of the Vice-Presidents of the International Banking Corporation. Mr. Brown and Mr. Love have been connected with the Fearon organizations for the past twenty years.

Fearon, Brown Company, Inc., deal in all manner and kinds of Asiatic products, principally from China, which includes such articles as sheep-wool, camels' hair, goats' hair, China cotton, albumin, egg yolk, human hair, waste silk, spun silk yarns, beans, oils, medicinal roots, hides, skins, straw braids and a variety of other products. The exports to the Far East include machinery, hardware, cotton goods, electrical supplies, paints, varnishes and the multitude of articles classed as sundries.

The New York business is under the direction of the Secretary, while Mr. Brown, Vice-President, attends to the company's business in Europe. Mr. Fearon, the President, is actively engaged in the China end, being officially located at Tientsin, where he also acts as President of the American Chamber of Commerce at that port.

The Fearon organizations constitute one of the very oldest foreign enterprises in the China field and it might be said without fear of contradiction that it is the oldest established American House in China.

In the China end, Fearon, Brown Co., Inc., are represented by and closely allied with the corporation known under the title of Fearon, Daniel & Co., Inc., which is a New Jersey corporation; the officers of that company are the same as above noted. The company maintains offices at Shang-

hai, Tientsin, Peking, Harbin and Hankow, with, of course, the usual agency connections throughout the Republic. Fearon, Daniel & Co., Inc., besides doing business with and through Fearon, Brown Co., Inc., New York, have very important business connections with concerns at the Pacific Coast, as well as doing an important business with Europe, Australia and India.

The affairs both here and in China have undergone a thorough reorganization during the past three years and with the infusion of younger blood bringing to the front the natural increase in energy and go-ahead spirit, coupled with the change in policy and the added financial resources, has made itself felt in the way of a largely increased business and scope of operations.

Since reorganization both the China and New York companies have done a most satisfactory business and the house has great faith in the early future of the Chinese market for American materials and capital. It is confidently expected that American manufacturers and exporters and those otherwise interested in China have now a golden opportunity, which may never come again, to get a firm foothold in the China field and especially so as at the present time the well-known terrific German competition is now practically eliminated on account of the European War and China's severance of diplomatic relations with the German Government.

Fearon, Brown Co., Inc., and Fearon, Daniel & Co., Inc., have reorganized and prepared for just this purpose and it is their aim and object to foster and prosecute American interests, especially as applying to the import and export trade between the two countries. Of course, in order to reach this stage, as far as the exports from America are concerned, it is absolutely essential that the unqualified support of American manufacturers should be given toward that end. Without this it will be found impossible, and especially so after the war in Europe has ended, for American manufacturers to compete for the Chinese trade against the European exporters.



M. A. Hernandez

General Manager of the Extensive Importing and Exporting House
of Messrs. Johnsen & Kildal, Inc. A Further De-
scription Appears on the Following Page.

M. A. HERNANDEZ

JOHNSEN & KILDAL, INCORPORATED

M. A. Hernandez, formerly engaged, on his own account, in the importing and exporting business from and to the Latin-American countries, is now General Manager for Johnsen & Kildal, Inc., a branch company of one of the most successful commercial houses in Christiania, Norway. Mr. Hernandez formerly occupied offices at 115 Broadway and subsequently removed to 26 Cortlandt Street. In November, 1916, he merged his business with that of Johnsen & Kildal, Inc., and an American branch was organized as Johnsen & Kildal, Inc., under the laws of the State of New York. Mr. Hernandez became Secretary, Treasurer and General Manager of the newly formed company and his offices at 26 Cortlandt Street were retained by the corporation, which imports and exports on its own account and on a commission basis, also acting as ship brokers. The house handles consignments of fish products and wood pulp from the Scandinavian countries and imports from Mexico, Cuba, Spain, Argentina, Uruguay, Venezuela, Central America and Brazil, all products peculiar to those countries. The exports consist of chemicals, machinery, tools and every article of American manufacture that has a foreign sale. It also specializes in food products, such as dried fruits, tea, flour, rice, cocoa beans, etc., etc.

The company of Johnsen & Kildal, Inc., of Christiania, is also engaged in the same line. The American firm is now opening up a new branch of the business in which it will act as ship brokers and chartering agents for tonnage to and from Latin-American countries, in addition to the business already established with Norway. Mr. Hernandez, who is in full charge of the American house, is particularly fitted for the position. He graduated from the Massachusetts Institute of Technology as a Civil Engineer and had previously been a student at the Mexican Military Academy and at an institution in California. He

was born in Mexico, where his family figured prominently in military, political and civic affairs. His father, Juan A. Hernandez, has been in the Mexican army for over fifty years, twenty-eight of which he served as a General. He was at one time Governor of Pueblo, one of the richest and most largely populated states of Mexico. The godfather of Mr. M. A. Hernandez was ex-President Diaz and one of his sisters married a son of ex-President Victoriano Huerta. These connections gave Mr. Hernandez entry into the most exclusive society of the Latin-American countries and served as a powerful aid to him in his business affiliations. He has travelled extensively in Mexico, Cuba, Brazil, Argentina, Chile, Spain and France. He speaks several languages and, being a technical man with a thorough knowledge of export and import conditions, together with ripe experience and important connections in different parts of the world, unquestionably enables him to successfully conduct Johnsen & Kildal's affairs in this country. The house of Johnsen & Kildal, Inc., although practically unknown in the United States, is one of the most highly respected and enterprising firms of the Scandinavian countries engaged in the same line of trade. It has been established in Norway for several years and is one of the largest and most important concerns there, having a high rating in the maritime world. J. Walter Johnsen, senior member of the parent firm and President of Johnsen & Kildal, Inc., of New York, makes frequent trips to this country and gives his personal attention to the affairs of the two concerns. Birger Kildal, junior member of the Scandinavian firm and Vice-President of the New York company, looks after the Norwegian end of the business and makes his headquarters in Christiania. Both members of the firm have been thoroughly trained in maritime affairs and foreign trade and to this knowledge and the business energy of the individual members is due the success of the house.

HENRY W. PEABODY & CO.



The Late Henry W. Peabody

As a rule American firms are not noted for their longevity, but the house of Henry W. Peabody & Co., one of the oldest and best known in the exporting and importing line in the United States, is an exception. It was organized in 1867 by the late Henry W. Peabody and has just rounded out a half century of success, during which period its ramifications have been extended to every quarter of the globe. The present members of the firm are Charles D. Barry, Frederic W. Lincoln and John R. Bradlee, all of whom, like the founder, are of old New England ancestry and have been associated with the house for periods ranging from twenty-five to forty years. The firm of Henry W. Peabody & Co. export all lines of American manufacture and import the various

products of South and Central America, Japan, China and the Orient. It buys and sells anything anywhere in the world. The main office is at 17 State Street, New York City, and branch offices are maintained in Boston, Mass.; San Francisco, Cal.; Sydney, Australia; Melbourne, Australia; Wellington, New Zealand; Cape Town, South Africa; Manila, Philippine Islands; Buenos Aires, Argentine Republic, and an auxiliary house, that of Henry W. Peabody & Co., of London, England, with offices in both London and Liverpool.

Some idea of the extent of the company's business can be gathered by the personnel of the New York City office, where a clerical force of about 100 is required in the several departments.

E. F. DREW & CO., INC.

Although one of the younger houses in the importing and exporting field, E. F. Drew & Co., Inc., has become one of the most important in the line. Since the establishment of the business the firm has, by sound methods and energetic efforts, secured a large clientele among the leading manufacturers and producers of the country. E. F. Drew & Co., Inc., was originally organized in Boston in 1905 and was subsequently incorporated under the laws of the State of Massachusetts. The business succeeded from the beginning and Mr. Drew, to whom the firm's establishment was due, concluded that more rapid expansion was possible in a large seaport. He accordingly transferred the executive offices to New York City in 1913 and the firm was soon invading the field here. The capital of the Massachusetts company was small and, realizing that large growth required additional operating funds, Mr. Drew organized a new company under the laws of the State of Delaware, with a capital of \$350,000. He became President of the new concern, which retained the old title, and at once began a persistent movement to increase the business. His efforts along this line were highly gratifying and successful and resulted in the organization of several subsidiary companies and the establishment of other ramifications which brought the house in close touch with the various business marts of the world. As a result, trade is now carried on with the countries of Europe, Japan, India, Australia, New Zealand and South America. Every prod-

uct of these far-away lands is numbered among the imports, while the exports include machinery and all other articles of American manufacture, it being Mr. Drew's intention of conducting a thoroughly reciprocal trade in every quarter in which the house does business. The subsidiary interests of E. F. Drew & Co., Inc., are many and varied and include the A. B. Burleson Company of Jewett City, Connecticut, a concern controlling textile mills for the manufacture of cotton fabrics; the Anglo-India Produce Company of Philadelphia, manufacturers of chemicals and refiners of oils; MacMillen & Holland of Rio Janeiro, who are dealers in the many products of that country; Drew, Roca & Co., of Barranquilla, Colombia, South America, who handle drugs, chemicals and oils, and the Lodge-Evans New York Corporation, a company that owns patents for processes of dyeing of wool and silk and combinations of wool, silk and cotton, with sulphur colors. The process is the only one existing using this method of dyeing this character of goods.

E. F. Drew & Co., Inc., are located at 50 Broad Street, from which the affairs of the firm's many interests are directed. Offices are also maintained in Boston and Philadelphia. A large corps of clerks and stenographers is employed and Mr. Drew, to whose application and executive ability the success of the house is largely due, keeps in close touch with the markets of the world and the affairs of the subsidiary companies.

PACIFIC DEVELOPMENT CORPORATION

That the United States will enjoy unprecedented prosperity after peace is restored in Europe is indicated by the action of far-seeing financiers who are taking steps to meet the large demand for American products that they feel must come from the devastated nations. The war has radically changed the commercial map of the world in other ways than by devastation. In the Far East and China, Germany had first call with her goods and the American manufacturer found the products of that nation so firmly entrenched and the competition so keen that it hardly paid our manufacturers to place goods in these localities. These conditions are now materially changed. Germany has antagonized nearly the entire world and the buyer in the Far East and commercial China will naturally turn to the United States as the most available producer of machinery and other manufactures which have previously been purchased from Germany. This is the opinion of many well-known financiers who are backing their belief in a substantial manner. In this connection one of the most important developments having in view the building up of the foreign trade of this country is the organization of the Pacific Development Corporation. This is not a new organization but present conditions have given it a new impetus and determination to secure and hold the trade in the territory in which it will operate. The Pacific Development Corporation was organized under the laws of the State of New York with an authorized capital of \$5,000,000. Of this stock \$1,000,000 has been subscribed in cash at par to provide working capital for the company and provision has been made to issue stock of the new company in exchange for the stock of the Pacific Commercial Co., the largest American commercial company in the Philippine Islands, and Andersen, Meyer & Co., Ltd., one of the leading commercial houses in China.

The board of directors of the new company consists of Galen L. Stone of Hayden, Stone & Co., as Chairman of the Board, Guy W. Currier of Currier, Young & Pillsbury of Boston, William Endicott of Kidder, Peabody & Co., H. H. Fleishacker, President of the Anglo-London and Paris National Bank of San Francisco, Francis R. Hart, Vice-President of the Old Colony Trust Co. of Boston, M. F. Loewenstein, President of the Pacific Commercial Co., V. Meyer, President of Andersen, Meyer & Co., Ltd., Andrew W. Preston, President of United Fruit Co., Chester P. Siems of Siems & Carey, Wallace D. Simmons, President of the Simmons

Hardware Co. of St. Louis, Willard Strait, Royall Victor of Sullivan & Cromwell, Herbert H. White of the University Press, Cambridge, and Edward B. Bruce, President of the new company.

The organization of the Pacific Development Corporation is the logical development of eighteen years of work in building an American trading business in the Orient. The company had its beginning in the organization in 1899 of the California corporation of Castle Bros., Wolf & Sons, which undertook a general commercial business in the Philippine Islands. From a small beginning this business grew to be the largest American commercial house in the Philippines. In the fall of 1911, M. F. Loewenstein, President and owner of Castle Bros., Wolf & Sons, in association with a group of well-known Boston people, organized the Pacific Commercial Co., which took over the business of Castle Bros., Wolf & Sons. Since that date the business of the Pacific Commercial Co. under Mr. Loewenstein's direction has been largely extended and has shown very substantial profits.

In the spring of 1915 the group of people interested in the Pacific Commercial Co. organized Andersen, Meyer & Co., Ltd., which took over the business which V. Meyer of Shanghai had built up and carried on under the name of Andersen, Meyer & Co. This business was originally started in 1907 and has gained an enviable reputation for itself as the representative in China of a leading group of American manufacturers of machinery, including the General Electric Co., the Pressed Steel Car Co., Baldwin Locomotive Co. and some thirty other well-known American producers.

The commercial activities of the new company will be carried on through the Pacific Commercial Co. and Andersen, Meyer & Co., Ltd. No changes will be made in the organization of these companies—Mr. Loewenstein continuing as President of the Pacific Commercial Co., and Mr. Meyer as President of Andersen, Meyer & Co., Ltd. The Pacific Commercial Co. maintains offices at Manila, Cebu, Iloilo, Zamboanga, Tacloban, Legaspi and Vigan in the Philippine Islands; at Kobe, Japan, Sydney, Australia, and at New York, San Francisco and Seattle. Andersen, Meyer & Co., Ltd., maintains offices at Shanghai, Hongkong, Tientsin, Peking, Hankow, Changsha, Kalgan, Mukden and Vladivostok.

In addition to carrying on through these companies the existing commercial business, the new corporation plans to enter into various industrial

enterprises, which experience has shown can best be conducted through an organization such as the Development Corporation rather than through a commercial enterprise.

It is the belief that the Pacific Development Corporation has a bright future, as the success of any enterprise of this sort must depend primarily upon the organization which it is able to build up in foreign countries. The company has been built up over a period of 18 years of strenuous and successful effort so that the period of experiment is behind it. The Development Corporation will begin with net assets in excess of the par value of its stock and with earnings which will enable the company to pay substantial dividends upon the capital stock from the start, as well as to provide a satisfactory surplus for the requirements of its growing business.

The operation of companies of this character in the foreign field means a systematic invasion of the territory and the holding of the trade secured. It does not mean a short period of prosperity for the American manufacturer and the subsequent loss of his field of operation, but it insures a permanent and lasting success, for the Pacific Development Corporation, officered by the most experienced men in the territory to be invaded, have determined "to have and to hold" the trade there.

CHILDS & JOSEPH

The importing and exporting business of Childs & Joseph, 60 Wall Street, which was established in 1906 with two branches, has expanded to such an extent that the firm now conducts twelve branches in different parts of the world, all operated under the firm name. These are in Aden, Arabia; Mombasa and Nairobi, British East Africa; Kampala, Uganda, Africa; Zanzibar, East Coast Africa; Bukoba, Daressalaam, Kisumu, Muanza and Tanga, East Africa; and Tananarive, Madagascar. The members of the firm are Harris R. Childs, who was formerly Vice-Consul to Zanzibar, and Hugo S. Joseph, both of whom have had long experience in the business. Every product of the countries where branches are conducted is imported by the firm and the exports consist of every known article manufactured here. The business has grown enormously since its establishment and this growth has been more marked since the European war started. The trade territory covered embraces the entire United States and Canada, while a considerable volume of business is also done with England. The firm also acts as agents for some of the largest manufacturers in this country.

FREDERICK H. CONE

Frederick H. Cone, who has in the short period of thirteen years attained a commanding position in the exporting and importing field, was born in New York City in 1876 and was educated in the schools here and at Columbia University. Upon the completion of his education he was associated with a firm in a kindred line for twenty-one years and in 1903 established his present business, which has expanded from a modest beginning to a trade that covers nearly the entire world. The house makes a specialty of broom and brush material, importing bristles, hairs and fibres from Russia, China, Turkey and Austria. Coconut, olive and other oils, products of the East Indies,



figure largely in the import trade. The imports include light and heavy chemicals of domestic manufacture. The entire building at 181 Front Street is used for executive and stock-carrying purposes and Mr. Cone is one of the few merchants in his line to use a large warehouse and carry stock for immediate delivery. Mr. Cone was married in 1908 to Ethel Woolverton of New York City. He is a Director of the Iron Steamboat Co., of New Jersey, and the Edgewater Basin Co. He is a member of the Chamber of Commerce, the Automobile Club of America, the Aero Club of America, the Orchard Lake Club, the Rubber Club of America, the Merchants' Association, the Orchard Lake Club and the Apawamis Golf Club of Rye, New York.



Michael Golodetz

President of the Bengal Trading Company Inc., and in Charge
of the American End of the Business.

BENGOL TRADING COMPANY, INC.

The Bengol Trading Company, which maintains offices at 170 Broadway, is engaged in an active campaign in European and Asiatic Russia in order to bring the merits of American made goods to the attention of the consumers in those far-away districts. The company also has offices in London, Petrograd and Moscow and a thorough knowledge of the conditions in the territory in which it is working leads the officers to predict remarkable growth for this country's exports. The Bengol Trading Company was incorporated January 1, 1917, by Messrs. Golodetz Brothers Trading Co. and a prominent Russian-English banking institution with a capital stock of \$300,000, half of which is controlled by Messrs. M. & B. Golodetz, who owned the Golodetz Brothers Trading Company, and the other half by this Russian and English Bank. Messrs. Golodetz Brothers Trading Company were actively engaged in commerce between England and France, Russia and Germany for about twelve years before the beginning of the war, and because of this experience are considered authority on international trade. Of course, the office which was maintained in Hamburg was discontinued at the beginning of the present war.

The Bengol Trading Company has lately concluded exclusive agency arrangements with several of the largest and most prominent manufacturers of agricultural and industrial equipment in this country to represent them exclusively in the sale of their products in Russia. Among these concerns are the Thomas Manufacturing Co. of Springfield, Ohio, Hart Grain Weigher Company of Peoria, Ill., R. R. Howell Co., of Minneapolis. The Bengol Trading Company at present has two of its representatives in Japan and furthermore has its own agents in France, Spain and Italy and agents appointed throughout Cuba and Mexico from which its representative has just lately returned after an extensive trip.

The connection of the Bengol Trading Company

with the banking institution and its subsequent financial strength, the experience and ability of its officers and staffs, the company's connections with various trades and industries in this country and also in European and South American connections which will enable it to develop business between those countries and Russia, will assure the Bengol Trading Company of a prominent part in Russia's post-bellum commercial affairs.

When it is considered that Russia has a population of 180,000,000 and that thousands of miles of her territory are ripe for development, to say nothing of the mineral wealth that is practically untouched, some idea can be had of the possibilities in opening up this wide field. Germany has previously monopolized Russian foreign trade to the disadvantage of the Russian people but the European war has changed conditions there and with the return of peace Russia will naturally turn her business to an ally rather than an enemy nation. The revolution in that country has also had a tendency to improve the prospects of the American manufacturer. It was not merely political. It was a general strike against old conditions, which means the introduction of modern tools, machinery and methods in every department of Russian effort.

The President of the company is M. Golodetz, who is in charge of the American business of the company. He is considered an authority on international trade and is in a position to advise manufacturers as to the best way to reach the purchasing centers of Russia and the Far East. Much of the Bengol Trading Company's export business is for the account of the Russian Government and it is therefore in close touch with affairs there. The company's representatives make frequent trips to Siberia, Asiatic Russia and the Far Eastern countries gathering full information as to the needs of the people and by this means no mistake is made as to the character of the goods it will pay the best to exploit there.



FREDERIC HENJES, JR.

Frederic Henjes, Jr., was born in Brooklyn, April 7, 1877, and it is a matter of pride with him that he spent his entire life in a district which produced many men that have become notable in New York's financial and commercial affairs. Mr. Henjes was educated in the public and high schools of Brooklyn and when only fifteen years of age entered the employ of Passavant & Co. One year later he became office boy for the well-known firm of Oelrichs & Co., and during twenty years with this firm filled many positions in the steamship and importing departments, being advanced, as he grew familiar with the details of the business, until there came a time when he took the initiative and laid before his employers plans for the formation of a forwarding department, which would also include custom house brokerage, warehousing and a commission business. His plans met with the approval of Oelrichs & Co. and he was authorized to put them into effect. This was in 1907, and after the building at 31 Water Street was secured the new department was launched with Mr. Henjes in full charge. Shortly after the breaking out of the European War, Oelrichs & Co., who were agents for the North German Lloyd, decided to retire from the steamship and forwarding business and devote their entire time to the importation of wool, hides, cocoa and coffee. In keeping with this decision, Mr. Henjes

became sole proprietor of the business at 31 Water Street, which had grown to large proportions under his able management. As a commission merchant Mr. Henjes buys American products for shipment to foreign countries and as forwarding agent, custom house broker and warehouseman, acts for some of the leading manufacturers of the United States and Europe. He employs a large clerical staff and having a high rating for strict business integrity finds no difficulty in steadily increasing his already large business. During the time Mr. Henjes was in charge of the business for Oelrichs & Co. and since succeeding that firm he made many trips to the commercial and manufacturing centers of Europe and the United States and formed connections which he still retains. He employs no solicitors, the reputation of his house bringing the business to him unsought. Mr. Henjes is the son of Frederic and Henrietta (Koster) Henjes and comes of an ancestry that dates back to the time of Richard Cour de Lion. He was married in 1905 to Anne Helen O'Brien, the union bringing three daughters. Mr. Henjes is fond of outdoor sports and is a member of the Crescent Athletic Club, the Traffic Club of New York and the Merchants' Association. Mr. Henjes resides at 292 East 17th Street, Brooklyn, and still occupies the building 31 Water Street, formerly used by Oelrichs & Co.



GEORGE GRAVENHORST

The importing and exporting firm of Gravenhorst & Co., 90 Wall Street, owes its origin to George Gravenhorst, senior partner of the present house, who was formerly associated with F. Elmenhorst, in the same line of business, since 1874. The firm assumed its present title in 1908 when Fred W. Gravenhorst, a son of the senior member, became associated with the business. George Gravenhorst was born in Germany in 1843 and came to New York in 1864, his entire business career having been spent in the same line of business, gaining an experience that has been a strong factor in the extension of the business. Fred W. Gravenhorst, the junior partner, was born in Brooklyn, in 1877, and like his father has a complete knowledge of the trade. With this experienced guidance the firm's business has increased from year to year until it is recognized as one of the leading importing and exporting

houses in New York City, employing a clerical force of twenty and having a thorough equipment to handle the largest and most important trade. Its ramifications extend over the entire world and the goods exported consist of general merchandise, anything of American origin or manufacture. The imported goods include sugar from the West Indies, coffee, hides, skins and tanning materials from South America, and a specialty is also made of crude rubber, both South American and Plantation, while Mexico and South America also yield beans, which figure largely among the firm's staple imports. The products are sold largely in New York through the various importers who specialize in these commodities. The success of Gravenhorst & Co. is not entirely due to business knowledge. Its recognized integrity and absolute fairness in all transactions have helped materially in the progress of the house.



W. TYRIE STEVENS

W. Tyrie Stevens, Importer and Exporter, with offices at 5 State Street, was born December 11, 1867, in Dunnville, Ontario, Canada, where he was educated. He came to New York City in January, 1889, and established a business of his own here six years later. Previously he visited the West Indies and South America, gathering material to be used in the compilation of Wright's Trade Directory and made several voyages around the world in the interest of American manufacturing.

Mr. Stevens' principal line of endeavor is exporting and he has for ten years paid much attention to the South African trade. His exports include lubricating oils, leather, brass, fire arms, the product of the Stevens Arms Company, and prepared wool and fur for hats. He also exports

all American products and manufactures for clients abroad. His imports include wool, hides and skins from the Argentine. Mr. Stevens has clients in every trade center in the world and maintains offices in Montevideo, Buenos Aires and Sao Paulo, Brazil. He is a member of the Chamber of Commerce, the Pan-American Society, India House, Whitehall Club, was President of the Circumnavigators' Club for two years and is now First Vice-President of the Canadian Club of New York. Mr. Stevens has been married twice; in 1898 to Marie Claire Perkins, who gave him one son, Robert T. Stevens, born 1905, and in 1915 to Anne Gaillard O'Bryan of South Carolina by whom he has one son, Walter Tyrie, Jr., born January, 1917. He resides at 420 Riverside Drive.

OTTO ISENSTEIN & CO.



Albert M. Hersch



Otto Isenstein

The corporation of Otto Isenstein & Co., formed in 1907, has already taken its place as one of the leading importing and exporting houses of the country. The officers of the company are: Otto Isenstein, President; Richard Sidenberg, Vice-President, and Albert M. Hersch, Treasurer. The active members are Mr. Isenstein and Mr. Hersch, who started the business with offices at 90 Wall Street and salesrooms and warehouses on the west side of the city. The business had grown to such an extent by May 1, 1916, that the offices and salesrooms were combined in the building No. 10 Hubert Street, near Hudson Street, and the warehouses in various parts of the city were continued. The firm are importers of raw products from the Far East, Africa and Australia and specialize in gums for varnish, paint and similar trades, mother-of-pearl shells and coprah. They also represent various firms in China, India, Singapore and the Dutch East Indies, for

whom they sell, to importers here, rubber, gutta percha, hides, spices and drugs. They export American products and manufactures to the houses from which they import. The building at No. 10 Hubert Street, where the firm has handsomely fitted up executive offices on the second floor, is a five-story structure, the balance being used for exhibiting sample cases of the firm's imported products. Their trade territory covers the entire United States and Canada and a branch is maintained at 311 California Street, San Francisco, California, to more expeditiously handle their trans-Pacific shipments. They also have exclusive connections throughout the Far East, Africa and Australia. Both Mr. Isenstein and Mr. Hersch are active and energetic in the management of the business which has grown steadily since the firm's formation and increased very largely during the last three years, despite the disturbed conditions of the world's commerce.



ANTONIO ZUCCA

One of the leading factors in the Italian trade of New York is Antonio Zucca, who has, while engaged in building up a large business in foreign products, devoted much time to the political, financial and benevolent interests of his adopted city. Mr. Zucca was born in Trieste. He was educated in the schools of his native city, from which he received a sound commercial training, and, after spending considerable time in Northern Italy, came to the United States in 1869. He at once established the house of Zucca & Co., and began the importation of Italian products for the American market. Mr. Zucca's strong personality and energy, coupled with his reputation of handling the highest grade goods only, assured the success of the new venture and the business has increased steadily since its inception. Attracted by Mr. Zucca's growing trade, other merchants entered the same field and the commerce between the two countries grew to large propor-

tions—a result that is unquestionably due to Mr. Zucca's early efforts. After acquiring citizenship in New York City, Mr. Zucca organized the Italian Political Association, a body of naturalized citizens that wielded considerable power. He was a School Trustee for several terms, was elected Coroner in the Borough of Manhattan, and afterwards became President of the Board of Assessors of New York City. His interest in Italy's development, his efforts to promote and increase trade between that country and the United States and his care of and aid to Italian subjects residing in New York City, led to his being three times decorated by the King of Italy. Mr. Zucca is a member of Tammany Hall and has served as President of the Italian Chamber of Commerce and the Italian branch of the International Peace Society. He is a director of the Italian Savings Bank and the Italian Benevolent Society. His business address is 25 West Broadway.

DANTE ANTOLINI

Dante Antolini, proprietor of the firm of D. Antolini & Co., of 45 Broadway, New York City, was born in Florence, Italy, March 20, 1879. He was educated in the city of his birth and, upon coming to this country as a young man, became associated with the importing and exporting business. Connection with several leading firms in this line brought Mr. Antolini a thorough knowledge of the trade and he started in business for



himself in 1906 under the present name. The firm does an extensive business with Central and South America, Spain, Italy, France and England, importing the products of these countries and exporting to the same localities all goods of American manufacture, and has branches in Buenos Aires, Valparaiso, Para, Rio Janeiro, Florence (Italy), and a dozen other foreign trade centers, with correspondence in every quarter of the civilized globe.

H. MARQUARDT & CO., INC.

The house of H. Marquardt & Co., Inc., one of the oldest and most successful in the importing and exporting line, was founded by the late H. Marquardt in 1864. Despite the depression at that period on account of the Civil War, the firm was successful and its business grew steadily. Mr. Marquardt died in the eighties and the business was afterward incorporated under the laws of the State of New York, with Hans Triest, Sr., as President. The business of H. Marquardt & Co., Inc., is conducted on a commission basis and the exports handled include every known product from Mexico, Central and South America, Europe, the West Indies, and the French colonies in Africa. These goods are sold all over the United States and Canada. All character of goods and machinery manufactured in the various factories of this country are numbered among the exports and H. Marquardt & Co., Inc., have made American products known in nearly every section of the civilized world. The firm has commodious offices at 35 South William Street and a large clerical force, which is necessary in the conduct of the vast business. It also has connections and correspondents in the various trade centers abroad.

CLAUDIO VIDAL

Claudio Vidal, exporting and importing merchant, was born in Spain, where he was educated. He spent three years in England as representative of his father's firm and upon his return to his native country, established his present business in Barcelona. The year of 1914 was spent in Buenos Aires, where Mr. Vidal gained a wide and comprehensive knowledge of South America's products and needs. In Spain he acted as agent for several foreign firms but the outbreak of the European War made it impossible for him to get shipments from foreign firms and he came to New York in 1915 in order to avoid this obstacle. Mr. Vidal retained the Barcelona business as a branch, and he has representatives in all the leading cities of Spain and a part of South America, where the majority of his goods are bought and sold. He handles all raw materials, automobiles, commercial and pharmaceutical chemicals, dye-stuffs, etc., and, having excellent business connections in Spain, is enabled to handle American and foreign products to the best possible advantage. His New York offices are at 23 and 25 Beaver Street.

CHARLES H. DEMAREST

Charles H. Demarest, one of the city's younger merchants who has made a success of the importation of China and East India goods, acts as agent for Henderson & Co., of Colombo, Ceylon, in the sale of spices, etc., and for the Iwai Company of Kobe and Yokohama, Japan, in the importation of menthol, camphor, etc. Mr. Demarest, who is also a large importer of rattan, states that the European war seriously affected that commodity and eventually changed the place of purchase from Germany to Singapore and China. Before August 1, 1914, this article had been largely shipped from Singapore to Germany, where it was manufactured into chair cane and reeds and distributed to all parts of the world. Very large quantities of this manufactured reed were



sold in America in competition with the seven American manufacturers of reed. At the time of the outbreak of the war great uncertainty as to future supplies prevailed among the users of reed and to meet this situation they turned to China

reed, which had always been imported to this market to a limited extent. A large business resulted but this has been curtailed somewhat because qualities produced in China have not been good. Recently qualities have improved and the prospects are fair for a continual business in China reed. It might be well to consider, however, that several of the largest furniture manufacturers have installed reed-making plants and are buying raw rattan in Singapore, and quite likely will never go back to purchasing either the China reed or the German reed, particularly when the rattan can be obtained freely. At present, however, there is a large immediate demand for reeds of good quality because of the delay in receiving supplies of both rattan and reed. Mr. Demarest's offices are at 150 Water Street.

T. F. WILMOT & CO.

The business of T. F. Wilmot & Co., Freight Brokers and General Forwarders, has expanded greatly since its organization in 1908. At that time the firm found that a single office and one clerk was sufficient to meet all demands, while now a large suite of offices is used at 24 State Street and a score of typewriters and clerks are necessary to transact the large volume of business. The firm is composed of Thomas F. Wilmot and Philip Thiel, both native New Yorkers, with long experience in the line. Before the organization of the present firm, Mr. Wilmot was for several years connected with the Mexican Central Railroad and had charge of the New York exports to Mexican cities, while Mr. Thiel was connected with the firm of Holder, Weir & Boyd, in the steamship business. The firm now handles, as brokers and forwarders, exports to all points in the world and in addition conducts a marine insurance business. The trade was originally confined to Mexico, but the internal troubles in that country greatly reduced the export trade and attention was turned to European and Asiatic points. The business has increased wonderfully since the outbreak of the European war.

CHAPTER SIXTEEN

Chemical Manufactures

NEW YORK CITY AS A CENTRAL MARKET AND PRODUCING POINT FOR DRUGS, CHEMICALS, PAINTS AND DYES.

IT would be difficult to name a staple line of trade in which New York is not the chief market of the United States. There is no line among them in which the leadership of the metropolis is more emphatic than in that which has to do with the production and handling of goods in the drug and chemical line, under which general head the trade in paints, pigments, varnishes, dyes and dye-stuffs may be with propriety included.

Drug staples in the early days were imported from the Netherlands or England and sold by general merchandise stores handling general stocks. The list of drugs was not large and medicine and surgery were at a primitive stage, of which a few drugs generously administered in large doses were the principal therapeutic feature, supplemented by a free and not too discriminating use of the lancet and leeches for bleeding the patient.

But after Colonial days the medical profession moved to a higher plane. The practitioners in the city included men of deep learning and much skill who not only knew what their preceptors and schools had taught them but were themselves enlisted in the great work of medical progress and improvement which has been going on ever since.

Step by step with this progressive development has been the advance of American pharmacy which has not only added constantly to the resources of the official Pharmacopœia but has improved the whole list by strict attention to the requirements of uniform strength, standardization and careful and elegant packing of pharmaceutical preparations.

The importing and wholesale handling of crude drugs is a business of which New York is one of the world's most active market centers. This business includes among its representatives business firms that have been identified with it for several generations, the Schieffelins (established 1794), Tarrants, Hegemans, Rikers and others being

well known and familiar instances. It is a business the ramifications of which extend to sources of supply which cover the habitable globe. The purchase and assembling of these, their milling and preparation in forms suitable for the prescription table and their manufacture into officinal pharmaceuticals or preparatory articles are activities all well and extensively represented in New York, the volume of which has maintained a progressive pace more than proportionate to the growth of the city. Many important establishments are engaged in the manufacture of medical specialties and by confining their productive attention to a few products, or in some cases to a single article, have established their goods and brands as representing the highest standard of merit in these particular classes of products. It would be difficult to find any drug store in this country which does not carry on its shelves goods of New York origin.

The chemical industries of New York cover every line of production coming under that comprehensive head, chemicals for the use of the various industries, for sanitation, for disinfectant purposes, for bleaching and cleaning, for tanning, cloth finishing, for agricultural work and fertilization, and for every other purpose. Many large manufacturers have their offices and warehouses here and their factories in convenient locations near the city, but others are the New York offices of firms that conduct their industries elsewhere but maintain offices in New York for sale and export purposes. Others are the representatives of foreign houses either as direct agents or as sole importers.

Much of the business in the chemical line during a decade or two past has been by houses representing German manufacturers, this being a branch of industry in which Germany had forged ahead of other countries. These houses, being cut off from their source of supply by the war, soon

found their stocks depleted. The shortage was so great in many lines after the war had been going on for some time that industries of various kinds had to shut down for shorter or longer periods. This condition, however, had a reflex effect in many lines, acting as a spur to American chemists to produce goods in which there was a shortage so that American chemical works are now producing lines of goods formerly imported which will become staple in the market, the production of these being now "naturalized" and placed on a permanent basis.

The dye industry is similarly situated in relation to the important connection with it that German manufacturers formerly held. New York has always been the leading center of the dye business on this side of the Atlantic and all of the great German factories were directly represented here by branches, agents or jobbers. In Colonial days the advertisements of general merchandise stores included items of dyestuffs and particularly indigo. Later a large business was done with foreign countries in the importation of dye woods and other dyeing materials, vegetable and mineral, and the range of dyes and mordants being very great and procured from many lands, the dyestuff industry formed a very important branch of foreign trade. But the discovery by W. H. Perkins, an English chemist, in 1836, of a method of obtaining a violet dyestuff by oxidizing impure aniline with chromic acid, for which he took out a patent, revolutionized the art of dyeing, this first invention leading up to the manufacture of many colors from coal tar. The industry was first established in England and France, but later Germans began to develop the art and finally had it established upon so strong a basis as to practically enjoy a monopoly of it. They not only created new colors as derivatives of coal tar but also many other products such as synthetic indigo. German chemists soon obtained such a mastery of the business that many of the American textile industries were practically dependent upon their products. The war, therefore, curtailed production and controlled styles so that certain colors for a time were not used. The visit of the merchant submarine *Deutschland*

brought some relief to the market. Meanwhile the chemists of America set to work to make dyes of the class and quality required to fill the gap in the market. Several factories of coal-tar dyes were established and the situation has been so much improved that most of the mills have reached normal capacity while others have never experienced much trouble because their fabrics have not been made of colors dependent upon the German supply. The manufacture of colors by domestic concerns has been so enlarged that it has been predicted that another year will make it possible to supply home needs independently of all outside manufactures of dyes, either in respect to variety or quantity.

In like manner there was a great falling off in receipts of potash for which American industry and agriculture had depended largely on German sources, which have, indeed, furnished more than half of the world supply. The potash situation has led to the institution of a home manufacture of potash, including the extraction of potash from the kelp of the Pacific Coast, and the exploitation of other sources of supply which are gradually adding to the resources of the market. New York is the supply center of the industries of America in dyes and chemicals, and especially of those that are used in the textile trades.

In paints and varnishes, together with the oils and materials that belong to the painters' trade, New York has long been a market covering the national field. Some of the brands of New York manufacturers have been nationally famous for a century, the business being one in which the city has been an active participant since Colonial days.

The manufacture of white lead is one of the oldest industries of the country, having been begun in Philadelphia in the early years of that city. It is now carried on in various cities, St. Louis being one of the most important manufacturing centers because of its nearness to the principal source of lead supply. All the large producers of paints, some of the largest having their factories in or near the city, find New York their leading market and exporting point, from which a large and increasing foreign demand is filled.

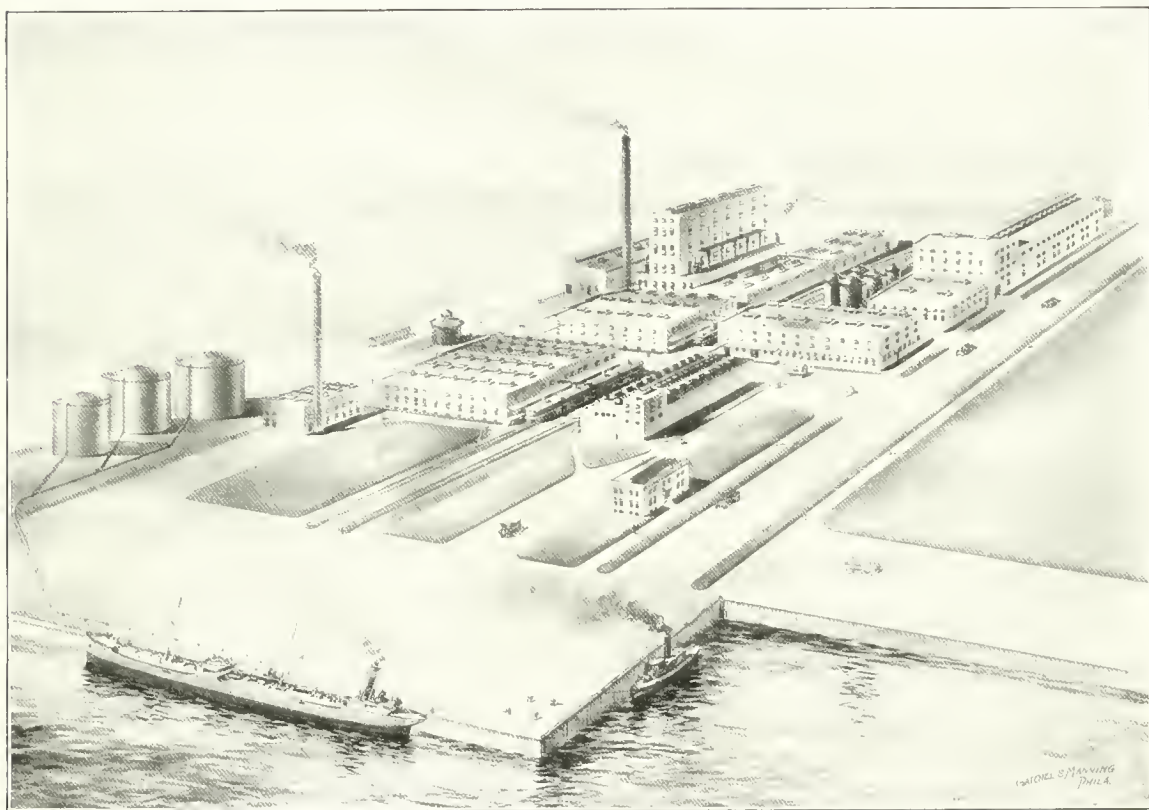
U. S. INDUSTRIAL ALCOHOL CO.

With its main office in New York City, the U. S. Industrial Alcohol Co., a national concern, may well be classified as a New York institution, and its influence upon commerce may be treated as one of the important factors of the city's business supremacy.

To many minds the word "Alcohol" is offensive; it spells drunkenness, poverty and decay. They recall it as a beverage, or at least the basic element of intoxicants, and set it aside as an evil agency. But there is another side, and a far pleasanter one. Alcohol is one of the most im-

world of an article which is responsible for many of the comforts and enjoyments of life, while its elimination from the field of chemistry, medicine and surgery would bring unspeakable added suffering to the human family, for ether, chloroform and other anaesthetics, with a long list of the most valued medicines, are possible only with an alcoholic base.

The Federal Government makes a sharp distinction between the malevolent and the benevolent properties of alcohol by imposing a heavy tax upon it in its various potable forms, and by re-



U. S. Industrial Alcohol Co.—Curtis Bay Plant.

portant commercial agencies in the business world, and it is that phase of the product with which this great company deals.

There may be ground for the contention that the manufacture of alcohol as a beverage should be suppressed; that the world would be better, happier and richer if no alcohol were drunk. In that contention this company has no part. It can well be left to the judgment and conscience of the men and women of the land; but the suppression or even the undue taxation of the industrial commodity is quite another thing. That would deprive the

lieving it from taxation when, after having been rendered unfit for consumption as a beverage, it is used in art, science, industry, medicine and surgery. What is known as "industrial alcohol" has been rightly declared to be "next to water, the most valuable liquid known, one of the most important implements of our civilization." Its production for use in chemical and manufacturing plants is under the strictest governmental supervision and control.

The Bureau of Internal Revenue requires that, in the manufacture of industrial alcohol, there shall be used some substance for its denaturation,

some ingredient utterly repugnant to the human system, to the taste, or to the stomach, such as kerosene or wood alcohol.

So treated, and relieved of the heavy governmental tax imposed upon the potable variety, industrial alcohol enters into a long and widely varied list of industries, many of which would be impossible were it not for the governmental tax relief afforded. The list ranges from artificial silk and artificial leather to varnish and smokeless powder.

Alcohol is employed in the production of disinfectants and embalming fluids, in the manufacture of hats and soap. Without it, millions of people would be deprived of the fascination they now find in amateur photography. It is the basic raw material of ether, chloroform, and iodoform, as already stated, and the only possible solvent in the composition of scores of medicinal and remedial preparations.

The distinction between industrial alcohol and alcohol for beverage purposes was officially and legally recognized by the leading countries of Europe during the last half of 19th century. Largely by reason of practical laws and regulations affecting this commodity, Germany secured the mastery of the chemical trade of the world. For many years the industries of the United States paid tribute, in millions of dollars annually, to that country. Ten years ago somewhat similar laws were adopted here with the result of a rapid emancipation and an ever increasing freedom on the part of American industries from German domination. Since the adoption of those laws, at the beginning of the year 1907, the demand for the commodity has risen from three million gallons in the year 1907 to more than twenty million gallons today. This is exclusive of the enormous quantity produced for use in the manufacture of gunpowder and other explosives for the European war.

In Europe, denatured alcohol finds an extensive market as a source of heat and light. Thus far, this country has had no occasion for its use for those purposes. That requirement has been met by our vast supply of coal and fuel oils. But the present enormous draft on that source points clearly to a time, probably not far distant, when our natural fuel resources will be so diminished, if not practically exhausted, that some substitute will be imperative. This substitute will, presumably, be less important in the supply of light and heat than in the supply of fuel for use in automobile and motor boat engines. For that purpose, whether by itself or in combination with other liquids, alcohol, cheaply produced, is the one great promising material. As long as the sun shines and the rain falls, alcohol can be manufactured from plant substances in practically unlimited quantity.

In the development of this industry, the foundation of innumerable enterprises, large and small, the U. S. Industrial Alcohol Co. is the leader. It has spent and is spending millions of dollars in increasing the quantity and in improving the quality of its product. Its efforts are persistently directed toward a more economical production of industrial alcohol as a raw material indispensable in the manufacture of a multitude of articles of daily use and consumption. It operates extensive manufacturing plants in Boston, Brooklyn, Buffalo, Baltimore and New Orleans. The plant at Curtis' Bay, just out of Baltimore, is the largest and most complete of its character in the world.

The company owns and operates an extensive fleet of vessels in the West Indies for the collection of molasses, from which its product is derived. The molasses thus gathered would be an otherwise wasted substance; in fact it is refuse from the sugar mills of that district. The company also owns and operates a fleet of five oil burning steel steamers for the transportation of its raw materials from the sugar mills to its plants in this country. It distributes its product throughout the United States in hundreds of tank cars, and, directly and indirectly, affords most remunerative employment to an army of employes.

It is practically impossible to over-estimate the importance of industrial alcohol in the future of American enterprise. Upon its economical production, free from unnecessary and unreasonable official restrictions, there hangs no inconsiderable part of the commercial and industrial independence of the country. The commodity is in no way whatever involved in the prohibition movement. Industrial alcohol and beverage alcohol serve absolutely different purposes. Any action that may be taken by the Federal Government or by the individual States regarding the production or sale of alcoholic liquors used as beverages, should in no way be allowed to fall upon this essential element of our commercial life. Any step tending to suppress or even to restrict unduly the industrial use of alcohol would only be a step toward a national injustice and a commercial folly. Industrial alcohol should not be condemned or degraded from its high estate because of the drunken misuse of beverage alcohol.

A great national industry has been built around the manufacture of industrial alcohol. The best brains and energy of the country are interested in its success, to say nothing of the financial problems at stake. The company above described has faced and conquered a new American emergency. It is in the hands of able pilots with no menacing clouds on the horizon, if the fair minded public can be made acquainted with the real facts as stated above.



ISAAC FRANK STONE

The commonly accepted belief that the United States was entirely dependent upon Germany for colors has been exploded by I. Frank Stone, President of the National Aniline & Chemical Co., and Vice-President of the Schoellkopf Aniline & Chemical Works. Mr. Stone, who is an authority on dyes and chemicals, delivered an address before the National Silk Convention in Paterson, choosing as his subject "The Manufacture of Aniline Dyes in America; the Progress Made and the Promise of the Future." In upholding the quality of the home product, Mr. Stone contended it was just as good as the foreign. He showed conclusively that American made colors are as good and as fast as those made in Germany or any other foreign country and claimed that upon the conclusion of the war the bulk of the trade will remain in the hands of the American manufacturers. Mr. Stone has spent his entire life in the chemical and dye business and his complete knowledge of the trade makes his statement of great value.

He was born in Chicago, Ill., March 2, 1867, the son of Theodore and Mary S. (Owens) Stone. The ancestors were English, the American branch being established at Guilford, Conn., by John Stone, as early as 1650. Mr. Stone was educated in the public schools of Chicago and when but twenty years of age established himself in business in the Western city. In 1890 the firm of Stone & Ware succeeded Mr. Stone, and seven years later the Stone & Ware Co. began

business in New York City. This firm was highly successful and Mr. Stone's intense interest in everything pertaining to dyes and the thorough knowledge gained by his long experience led to his selection, in 1900, as Vice-President of the Schoellkopf Aniline & Chemical Works. In 1906 he was chosen head of the National Aniline & Chemical Co., and since that period has been a most important factor in the chemical trade of the entire country. In addition to these interests Mr. Stone is a Director of the Importers & Traders National Bank, the Contact Process Co., a member of the Advisory Committee of the Metropolitan Bank and Rollin Chemical Co., a member of the Chamber of Commerce, the Board of Trade and the Lotos, Union League, New York Athletic and City clubs. He was President of the Chemists' Club in 1910, the Heights Club in 1906 and Vice-President of the Drug & Chemical Club in 1909. Mr. Stone was married in Chicago on June 5, 1889, to Miss Mary Louise Peck. They have one daughter, Grace H., born March 12, 1892, and reside at Greenwich, Conn., where their home, "Rock Ridge," is one of the handsome houses of that picturesque locality.

The principal aniline and chemical companies located in New York City and the immediately contiguous territory were recently amalgamated and are now operated by the National Aniline & Chemical Company, Inc., which took over the National Aniline & Chemical Co., the Schoellkopf

Aniline & Chemical Works, Inc., W. Beckers Aniline & Chemical Works, Inc., the Benzol Products Company and certain plants and properties of the General Chemical Company, the Barrett Company and the Semet-Solvay Company.

DR. WILLIAM BECKERS

Dr. William Beckers, founder of the W. Beckers Aniline & Chemical Works, Inc., received his first education in Germany and Belgium, and followed the profession of his father, Gerard Beckers, as manufacturer of chemicals.

After spending seven years at the Polytechnic

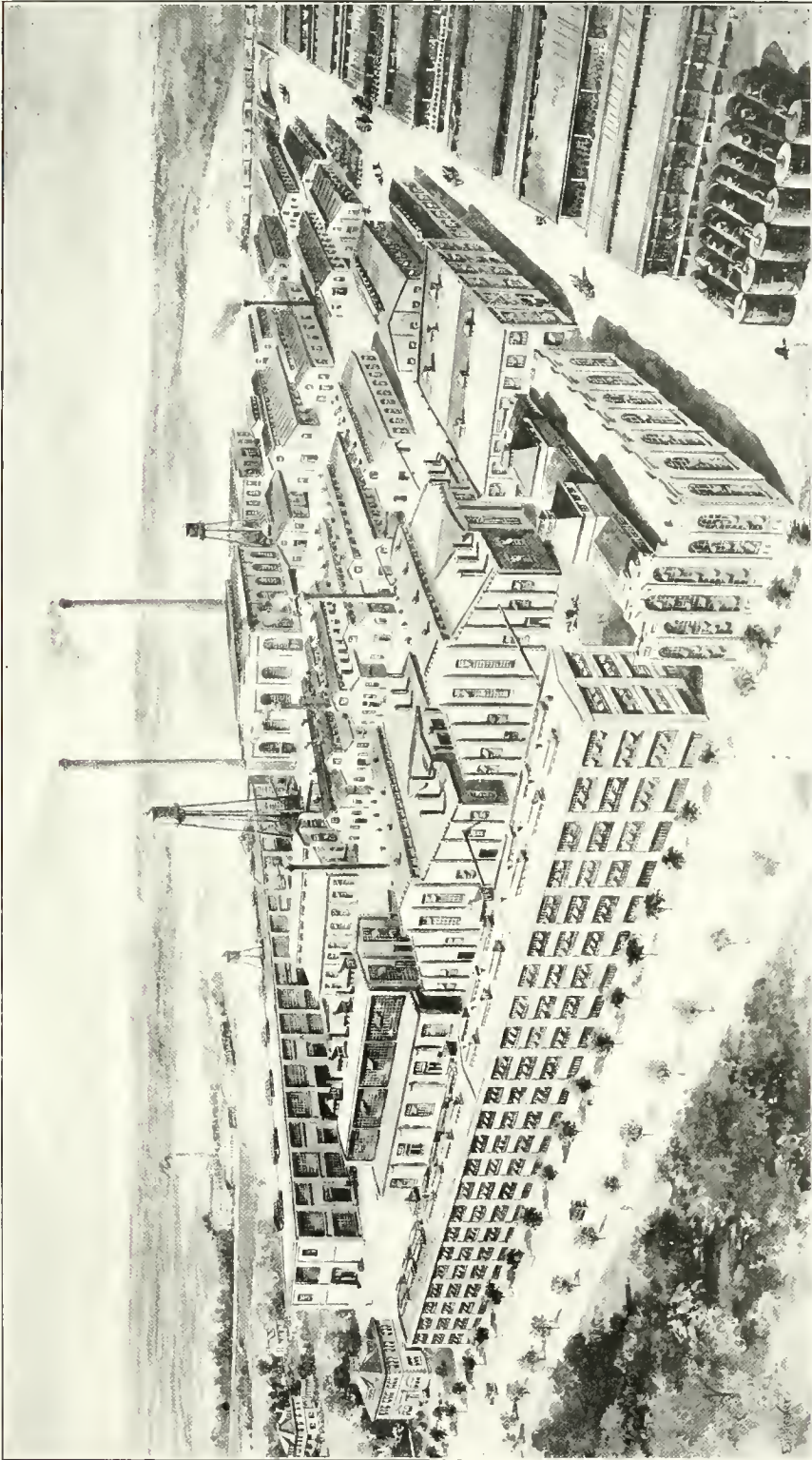


Institute at Aachen, and the universities of Freiburg and Heidelberg, he graduated from Heidelberg, receiving the degree of Doctor of Philosophy. He then served in the army, securing the rank of First Lieutenant. Acting as Assistant Professor of Chemistry for a few years, Dr. Beckers connected himself with one of the largest dyestuff and chemical manufacturing concerns—the Bayer Company, in Elberfeld—and came to this country in 1902 to take charge of the technical end of the American branch of this concern.

In the year 1912 Dr. Beckers founded the W. Beckers Aniline & Chemical Works, which concern, under the able management of Dr. Beckers, grew within five years from a comparatively small business, employing about one hundred workmen and a few chemists during 1912, to the second largest dyestuff manufacturing concern in this country, employing over sixteen hundred men and close to one hundred chemists and engineers. The W. Beckers plant, with its forty-two separate buildings, located on a plot of about sixty acres near Jamaica Bay, is considered to be a model plant in every respect. The welfare institutions in this plant are numerous and prove that Dr. Beckers, even during the extremely rapid development of his concern, always had the welfare of his employes at heart and found time to develop these welfare institutions at the same rapid pace at which the manufacturing end of the business grew.

Dr. Beckers was Chairman of the Board of Directors and President of the W. Beckers Aniline & Chemical Works up to its consolidation in 1917 with five others into the National Aniline & Chemical Company, Inc., of which he is now Director and First Vice-President. The object of this combination, which has a capitalization of 24 million dollars, is to insure the national independence of the United States in the coal-tar products industry and the aim of the management is to manufacture coal-tar dyes and intermediates which can compete successfully, both in quality and variety, with those heretofore imported. As the constituent units of the new company include manufacturers of raw materials, of intermediates, and of coal-tar dyes, the National Aniline & Chemical Company, Inc., in one organization covers the industry from raw material to finished product.

For the last twelve years Dr. Beckers has been residing at 49 Eighth Avenue, Brooklyn, and has been an active member of many prominent Brooklyn and New York educational and charitable institutions and clubs. He is a Trustee of the Polytechnic Institute and generally very active in the development of chemical science and industry in the United States.



The W. Beckers Aniline & Chemical Works, Brooklyn, N. Y.
Recently Consolidated With Other Companies Into the National Aniline & Chemical Company, Inc.

INNIS, SPEIDEN & CO., INC.

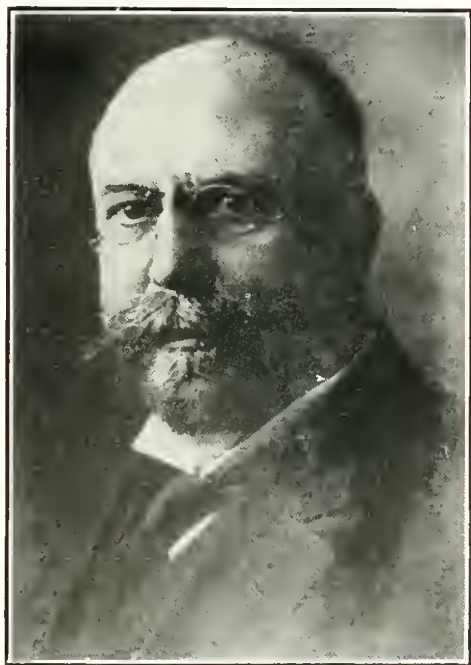
The house of Innis, Speiden & Co., which has entered upon its second century of business activity is the outgrowth of a small business established in 1816. At that time Nathan Gifford began cutting dyewoods in the then small town of Poughkeepsie on the Hudson. He did not possess the necessary capital to insure the success of his venture and sought the aid of Aaron Innis, a successful merchant. The prospects looked flattering to the merchant and he advanced the money to conduct the business and became a silent partner of Gifford. Howland R. Sherman married the daughter of Aaron Innis about 1840 and he was made the active representative of his father-in-law's interest in the dyewood business, the name of the firm being changed to Gifford & Sherman. Nine years after Sherman's advent into the business, Gifford's interest was purchased. Aaron Innis died about 1844 and his eldest son George abandoned a college career to become a salesman in the dyewood business of which his father's estate held the controlling interest, the name of the firm being shortly afterwards changed to Gifford, Sherman & Innis. In 1858 Howland R. Sherman died and George Innis acquired the remaining interest, becoming sole owner of the business which he conducted for twenty-six years under the old firm name. In 1885 the business passed into the hands of Hasbrouck Innis, only son of George, and his cousin, William R. Innis, only son of Aaron Innis second. The firm name was then changed from Gifford, Sherman & Innis to Innis & Company, under which style it continued until 1904 when the firm was dissolved, George V. Sheffield purchasing the name and good will and continuing the business as Innis & Company. In January, 1906, C. C. and M. Speiden became partners in the business which was incorporated as Innis, Speiden & Co., March 3, 1906, with Clement C. Speiden, President, George V. Sheffield, Treasurer, and Marion Speiden, Secretary. During its century of existence the house has by prompt, efficient service and honest value products made phenomenal progress in the extract, chemical and color line. Its first entry into New York's

commercial life was on West Street between Barclay and Vesey Streets, where desk room was sufficient for its modest needs. From 1850 to 1858 the store and office at 27 Barclay Street was occupied and the following two years the location of the steadily increasing business was at 83 Murray Street. From 1860 until 1898 the location of the firm was 120 William Street and the next nine years' business was conducted at 3 Cedar Street and 181 Front Street successively, when the large building at 46 and 48 Cliff Street, now occupied by the company, was acquired. These frequent movements were made necessary by the need of more room as the methods the house employed brought the confidence of the trade and an expansion of business that now extends all over the country with branches at 84 High Street, Boston; 120 West Kinzie Street, Chicago; 217 South Front Street, Philadelphia. There are few commercial houses in the United States that can boast of such a long and successful career and the longevity of the firm is the result of a policy of strict business integrity established by the rugged founder and adhered to by his successors up to the present time. Looking back, a century seems to be a short period but when crowded with the events that have occurred since the establishment of the business of Innis, Speiden & Co., Inc., contemporaneous with Perry's victory on Lake Erie, it seems incomprehensible and awe-inspiring.

In 1856 the first aniline dyes were made by Perkins, an Englishman, and these were more fully developed in Germany during the last generation. This was followed by the gradual replacement and supplementing of many of the old natural dyes by the development of coal tar dyes. During the period when many important world-events were occurring, the house of Innis, Speiden & Co., Inc., and its predecessors were building up a strong commercial business and an honorable reputation and it must be a source of gratification to the members that they can look back over this changing history, most of the events of which are forgotten while their house is still alive and steadily progressing.

THE ROESSLER & HASSLACHER CHEMICAL COMPANY

The Roessler & Hasslacher Chemical Company, with its vast ramifications, owes its origin to the modest efforts of Franz Roessler, who came to this country in 1882 and took up, in Brooklyn, N. Y., the manufacture of Liquid Bright Gold, a



Jacob Hasslacher

preparation for gold decoration on china, porcelain and glass.

In 1884 Jacob Hasslacher joined him, they together forming the co-partnership Roessler & Hasslacher, the Deutsche Gold & Silber-Scheide-Anstalt, vormals Roessler, in Frankfurt-on-the-Main, Germany, being special partner.

In 1885 they transferred to Perth Amboy, N. J., the manufacture of Liquid Bright Gold, and there began in the manufacture of acetone from acetate of lime, and the manufacture of chloroform from the acetone.

In 1889 Roessler & Hasslacher incorporated under the name of The Roessler & Hasslacher Chemical Company.

In 1891 the manufacture of ceramic colors for decorative china, porcelain and glass was added.

They also took up the manufacture of oxide of tin on a large scale in order to supply the new industry of enameling works (stamped wrought iron goods for kitchenware and cast iron goods for bath tubs and sanitary ware). The company then took up the manufacture of cyanide of potassium from imported and domestic prussiate of potash, in the first two years without the addition of sodium, and then with the addition of sodium, according to Castner's Process. The first sodium was imported, but when the consumption of cyanide developed to a large extent for mining purposes (extraction of gold by weak cyanide solution) the company founded, in 1896, the Niagara Electro-Chemical Company, with electrolytic works in Niagara Falls, N. Y., where metallic sodium and peroxide of sodium were manufactured under patented processes of Hamilton Y. Castner, an American and graduate of Columbia University.

In 1902 the company in its Perth Amboy works took up the synthetic manufacture of cyanide of sodium, and in 1903 formed the Perth Amboy Chemical Works for the manufacture of formaldehyde, installing in 1906 a platinum smelting works which turns out platinum sheet, wire, etc.

In the beginning of 1910 the company formed the Enamel Company of America for the manufacture of leukonin—an antimoniate of soda—used by enamelers, and also the Mexican Roessler & Hasslacher Chemical Company for the transaction of their Mexican business.

During the last year the company developed its peroxides manufacture to a large extent, adding to the peroxide of sodium the peroxides and perborates of other metals, introducing by these the oxygen bleach in mills, households and laundries. One article of their manufacture is oxone (patent by Drs. Foersterling and Philipp), a fused peroxide of sodium, which delivers in the most convenient manner pure oxygen for use in laboratories, for physicians, calcium light apparatus, etc. Another article is "Persil," an oxygen washing compound for the household and "Borono-O," an oxygen washing compound for the laundry. During all this time the Roessler & Hasslacher Chemical Company did a large business in alkaloids, manufactured by Dr. Louis Schaefer, Maywood, N. J., oxalic acid, sal ammoniac, chloride and carbonate of barium, arsenic, carbonate and prussiate of potash and many other chemicals for the arts.

A. R. HAEUSER COMPANY

New York City is noted for the large amount of capital invested in the manufacture and sale of drug and chemical products within its limits and the territory immediately adjacent and the character and stability of the houses engaged therein.



William Schongalla

The trade in these commodities is steadily growing. The European War made it almost impossible to secure many of the chemical products, which it was previously thought could be obtained only abroad. The altered conditions were met by the American manufacturer who succeeded in producing goods that equal, and in many cases excel, those of foreign make. The result was a big trade increase and American products in technical, chemical and other kindred lines have invaded fields abroad which they previously could not enter. Among the prominent houses engaged in the business is that of the A. R. Haeuser Company, which manufactures and deals in chemicals and their allied products. The business of the

A. R. Haeuser Company was first established by A. R. Haeuser and subsequently carried on by him for about twelve years, when he was joined by William Schongalla, who had been for sixteen years associated with another firm in the same line. In 1907 the business was incorporated under the laws of the State of New York as the A. R. Haeuser Company, with Mr. Schongalla as President and Leonard Hafner, Secretary and Treasurer. The company makes a specialty of two products used extensively in the hat trade which they manufacture. One of these is Milan Hemp Finish, a varnish invented by Mr. Schongalla, now almost universally used by manufacturers of ladies' hats in the United States and Canada and rapidly attaining a reputation and sale among the foreign trade. The other specialty is American Lac Sulphur. Owing to the difficulty experienced in getting foreign goods this product, which is used in bleaching Panama hats, is now being used by manufacturers everywhere. There are but one or two makers of Sulphur Lac in this country and the A. R. Haeuser Company controls the bulk of the business. In addition to these two products the company manufacture shellac, Oil and French varnishes, Ideal and Simplex Kalsomine and lacquers in all colors for wood, metal and leather. The articles dealt in by the house include wood stains and fillers, glues, colors, gums, glycerine, technical drugs, chemicals and anilines, lubricating, rubbing and drying oils, paints, brushes, sponges, chamois skins and manufacturers' supplies in general. Since the incorporation of the company and under its present management the business has grown phenomenally both on the American continent and in the manufacturing centers abroad. The warehouse and offices of the A. R. Haeuser Company are located at 163 William Street, where a large stock of the firm's products is carried. The house has a high reputation for standard goods and invariably fair treatment of its customers and for these reasons the trade has increased even beyond the expectations of those who direct the manufacture and sales of the products. Mr. Schongalla, the President, has had long experience in the business and he gives his personal attention to every detail that is necessary to insure prompt delivery, high grade goods and uniform courtesy in the treatment of the many customers of the house.

E. FOUGERA & CO., INC.

The house of E. Fougere & Co. was founded in 1849 by Mr. Edmund Fougere, a Frenchman who conceived the idea of opening an establishment where any of the leading French medicines and toilet articles could be purchased. The business quickly developed into that of wholesale importing from France, and after a time, from England, and today the concern imports and are agents for nearly 3,500 French and English proprietary medicines and ethical remedies which comprise practically all the well known products of this line manufactured in France and England. In 1874 Mr. Edmund Fougere sold the business to Mr. William R. Woodward, an American, and Mr. Victor Heydenreich, a Frenchman, born in Alsace considerably before the Franco-Prussian War, who conducted the business until the death of Mr. Victor Heydenreich, in 1879, shortly after which his brother Mr. Emile Heydenreich entered the firm. The next change in the personnel of the firm came upon the death of Mr. William R. Woodward in 1890, a short time after which his son, Mr. Edward S. Woodward, entered the firm. In 1904 the son of Mr. Emile Heydenreich, Mr. Louis V. Heydenreich, an American of French descent, became associated in the business. Mr. Emile Heydenreich died in March, 1911, and the business was then conducted by Mr. Edward S. Woodward and Mr. Louis V. Heydenreich, the surviving partners. On January 15, 1912, Mr. Montaigu M. Sterling, who had worked his way from office boy to member of a Stock Exchange firm, entered the concern which very soon after, on March 29, 1912, changed from the form of co-partnership to that of a corporation. The first officers and directors of the corporation were: President, Louis V. Heydenreich; Vice-President, Edward S. Woodward; Secretary and Treasurer, M. M. Sterling—who were also directors with Edouard Foullon, Rudolph Wirth and William H. Ball, the three latter having grown up with the business and were the heads of their respective departments. In October, 1915, Mr. Edward S. Woodward retired and in his place

was elected Mr. Charles M. Russell, an Attorney of No. 50 Church Street, New York.

The last change to take place in the personnel of the Fougere Corporation came through the death of Mr. Edouard Foullon, who had served the concern for forty-six years in various capacities.

There has been some confusion in the trade of the name of E. Fougere of Brooklyn with that of E. Fougere & Co., Inc. Mr. E. Fougere of Brooklyn is a son of the founder of E. Fougere & Co., who manufactures the famous Fougere Mustard Plasters and various Toilet Articles, but who has no connection whatever with the business of E. Fougere & Co., Inc., 90 Beekman St., New York.

The drug trade will remember the victory obtained by Fougere in the Appellate Division which sounded the death knell of the ill-fated "Formula Disclosure Ordinance" of Dr. Goldwater, which was so actively championed by his successor, Dr. Haven Emerson. The Fougere end of this legal battle was handled by their Vice-President and Counsel, Mr. Charles M. Russell, and it has been said of Mr. Russell's primary brief in this matter that it was the most comprehensive brief ever written on the patent medicine question. In the last few years the house of Fougere has been very active in protecting its rights and those of the drug trade in general, having been always willing to go to the front on a matter of principle, when it was thought constitutional rights were being threatened.

Among the many items which E. Fougere & Co., Inc., has supplied to the American market is the Prat Dumas Filtering Paper, probably the best known Filter paper on the market. In the last few years Fougere has been a very heavy advertiser to the trade on its whole line, to the doctors on their ethical preparations and to the public on the proprietary remedies which they represent in this country. In later years, in order to protect their customers against counterfeit and imitation, Fougere placed upon all the merchandise which they imported, a blue guarantee stamp.

KATZENBACH & BULLOCK CO., INC.

Katzenbach & Bullock Co., Inc., importers, exporters, manufacturers and dealers in chemicals, colors and pigments, is one of the younger firms that has shown extraordinary growth in its special line. The business was founded in 1909 by Welling S. Katzenbach, a son of F. F. Katzenbach, one of the most prominent business men of Trenton, N. J., widely known in commercial, political and masonic circles throughout New Jersey. In establishing the chemical business, Mr. Katzenbach used desk room in his father's office and in a most modest way got in touch with the trade. He was persistent and energetic and soon acquired a clientele that very shortly developed to such an extent that Mr. Katzenbach saw the advisability of incorporating a company that could more advantageously handle the increasing trade and also establish a plant where many of the goods handled could be manufactured. He accordingly formed the firm of Katzenbach & Bullock Co., Inc., under the laws of New Jersey, with himself as President, E. L. Bullock, Vice-President, and F. F. Katzenbach, Treasurer. The executive offices of the new company were located in Trenton, N. J., with a selling office, of which Mr. Bullock had charge, in New York City. Welling S. Katzenbach died in 1912 and the corporation was reorganized with E. L. Bullock, President, F. F. Katzenbach, Vice-President and Treasurer, and Robert F. McGrory, Secretary. The death of Mr. Katzenbach was a serious loss to the company. He was only twenty-eight years old at the time of his death, was a Princeton graduate, expert in chemistry and was noted throughout the trade for his executive ability and greatly esteemed for his genial personality. Prior to the war Katzenbach & Bullock Co., Inc., were sole representatives of a number of leading European chemical and color manufacturers. They specialize in materials for rubber and paint manufacturers and since the beginning of the war have developed a large export business with England, France, Russia, South America and other coun-

tries. Owing to the shortage of whiting or English chalk and in order to take proper care of their large trade in this commodity, they incorporated the Gulf States Whiting Company, of Mobile, Alabama, of which H. J. Warsap is President, E. L. Bullock, Vice-President, F. F. Katzenbach, Treasurer, and Aubrey Boyles, Secretary. This business is growing rapidly and is becoming an important factor as a subsidiary company. The firm of Katzenbach & Bullock Co., Inc., manufacture and handle a general line of chemicals and other products for the rubber, paint, textile and allied trades. E. L. Bullock, the President of the company, has had long and varied experience in the business and is widely known to the trade throughout the world. For a number of years he was connected with the Highland plant of the General Chemical Company and was for a long time purchasing agent of the Charles E. Sholes Company. At the time of organization of the company, of which he is now President, he was connected with The Sholes Co., acting in the capacity of Purchasing Agent for the Naugatuck Chemical Co., Binns Chemical Co. and Georgetown Chemical Co.

Mr. Bullock is a member of Manufacturers' Association, Business Men's Association of New York, National Oil, Paint & Varnish Association, Drug and Chemical Club, Rubber Association of America, etc. The main sales office of the company is located at 100 William Street, New York, executive offices at Trenton, N. J., with branch offices at Boston, Chicago and San Francisco, at all of which places warehouse stock is carried for convenience of their large and increasing trade. The works of the company are equipped with most modern machinery and competent chemists are employed in the laboratories for research work. Prompt, attentive service, courteous treatment, attention to detail and high standard grade products account for the phenomenal increase in business that has made Katzenbach & Bullock Co., Inc., one of the leading chemical houses of the country.

THURSTON & BRAIDICH

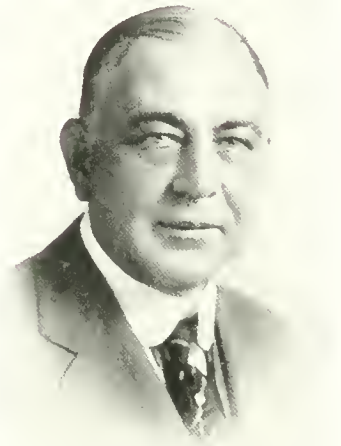
The importing firm of Thurston & Braidich, one of the oldest in its line in the city, was founded in the early 1860's as T. B. Merrick & Co. Mr. Merrick retired in 1882 and the firm was re-organized under its present title. Upon the death of Mr. Thurston in 1889, James G. Shaw, who had entered the employ of the firm as an office boy in 1872, was admitted to partnership. Upon Mr. Braidich's death in 1902, J. Edward Young, Jr., who was office boy in 1880, and Charles R. Rosevear, a salesman, were taken into partnership

from Venezuela, gum tragacanth from Persia and Turkey and Karaya gum and nut galls from East India. The trade territory includes the



James G. Shaw

and the business was continued under the old name. Thurston & Braidich has risen from an unimportant position to leadership in its line and the high character of the house is a guarantee of the character of the goods handled. The firm now occupies the entire five floors and basement of the new and modern building, 27 Cliff Street. The executive offices, handsomely appointed, are on the fifth floor while the balance of the structure is used for stock. Thurston & Braidich imports vanilla beans from Mexico and the Indian Ocean Islands, gum arabic from Egypt, Tonka beans



J. Edward Young, Jr.

United States and Canada and a large force of salesmen covers every purchasing center in these two countries.



Charles R. Rosevear

P. E. ANDERSON & CO., INC.

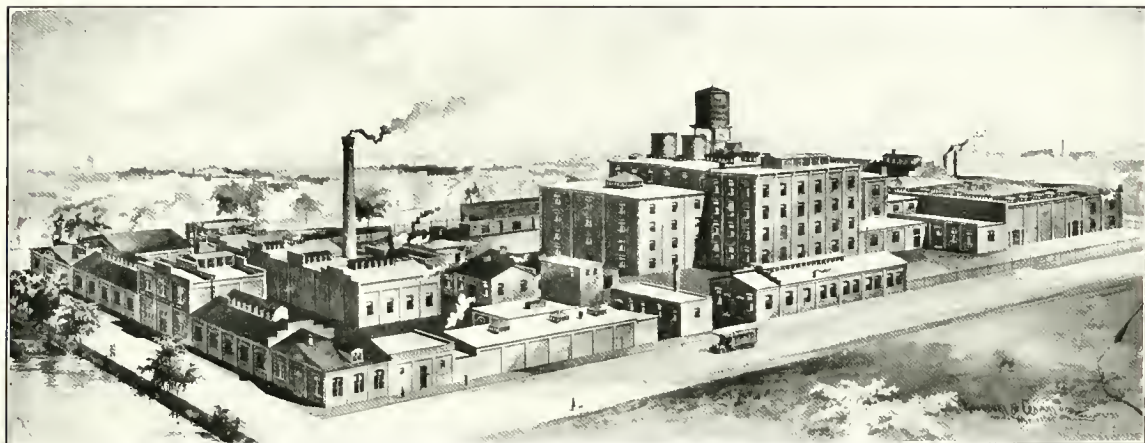
Thoroughly cosmopolitan New York, where anything grown or manufactured in any part of the globe can be purchased, has, however, but one or two firms that make an absolute specialty of crude drugs. The leader in this important line is the firm of P. E. Anderson & Co., Inc., which succeeded to the business of A. U. Andrus & Co., formerly located at 7 and 13 Gold Street. The original firm was organized in 1889, by A. U. Andrus and C. W. Anderson, who is Vice-President of the present corporation. P. E. Anderson & Co., Inc., imports gum arabic, senna and a general line of crude drugs, which are grown in every part of the world. P. E. Anderson, President of the company, is a son of the Vice-President and is the active managing head of the business. He was born in New Jersey and after leaving school joined the firm which his father had helped to establish. Gaining a thorough knowledge of the trade, he was admitted to partnership when only twenty-one years of age and has been continuously in the business since. C. W. Anderson, the father, who fills the position of Vice-President, is not active in the company's affairs, being engaged in another line of business. C. W. Anderson, Jr., who acts as Secretary and Treasurer, could not withstand the call to arms. Five months ago he enlisted as an ambulance driver and is now doing service "somewhere in France." The company is capitalized at \$200,000 and has offices at 99 John Street, with a warehouse in another section of the city. The trade territory covered by the house includes the entire United States, the products being sold to pharmaceutical manufacturers, patent medicine makers and wholesale drug jobbers. Mr.

Anderson has been in the same line for twenty-nine years and is particularly fitted to direct the business which he has organized along improved efficiency lines that give the best possible results to the customers of the company. Since taking over the business of A. U. Andrus & Co., in 1905, his thorough knowledge of every detail of the trade, coupled with excellent service and a policy of strict integrity, has increased the output enormously. In 1910 P. E. Anderson & Co. made arrangements to take over the entire selling end of the crude drug department of the New York branch of Parke, Davis & Co. and at the same time engaged several of the well-known salesmen connected with the department. All these men are well and favorably known to the drug trade throughout the country and have had wide and varied experience in the business that has resulted in large clientele. They include George S. Mackay, formerly with Farrand, Williams & Clark, Detroit; Lord, Owen & Co., Chicago, and afterwards with Parke, Davis & Co. He has charge of the territory west of Pittsburgh, a district that he has always covered and one in which many of the large concerns using the products of the house are located. H. W. Mitchell looks after the corporation's interests in New York State, New England and Canada, while New York City, another prolific field, is taken care of by W. H. Rethwisch. The personal assistant of Mr. Anderson in the buying and selling end at the John Street office is F. A. Cornelius. This coterie of active, energetic men has been of great assistance to Mr. Anderson in building up the business to its present large proportions.

THE HEYDEN CHEMICAL WORKS

The Heyden Chemical Works, incorporated in 1900 with a large plant for the manufacture of chemicals, may be considered pioneers in some of the most important lines of chemistry. It was the first concern in this country to manufacture saccharine, an artificial sweetener 550 times sweeter than sugar, and the first to make formaldehyde, which is now so extensively used on the farms as well as in the industries and for the disinfection of sick rooms, etc. In the manufacture of salicylic acid, sodium salicylate and salol the Heyden

The plant at Garfield, New Jersey, covers an area of about seven acres, closely studded with substantial buildings of fireproof construction, which are equipped with the most modern machinery, designed by their own experts and to a large extent manufactured in their own work shops. A large staff of high class chemists is constantly employed in research work and a corps of competent engineers is engaged in designing and manufacturing any new machinery that is required in special processes.



The Heyden Chemical Works, Garfield, N. J.

Chemical Works lead the world at the present time. Besides these products they have developed in their laboratories a number of new processes for the manufacture of medicinal chemicals which have proven of great value in the treatment of a variety of diseases. Through the manufacture of intermediates used in the coal tar color industry the Heyden Chemical Works have done their share in the development of this line. Many colors could not be made here were it not for the intermediate products supplied by the Heyden Chemical Works.

The officers of the organization are: Ellett T. Hodgskin, President; George Simon, Vice-President, Treasurer and General Manager; Dr. Robert Tischbein, Secretary. Mr. Simon was one of the incorporators of the organization and his efficient work as General Manager has developed the business from a very small beginning to the position it now occupies as one of the largest, most important and successful chemical factories of the country. The New York offices of the Heyden Chemical Works are at 135 William Street.

THE E. VIRGIL NEAL CHEMICAL WORKS

Of special interest to America and Americans is the recent establishment of a Chemical Works in Long Island City by E. Virgil Neal, of whom it was said in Paris, "Would that we had more 'grands industriels' of so fine a calibre." Mr. Neal's large manufacturing plants in both Paris and London have for the past twelve years shown a growth and expansion such as is possible only where there is a man whose dominant personality sends its powerful influence radiating through every department.

The chemical products manufactured by the E. Virgil Neal interests are sold in practically every country of the civilized world. Branch offices and agencies are located in most of the principal cities to aid in distribution.

The E. Virgil Neal Chemical Works at Long Island City, which is the latest plant to be established by this organization, will be devoted chiefly to the manufacture of salicylic acid and dyestuff intermediates.

Like most great captains of industry, Mr. Neal

has built up around his own creative genius an able organization composed of men whose training and knowledge as well as an unquestioned loyalty to their chief eminently fit them for carrying forward the business to still greater successes.

To supplement his own personal knowledge of chemicals, Mr. Neal has gathered about him for this most recently established factory, a corps of experts whose experience ranges from the primary elements of the industry to its most advanced stages—men of proven worth, each and every one a demonstrated individual success.

The combined E. Virgil Neal interests are now doing a business of many million dollars a year and in view of the war conditions abroad, it is only fair to assume that the Long Island City Works will soon forge ahead as the leader. The world-wide use of chemical products from the E. Virgil Neal factories has firmly placed the international stamp of quality upon everything bearing the approval of this man of monumental brain and extraordinary commercial genius.



E. Virgil Neal

President, The E. Virgil Neal Chemical Works

HERMAN A. METZ

Herman A. Metz, President of the Consolidated Color & Chemical Co., and the Farbwerke-Hoechst Co. of 122 Hudson Street, has taken an active part in national and municipal politics and is interested in many industrial plants. He was born



in New York City, October 19, 1867, and studied chemistry in the evenings at Cooper Institute. After various positions with a local concern he organized the firm of H. A. Metz & Co. He is principal owner in many corporations manufacturing pharmaceutical preparations, chemicals, colors, carpets and rugs. He was a member of the School Board of Brooklyn and of the Board of Education of Greater New York and also member of the State Board of Charities. He was Comptroller of the city from 1906 until 1910 and a member of the 63rd Congress. He was also a member of the Charter Revision Commission and Commissary of the 14th Regiment N. G. N. Y. Mr. Metz belongs to many foreign and local organizations connected with his trade and is a member of many of the most prominent political and social clubs.

BIDTEL CHEMICAL WORKS, INC.

The Bidtel Chemical Works, Inc., whose plant is in Jersey City, N. J., with offices at 51 Front Street, New York City, manufacture Bidtel's antisepticum, chromic acid and other chemical specialties. The corporation represents several large producers of coal tar products, of which they are also manufacturers, and these goods are sold to large chemical and dye manufactur-

ing firms and to others that make goods in which coal tar figures as a base. Crude materials are also imported from Canada and these are converted into finished products by the Bidtel Chemical Works, Inc. The house was founded thirty years ago in Milwaukee by Bidtel Brothers and was incorporated in 1894. After removal to New York City the business expanded greatly and the trade territory now extends to every part of the world.

William Berrell Alexander, President of the company, entered its employ four years ago as a salesman. His energetic business methods resulted in his being called to an executive position and after that his rise to the Presidency was rapid, since which time the concern's plant and sales departments have been taxed to their capacity.

HANLON & GOODMAN

Long years of experience have made the Hanlon & Goodman Co. leaders in the manufacture of brushes for painters and decorators. The firm was established in 1867 and in the intervening half century it has been the earnest endeavor of the house to improve the quality of its output until today the Hanlon & Goodman brushes are everywhere accepted as standard. The trade is constantly growing more particular and exacting, for the advantage gained by working with good brushes is better understood than it used to be. In consequence Hanlon & Goodman brushes are made of absolutely pure bristles, the finest obtainable, and every brush is warranted to give perfect satisfaction. The line of goods manufactured by the Hanlon & Goodman Co. include painters' brushes of all kinds, kalsomine brushes, smoothing brushes, wall brushes for big work, varnish brushes and brushes for flat graining or rubbing in. The "Rubristo" brush made by the firm is of the finest bristles set in rubber that is vulcanized as hard as steel. It can be used in anything that is not injurious to bristles and these will not come out whether the brush is used in paint, varnish, shellac, or hot glue, and it can be cleaned with turps, naphtha, benzine, alcohol or any fluid not injurious to bristles. It will never dry out, and the rubber setting will always remain solid and tight. The Hanlon & Goodman Co. is located at 270-272 Pearl Street.

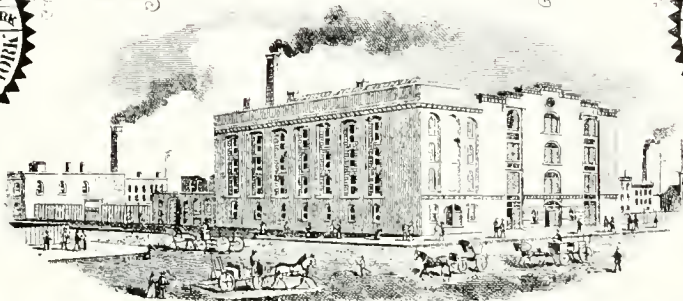
THE BAKER CASTOR OIL CO.

The Baker Castor Oil Co., one of the largest producers of castor oil in this country, is the outgrowth of a business started in Jersey City, N. J., in 1857, by a wholesale druggist named Baker, who was succeeded by Conrad Brakes & Co. The business was eventually incorporated under the present name and in 1905 the present company purchased the plant. The original buildings used by the founder in 1857 are still in use but the capacity of the plant has been largely increased by the present management, who recently erected a six story concrete building for manufacturing and storage purposes and an additional structure for the extraction of oil from the bean by solvents, the pressing process leaving about 20 per cent of unextracted oil, which the company's improved process saves for commercial purposes. The medical

is cut off and removed to what is called a bean floor. The heat of the sun causes the burrs to contract and the beans pop out, when they are winnowed to remove the hulls and other impurities. A great amount of labor is required in harvesting as the spikes ripen irregularly and must be cut off in proper condition else they pop off the bush and are lost. There is a great variety of beans. Some are suitable for making fine oil while others are not. The Baker Castor Oil Co., with sixty years of experience, use only the best quality from the world's markets. The beans after reaching the factory are thoroughly cleaned of all admixtures and are assorted for the different grades of oil produced. The extraction of the oil is by light hydraulic pressure. The beans are pressed cold and only the first run of the oil is reserved for

ESTABLISHED 1857.

FACTORY JERSEY CITY, N. J.



THE BAKER CASTOR OIL COMPANY



also "No 3" or Lubricating Castor Oil

Office, 120 Broadway

faculty considers castor oil one of the most useful and health-preserving products known and those who make a wry face when taking it, will find the objectionable features practically removed in the product of The Baker Castor Oil Co. The story of castor beans and oil is interesting. The beans are grown at the present time most largely in India, but some are raised in South America, the United States, China, Java and many of the tropical islands of the globe. The plant grows to quite a good sized bush containing a number of what are called spikes, which are the fruit of the bush. These spikes grow in lengths of from 8 to 15 inches. They are covered with burrs like a chestnut and these contain the castor bean of commerce. After the spike is sufficiently ripe it

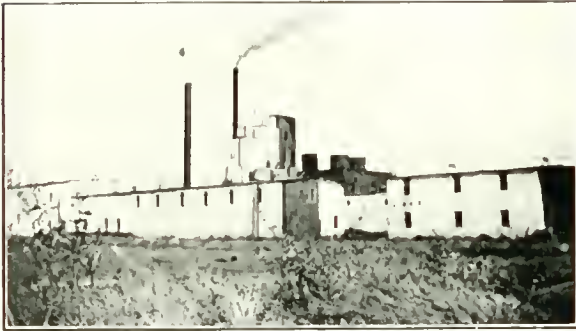
"Crystal" and "A A," thereby securing a virgin oil free from albumen, stearin, etc. Oil produced by the English process is made by double the hydraulic pressure and while a larger quantity of oil is obtained, it is not the equal of the oil secured by light pressure. Great care is taken in refining the oil to a white color and brilliancy. The process is all done by machinery, thereby avoiding all contamination by human hands from the extracting press to the barrel and can for the consumer. The No. 3 grade is the second quality from the shells after the first pressing. This is secured after heating, which causes the oil to turn to a golden brown color. This grade of oil is used only for industrial and mechanical purposes and is a pure castor oil. Baker's "Crystal" and "A A" castor oils

are the standards in the markets of the United States and have been for over half a century. They are always fresh, pure and sweet; are practically odorless and tasteless and excel in quality, color, purity and brilliancy.

The officers of The Baker Castor Oil Co. are F. C. Marsh, President; F. A. Marsh, Secretary and Treasurer, and Kendall Marsh, Assistant Secretary and Assistant Treasurer. The New York offices are at 120 Broadway.

AMERICAN ALCOHOL CO., INC.

American Alcohol Co., Inc., with its distillery actively operated in the manufacture of Denatured



Alcohol in all its formulas, also alcohol for commercial purposes, as well as Cologne Spirits. Main Office, 60 Wall Street, New York City.

PACIFIC COAST BORAX CO.

The Pacific Coast Borax Co. was organized to develop and commercialize the borate deposits of the Pacific Coast, discovered in 1872. The market price of borax at that time was thirty-two cents per pound, a prohibitive figure, but the development of the deposits and the increase in production greatly reduced the price and augmented the consumption, until now borax is indispensable in many industries and the households of America. The original deposits were long since exhausted and now the crude material is being principally procured from Death Valley, California. The trade of the company extends to all parts of the world and it is used for the toilet, in the kitchen and laundry, in the sick room as a cleanser and antiseptic, in the nursery as a remedy for chafing and irritation and affections of the throat and mouth and by chemists, jewelers and in the industries and arts. The product of the company is known by the trade mark "20 mule team." This mode of conveying the product 165 miles over the desert and up and down the rocky canyons and steep grades of the Funeral Mountains to Mojave, California, has long been discontinued but its use is indelibly associated with Death Valley and the Pacific Coast Borax Co.

WILLIAM E. JORDAN, INC.

The house of William E. Jordan, Inc., importers and exporters of chemical products, was established in 1913 and incorporated one year later. The organizer, William E. Jordan, who is President of the company, is a native of England, who came to this country when very young. He was educated in Great Britain and in New York City and began his business career with the firm of Tarrant & Co., where his technical training was received. He afterwards became associated with the National Aniline and Chemical Company, where he remained for twenty-five years and supplemented his previous training with a complete knowledge of heavy chemicals and dyestuffs and then began business on his own account. At the present time William E. Jordan, Inc., represent several manufacturers and specialize in cresylic acid, carbolic acid, crude or refined, cresol, phenol, U. S. P., naphthaline, either refined, flakes or crude, beta naphthol, sublimed or technical, beta-naphthylamine, sublimed or technical, benzoic acid, crude and U. S. P., benzol, toluol, xyol, solvent naphtha and disinfectants.

The exports of the corporation have exceeded the imports since the breaking out of the European War and the products handled by the house now find sale in China, Japan, England, Italy, Spain and South America, while the domestic trade covers the entire United States. Mr. Jordan was one of the first to recognize the possibilities of American made coal tar products and in consequence of his judgment and foresight his firm was one of the first to get into this comparatively new field with resultant business advantages to the concern. The offices of William E. Jordan, Inc., are at 11 Cliff Street. The Secretary of the company is Robert J. Jordan.

GEORGE H. SEGAL & CO., INC.

A number of American industries which languished for lack of patronage before the war, for the double reason that competition with foreign lands was too strenuous and materials were too difficult to obtain to enable the American manufacturer to successfully place his goods on a market subject to the inroads from these old established European makers, have been revived and reorganized and in many cases started anew since the great conflict began.

The drug and chemical world has been subject to many dizzy changes in America's effort to keep pace with the demand. New York, as the seat of the country's industries, has witnessed many interesting happenings. New firms have come and gone on the wave of prosperity the country has known. Many failed because they were founded on shifting sands. Others have survived and promise to take their place with our permanent and solid institutions for the reason that they have been backed by experience and the excellence of their products. The phenomenal success of the house of George H. Segal & Co. in the short time that has elapsed since its organization is not alone due to the excellence of the chemicals manufactured and sold but is in a great measure the result of the energy and business activity of the young men composing the firm. George H. Segal & Co. was incorporated under the laws of the State of New York in 1915, with George H. Segal, President, L. G. Cahill, Vice-President, and Sylvan Segal, Secretary. It was established for the sale of drugs and chemicals and the products handled at that time were benzoic acid, U. S. P., benzoic acid crude, sodium benzoate, xeroform, benzo naphthal, salicylic acid, U. S. P., sodium salicylate,

U. S. P., salol, U. S. P., benzyl chloride, benzaldehyde, benzyol chloride, bismark brown, methyl violet, nigrosine, W. & S., hematine crystal, aniline oils, beta naphthol, para-nitro aniline and para-nitro naphthol. Finding some of these chemicals hard to get on account of war conditions in Europe, the company began manufacturing in a small way, specializing at first in the production of benzoic acid, U. S. P. This chemical was eagerly sought by the trade and the success of the venture was soon assured, the company now being the largest manufacturer of benzoic acid, U. S. P., in the United States. The house of George H. Segal & Co., Inc., was the first in this country to make xeroform. This product was originally made exclusively in Germany and large quantities of it were imported by dealers in this country.

The success of the company has been unprecedented in the manufacture of these chemicals, it now being necessary to run three factories twenty-four hours a day to supply the demand. One of these plants is located in Newark and the other two in Jersey City, N. J. The offices of the company are at 95 William Street. Mr. Segal and Mr. Cahill had many years experience along kindred lines before beginning business for themselves. Mr. Segal was formerly General Superintendent of the Castle Lubricating Company of New York and Mr. Cahill was for a long time buyer for the Myer Drug Company, of St. Louis, Mo. They are young men of unusual energy and business aggressiveness as their success shows and they have made for the house a strong reputation throughout the country for upright business methods and quality of the goods manufactured.

CHAPTER SEVENTEEN

New York Harbor and Its Maritime Interests

EVOLUTION OF SHIPS AND STEAMERS ENGAGED IN OVERSEAS TRADE IN WHAT IS NOW
THE WORLD'S GREATEST PORT—NEW YORK CLIPPERS AND PRESENT LINERS.

THE harbor of New York has reached the point of pre-eminence in the number and tonnage of ships which enter and depart from it. Hendrick Hudson, who chanced into it while seeking for a western passage to "Far Cathay," noted its beauties and its practical convenience as a harbor large enough to hold all the ships then sailing the Seven Seas.

In the earlier history of the harbor it was hampered by European restrictions and inhibitions imposed upon it first by the Dutch and later by the British who claimed overlordship. Even after the Independence of the United States there was no freedom of commerce from our ports until John Jay secured immunity from some of the hampering annoyances by the Treaty of 1795.

Trouble again appeared when both England and France claimed the right of search and threatened our trade through British "Orders in Council" and French "Napoleonic Decrees." Embargo was tried, first by Jefferson and again by Madison, but only made matters worse. Our troubles with France ended by the repeal of the Decrees in 1810, but the issue with Britain had to be fought out and won.

Our rights on the seas being established, the Stars and Stripes advanced to a place of much honor in all parts of the navigable globe. New York had not been the principal port until the Nineteenth Century. All foreign trade had languished in all the Atlantic ports during the years of the Embargo and the War, but after the Treaty of Ghent, signed December 24, 1814 (although the news of it did not reach New York until February 14, 1815), trade both coastwise and overseas began to be brisk, shipbuilding was resumed with vigor and the United States became one of the greatest of maritime nations, with New York as its principal port.

At that time there were in New York City three large shipyards: That of Adam and Noah

Brown, on the East River at Houston Street; that of Christian Bergh, on the East River near Gouverneur's Slip; and that of Henry Eckford, on the East River near that of Bergh. These shipyards had been busy during the war with England, building war vessels and privateers in great numbers, until the British blockade caused a slackening. But after peace all the shipyards of the city became suddenly busy from morning to night laying keel after keel to meet the demand for vessels. Regular packet service was established by several ship firms. The "Black Ball Line" of C. H. Marshall & Company was established in 1816, plying to Liverpool. The Black Ball packets of that period took twenty-two days, on an average, for the voyage out, and twenty-nine for the homeward voyage. In 1824 the same company established its line to Havre, with twelve ships; and besides these ships the "Black Ball" flag topped packets from Liverpool to Savannah, Charleston, Mobile and New Orleans. Many of these vessels were built in New York and others in Maine. Other packet lines were established, the Red Star in 1821, running swift and handsome packets weekly between New York and Liverpool. Depau put four ships in Havre packet service in 1822 and Grinnell, Minturn & Company began to send monthly packets to London in 1823.

Steam was not used to any very great extent for transatlantic service. The size of the vessels was not so large in those days and for small vessels it was felt that the increased speed would not compensate for the considerable part of the space that would be taken up by the bunkers.

In the building of wooden ships the American builder acquired a knack of combined beauty and speed that astonished the maritime world. In the early 'forties the type known as the "Clipper" was developed. In the bringing of emigrants from Europe speed paid. The passage money covered

fare and food. The packet had been a good-looking ship, but it had a rounding bow and a square stern. It was intended to be convenient for stowing cargo. The clipper would sacrifice carrying capacity to speed. Her lines were sharp, and she was long and narrow. Full-rigged and rushing through the water, she was a thing of beauty.

Baltimore is credited with having first developed the "Clipper," but it was not long before the building as well as the sailing of them was transferred to New York. The number of yards in the city and the size of them had greatly increased.

Gold was discovered in California in 1848. A man by the name of Marshall, who had come from Australia and was familiar with alluvial gold deposits, discovered the precious metal while digging a mill-race for a Captain Sutter on the Sacramento River. His find was followed by others made by other adventurers. The news, traveling slowly overland, reached New York in September, 1848, and the gold fever broke out all over the East. Shipping was greatly stimulated. Men settled their affairs, sold out their goods and left their families to seek fortune in the new Eldorado.

Shipyards were taxed to supply the demand for new and fast ships. Merchants, seeking profitable ventures, sent their clippers around the Horn to California, thence to China and back tea-laden. A voyage which illustrates some of the noteworthy ventures of that feverish day was that of the *Surprise*, built in East Boston and owned by A. A. Low and Brother of New York. She sailed to San Francisco in ninety-six days, carrying 1,800 tons of cargo of the value of \$200,000. One day during this voyage she covered 284 miles; she made the entire distance of 16,308 miles without furling her topsails. From San Francisco she sailed to Canton and took on board a cargo of tea and proceeded to London. Her freight money since leaving New York paid her cost and running expenses and netted her owners \$50,000.

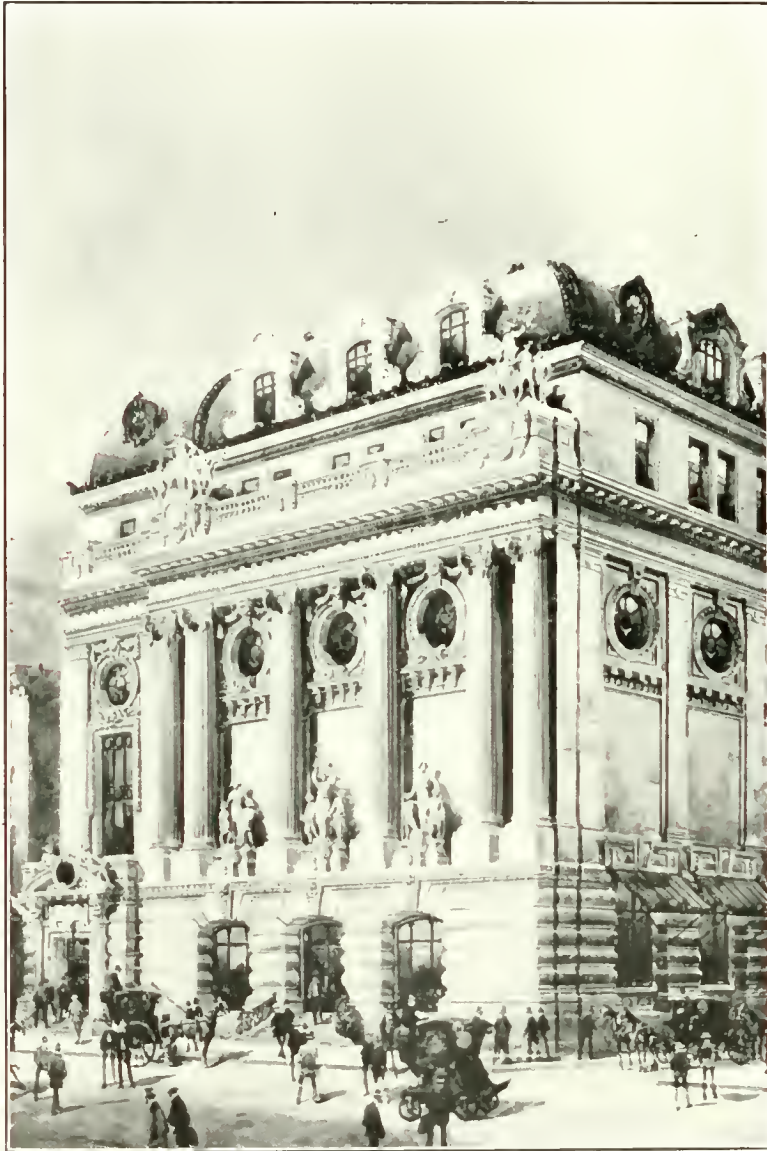
The earliest of these clippers, built from 1843 to 1850, were comparatively small craft of from 750 to 940 tons. The first clipper was the *Rainbow* (750 tons) built by Smith and Dimon for William H. Aspinwall. The *Samuel Russell*, 940 tons, was built by Brown and Bell for A. A. Low and Brother and became famous for speed as well as beauty. In 1851 William H. Webb, one of the most famous of the shipbuilders, designed larger ships which combined speed with strength and capacity. No finer vessels were ever built than these: the *Challenge*, 2,000 tons; the *Invincible*, 2,150 tons; the *Comet*, 1,209 tons; and the *Sword-Fish*, 1,150 tons. The *Comet* made the 16,308 miles around the Horn to San Francisco and return in seven months and nine days, her homeward voyage being made in seventy-six days, the shortest time on record. The *Sword-Fish* made a voyage from Shanghai to San Francisco in thirty-one days, an average of 240 miles

a day. Other vessels made wonderful runs. The *Flying Cloud* on a voyage from New York to San Francisco made 433 1-4 statute miles in a single day; the *Sovereign of the Seas* sailed for ten thousand miles without tacking or wearing, and the *Dreadnought*, most famous of all these early clippers, sailed from Queenstown to Sandy Hook in nine days and seventeen hours. On her first return trip from Liverpool in February, 1854, the *Dreadnought* beat the Cunard steamer *Canada*, reaching Sandy Hook before the steamer arrived at Boston, although the steamship had left Liverpool a day earlier than the *Dreadnought*. The versatility as well as the skill of the American shipbuilders is shown in the fact that while they produced in these famous clippers the highest type of wooden sailing ships that has ever been evolved, they have also been equally successful in the construction of racing yachts. The famous schooner-yacht *America*, which won the famous Queen's Cup (since better known as the America's Cup) in the regatta of the Royal Yacht Squadron in 1851, was built by James R. and George Steers, shipbuilders of New York, and although there have since been many contests between American built and British built yachts to regain that famous trophy the cup has remained with the New York Yacht Club for sixty-six years.

The heyday of American building of wooden ships was embraced in the twenty years from 1840 to 1860. An article by George W. Sheldon, published in Harper's Magazine about a quarter of a century ago, gives a list of the important shipyards of New York a year or two preceding the Civil War. That of Christian Bergh, (father of Henry Bergh, founder and first President of the Society for the Prevention of Cruelty to Animals), was at Scammel and Water Streets. "Below him" said Mr. Sheldon's article, "at the foot of Montgomery Street, was the shipyard of Thorn and Williams, and lower still, near the foot of Clinton Street, the shipyard of Carpenter and Bishop. Ficket and Thom's yard (afterward at the foot of Houston Street), adjoined it and further south James Morgan and Son had built a bark at the foot of Rutgers Street, and Joseph Martin the brig *Mary Jane* at the foot of Pike Street, and the ship *General Page* at the foot of Pike Street. Above Mr. Bergh's was a series of yards extending along the East River as high up as Thirteenth Street. Sneden and Lawrence's yard near the foot of Corlaers Street; Samuel Harned's yard, near the foot of Grand Street; Brown and Bell's yard, from Stanton to Houston Streets, which was formerly occupied partly by Henry Eckford and partly by Adam and Noah Brown; Smith and Dimon's yard from Fourth to Fifth Streets, Allen and Webb's yard (afterward William H. Webb's) from Fifth to Seventh Streets; Bishop and Simonson's yard (afterward Westervelt and Mackay's), from Seventh to Eighth Streets; James

R. and George Steers yard, William H. Brown's Yard and Thomas Collyer's yard, higher still." Besides these leaders there were other shipyards (another authority says thirty-two in all) along the Manhattan shore of the East River. But the Civil War interfered with the building of ships to engage in foreign trade. The Confederacy had a

on the high seas and practically all the transatlantic lines took British registry and transferred their home offices to Liverpool or London. The "Black Ball" line was one of these, and its American ships, rechristened with names more characteristically British, in many cases floated the Union Jack. The clippers largely transferred to



New York Chamber of Commerce

navy too small to cope with that of the United States and those ships which could develop sufficient speed as well as strength were sent out to destroy or capture American ships. Other ships were fitted up by the Confederacy as privateers or provided with letters of marque. It became a dangerous adventure to fly the American flag

the Australian and South African trade, the Red Jacket, Dreadnought, and Adelaide which had been record-breakers on the New York-Liverpool run, transferring their triumphs to the trade with Melbourne, Sydney and Brisbane.

For passenger service on the trans-Atlantic route, steamship liners had already largely taken the

place of the sailing ships but as late as 1863 the only regular steamships running direct from British ports to those of Australia were of the auxiliary-screw type, using sail when the wind was fair and sufficient and steam to navigate through "the doldrums" or other becalmed areas.

Of the steamship lines those that had been American changed their nationality as the clipper lines had done. Thus the "Inman" and "Guion" lines besides several others became English, permanently as it turned out, because the navigation laws after the Civil War cut out the transfer of ships from foreign to American registry, requiring that American built ships only could be sailed under the Stars and Stripes and making it so that the British owner, unless he wanted to engage in coastwise trade, had the advantage over American lines desiring to engage in foreign commerce in that he had the option to buy his ships where he pleased and could trade between the United States and foreign ports, otherwise, on the same terms as the American owner. The result was that for a fairly long period the American flag was rarely seen in a foreign port.

The pioneer of ocean-going steamers was the Phoenix, which John Stevens of Hoboken sent around to Philadelphia. The first steamship to make a trans-Atlantic voyage was the Savannah, 380 tons, New York built, which steamed from Savannah, Georgia, in 1819 to Liverpool, Cronstadt and Copenhagen. In 1838 Brunel's steamship Great Western, 1,340 tons, steamed from Bristol, England, to New York in fifteen days, and the Sirius ran across from London, via Cork, to New York. The Collins Line was the first American line of importance and operated under a large subsidy from the United States. It operated from 1850 to 1858 with a fleet of five American steamships: the Pacific, Arctic, Adriatic, Baltic and Atlantic. The cost of these vessels was \$4,000,000. The first two were lost at sea; the cost of the voyages exceeded the receipts; the subsidy was withdrawn, and in 1858 the Collins Line ceased to run. The British Cunard Line, starting service in 1840, was earliest in the field and has continued in service through the years. The Inman Line, which started business in 1850, began operations under the title of the Liverpool, New York and Philadelphia Steamship Company. Its ships, named after cities, "City of London," "City of Paris," etc., were noted for their speed and at several periods made record runs. In 1886 the Inman Line was purchased by the International Navigation Company, of Philadelphia, but continued to sail under the British flag because of our navigation laws. A movement being set on foot to endeavor to again make the American flag a factor in foreign commerce was finally so far successful as to give the company the opportunity to naturalize their two best ships, dropping the words "City of" from their names and making

them simply the New York and Paris. The ceremony of transferring the flag to the New York was performed on Washington's birthday, by President Benjamin Harrison. Other ships of American build were added from time to time, the line being one of the most successful. The Red Star Line, under foreign registry, is also owned by the International Navigation Company and has also continued in regular service.

The White Star Line (or Oceanic Steam Navigation Company) was founded in 1870 and has produced and run many of the finest and largest of the trans-Atlantic steamships.

The Hamburg-American and the Norddeutscher Lloyd, German lines, had taken a conspicuous place in the steamship service from many European ports to New York until the beginning of the War in 1914, when many of the vessels of these lines were self-interned in American ports until the United States itself entered the war, when they were seized by the United States authorities.

Great competition has been maintained between the greater lines as to the speed, size, elegance, and service of their "ocean greyhounds." The Cunard Line, with the Lusitania and Mauretania, sister ships, set a new record for trans-Atlantic ships, and these were favorite vessels with travelers until the Lusitania was sunk without warning by a German submarine, and the Mauretania was pressed into service as a transport by the British Admiralty.

The White Star liner Titanic, which came to a tragic end in collision with an iceberg in 1912, was a still larger vessel and the Imperator and Vaterland, German vessels, stretched the record a little further. The Vaterland was one of the German vessels seized by the United States after the declaration of war.

Coastwise lines from New York include some of the finest vessels afloat and they cover all the principal Atlantic ports which passengers are wont to reach by water. These vessels, all of American build, represent a continuation, in steel, of the shipbuilding prestige of America, the foundations of which were laid in wood by the old builders of packets and clippers. These great coastwise lines, all American owned and American built, represent the highest standard of steamship efficiency in build, equipment and service. In the foreign trade the business was very largely in foreign hands, both as to the regular lines and the "tramp" steamers. The management of the various lines, or their New York business, is in the hands of business firms of prominence, some of them among the oldest commercial houses of the city.

Recent tendency of legislation aims to build up the United States merchant marine not only with reference to the domestic but also in the international trade, so that a much larger share of international freight and passenger traffic may be

carried in American bottoms. A rather large number of American vessels have been destroyed by submarines since the war began and in connection with international traffic there has been a much larger participation of American bottoms during the war period than for a long time before the destruction of ships by submarine warfare, calling many more ships of American registry into the foreign trade. It has also stimulated ship-building so that more ships are now being built in America than ever before, and larger forces and equipment for the building of ships. So that it may well be that after the issues of the war are settled, New York and the country at large will find the means and instrumentalities at hand for American bottoms to handle a much larger share of international sea-carriage than ever before.

As a seaport, the island of Manhattan rises from a land-locked harbor large enough, still, to float the world's navies. About eighteen miles south of the Battery begin the entrance channels to the Lower Bay. These include the South, Main, Gedney and Ambrose Channels, the last named, completed in 1907, being the deepest of all and used by ships of deepest draught. The Lower Bay is connected with the Upper Bay and Newark Bay by the Kills around Staten Island. To the east of Manhattan Island the Upper Bay is connected with Long Island Sound by East River, which affords a route safely protected from

the storms of the Atlantic for vessels bound either way between New York and the cities of Southern New England. On the north of Manhattan Island the Harlem Ship Canal, which was opened with appropriate ceremonies June 17, 1895, connects East River with the Hudson.

The Hudson River itself is one of the world's greatest water highways. Upon it ride the most magnificently equipped river steamers that float anywhere on inland waters. To commerce it affords an outlet from the great Barge Canal System, of the products of the Northwest into the harbor, warehouses and vessels which ply from New York Harbor in domestic and world-wide trade.

At ebb-tide there is a depth of twenty-one feet of water on the outer bar between Sandy Hook and Long Island. The tidal wave rises and falls only six feet. The port is open to navigation all the year, even when the Delaware and Chesapeake bays are frozen over, as has occasionally happened. The Lower Bay has eighty-eight square miles of anchorage and the Upper Bay fourteen square miles, or one hundred and two square miles in all. The harbor has 478 miles of water front and seven hundred miles of wharf room. Great improvements have been made in the water front of the city by a wonderfully complete system of docks and jetties. Such is the great harbor of New York, peerless as a center of commerce and of shipping.



Old View of the City and Harbor

FURNESS, WITHY & CO., LTD.

Furness, Withy & Co., Ltd., steamship owners and brokers, who operate lines between several domestic ports and Europe, have placed contracts for the construction of fourteen steamers for its own and associated companies. This will make the firm's fleet the largest engaged in the trans-Atlantic service, which includes fortnightly sailings between Boston and Liverpool; between St. John's, N. F., and Halifax and Liverpool; Halifax, N. S., and St. John, N. B., and London; between Philadelphia and Liverpool; New York and Cardiff; Philadelphia and Glasgow; Philadelphia and Manchester; and between Baltimore and Manchester. In addition there are regular sailings between Newport News, Norfolk and Liverpool; Newport News, Norfolk and London; New York to Leith and Dundee, Philadelphia to Leith and Dundee and Baltimore to Leith and Dundee. There are also monthly sailings from St. John's, N. F., to London direct. The firm makes direct deliveries from cars through covered piers to steamers and gives special attention to handling and promptly forwarding flour to London, Manchester, Cardiff, Glasgow, Leith, Dundee and Aberdeen. The offices are located at 32 Broadway, New York City; 4 Liberty Square, Boston; 454 Bourse Building, Philadelphia; Chamber of Commerce, Baltimore; Newport News and the Law Building, Norfolk, Va. James P. Robertson is the General Western Passenger Agent, with headquarters at 111 West Jackson Boulevard, Chicago, and F. C. Thompson, Board of Trade Building, Toronto, looks after the Canadian interest. All the American offices are under the supervision of H. C. Beackestor, who has been with the company

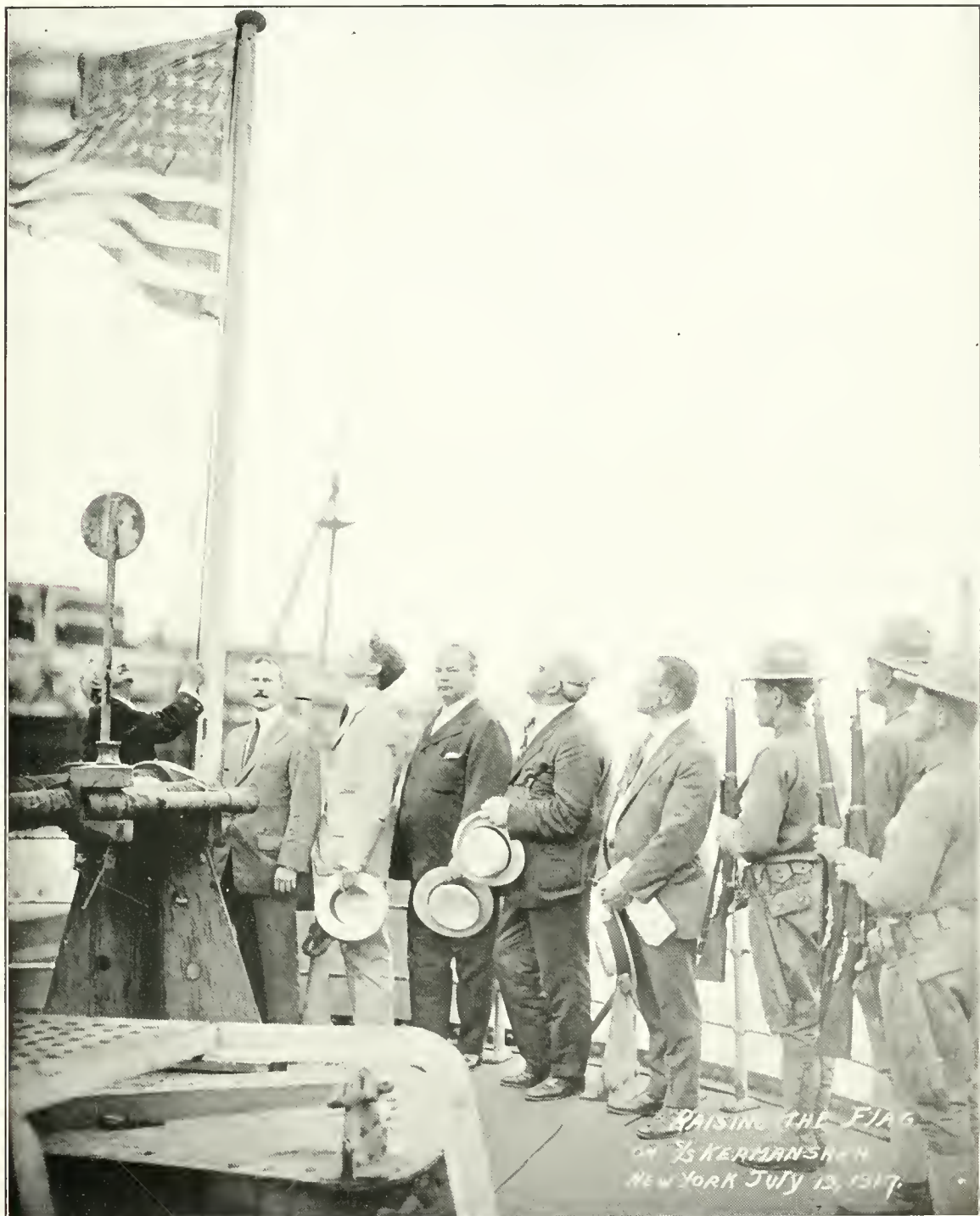
since its incorporation. The firm also acts as agent for the Quebec Steamship Co., which operates the twin screw steamer "Bermudian" between New York and Bermuda and the new steamship "Guiana" and other steamers between New York and the West Indies. The latter line has fortnightly sailings, for St. Thomas, St. Croix, St. Kitts, Antigua Guadeloupe, Dominica, St. Lucia, Barbadoes and Demerara. The company recently purchased the remaining half interest in the Johnson Line, which is a valuable addition to its service, trading as it does between Baltimore and Liverpool and Liverpool and Mediterranean, Black Sea and Danube ports. The latter service, however, has been somewhat disorganized by the war. Being sole proprietors of G. V. Tumbull & Co., Ltd., of Leith, to which port the Furness Line has regular service from New York, Baltimore and Philadelphia, the offices at Leith will in future be conducted under the name of Furness, Withy & Co., Ltd. The opening of the Leith office under the company's name completes the chain to most of the British ports to which it runs regular service of steamers, viz., London, Liverpool, New Castle, Cardiff, Leith and Glasgow. The organization, both at the British and American ports, includes stevedore plants and regular superintendents, which gives increased efficiency. The company has been of great aid to the European countries during the war, its fleet of steamers carrying full cargoes of meat from the River Plate to the United Kingdom, France, Italy and Egypt, thus contributing in no small measure to the meat supply necessary to maintain the armies and for home consumption.

KERR STEAMSHIP COMPANY

The Kerr Steamship Line was organized shortly after the outbreak of the European war to take advantage of the opportunities offered by the development of transatlantic shipping and its growth since that period has been marvelous. H. Farquharson Kerr, President of the company, is a son of the late J. E. Kerr of Jamaica, W. I., and New York City, who was a pioneer in the banana business between Jamaica and this country. He enjoyed the distinction of having built the "Pomona," the first steamer specially designed for carrying bananas. H. Farquharson Kerr was formerly engaged in the shipping business with the firm of J. E. Kerr & Co. He was thoroughly trained in maritime matters and, realizing there would be a large increase in transatlantic shipping due to war conditions, he relinquished his connection with J. E. Kerr & Co., and established the Kerr Steamship Line in association with A. E. Clegg, who became Vice-President, and H. S. Quick, General Freight Agent. His judgment in regard to largely increased business did not err and his foresight has been rewarded by the building up of one of the most powerful steamship organizations operating from the port of New York. The company was only in its incipiency when Mr. Kerr, looking the situation over carefully, decided upon the ports where the largest and most advantageous business could be done, and the line soon had regular sailings to Havre, Bordeaux and Marseilles. About ten steamers per month were required for this service and their regular sailings were established with the steamers of the Compania Maritime del Nervion, to all Spanish and Portuguese ports. The steamers of Wilhelm Wilhelmsen, of Tonsburg, Norway, the largest shipowner in that country, were utilized to form a regular service between New York, Brazil and the Plate and this branch has taken its place among the important lines operating between this country and South America.

Mr. Kerr's firm has important connections among steamship owners in Europe and on a recent trip to that country he made arrangements for the development of the Kerr Steamship Line, in many directions after the war, and established an office at 7 Rue Scribe, Paris, and an efficient

dock organization and office at Bordeaux. Other offices maintained by the line outside of New York are located in New Orleans, Chicago and Marseilles. Among the steamships operated by the Kerr Steamship Line is the "Rochester," which was one of the first American vessels to defy the German submarines, arriving at Bordeaux soon after the Kaiser had inaugurated his new campaign of maritime ruthlessness. The line has, in addition to its present fleet of owned and chartered steamships, several under construction and it recently acquired eight Austrian cargo boats which had been laid up in American ports since the beginning of the war. Recently at Hoboken, N. J., interesting ceremonies accompanied the raising of the American flag on one of the recently purchased boats. This was the "Kermanshah," formerly the "Himalaia." This vessel, which is of 8,100 tons dead weight, built in 1910, has been lying at New York since August, 1914. The other Austrian vessels acquired by the line which will hereafter sail under the American flag are the "Kerkenna," formerly "Borneo," 5,500 tons, built in 1910, which had been lying at Tampa; "Keresan," formerly "Erodiade," 6,780 tons, built in 1910, which had been lying at Buenos Aires; "Kerlen," late "Virginia," 4,805 tons, built in 1906, lying at Havana; "Kerwood," formerly "Budapest," 5,350 tons, built in 1911, lying at Norfolk; "Kermoor," formerly "Morawitz," 6,980 tons, built in 1907, lying at Galveston; "Keresampa," late "Franconia," 7,300 tons, built in 1903, lying at Philadelphia; and the "Kerowlee," formerly "Campania," 6,100 tons, built in 1901, lying at Galveston. It will be noticed that in renaming these foreign boats the name of Kerr appears as a part of all the titles. This large increase in tonnage will greatly strengthen the service of the Kerr Steamship Lines and greatly benefit the American trade. The enormous increase of the business of the Kerr Steamship Line makes it a most important factor in deep sea trade and places it among the most successful sailing from American ports. The offices of the line in the Whitehall Building, 17 Battery Place, teem with business activity and over each department Mr. Kerr keeps a watchful eye and personally supervises every detail.



Raising the Flag on the Steamship Kermanshah of the Kerr Steamship Company at Hoboken, July 19, 1917.

BARBER & CO., INC.

Barber & Co., Inc, steamship owners, operating lines to many parts of the world, was established in 1888 as Barber & Co., by James and Herbert Barber. The firm was incorporated in 1900, with James Barber as President and E. J. Barber, Vice-President. The business has had a remarkable growth since its modest establishment, the various lines now requiring eight steamers, which the company owns, and many chartered vessels. The Barber Lines have regular sailings from New York to Havre, Bordeaux and La Pallice, while the Uruguay-Argentine service sails from New York to Montevideo, La Plata, Buenos Ayres, Rosario, Bahia Bianca and Port Madryn. The Union Clan Line is from New York, thence to Cape Town, Algoa Bay, East London, Port Natal and Delagoa Bay. The London representatives for this line are Cayzer, Irvine & Co., and the Union Castle Mail Steamship Co., Ltd., where rates from the English metropolis can be obtained. The Australia and New Zealand Barber Line makes direct sailings from New York to Wellington, Brisbane, Sydney, Melbourne, Adelaide, the various New Zealand ports, Phil-

ippines, China and Japan. Steamers in this service intended to sail via the Panama Canal can be diverted to the Cape of Good Hope or any other routes as the owners reserve the right to make such change and all liberties as per bill of lading.

Another important line is that between New York and Vladivostok, Yokohama, Kobe and Shanghai and Manila. Steamers also make sailings from Norfolk and Newport News when inducement offers. Barber & Co., Inc., have a most complete organization, the offices, in the Whitehall Building, 17 Battery Place, being so arranged that business is conducted quietly and most expeditiously by the one hundred employes. So perfect is every detail of the service that the visitor gets but a small idea of the vast business being done. Steamers of large tonnage with general cargoes are constantly being cleared for all ports of the world and as often arriving with extracts, dye, wool and hides from La Platte, sugar and hemp from the Philippines, wool from Australia and the many products of South and East Africa, China, Japan and France.



The Tontine Coffee House of Olden Days.—A Popular Resort for Shipping Men of That Period.

SIMPSON, SPENCE & YOUNG

The firm of Simpson, Spence & Young, steamship brokers and agents, originated from the firm of Joshua S. Tucker & Co., with which Mr. Ernest L. Simpson and Mr. Lewis H. Spence were connected from the establishment of the business, January 1, 1876. In December, 1880, Simpson & Spence entered the field as successors to Joshua S. Tucker & Co., with Mr. William M. Young as their representative in England. A year or so later Mr. Young became a member of the firm, which then assumed its present title.

The principal office of Simpson, Spence & Young is at 11 Broadway, New York City, where Mr. Simpson and Mr. Spence are located. In London, where Mr. Young resides and has charge of the European business, in association with Mr. John S. Kitching, a junior partner, the firm's offices are at 117 Leadenhall Street. Mr. Thomas Kitching, now a partner, is in charge of the West Hartlepool office. The Liverpool office, managed by Mr. Charles R. Johnson, is located at 17 Water Street and that in Glasgow, managed by Mr. Robert Muir, a junior partner, is at 7 Royal Bank Place.

The firm does an extensive chartering business in British, French, Italian, Scandinavian and Greek steamships, etc., to all parts of the world. The firm has close connections with the principal charterers at the different ports in the United States. It has acted for many years as chartering agents for the Strachan Shipping Co., the largest ship-loading and chartering concern at Savannah, Brunswick, Charleston and Fernandina.

Simpson, Spence & Young are also managers of The Texas Transport & Terminal Co., Inc.,

with offices at New Orleans and Galveston. At New Orleans that company acts as agent for the Compagnie Generale Transatlantique (French Line), operating a regular service to Havre; the Holland-America Line, with a regular service to Rotterdam and the Creole Line operating a regular line to Genoa. At Galveston, The Texas Transport & Terminal Co. occasionally load steamers for Havre for the Compagnie Generale Transatlantique and have a regular service of the Creole Line, to Genoa. Simpson, Spence & Young also manage The Port Arthur, Texas, Transatlantic Line, Inc., which operates lines from Port Arthur, Texas, to the different European ports, under an arrangement with The Kansas City Southern Railway, the only railroad entering Port Arthur.

By reason of the firm's extensive connections, through their various agencies at the principal ports of the United States, they are in the best position to offer to steamship owners the most comprehensive information as to the best employment of their steamers and, as their different British houses receive, every day, the most exhaustive cable advices regarding the freights that are offering from all the United States ports, they are in a position to give to clients the best information obtainable.

The firm has established a very efficient department for the sale, purchase and construction of steamers and has during recent years, particularly since the outbreak of the great European war, effected a large number of sales of steamers. They are in close touch with shipbuilders in the United States and are in the best position to make contracts for the construction of vessels.

McDONNELL & TRUDA



Peter McDonnell

The firm of McDonnell & Truda, which acts as general agents for the Trans-Atlantica Italiana, Societa di Navigazione, of Genoa, Italy, was organized in 1915 by Peter McDonnell and D. A. Truda. The line has in its New York service two

fast mail steamers sailing between the port of New York and Genoa, Palermo and Naples, Italy, and two which sail between New York and South American ports. All these steamers carry freight and passengers and furnish the best facilities for

tonnage and touring service. The offices are located at 5 State Street and the loading berth is at Pier B, Pennsylvania Railroad wharves, Jersey City. The firm of McDonnell & Truda although a young one, has gained a wide reputation in maritime affairs. It does not confine itself to the steamship agency business alone but is also engaged in the

ergy of the individual members of the firm. They are young men full of the spirit of progress and give their undivided time to the interests of the firm. Mr. McDonnell, senior member of the firm, was born in New York City and Mr. Truda is a native of Italy. They served long apprenticeships in the business and possess a thorough knowl-



Dominick A. Truda

general shipping business as charterers, owners and loading agents. Acting as brokers for export tonnage, the firm supplies every kind of vessel for clearance to any open port in the world and this branch of the business has expanded wonderfully since the firm's organization. This growth is unquestionably the result of the en-

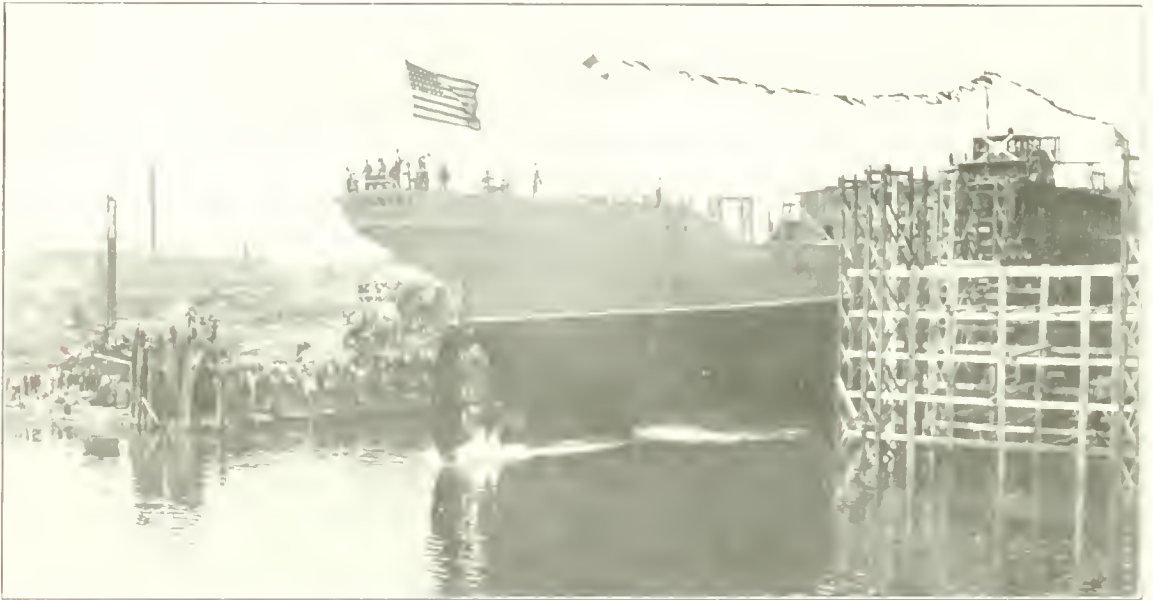
edge of everything pertaining to the line. With this full equipment the firm was organized and the perfect familiarity of each member with every detail of procedure known to the business makes success assured and McDonnell & Truda are now ranked with the leading and successful steamship agents and brokers doing business at this port.

WILLIAM H. RANDALL & COMPANY

One of the largest concerns engaged in shipping and its subsidiary lines at this port is the firm of William H. Randall & Co., of Boston and New York. The firm was organized, under its present title, on March 1, 1916, at which time Captain Randall resigned from the Presidency

and they have never lost their love and instinct for the sea. This doubtless accounts for their entrance into maritime affairs and the success that has followed that association.

William H. Randall & Co. act as managers and agents of the Shawmut Steamship Company,



Launching of the Steamship "Sudbury" of the Shawmut Line. A Type of the New Fleet Being Built for That Company.

of J. S. Emery & Co. of Boston to form his present connection. This firm, of which Capt. Randall was the executive head, is the oldest engaged in the shipping line in the New England metropolis, having been in business for over one hundred years. The other members of the firm of William H. Randall & Co. are: Harris Livemore, who was at the time of the organization of the new firm President of the Shawmut Steamship Company, a position he still retains; Lester H. Monks, whose family has been in the shipping business for nearly three hundred years, first down on Cape Cod and later in Boston; G. Peabody Gardner, Jr., whose ancestors were famous ship owners of Salem, Mass. The last named member joined the firm in May, 1916. It will thus be seen that each member of the firm is by heredity and tradition closely connected with ocean transportation.

which in July, 1916, sold its fleet to the French Government, retaining only the coal barges which it operated. The money received from the French Government for these vessels was added to by contributions from the stockholders and the total sum was set aside for the construction of five large steamships which run from 7,500 to 10,000 tons deadweight. The first of the new fleet, the steamship "Sudbury," 7,500 tons deadweight and 11 knots speed, was launched at Chester, Pennsylvania, September 29, 1917. The same yard is building for the Shawmut Company two other ships of similar type which should be off the ways some time during 1918. The Sun Ship Building Co. are also building two ten thousand ton ships for them.

William H. Randall & Co. are bankers and brokers in maritime securities and probably do

the largest business in unlisted ship securities of any house on the street. They are also ship brokers, buying and selling vessels and chartering the same and specializing in coal tonnage. The firm since its organization has taken up many subsidiary lines and it is largely interested in several corporations, among which is Rojas, Randall & Co., Inc., of New York, who are importers and exporters specializing in the West India and East Coast of South America trade; the Ocean Company, Inc., freight forwarders, with offices in New York, Boston, Philadelphia and Chicago, and Randall, Livermore & Co., Inc., insurance underwriters, specializing in marine risks. The Marine Associates, a Massachusetts voluntary trust, which holds shares of steamship companies and interests closely allied, is under the management of the firm, which also acts in a like capacity for the Marine Investments Company.

The offices of William H. Randall & Co. are located at 60 Federal Street, Boston, and 26 Beaver Street, New York City. They employ about 100 people, inostly Americans, with a sprinkling of Spaniards and South Americans, who are engaged in the departments devoted to the Latin-American countries.

HARRISS, MAGILL & CO., INC.

This firm of steamship owners, agents and brokers, 15 William Street, New York City, N. Y., was organized shortly after the outbreak of the European war to take care of General Shipping business in vessels of all descriptions.

When organized, the firm was General Agent of the Harby Steamship Co., Inc. They now are General Agents of the Pyne Company, Inc., of New York; also managers of Kinn Limited, Inc., a New York corporation which handles sail tonnage exclusively. They are also General Agents for Messrs. Solleveld Van der Meer and T. H. Van Hattum of Rotterdam, Holland.

While the company is of comparatively recent organization, it is one of the best known and most successful in its particular field. The officers are W. L. Harriss, President; J. P. Magill, Vice-President and General Manager, and Mr. E. S. Bull, Secretary and Treasurer.

A. O. ANDERSEN & CO., INC.

AN OLD COPENHAGEN SHIPPING FIRM THAT HAS BECOME A COMPETITOR FOR THE TRADE OF THE PORT.

The European war, which made radical changes in New York shipping circles, brought into the field several foreign firms that are making themselves felt in the trans-Atlantic trade. Among these is A. O. Andersen & Co., of Copenhagen, a concern that is recognized abroad as one of the leaders in the foreign shipping trade and one that enjoys an enviable reputation for strict business integrity. This firm, recognizing the possibilities for an increased American business, established a New York City branch in November, 1915. In September, 1916, the business was incorporated under the laws of this State with a capital stock of \$250,000, under the title of A. O. Andersen & Co., Inc. The President of the corporation is A. O. Andersen, of Copenhagen, with A. Reimann as Vice-President and V. Reimann, Secretary and Treasurer and General Manager. The two last named gentlemen, both of whom have had wide experience in the business, have charge of the New York office. The main office is still in Copenhagen and additional branches are maintained at Christiania, Elsinore, San Francisco, Seattle and Portland, Oregon. The Portland and San Francisco branches conduct a business that reaches every port in the seven seas and to parallel this vast business is the ultimate aim of the New York corporation. It works under its own capital of \$100,000 in Portland and \$50,000 in San Francisco and, in addition to its foreign business, is interested in a fleet of schooners, equipped with oil-burning motor auxiliaries, for use in the Pacific Coast lumber trade. The company is operating on an extensive scale and owing to the knowledge and combined efforts of the New York representatives, the business is steadily increasing. It owns steamships and conducts a general brokerage business and was the first corporation in this country to build tonnage for foreign accounts and contract for a large number of steamers of 7,000, 9,000 and 10,000 tons capacity. The corporation also acts as chartering agent for many large Norwegian and other Scandinavian concerns and its correspondents and connections are to be found in all parts of the world. A. O. Andersen & Co. rank with the biggest shipping concerns in the world and none has better facilities or conducts business along more honorable lines. Its entry into the New York trans-Atlantic trade will stimulate business here, by friendly competition, and materially add to the tonnage of the Port.

PH. VAN OMMEREN CORPORATION

In anticipation of a large increase in the trade between the United States and Holland, including the Netherlands Colonies, the shipping house of Ph. van Ommeren, one of the oldest mercantile and shipping concerns in Holland, opened on July 1, 1916, a branch in New York City under the name of The Ph. van Ommeren Corporation of New York with offices at 42 Broadway. This corporation has experienced a wonderful growth and development and is now in a position to handle merchandise imported to this country from any portion of the Dutch East Indies or Continental Europe and to ship from America to many of the European countries and the Levant ports. The Ph. van Ommeren Corporation acts as international conveyers, shippers and forwarders to England, Scandinavia, South America, Holland, the Dutch East Indies and the Far East. The corporation has brought to America the prestige of the oldest, foremost and strongest shipping house in Holland. For over a century the house of Van Ommeren in Rotterdam has been an active shipping concern with international connections. The branches of the company, located in London, Antwerp, Amsterdam, Batavia and other prominent world ports, have become large and important shipping factors and the combination offers the best facilities obtainable to American shippers engaged in either the import or export trade. It is not only as handlers of freight that the corporation has established itself in New York, but rather to maintain and enlarge upon the reputation of the house by extending its usefulness and facilities and to act as agent abroad for American manufacturers who are producing goods for export and who are looking for the best possible outlet for the same. This, of course, refers to goods of standard quality only. The corporation will not exploit untried merchandise, but where American goods have found favor in foreign markets, the Ph. van Ommeren Corporation is ready to become sales agents for the manufacturer and is in a position to handle business into the tens of millions.

Although the American house has been established but little over a year, it has made wonderful progress. The personnel of the office has grown from two employees to about thirty in that period and several new departments have been added. These include a shipping department, the principal work of which is dispatching goods from New York to the Dutch East Indies and the Far East. Shipping to Holland being prohibited by the United States authorities, that branch of the service has been temporarily discontinued. The corporation takes care of the shipments of the Colonial Department of the Netherlands Government and acts in a similar capacity for the Batavia Petroleum Company and the Royal Dutch Company, two of the largest organizations of their character in the world. This department is in charge of Mr. E. Haarbosch, a Netherlander especially conversant with all details of the Far Eastern trade. Arrangements are now being completed for the establishment of a branch house in San Francisco in order to take better care of the Dutch East India and Far East trade. Another addition to the corporation's activities is an Oil Department under the supervision of experienced oil experts. Through this branch of the service oil is purchased and shipped in the corporation's own vessels to Holland, Spain and other neutral countries. The Chemical Department, of which Benjamin Frank is the head, was created to meet the demand of the house's many foreign connections. Close relations are maintained with leading American producers of drugs, chemicals and pharmaceuticals and there are available for the corporation's customers materials of the highest standards of purity and strength at the lowest price. The necessity of such a department is shown by its increased growth and activity. All materials furnished are carefully tested before shipment in order to insure the maintenance of the highest standards for which the Van Ommeren goods are noted. The Traffic Department, recently organized, is in charge of J. F. Powers. It looks after the chartering of vessels, the placing of insurance and all the

other details necessary to the handling of shipments, both trans-continental and trans-Atlantic. The Ph. van Ommeren Corporation is justly taking credit for the first release of one of the Dutch ships that have for months been tied up in American waters. There were seventy or eighty of these, and it is hard to compute the loss of earnings from their enforced idleness. The Van Ommeren Corporation owns four of these vessels and the first Dutch vessel released is one of its fleet. It was chartered to carry coal to South America and the articles of release stipulated that the boat return



William H. Scholz

with freight to an American port. The charter was arranged in London with the permission of the Inter-Allied Chartering Commission, and was approved by the United States Shipping Board. The commendable activity of the Van Ommeren Corporation attained this result, which will be of great value to American shipping as their boats are of large tonnage.

William H. Scholz, formerly Commercial Adviser at the United States Legation in The Hague, is the Managing Director in charge of the New York office and his wide experience in varied lines of commercial activity formed the basis of the Holland firm's choice. Mr. Scholz was for a time associated with the United States Department of Commerce under Hon. William C. Redfield, Secretary of the Department in a business way, and it is due to this connection and the importance of the movement to strengthen American

trade with Holland that the Federal Government through the Commerce Bureau looked with interest and favor upon the extension of the Van Ommeren activities to America.

Mr. Scholz is particularly fitted to handle the Ph. van Ommeren Corporation's interests here. He is an American with an unusually wide foreign experience along lines of commerce and diplomacy, and speaks half a dozen languages fluently. He was born in Milwaukee, Wis., November 9, 1872, and after a collegiate education became secretary to the actuary of a leading western life insurance company, afterward becoming foreign correspondent of the Wisconsin National Bank, which was followed by a position in the United States Treasury Department. In 1902 he was sent to Manila by the Department of Agriculture in conjunction with Professor F. Lanson-Scribner to organize the Philippine Bureau of Agriculture, and acted as its chief clerk and disbursing officer until 1904, when he became identified with the Lake Torpedo Boat Company of Bridgeport, Conn., as confidential secretary to Simon Lake, president of the company and widely known inventor. He went to Petrograd, Berlin and London with Mr. Lake, living two years in each of the three cities, and aided in building a number of submarines for Russia at Kronstadt.

The foreign business of the Lake company was discontinued in 1912 and Mr. Scholz became manager of the cable and foreign department of L. Vogelstein, New York City, a large metal house of international scope. He remained with the house until December, 1914, resigning then to take up the duties of commercial adviser to the American Embassy in Berlin.

This wide experience, coupled with Mr. Scholz's executive ability, eminently fits him for his present connection and in a great measure accounts for the Ph. van Ommeren Corporation's wonderful success in the American field. In its ultimate scope the American corporation can engage in shipping as either charterers or as owners of ships and can offer the greatest latitude to shippers in the matter of rates and terms of sale. Its banking connections in New York are with such prominent financial institutions as Brown Brothers, the Equitable Trust, the Guaranty Trust, and the National City Bank and in pursuance of the home office policy all transactions are done upon a cash basis only.

It will be a matter of universal interest to exporting manufacturers to know that the Rotterdam home corporation has established a commercial subsidiary in Holland for taking over agencies and handling products of American manufacturers. This goes to show the scope of the house of Van Ommeren. The Rotterdam office acts in unison with, and will supplement the activities of, the New York offices.

STEPHANIDIS, BENAS & CO.



Stephen D. Stephanidis

Organized in February, 1916, the firm of Stephanidis, Benas & Co. has already acquired an enviable reputation in steamship circles. The firm controls the Vigo Steamship Company, which operates between New York City and Italian ports. They are managing agents of this company, of which they are the largest stockholders, and also act as ship, freight and insurance brokers for outside interests, chartering and selling bottoms for the transatlantic trade and insuring tonnage to all parts of the world. Stephanidis, Benas & Co. were owners of the

steamship *Algonquin* which was destroyed by a submarine in Germany's ruthless warfare on neutral shipping and it was the destruction of this vessel that undoubtedly led to the declaration of war by the United States. After the destruction of the "*Algonquin*" the steamship "*Vigo*" was purchased, the line which the firm controls taking its name from this vessel. As soon as normal conditions are re-established in Greece, it is the intention of the firm to run a regular line of steamers to that country.

Stephen D. Stephanidis, senior member of the



John M. Benas

firm, is a Greek by birth and a naturalized American citizen. He is descended from one of the oldest Grecian families, his great-grandfather figuring prominently in the Revolution of 1821. He was educated at Robert College, an American institution located in Constantinople, from which he graduated in 1905. He came to New York two years later where his first employment was as night librarian at the Twenty-third Street branch of the Y. M. C. A., studying at the City College during the daytime. He afterwards attended New York University with the idea of adopting law

as a profession but discontinued the course to take up commercial pursuits. He entered the railroad business as a clerk in the office of the Trunk Line Association where he gained a thorough knowledge of that branch of public service and rose to the position of assistant to the Immigrant Agent. His experience in the steamship line was obtained while acting as representative for the Greek Line at Ellis Island. He filled these two positions at the same time and resigned them to establish the present business.

John M. Benas was born in Greece in 1885

and was educated in Syria and at the Greek University of Athens. He also comes from an old and well-known Grecian family all of whom were shipowners with the exception of one relative who devoted himself to linguistic work and was the creator of the modern Greek language. Mr. Benas came to New York City in 1913 and was engaged in commercial lines until 1916, when he joined Mr. Stephanidis in the formation of the present firm.

The firm has been remarkably successful, owing to Mr. Stephanidis' knowledge and Mr. Benas' quick grasp of conditions and it now employs a large clerical force and occupies an extensive suite of offices at 24 State Street. They represent fully fifty per cent of the Greek shipping and act as agents for many individual steamship owners. Both Mr. Stephanidis and Mr. Benas predict a great future for the maritime activities of this port and while their business had steadily increased since the organization of the firm, they expect it to reach maximum proportions after the declaration of peace has stopped ocean depredations.



From an Old Drawing

LLOYD BRAZILIERO

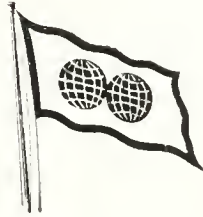
The Lloyd Brasileiro, a steamship line owned and operated by the Federal Government of Brazil, is one of the most important factors in the South American trade. The line was originally owned by private interests, heavily subsidized by the Brazilian Government, and in 1913 was taken over by the government to be operated under the supervision of the Minister of Finance. The

head office of the service is in Rio de Janeiro. It consists of about sixty steamers, mostly coastwise, which touch all the important points between Rio de Janeiro and Manos, a city located 1,000 miles up the Amazon River. This is known as the North Coast Line and is one of the most prominent of the various lines operated. The South Line operates between Rio de Janeiro and the River Plate and the steamers of both lines carry large cargoes of such goods as inter-locality points trade in. The American service between New York and the principal Brazilian ports was inaugurated in 1906, and it has largely increased trade between the United States and South America. After the outbreak of the European war Brazil's neutrality resulted in an influx of business to the line as shippers could on this account secure lower insurance rates on cargoes and the line carried about 40 per cent of the tonnage to that country. Since the severance of diplomatic relations with Germany this has been slightly reduced, but the line is still carrying on a successful business as the government's interest in the lines assures complete service. The New York service includes both freight and passenger transportation and the former will be largely added to as soon as the necessary tonnage can be secured.

There are at present ten steamers engaged in the line operating between New York and Brazil and there are three departing and three arriving steamers each month. The reputation of Lloyd Brasileiro is such that it enjoys the patronage of the most prominent of the exporters of New York City and the country at large. These recognize that a line, operated in the interest of a country under government supervision, will render more efficient service than one controlled by private interests and that every effort will be made by the power of that government to reduce sea depredations to a minimum. Captain D. Willington, a practical ocean transportation man, is the New York representative of the company. He has been connected with the line for about thirty years, which were mostly spent as commandant of some of the company's largest steamships. When he was finally transferred to New York as the line's representative, he brought with him a knowledge of localities and general steamship work that has been of inestimable value to the large number of shippers to South American ports. Capt. Willington is always at the service of the shipping public and is in a position to give useful advice to those who are seeking the most direct outlet for their products.

The line issues through bills of lading to all Brazil coast, Uruguay, Argentine and Paraguay ports. The offices of Lloyd Brasileiro are located at 44 Whitehall Street and the loading berth is at Pier 5, Bush Docks, South Brooklyn.

GASTON, WILLIAMS & WIGMORE STEAMSHIP CORPORATION



The Gaston, Williams & Wigmore Steamship Corporation, chartered in Delaware, February 28, 1916, has recently added several more ships to its service, making a total of nine now engaged in the foreign trade. This company, which operates under the name of the GLOBE LINE, maintains regular sailings to Archangel, Lisbon and Bordeaux and is playing an important part in the re-establishment of the American merchant marine.

The Archangel service was inaugurated in May of this year when the S. S. "Lord Dufferin" sailed

The S. S. "Berit" opened the Lisbon service during the month of July. Regular sailings to that point have been maintained ever since.

Sailings are also made to South America and West Indian ports and to Rotterdam.

Two schooners flying the GLOBE LINE ensign are employed mostly in coal, logwood and mahogany trade to the West Indies and Africa.

The GLOBE LINE is contemplating the purchase of other ships and has several steamers and auxiliary power schooners under contract for early completion and delivery. When the new vessels are ready for service, regular sailings will probably be established to South African and South American ports and also to the Orient.

The President of the company, George A. Gaston, has been closely identified with the American shipping interests for many years. James A. Wigmore, one of the Vice-Presidents, is Vice-President of the Gaston, Williams & Wigmore, Inc., and affiliated companies. William H. Williams, Treasurer, is interested in many Long Island financial, realty and industrial enterprises and also in a number of transportation companies. The other Vice-Presidents are M. J. Budlong, who is also one of the Vice-Presidents of Gaston, Williams & Wigmore, Inc., and J. B. Austin, Jr., who is also General Manager of the Line. Mr. Austin has been closely identified with the transportation business for many years. R. H. Lee Martin is Secretary.

At present the office forces of Gaston, Williams & Wigmore, Inc., occupy space in the Equitable Building and the Singer Building, while the GLOBE LINE is domiciled in a spacious building at 20 Pearl Street. The company is now erecting a new six-story building at 35, 37 and 39 Broadway and upon its completion the various interests of the organization will be grouped there. The general front of the new building will have a strong base course with two monumental columns and two monumental pilasters at each end—47 feet high in the clear from base to cap, and approximately five feet in diameter. This will make the facade one of the most imposing and dignified among all buildings that exist in this section of most handsome structures. In addition to its impressive exterior appearance, the building has the advantage of maximum natural light on the interior.



J. B. Austin, Jr., Manager

from New York for that port with a general cargo. She was followed by other steamers of the line at regular intervals during the summer and while this service is discontinued during the winter months, it will be resumed with the opening of navigation in the White Sea next spring.

Regular sailings to Bordeaux were established when the S. S. "Vigilancia" sailed from New York for Bordeaux with a cargo of tobacco and steel. The "Vigilancia" has been kept in this service all summer.

HASLER BROTHERS, INC.



Frederick E. Hasler

President of Hasler Brothers, Incorporated

One of the most prominent and successful organizations engaged in the shipping business at the port of New York is that of Hasler Brothers, Inc., whose interest in world democracy is attested by five enlistments from its office—two of which are officers of the corporation now serving as lieutenants with the overseas armies. The business of Hasler Brothers, Inc., was established in 1909, as Hasler, Leitch & Co., the organizers of the firm being Frederick E. Hasler, T. B. Hasler and John D. Leitch. Upon incorpora-

tion, January 6, 1915, Frederick E. Hasler became President; James M. Farlane, Vice-President; Thomas B. Hasler, Treasurer, and R. Taylor, Secretary. The stockholders of the company include the President, Vice-President, Treasurer and R. T. Hasler. The company and its subsidiaries has capital and assets of over \$1,000,000 and its trade territory embraces the West Indies, Cuba, Central America, Mexico and the United States. The business is that of ship-owners and brokers and in this capacity the com-



Thomas B. Hasler

Treasurer of Hasler Brothers, Incorporated

cern has an annual turnover of about \$2,000,000. American and British employees constitute the personnel of the office.

Frederick E. Hasler, President of the company, was born in Wethersfield, England, February 27, 1882, and began his active business career with the ship brokerage firm of J. Bell & Co., London, England, in 1898. He came to New York City in December, 1901, and entered the employ of Daniel Dacon, of Havana and New York, in 1902. The following year he became associated with the firm of J. H. Winchester &

Co., New York City, where he remained until June, 1905. In 1906 he was made Assistant Manager of the American Smelters Steamship Company, continuing in this position until August, 1908, when he became assistant to the president of the Chesapeake & Ohio Coal & Coke Co. He resigned this position in September, 1909, to aid in the organization of Hasler, Leitch & Co., where his wide experience in every branch of transportation and shipping was of inestimable value. In addition to his interest in Hasler Brothers, Inc., Mr. Hasler is President of the Inter-American

Steamship Company of New York City; Vice-President of the Inter-American Steamship Company, Ltd., of Toronto, Canada; Vice-President of Robert Hasler & Co., Inc., of Norfolk, Virginia, and a partner in the firm of Morris & Hasler, of Havana, Cuba, who own sugar plantations and cattle ranches in Camaguey, Cuba. He is also



James McFarlane

Vice-President of Hasler Brothers, Incorporated

a Director in the Long Star Shipbuilding Company of Beaumont, Texas, and Treasurer of the Powhattan Steamship Company of Norfolk, Virginia. He resides on Rumson Road, Little Silver, New Jersey.

James McFarlane, Vice-President of the company, was born in Sunderland, England, in 1884. His first employment was with Mail Brothers, shipowners, in Sunderland, with whom he became associated in 1900. From there he went with the firm of Feainly & Eger, who were shipowners and brokers of Christiania, Norway, and remained with that concern from 1904 until 1906. At this period he became connected with the Standard Oil Company, Rotterdam, continuing in the position until 1909, when he entered the employ of Duncan Stewart & Co., Glasgow, Scotland. He came to America the same year and in February, 1910, entered the firm of Hasler, Leitch & Co., to which, like Mr. Hasler, he brought a large experience that has materially added to the com-

pany's success. Mr. McFarlane joined the British Army in February, 1916, and is now a Lieutenant in the Royal Field Artillery, British Expeditionary Force in France.

Thomas B. Hasler, Treasurer of the concern, was born in Wethersfield, England, November 9, 1879, and was educated in the country of his birth. After leaving school he entered the employ of Simpson, Spence & Young, London, England, in 1892, and came to New York City in January, 1899, as an employee of that firm. He severed this connection July 1, 1909, to enter the firm of Hasler, Leitch & Co., and was elected Treasurer of Hasler Brothers, Inc., when the reorganization and incorporation of the business took place. Mr. Hasler is now a Lieutenant in the United States Naval Reserve, having enlisted for the duration of the war. His home address is "The Maples", Little Silver, New Jersey.

Robert Tabor Hasler is interested in the corporation but occupies no official position beyond that of a Director. He was born in Tollesbury, England, October 27, 1891. He also began



Robert T. Hasler

Hasler Brothers, Incorporated

his active business career with Simpson, Spence & Young in London in 1907 and came to New York City in September, 1908. He was employed by the United Coal Co., New York City, from the time of his arrival until July, 1909.

From July, 1909, until December of the same year he was with the Chesapeake & Ohio Coal & Coke Co., at Newport News and Norfolk and then joined Hasler, Leitch & Co., at the Norfolk office of the firm where he remained until May, 1914, when he became a stockholder of Hasler Brothers, Inc., and the Norfolk representative of the corporation. In January, 1917, he became interested in Robert Hasler & Company, Inc., one of the largest coal bunkering and shipping companies in Norfolk. This is a subsidiary of Hasler Brothers, Inc., of which Robert T. Hasler is President.

Although Hasler Brothers, Inc., is a comparatively new concern, its ramifications are such that its business extends to the principal ports of this and many of the Latin-American countries. The company's tonnage to the West Indies has run as high as 150,000 and in normal times it will average as high as 50,000 to 60,000 tons, consisting of everything intended for export trade that is manufactured in the United States. The cargoes of returning steamers consist of the various products of the countries reached by the service. The offices of the company are in the Produce Exchange.

THE NAFRA COMPANY

The changed conditions of commercial Europe have opened up possibilities for American products unthought of a decade ago. At that time Germany, which had for half a century made almost unbelievable progress in the arts and manufactures, almost dominated the markets of Europe and the Far East. To-day there are but few of the countries of Europe and Asia that have kindly feelings for Germany and in consequence there is an embargo on trade with that Empire. With all the industrial nations at war there was no place to turn but America, and up to the time of its entrance into the world-war this country had been greatly benefited by the increase of foreign trade. This will doubtless continue as the United States is too resourceful to be permanently crippled by the stand it has taken for the democracy of the world.

Among those who were far-seeing enough to realize what America's part in the rehabilitation of the world's commerce would be was the coterie of gentlemen who in November, 1914, organized The Nafra Company, with E. P. Earle as Chairman of the Board and J. Mercadante, who had been in the importing and exporting business for

several years, as President. The company was formed to carry on an importing and exporting business, and to operate a steamship line between Baltimore and New York and Genoa, Italy. In pursuance of this policy the company recently purchased three steamers of 10,000 tons burden. These boats are all of American registry, it being a part of the company's plan to help rebuild the American merchant marine. Negotiations are pending for three other steamships of like tonnage and registry, and with this equipment the company will be able to considerably increase its already large business, which now amounts to \$5,000,000 per month. In its export business The Nafra Company makes large shipments of metals and heavy chemicals and its imports consist mainly of dyestuffs. The main office is at 120 Broadway, New York City, with branches in Milan and a half dozen other commercial centers of Italy. The Nafra Company also manufactures the Nafra Warning Signal, a mechanical device for automobiles intended to prevent rear end collisions.

The moment that you apply your brake, to stop or slow down or turn, the Nafra waves a red disc by day, a red light by night, that warns the driver behind to get under control at once. The signal proper is a brilliant red disc carrying in its center a tiny electric lamp that shows red when lighted. The disc is on a flexible arm and the arm is mounted on a pivoted drum so that it can swing from horizontal to vertical. A steel cord inside a flexible steel tube runs from the drum to a bracket beneath the car. From this bracket a rod leads to the foot brake lever. With the brakes off, the signal disc lies down behind your license plate on a cushion that prevents rattling. When the brake is applied it pulls the cord leading to the drum and the arm and disc appear, the disc on the flexible arm keeping it waving back and forth above the license plate. It can be attached to the car in a short time at any convenient place on the rear of the car. Rear signals designed to perform a number of different functions require thought and effort on the part of the driver to make them operative. In the stress of excitement they may not be manipulated right or quickly enough. The Nafra needs no thought. It works automatically every time you apply the brake to slow down, turn or stop.

CHRISTOFFER HANNEVIG

After a successful career in the maritime affairs of the Scandinavian countries, Christoffer Hannevig, head of the firm of Christoffer Hannevig, Inc., of Christiania, Norway, came to New York in 1915 to establish a business to work in conjunction with his Christiania office. He formed the firm of Hannevig & Johnsen, to conduct a ship-brokerage business, but this connection afforded little opportunity for his energies and he retired from the firm to organize Christoffer Hannevig, Inc., with offices at 139 Broadway, where the corporation occupies an entire banking edifice. Mr.



Hannevig is President of this company, Finn Hannevig, Vice-President, with R. J. Bullowa as Treasurer and J. B. Simpson, Secretary. The corporation represents the Baltimore & South American Navigation Company and other steamship lines and contemplates the extension of its service from New York to the West Indies and New York to Liverpool. For this service two 4,000 ton steamships now building in the Pusey & Jones yards, Wilmington, Delaware, and two 3,500 tonners being built on the Great Lakes, will be used by the line to the West Indies. For the Liverpool service four steamships of from

7,500 to 12,500 tons are being built by the Pennsylvania Shipbuilding Company, Gloucester, N. J. Mr. Hannevig, although but thirty-four years of age, has, despite his short residence in this country and his previous inexperience with American methods, become an important figure not only in ocean transportation but in shipbuilding and financial affairs in various parts of the country. He is President of the Pusey & Jones Company, of Wilmington, Delaware, one of the oldest concerns engaged in shipbuilding in this country and is the controlling owner of the Pennsylvania Shipbuilding Company; the New Jersey Shipbuilding Company, both located on the Delaware River at Gloucester, New Jersey, and the Newfoundland Shipbuilding Company, Ltd., located at Harbor Grace, N. F. He is also interested in the Thor Iron Works, Ltd., of Toronto, Ontario, Canada, Dominion Shipbuilding Co., also of Toronto, and several other enterprises of a like character. Mr. Hannevig still retains his interest in the house of Christoffer Hannevig, Inc., of Christiania, Norway, and divides his time between his American and Scandinavian interests. He also maintains offices in Philadelphia, Baltimore, London, England, and Petrograd, Russia. Mr. Hannevig, who recently returned from Norway, brought with him commissions for the placing of tonnage orders that will run into millions of dollars.

HANNEVIG SHIPPING COMPANY

The Hannevig Shipping Company, organized in 1916, acts as broker in the sale, purchase and chartering of steamships and sailing vessels and the present demand for bottoms for outgoing tonnage has made the business a success from the time of its establishment. Finn Hannevig, the Manager of the company, is a Norwegian and was born March 16, 1889. He received his education in the country of his birth and after leaving school familiarized himself with the shipping business by association with maritime firms in London, Petrograd and Christiania, Norway. He came to America in 1910 and since that time has been associated with the Hannevig interests of which his brother, Christoffer Hannevig, is the head, the other associate being Edward Hannevig. The offices of the company are at 139 Broadway.



CAPT. J. W. McGRATH

Long experience as master of vessels sailing from various American ports has given Capt. J. W. McGrath a knowledge that is invaluable to him as Secretary and General Manager of the Overseas Shipping Corporation, of 27 William Street. This organization is engaged in stevedoring and has a branch in Baltimore. Capt. McGrath was born in Newfoundland and went to sea when sixteen years old. He rose to the position of

master, but quit the sea to engage in his present line of business.

In addition to his interest in the Overseas Shipping Company, Capt. J. W. McGrath is Superintendent of the American and Cuban Steamship Line and the United States and Brazil Steamship Line, which have many steamers in the service between New York and the Latin-American countries.



GEORGE W. F. GREEN

Possessing the initiative and progressiveness of the Texas bred man, George W. F. Green soon created a place for himself in the business life of New York, since his arrival here one year ago. He was born in Opelika, Alabama, December 12, 1888, and, removing to Texas in early boyhood, was educated at the Baylor University, Waco, and the University of Texas. Determining to adopt law as a profession, he took up the study with such earnestness and close application that he passed the necessary examination and was awarded a license to practice in 1912. He immediately became associated with the law firm of Carden, Starling, Carden, Hemphill & Wallace, of Dallas, Texas, and for two years continued practice in that city. Becoming dissatisfied with law he engaged in the stock and bond business in Dallas and finally retired from this in 1916 to remove to New York City. Mr. Green is a member of the Dallas Country Club, the Masonic and Alpha Tau fraternities and is President of the Maritime Transportation Company.

This company was organized in 1916 after Mr. Green had become thoroughly conversant with shipping interests and had come to realize the possibilities in that business. Vessels were rapidly

acquired to meet the demand of the new company's growing business until it chartered or owns and has charge of thirteen or fourteen ships, in which Mr. Green is personally interested. These are sent by the company to any port in the world and despite the fact that the submarine is a constant menace to the boats, three or four of which have been destroyed, the company has made money as in all instances the ships were insured, although the rates were very high. While the United States was neutral the Lyman N. Law, a large four-masted schooner of which Mr. Green was part owner and agent, was destroyed by an Austrian submarine. The cargo carried was box shooks, which under no stretch of imagination could be construed into contraband. In addition the boat was not equipped with wireless and had large American flags painted on the sides both fore and aft. Under Mr. Green's management the Maritime Transportation Company has in one year become a factor in shipping. Despite the loss of some of its boats it has been highly successful in shipping cargoes through the danger zones and in consequence has no trouble in making charters at paying rates. The offices of the company are at 25 Beaver Street.



VIDKUNN JOHNSEN

Vidkunn Johnsen, head of V. Johnsen Co., Inc., 25 Beaver Street, has been only nine years in this country, but in that brief time has become prominent in the shipping world and part owner in a large shipbuilding plant. Mr. Johnsen was born in Bergen, Norway, June 18, 1883, and in 1898 graduated from one of the leading institutes of learning in his native city. The same year he was given a clerkship in the office of one of the largest steamship owners and brokers in Bergen and began a business career that has been marked by eminent success. He came to America in February, 1909, and supplemented his foreign training in the shipping business by association with two of the most prominent brokers in New York City. In July, 1915, he associated with Christoffer Hannevig, in the formation of the firm of Hannevig & Johnsen, which opened offices in the Maritime Exchange Building, 80 Broad Street. The business grew to large proportions under the direction of these energetic young men and on June 1, 1916, it was incorporated and larger quarters secured at 25 Beaver Street. Mr. Hannevig retired from the firm in April, 1917, and Mr. Johnsen continued the business at the same address under the name of V. Johnsen Co., Inc.

The V. Johnsen Co., Inc., act as ship and steamship brokers and charter every variety of vessel to any point in the world. Mr. Johnsen was one of the pioneers in this country in placing orders for steamers with American shipbuilders for foreign account. He is endowed with wonderful energy and to this characteristic much of his success is due. He is also possessed of a marked personality which quickly won the confidence of shipping men and this has been held by strictly honest business methods and an ability to render efficient service to shippers. The rapid growth of the business is shown by the unprecedented record established by the selling of sixty per cent. of the tonnage contracted for in this country and Canada to Norwegian ports. On June 30, 1916, a testimonial dinner was tendered Mr. Johnsen at Rector's and among the guests were some of the most prominent shipping men of New York, Philadelphia, Savannah and Bergen, Norway. The speakers paid high tribute to Mr. Johnsen's business integrity.

In addition to the Presidency of V. Johnsen Co., Inc., Mr. Johnsen is Treasurer, Secretary and half owner of the Delaware Shipbuilding Company, which is located at Seaford, Delaware.

JULIO L. FORBES

Julio L. Forbes, Vice-President, General Manager and Director of the Ocean Transportation Corporation, who is descended from one of the oldest and most distinguished families in Spain, was born in Gibraltar, July 2, 1885, and was educated in England. He came to New York City in 1903 and his knowledge of the trans-Atlantic freight service was gained through his association with the Spanish Steamship Co. Mr. Forbes being thoroughly familiar with Spain and Portugal and the needs of these two countries for a freight service that would be quick and direct, organized, in 1914, the Ocean Transportation Corporation. His primary object was to develop relations between the United States and Spain, Portugal, the Canary Islands and Italy. The service to the last named country has been discontinued on account of the European war, but that to the other points has increased steadily. The company's chartered freighters sail once a month, and oftener if the cargoes warrant increased service. The export freight includes general merchandise, electrical supplies, oil, munitions, etc., and the incoming cargoes are made up of Spanish and Portuguese products as well as those from the Canary Islands. Since its organization the company has had an average clearance of more than one steamship each month and the business is steadily growing. One reason for this increase is the fact that the Ocean Transportation Corporation gives a more direct service than the regular lines.

The bulk of the cargoes are consigned to Cadiz and Barcelona, which are the only ports touched but through bills of lading are issued to all Spanish ports. Mr. Forbes gives personal attention to the corporation's business and his untiring energy and unceasing effort are two of the most important factors in the development of the trade between the three countries.

Previous to establishing the Ocean Transportation Corporation, Mr. Forbes organized the Marine Importing Co. in 1913. This company handled grapes solely and built up a very large trade, the importations running as high as 50,000 barrels per year.

Mr. Forbes was married June 24, 1916, to Amanda E. Rohde. He is a member of the Whitehall Club, the New York Athletic Club, and the Merchants Association. His offices are at 25 Beaver Street.

COMPANIA TRANSATLANTICA

The Compania Transatlantica, familiarly known to shippers and steamship men as the Spanish Line, is a Spanish corporation of which the Marques de Comillas is President. It has twenty-five steamships engaged in overseas trade and furnishes to travelers and shippers the best possible service in passenger and freight traffic between New York and Spain, Spain and South and Central America and the Philippines. The home offices of the company are in Barcelona, Spain, while the New York business is looked after by J. Zaragoza, as agent, with offices at Pier 8, East River. The Spanish Line steamships, with superbly appointed cabins and the best possible service, offer the only absolutely safe route for travelers destined to English or French points, or in fact to any of the cities of Europe that are open to travel. The danger from destructive undersea boats is entirely eliminated by this route. The passenger sails directly from New York to Barcelona, far removed from the dangerous war zone, and from thence travels overland to France, from which country he can reach England in perfect safety, or be transported by rail to any of the allied or neutral countries. The same safety is assured in reaching the Philippines as the German destroyers are not operating in the Pacific Ocean and the Japanese patrol prevents attacks by stray sea raiders. The company has about four sailings each month and the popularity of the route and its safety from the dangers of war is attested by the large passenger list. The freight service of the line is as complete in its way as the passenger, the company issuing through bills of lading to points in the various countries to which its service extends.

AMERICAN STAR LINE, INC.

The American Star Line, Inc., which was organized in 1913, has made remarkable progress for a new concern and now reaches European and Mediterranean ports, with a fleet of fast freight steamers. Two of these are owned by the company and many others are chartered for the service. The company also owns four sailing vessels, three of which touch trans-Atlantic ports and the other is engaged in the coastwise trade. The President of the American Star Line, Inc., is Moses Ginsburg, who was a steamship agent up to the time of his entry into the ocean transportation business. The Vice-President is A. Frankel. The offices of the line are at 25 Beaver Street, and the activity of officers and clerks is an indication that the amount of freight handled will soon require a much larger fleet.

CAPTAIN PIERRE LE GOUGUEC

Many overseas shipping and trading organizations have been formed since the outbreak of the European war, several of which have been of great service in transporting foodstuffs and supplies to the Allied countries. Prominent among those who have rendered aid in this work is Captain Pierre Le Gouguec who was born January 15, 1883, in Auray, Department of Morbihan, France. Upon the completion of his education, Captain Le Gouguec entered the merchant marine service and rose to the rank of master. After several years in this position he resigned in order to devote his time to commercial pursuits. The growth of trade relations between the United States and France was the inducement that brought Captain Le Gouguec to New York, where he felt his maritime experience would be of great value in the development of commerce between the country of his birth and that of his adoption. After looking the field over he organized the Alliance Shipping Company of New York and France and the American Exportation and Transportation Company, with offices at 42 Broadway, New York City. He is the active head of these companies, which have under charter a number of ships to ply between the two Republics. Captain Le Gouguec and his staff of assistants have a thorough knowledge of the requirements of the French people and of the conditions under which American goods should be shipped. This knowledge will be of inestimable value to American firms contemplating the extension of their overseas business and Captain Le Gouguec is in a position to give valuable advice relative to transatlantic traffic. Already Captain Le Gouguec's efforts have brought success to the two companies and he is sanguine of a large and constantly increasing business from now until peace is declared and a much larger trade after that period.

KOEHLER & KEMP

The firm of Koehler & Kemp, cargo surveyors and appraisers, 16 and 18 Exchange Place, has since its organization in 1910 built up by strict business methods and honest service a very large clientele among the shipping men of the United States and abroad. The firm is composed of Frank F. Koehler and John S. Kemp, both of whom had years of experience in the business before forming their present connection. They employ a large force of capable men who are sent to any part of the world where their services are demanded. In addition to cargo surveying and appraising, Koehler & Kemp act as special agents. A large suite of offices is occupied by the firm and fitted up with the most modern devices to insure business efficiency.

OVERSEAS TRANSPORTATION
COMPANY, INC.

A strong advocate of helping the Government in the present crisis, Hyman Eppstein, President of the Overseas Transportation Company, Inc., of 42 Broadway, said that "the resources of the government consist not only of the money but the ability of the citizens to help and each one in his respective capacity should give his experience and ability in aiding the movement for the world's democracy. Since in this war the Atlantic must be crossed it is the shipping men that can render the most efficient assistance and it is the duty of every shipping office to help in a manner that would save not only money but time, which is most essential. It is readily known among shipping men that those not experienced in that line lose from 40 per cent. to 50 per cent. in time and profits, which is almost equal to twice the number of ships that may be required by the government for despatch, and if the shipping interests here will show wherein they can help, the power in handling shipments abroad will be increased at least 40 per cent. Every steamship office can take care of at least five steamers per week without interfering with its regular business and this service should be devoted to the government without remuneration of any kind."

THE NATIONAL STEAM NAVIGATION
CO., LTD., OF GREECE

The National Steam Navigation Co., Ltd., of Greece, of which Nicholas A. Galonas is the New York representative, operates both a freight and passenger service between this country, Italy, and Greece. It has a fleet of sixteen vessels and makes weekly sailings to the countries named. Mr. Galonas, in addition to looking after the interests of the company here, is also an importer and exporter. He exports all goods of American manufacture, for which he finds a market in the various cities of Greece and Italy, which are reached either directly by his line or by trans-shipment from the ports touched. The imported goods handled include anything produced in Italy or Greece that finds a market in this country. The offices of Mr. Galonas are at 20 Pearl Street.

CALDWELL & CO.

In the days when sailing clipper ships were the rule rather than the exception, E. Caldwell started in business in New York City as a forwarding agent. This was as early as 1857, and the founder of the huge business, now conducted under the firm name of Caldwell & Co., who died but recently, lived to see his modest venture develop into one of the largest houses of its character in the United States. He witnessed the passing of the wooden craft from trans-Atlantic transportation and had the satisfaction of knowing that his firm had taken its place in the front rank of foreign freight contractors and forwarders to every port of call in the seven seas. After he had been in business for some years his son, Watson H. Caldwell, entered into partnership and the firm became E. & W. H. Caldwell. Later Otto Rademan and H. Fowler acquired interest in the business and the present title, Caldwell & Co., was assumed. In addition to freight contracting and forwarding, the firm acts as custom house brokers and marine insurance agents. The head office of Caldwell & Co. is at 50 Broad Street, New York City. It operates as Caldwell & Co., Inc., in Boston with offices at 110 State Street and as the Caldwell Shipping Co. in Detroit, at 304 Free Press Building; in Milwaukee at 735 Merchants' and Manufacturers' Building and in San Francisco at 244 California Street. In addition the firm

has corresponding agents in all the principal ports of the world. They are agents for Osaka Shosen Kaisha (Osaka Mercantile Steamship Co., Ltd.); Nippon Yusen Kaisha (Japan Mail Steamship Co.) which sails weekly from Tacoma and Seattle to ports in China, Japan and the Philippine Islands in connection with the Chicago, Milwaukee & St. Paul Railroad Co., and for the Yeoward Brothers line of steamers, which make weekly sailings from Liverpool to Lisbon and the Canary Islands, connecting at Lisbon for Cape Verde Islands and Portuguese West and East African ports, issuing through bills of lading from New York City. Freight rates are quoted and through bills of lading are issued to all parts of the world.

The firm makes a specialty of a fast overland service via the Pacific Coast to the Orient and Australasia. In this service combined carloads of machinery and merchandise are assembled at Chicago and forwarded about six times a year to the Pacific Coast, making immediate clearance on mail steamers for China, Japan, Philippines, Indian Ocean ports and Australasia. Carload shipments are distributed, C. O. D. collections made and consular documents arranged for in all countries. Under this special overland service shippers and consignees are enabled to forward less than carload lots at carload rates.

CHAPTER EIGHTEEN

Important Lines of Industry and Commerce

"THE SWAMP" AND THE LEATHER INDUSTRIES—THE COAL TRADE—NEW YORK
LARGEST ANTHRACITE CONSUMER—TOBACCO, FRUITS, COFFEE, SUGAR.

IN Colonial times in New York there existed below the Commons (later City Hall Park), on the east side of the city in the vicinity of Ferry Street, a tract of low land familiarly known as "The Swamp." It was covered with tangled briars and was not attractive to the eye, but Jacobus Roosevelt bought it in 1734, laid it out in fifty lots and established several tanneries on it. It has continued true to the maxim, "There's nothing like leather," for though the tanneries have been removed, the tanners remained and the leather dealers, leather belt manufacturers, findings dealers and a genuine leather community, still known as "The Swamp" in the trade and representing one of the greatest leather regions in the world, occupy the old tract.

The manufacturing census of 1914 gives the value of the output of the metropolitan district in products of "leather, tanned, curried and finished" at \$26,051,000, and of "leather goods, not elsewhere specified" at \$22,308,000 and of "boots and shoes, including cut stock and findings" at \$31,559,000.

The leather business of the city has always included in its membership men of much prominence in the city. The last of the appointed Mayors of New York before the law requiring them to be elected went into effect was Gideon Lee, who held the office in 1833 and was afterward a member of Congress. He had a profitable leather business in "The Swamp." Another leader in the business, recently deceased, was Charles A. Schieren, belting manufacturer of great prominence, who was the last Mayor of Brooklyn before its absorption by the Greater City.

The tanneries of New York were an early industry. They were first located in Broad Street along the canal which ran along in its center. They had been declared a nuisance under the Dutch regime, but did not comply with the order to move until the English came in and

Sir Edmund Andros was Governor, when the command was made imperative and the tan-vats were removed to the lower part of Maiden Lane. Four of the tanners, who were shoemakers by trade, then bought a tract of land bounded by Broadway, Ann, William and Gold Streets and began business there. The region was thence known as the "Shoemakers' Lane" until 1696, when it was divided into town lots and the tanners were driven into "The Swamp."

The tanning business has developed much during several decades past, and most of the tanning is now done in the regions where tanbark is most accessible, it being cheaper to carry the hides to the bark than the bark to the hides. Finishing is done in various cities of the country, but the business of marketing and distributing is centered in the great cities, New York being one of the foremost wholesale and exporting markets for leather and its products, including, besides the goods manufactured in the metropolitan district, those of many other manufacturing districts, which maintain headquarters or sales offices in New York. Ninety per cent of the exports of leather from the United States during the fiscal year ended February 1, 1917, passed through New York harbor, and the total exports of hides and leather for that period were valued at \$331,922,175. The imports of hides free of duty into the port of New York during the single month of April, 1917, were of the value of \$14,178,235. The number of hides imported during the year ended February 1, 1917, was 14,106,000 and they were valued at \$99,000,142.

The coal industry of New York is enormous. Because of an ordinance forbidding the use of soft coal within city limits, the use of anthracite is general in the city, which, having thus eliminated the smoke nuisance, has also become the world's largest consumer of anthracite coal. Because of its position as the greatest seaport of the world the

city also is the foremost bunkering point for bituminous coal of steam grades, having rail and canal systems connecting it with the mines which give it superior facilities for keeping up a complete and adequate supply for all purposes. The city and harbor therefore create a vast center of coal distribution which has centered in New York the executive management of the largest coal companies.

Tobacco enters very largely into the domestic and foreign commerce of New York. Americans are themselves very largely devotees of "My Lady Nicotine" and in addition the country is the largest producer of tobacco and exports it in vast quantities to foreign countries. New York is a great center of distribution, export, sale and manufacture of domestic and imported tobacco and to-



New York "Times" Building—42nd Street and Broadway.

bacco products. It is the home of establishments that have been engaged in tobacco manufacture for more than a century, and the metropolitan district manufactured in the year 1914 a total value of \$103,564,000 in tobacco manufactures in

large and small factories, one concern employing over four thousand workers. Many large corporations formed for the handling and production of tobacco and its manufactures, with plants scattered far and wide, have their headquarters and chief offices in New York, which has thus become the tobacco metropolis of the world, and controls factories, warehouses and even retail stores in cities and towns throughout the country.

One of the greatest of the busy activities of New York is its position as a market for fruits and produce which puts under contribution not only all the fruit regions of the United States but also those of the West Indies and the Caribbean. California and the Pacific states keep a continuous line of fast freight trains moving over the various roads that lead to New York to supply the demand of the city not only for the citrus fruits, grapes and raisins which for a time were the principal articles of its commerce with New York, but also the apples of northern California, Oregon and Washington, pears, peaches and other fruits which grow so large and luscious under the golden sun of the Pacific. Florida fruits also find their chief market in New York, and Georgia, Maryland, Delaware and south Jersey contribute their earliest and best. Steamers from the West Indies and Central America bring pineapples, bananas, coconuts and various tropical fruits to this great city, which consumes more fruits itself than any other city on the planet, and distributes them also as wholesaler through a quite extensive territory. Fruits and produce of field and garden make of West Street and its side streets for several blocks the busiest market of the kind in America.

Many more products might be enumerated. New York imports and handles more coffee than any other city in the world, the imports for the year of that commodity being valued at approximately \$100,000,000, more than three-fourths of the total coffee entries of the United States coming through New York. This city handles also the bulk of the sugar supply of the country, the consumption of this staple by Americans amounting in 1915 to 8,626,793,238 pounds.

The list might be greatly and tediously extended, but would only unnecessarily amplify the fact that New York, including its domestic and foreign business, is now the largest and most all-embracing commercial center in the world, whose transactions cover every domestic and foreign product needed by the American people or covered by overseas demand.

THEODORE FRANCIS WHITMARSH

Theodore Francis Whitmarsh, Vice-President and Treasurer of Francis H. Leggett & Co., was born in New York City, November 6th, 1869, the son of H. C. and Caroline H. (Leggett) Whitmarsh. After a common school education he began his business career in 1886 with his uncle, the late Francis H. Leggett, and working his way through the various departments was admitted to membership in the firm in 1896, becoming its Vice-President and Treasurer when the firm was incorporated in 1902. On the death of Mr. Leggett he assumed the active management of the business.

Besides this connection he is President and Treasurer of the Seacoast Canning Company and Treasurer of the American Can Company of Maine.

He is a member of Blue Lodge, Chapter, Com-



mandery and Shrine of Masonic Order; President of the National Wholesale Grocers' Association of the United States; Trustee and member of the Funding Committee of the Greenwich Savings Bank; Director of the Irving National Bank and Director of the Broadway Trust Company. He is a member of the Metropolitan, Union League, Metropolitan Opera, Sleepy Hollow, New York Athletic, Merchants, Arkwright, Knollwood and Percy Summer Club, of the Chamber of Commerce of the United States; the Chamber of Commerce of N. Y. State; New York Genealogical Society, Museum of Art

and American Museum of Natural History. Mr. Whitmarsh resides at 339 West 77th Street, New York City, and has a summer camp at Percy, Coos County, New Hampshire. His business address is 27th Street & 13th Avenue, New York City. He married Lillian A. Smith of New York City and has three children: Francis H. L. Whitmarsh, Harvard, '16; Karl R. Whitmarsh, Harvard, '19, and Katharine Whitmarsh, Miss Spence's School, '16.

CASTNER, CURRAN & BULLITT, INC.

One of the largest companies engaged in the handling of coal for steaming purposes is Castner, Curran & Bullitt, Inc., who are sole agents for C.C.B. Pocahontas and C.C.B. New River, two American coals that are universally recognized as standards. C.C.B. Pocahontas has been the most popular and satisfying coal in use since the opening up of the Pocahontas coal fields in West Virginia thirty years ago. The sale of these brands, both of which are smokeless, to all parts of the world, was built up by this company. Due to its excellent steaming qualities and particularly to the care in preparation, inspection and shipping, this product found a ready market and was soon endorsed by the governments of the United States, Great Britain and other foreign countries, and the very high standard of excellence that was given C.C.B. Pocahontas in the earlier days of the development of the field is being today just as vigorously maintained. C.C.B. New River, a coal of equal quality to Pocahontas, mined from the more recently developed New River field along the Virginia Railway, is given the same careful preparation that is given C.C.B. Pocahontas. These coals, also accepted by the United States Government as standard for admiralty and other purposes, are unsurpassed for the generation of steam, and their high carbon, low volatile and ash content make them an ideal fuel for export and bunker uses. Castner, Curran & Bullitt, Inc., is a corporation organized under the laws of the State of Delaware, with executive offices at 1 Broadway, New York City. The business is directly under the supervision of Lemuel Burrows, President, and P. A. Castner is Secretary and Treasurer of the company. It has loading terminals at Lambert's Point, Sewall's Point, and Newport News, Hampton Roads, Virginia. The European agents are Hull, Blyth & Co., No. 1 Lloyds Avenue, London, E. C.



John A. Wilbur

Corresponding Secretary of the American Federation of Yacht Clubs. Ex-President and Present Secretary of the Harlem Board of Commerce. Specialist in Seaside Realty Developments.

JOHN A. WILBUR

Successful as a developer of seaside realty, prominent in every movement looking to the progress of Harlem and deeply interested in all civic matters, John A. Wilbur is now contributing his ripe experience to the affairs of the American Federation of Flying Yacht Clubs, of which he is Corresponding Secretary. This organization was started in 1916 and was fostered by the Harlem Board of Commerce and the Harlem Luncheon Association. Its object is the training of aviators for military service during the war and for the establishment of a club house with hangars for flying boats, water approaches and landing places on the west side of the Hudson River at Riverside Drive and 129th Street. This movement has been endorsed by prominent aviators and government officials who claim that the world's future peace can be maintained only by the supremacy of the United States in the air. Mr. Wilbur, who is patriotically engaged in advancing the organization's interests, was born at Manorville, New York, March 16, 1866. He was educated in district schools and began his career in New York City as a district messenger boy and later became a telegraph operator. He afterwards became a partner in a hardware firm and in 1908 acquired acreage at Fire Island Beach and began his successful realty developments. He converted this spot into a family seashore resort known as Ocean Beach, with a large hotel, several miles of board walk and established a passenger boat service connecting the colony with the Long Island Railroad system at Bay Shore. Mr. Wilbur's success is the result of hard work and a close study of real estate conditions. He understands seaside realty thoroughly and has been a prolific writer on real estate development. One of the first things he did after the Ocean Beach Colony was started was to form a civic organization and this helped wonderfully in maintaining a community pride and spirit. Life lines, a lung motor and other safety devices were provided for bathers while provisions were made to keep the beach free from litter, and a sanitation committee was appointed. A fire department was also established and the summer can be spent at this resort with absolute safety and comfort.

Mr. Wilbur has always taken a vital interest in all matters that will advance the city's interest

and was one of the most vigorous and active presidents the Harlem Board of Commerce ever had. He is still greatly interested in that organization and is now its secretary. He has served as a member of the Board of Education of New York City. In politics Mr. Wilbur is an independent Democrat and is always prominent in the affairs of his district. Being deeply interested in labor problems, he is opposed to over-capitalization of trusts and is a strong advocate of the working man's rights. While a member of the Board of Education he was persistent in his efforts to improve the sanitary condition of the schools and formulated a plan for reorganizing the Board, reducing it to seven members. He also started an investigation that disclosed the fact that second hand pianos had for years been bought for the schools as new instruments. The same careful watchfulness marks Mr. Wilbur's course in all matters with which he is affiliated. He is always looking for results and his efforts to advance the interest of Harlem, where he makes his home, have been highly successful. He has resided in this section of the city for thirty-seven years and the prosperity there is in a measure due to his unceasing work and that of the Harlem Board of Commerce, of which he is one of the dominant figures.

Mr. Wilbur is President of the Ocean Beach-Fire Island Company, New York; was President of the Harlem Board of Commerce, 1907-1908; President of the Harlem Democratic Club, 1904-1905; member, Commercial Telegraphers' Union, A. F. L., New York State Hotel Association, Harlem Branch Y. M. C. A., Merchants' Association, People's Institute. He is a Thirty-second Degree Mason, Past-Master of Bunting Lodge, F. and A. M., member of Sylvan Chapter, Constantine Commandery, Mystic Shrine, and all of the Scottish Rite bodies.

He was married November 24, 1896, to Miss Julia A. Relay and has one son and two daughters, John A., Jr., Alma Phyllis and Charity Evelyn Wilbur.

His summer homes are at Bay Shore, Long Island, and at Ocean Beach-Fire Island. His town residence is 201 West 122nd Street, New York, and his business address is 217 West 125th Street, New York

JOHN W. RAPP

John W. Rapp, founder, owner and President of the Empire Art Metal Works, College Point, L. I., has gained national fame in the building trades by his work in originating bronze and steel trim and metal doors that make an otherwise dangerous structure absolutely fireproof. The College Point plant now occupies two blocks square and in these immense buildings are manufactured building appliances upon which Mr. Rapp has taken out seventy patents. It is the largest concern of its character in the United States and the product includes the great artistic metal doors seen in the modern building that have every appearance



of the finest polished wood with the power to withstand fire and to shut out noise.

Mr. Rapp was born in New York City, April 26, 1861, and learned the trade of sheet metal worker. He began business for himself in a small shop and later made crude metal dumb-waiter doors for the Harlem flats when the Building Department laws were made more rigid. From this small beginning grew the John W. Rapp Company and subsequently the present concern. Among the structures fireproofed by Mr. Rapp's method are the buildings and tower of the Metropolitan Life Insurance Company, the Fifth Avenue Building, the Woolworth Building, Adams Express Building, New Equitable Building, Germania Life Building, City Investing Building,

Municipal Building, the Widener Building, Philadelphia, and many others in the larger cities of the country. Mr. Rapp is an ideal employer and takes great interest in improving the social condition of his working force. He is a Director of the Colpo Realty Company and the R. & J. Building Company and is a member of the Building Employers' Association and the College Point Club, a Trustee of the Flushing Hospital and of the Queens Board of Trade.

WALDO HALL MARSHALL

The possession of an executive ability that enabled him to successfully conduct the affairs of a large industrial plant brought Waldo H. Marshall into close touch with financial affairs and led to his resignation as President of the American Locomotive Company, to become a member of the firm of J. P. Morgan & Co., one of the world's leading financial institutions. Mr. Marshall was born in Boston, Massachusetts, June 7, 1864, and received a public school education in that city. After leaving school he took up the study of mechanics and by employment in various shops and manufacturing plants became an expert in the line and also acquired a practical knowledge of street railway operation. Thoroughly equipped along this line, he was in May, 1897, appointed Assistant Superintendent of Motive Power of the Chicago & Northwestern Railway, a position he held until June, 1897, when he was made Superintendent of Motive Power of the Lake Shore & Michigan Southern Railway, becoming General Superintendent of the same road in February, 1902, with jurisdiction over the Lake Erie & Western Railroad and the Indiana, Illinois & Iowa Railroad. In 1903 he was made General Manager of these three lines, resigning the position in 1906 to accept the Presidency of the American Locomotive Company, which had been organized in 1901 to take over the plants of several companies engaged in the manufacture of locomotives. It later engaged in the construction of automobiles and Mr. Marshall's complete knowledge of mechanics was of inestimable value to the corporation and his signal ability to direct the affairs of a large industrial concern, insured the success of the company from the time he assumed the Presidency. In entering the financial field Mr. Marshall's equipment was such that he became a valuable addition to the body of able men who direct the various departments of the Morgan firm. In addition to his handsome home in New York City, Mr. Marshall has a country place at Barnstable, Massachusetts.



RALPH H. BEACH

ELECTRICAL ENGINEER AND INVENTOR OF THE BEACH SELF-PROPELLED CARS.

The horse-propelled street cars that were to be seen on the streets of lower New York until recently, owe their discontinuance to the efforts of Ralph H. Beach, the inventor of the Beach self-propelled car. The company operating the lines that were the last to use horses had made many efforts to evolve a plan of propulsion as the low ground along the river front made electric conduits of no use as they filled up with every high tide. Finally Mr. Beach was called in and he adopted a stor-

age and motor for use that met every requirement, and took the antiquated horse car from the streets. Mr. Beach, who is the head of the Electric Car and Locomotive Corporation, has been interested in electricity for many years. He was born at Linden, Michigan, in 1860. After graduation from the Fenton (Michigan) High School his parents wanted him to study medicine, but being mechanically inclined he secured employment in an iron-working plant. After gaining a practical

training he turned his attention to the study of electricity and in 1888 became an employee of the Thomson-Houston Electrical Company at St. Paul, Minnesota. When this company was absorbed by the General Electric Company, Mr. Beach had risen from a position of comparative obscurity to one of importance with that great corporation. He had given much study to electric traction and was made Manager of the company's railway department, which expanded greatly under his direction. Mr. Beach was never satisfied with electric work where the ideas of others were the basis of construction. He is an experimentalist and it is owing to his constant research work that Beach cars have been successfully constructed and operated and are being adopted by many of the railroad companies of the country. For years engineers endeavored to construct a street car sufficiently light and economical in power consumption to permit the use of storage batteries for driv-

ing. It also furnishes a reliable added source of energy for handling the car under all conditions where the engine itself would be incapable of doing it, such as starting heavy loads, or working over heavy grades.

It also furnishes a complete and separate source of energy in case of failure of the engine to perform its work.

It also furnishes a load for the engine during the periods of time when the car is standing, and because of this makes simple the difficult problem of controlling the engine.

The generator is so wound that its voltage will always follow the declining and rising voltage of the battery, thereby causing the current from the generator and battery to automatically operate in parallel.

We have in this system a method of handling the storage battery which will give it an operating condition favorable to a long battery life.



The Beach Oil-Electric Car

ing which retarded the adoption of self-propelled cars. It remained for Mr. Beach to overcome this difficulty. He then undertook the development of a system of propulsion of heavy cars for steam railroad work.

These cars are designed with a view to embodying in the car itself a complete power plant with sufficient capacity to give abundant energy for starting the car under any and all conditions.

This great initial starting capacity is a necessary thing in a self-driven car, for without it the car is helpless to move itself rapidly from a standing position. This is accomplished by a combination of a generating plant and a storage battery.

The generating plant furnishes about one-third of the total available momentary energy and the storage battery about two-thirds.

The battery furnishes a convenient source of energy supply for starting the engine, for lighting the cars and for driving the air compressor. It

lunishes also a reliable added source of energy for handling the car under all conditions where the engine itself would be incapable of doing it, such as starting heavy loads, or working over heavy grades.

The battery is never overworked, neither is it allowed to stand idle. The electric drive is now regarded as vital to the success of any large self-propelled car. This fact is appreciated by those familiar with the advantages secured by its use. The remarkable success and growth of the electric drive as applied to trolley and interurban high speed traction systems and to locomotives and multiple unit trains is well known. Its wide and increasing use in industrial plants for machine tools of every description where it has replaced the more restricted and cumbersome mechanical transmissions with great advantage also attests its merits.

One of the most important requirements in any system of power transmission between the engine and the car axles is reliability. The electric drive is not approached in this regard by any mechanical transmission. The electric motors used on these cars are designed for high speed traction

work. Years of experience under a great variety of conditions have clearly indicated that there is no piece of apparatus more reliable than the traction motor. The control is simple and substantial and is similar to the standard electric car control now in general use.

The generator is a standard machine and similar to those now in general use. The reliability of this piece of apparatus needs no special comment.

The battery is standard and similar to thousands now in use. No extended mention as to the reliability of this piece of apparatus is needed.

The motors, control, generator and battery comprise the electric control of the car which is far superior to that of any direct mechanical drive.

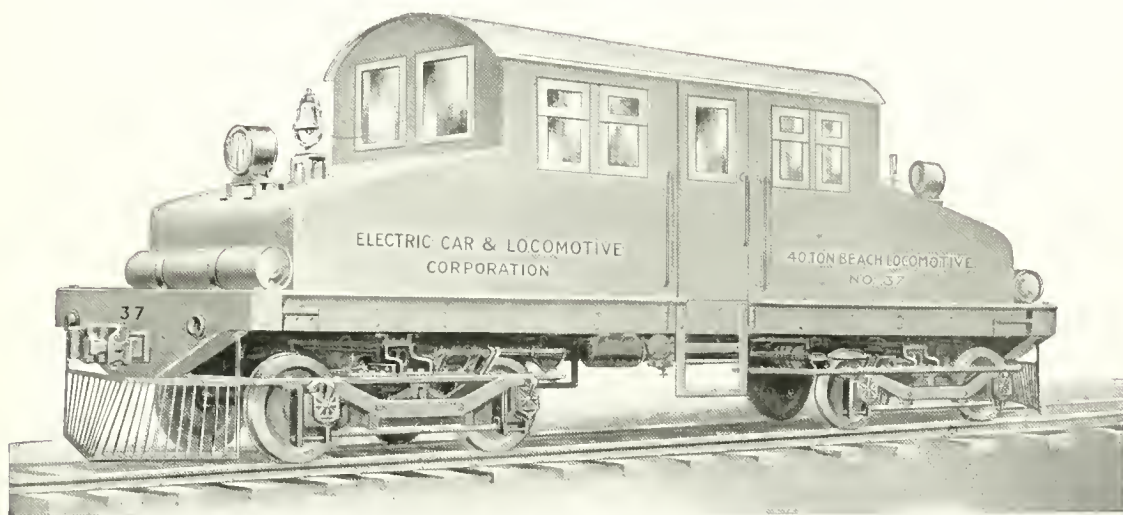
With the electric drive the engine always turns in the same direction. The reversal of the direction of the car is accomplished by the movement of a controller handle which changes the direction

handle and a throttle lever. The engine turning at its normal speed and delivering its maximum power irrespective of the speed of the car is a feature which will be found of no little advantage in case of snow storms or other emergency conditions.

The cost of maintaining electrical apparatus of this class has been demonstrated by long experience to be very low. With an electric drive it is possible to mount the engine in the car body which is a cushion support. Any vibration and shocks are thus absorbed and not transmitted to the engine parts, reducing the maintenance to a minimum.

The engine is entirely enclosed and located above the floor of the car, thus eliminating all possible admission of dirt and dust.

There is no mechanical connection between the engine and the motors. The engine may be, there-



The Beach Oil-Electric Locomotive

of the rotation of the motors in the usual manner without stopping the engine. This avoids the complication of a mechanical reversing gear. For switching, yard work, turning off Y's, coupling, emergency stops, etc., this ability to reverse the motors instantly without changing the direction of rotation of the engine or stopping it, is important and adds to the safety and the convenience of operation.

The electric drive permits of the engine being placed entirely above the floor line in the cab. The entire engine is under the immediate observation of the operating engineer and ample space is provided for convenience of inspection and the removal of any part which may require renewal or repair.

The electric drive has the very obvious advantage of ease and flexibility of control. The operation is governed entirely by a single controller

fore, operated at its highest efficiency irrespective of the speed of the car, thus contributing to the best economy.

The car is equipped with hand and air brakes and in addition to these, motors may be reversed instantly, thus furnishing a means independent of air or hand brakes for stopping the car in cases of emergency.

The power plant consists of an oil gas producer into which fuel oil or kerosene is fed under pressure, generating a clean, dry gas, which is drawn into the engine by suction. This engine is a standard four cycle machine made in the conventional form for heavy duty, direct connected to a differential compound wound generator with a storage battery working in parallel. Electric motors are mounted on the car axles and current is supplied to these motors through the controller by the generator or battery, or both.

J. R. MIGLIETTA

J. R. Miglietta, Vice-President of the Texas Company and General Manager of its Export Department, has been connected with that giant corporation since its organization. He is a native of Italy, was born March 19, 1884, and after receiving a European education came to this country and secured employment in the Texas oil fields. He made rapid progress in this line and, becoming perfectly familiar with local conditions, turned his attention to the foreign market which, to his mind, presented great opportunities for the new concern. In 1905 he specialized in the export trade and his rapidly acquired knowledge of conditions abroad led to his selection as General Manager of the company's Export Department and his elevation to a Vice-Presidency soon followed. The stupendous growth of the department of which Mr. Miglietta is the head, unquestionably owes much of its success and expansion to his efforts. Early in his career he realized that the export market for American petroleum products was a most important one and he was cognizant of the fact that it was a difficult proposition to get an entry to the foreign markets. In spite of all obstacles, however, Mr. Miglietta evolved plans of procedure that brought success where others had failed and the Texas Company's products were eventually to be found in every market of the world and the business is of a character that assures permanency by reason of the company distributing, either through their own stations or through agents under their full control, directly to the trade and consumers. "Texaco" products now cover the globe, reaching such remote points as the Transvaal, the Philippines, the treaty ports of China, Australia, South America and the West and East Coasts of Africa. The markets where the Texas Company's oil is not distributed, directly or indirectly, are those where only low grade oil is salable, or where the competition is with oil

imported from the Dutch East Indies or California. In his work of extending the Texas Company's foreign trade, Mr. Miglietta has necessarily made many trips abroad, in fact he lives part of the time in Europe. He is recognized as an authority along export lines and although only thirty-four years of age, has by the aid of his able staff built up a business in oil that is the third largest in the world. Some idea of the growth of the company's export business can be gleaned from the fact that reports prepared each year show increases of from 50 to 190 per cent and these are becoming annually larger as the company's foreign ramifications are extended. The men who aid in the foreign distribution of the products, which include Texaco Lubricating Oils, Greases, Paraffine Wax and Roofing, have a thorough knowledge of the business and are able and alert. Their efforts will undoubtedly keep the Texas Company in the front rank as a distributor of petroleum products in foreign lands.

To transport its oil the company has built a large fleet of tank steamers, equipped for petroleum consumption, and many for the exportation of case goods. Stations have been erected at Amoy, China; Capetown and Durban, South Africa; Beira, Portuguese East Africa; Bombay, India; Manila, Philippine Islands; Antwerp, Belgium; La Plata, Argentina, and many other remote points. In addition to directing this vast business, Mr. Miglietta is President of the Continental Petroleum Company of Belgium and the Texas Company of South America; Chairman of the Texas Company, Ltd., of South Africa and Director of the Texaco Petroleum Products Company, Ltd., of London, England, which is, to say the least, a successful business career that many men thirty years his senior might envy. Mr. Miglietta's New York address is 17 Battery Place.



J. R. Miglietta

Vice-President of the Texas Oil Company and General Manager
of the Export Department.

EDWARD GUYER BURGESS

Edward G. Burgess, President of the International Elevating Company, has for years been one of the most prominent operators in grain at this port. He was born in Albany, N. Y., in 1844 and was educated in the public schools of Jersey City. After leaving school he entered the employ of Alexander McDougall, who was in the jewelry business in Cortlandt Street. After a short time in this connection he became an employee of Paul Grout, who was associated with Mr. Burgess' father in the grain business. Through successive connections he finally became connected with the International Elevating Company, rising to the presidency of that important corporation and still



retaining the position. As directing head of this company, Mr. Burgess is a most important figure in the movement of grain at the port of New York. He is one of the most popular and highly respected members of the Produce Exchange, of which body he was Vice-President for one year and President for two years. Mr. Burgess is a member of the Sons of the American Revolution, through an ancestry which figured in the Revolutionary War and in the social and political events preceding that conflict. He is a member of the Metropolitan Museum of Art, the American Museum of Nat-

ural History, the National Geographic and New York Botanical Societies, the New York Athletic Club, Montclair Arts Club, Montclair Club and the Essex County Country Club, of which he was one of the founders. Mr. Burgess' business address is Room 101, Produce Exchange Building.

GEORGE A. ZABRISKIE

George A. Zabriskie, who has been engaged in the distribution of the product of the Pillsbury Mills for thirty-five years, is one of the able men who have been pressed into service by the Government in its effort to regulate and conserve foodstuffs. Mr. Zabriskie, who is serving under Commissioner Hoover, will look after the distribution of flour and the adjustment of equitable profits for the mills throughout the United States. Mr. Zabriskie, whose ancestors came to this country from Poland early in the Seventeenth Century, was born in New York City in 1868 and upon the completion of his education entered the employ of the representative of the Pillsbury Mills. He eventually succeeded to the business and now handles the output of these well-known mills, which is one of the largest milling organizations in the United States. He has charge of the Metropolitan District, which takes in the States of New York and New Jersey, part of Connecticut and the export territory which embraces the entire world. This long experience in the one field will make Mr. Zabriskie's services of inestimable value to the Government in the present crisis and insure to the consumer consistent prices. Mr. Zabriskie is one of the most popular men on the Produce Exchange and is a member of many social and trade organizations, among which are the New York Chamber of Commerce, United States Chamber of Commerce, Merchants Association, New York Produce Exchange, New York Board of Trade and Transportation, India House, Englewood Country Club, and Knickerbocker Country Club. He is a life member of the New York Athletic Club, the Holland Society, Salamagunde Club, Horticultural Society, American Geographical Society, American Red Cross Society, American Jersey Cattle Club, Sons of the American Revolution, Old Colony Club and the New York Press Club. Mr. Zabriskie's offices are in the Produce Exchange Building.



George A. Zabriskie

For Many Years the New York Representative of the Pillsbury Mills, and Recently Placed on the Hoover Commission to Conserve and Regulate Foodstuffs.

DANIEL E. STORMS

Daniel E. Storms, for many years a prominent figure in the legal and political circles of Indiana, relinquished law and official life for industrial pursuits and now aids in the management and direction of several large manufacturing concerns from this city, where he makes his home. Mr. Storms was born in LaFayette, Indiana, fifty years ago and was educated at Purdue University and the University of Michigan, obtaining the LL. B. degree upon graduation from the latter in 1893. He was immediately admitted to the bar and began practice in his home city. His years of private practice were few as the prominence he obtained in his profession led to his being called to public life and he held various offices of trust until he finally retired to devote his time to manufacturing interests. He was appointed Master Commissioner of the Tippecanoe Circuit Court and served as Corporation Counsel for six years, being later appointed by the Legislature of Indiana together with Judge Howard of the Supreme Court and Judge Chipman to codify the laws of the State. At different periods he was Deputy District Attorney of Tippecanoe County, a member of the State Tax Board and served one term as Secretary of State. His various positions brought him in close touch with many different business concerns and as a result he became interested in industrial pursuits and eventually gave up legal and official work to devote his entire time to manufacturing. Among others to receive his attention was the Dauch Manufacturing Company, of Sandusky, Ohio, which manufactures the "Sandusky Tractor." Mr. Storms is a Director of this corporation and its Export Manager. While abroad in 1916, in the interests of the company, he made several large contracts for the tractors. These centralized his business interests in New York City and he decided to remain here permanently. In addition to his interest in the Dauch Manufacturing Company, Mr. Storms is President of the Argentine Mercantile Corporation and

the Majestic Machine and Tool Company; Vice-President of the Premier Special Machinery Corporation; President of the Pahaquarry Mines Corporation; Secretary and a Director of the Metaphase Code Corporation and a Director of the British-American Metallurgical Corporation. He is also a member of the firm of Perelstrous & Storms, which has charge of the manufacturing of gauges, tools and dies for several of the largest manufacturing concerns in the United States. Mr. Storms' life has been a very busy one. While a resident of Indiana he was most active in politics and numbers among his closest friends ex-Vice-President Charles W. Fairbanks, of whom he is a great admirer. He was many times a delegate to the conventions of his party, frequently figured conspicuously in the councils of its leaders, and as an orator rendered valiant service in its campaigns. Mr. Storms is a man of strong personality and is mentally and physically equipped for hard and arduous work. He comes from old Holland stock, his parents being Abner and Philetta (Jackson) Storms. His paternal ancestors were among the early settlers of New Amsterdam, now New York City, while his mother was distantly related to ex-President Andrew Jackson, in which connection she took great pride. Mr. Storms is a member of the Masonic and Kappa Sigma Fraternities and is deeply interested in the work of the latter. During the St. Louis Exposition the Kappa Sigma Fraternity met in conclave in that city. There were representatives of about fifty universities present who were welcomed by Hon. David R. Francis, then President of the Exposition and now Minister to Russia. Out of this large representation Mr. Storms had the honor of being selected to respond to Mr. Francis' speech.

Mr. Storms married Hattie M. Kerr, of Sugar Grove, Indiana, the union bringing a son and a daughter. He resides at 370 Central Park West, and his offices are at 42 Broadway.



Daniel E. Storms

Prominent in the Management and Direction of Several Large
Manufacturing Concerns. A Recent Acquisition
From the State of Indiana.

EGLESTON BROS. & CO.

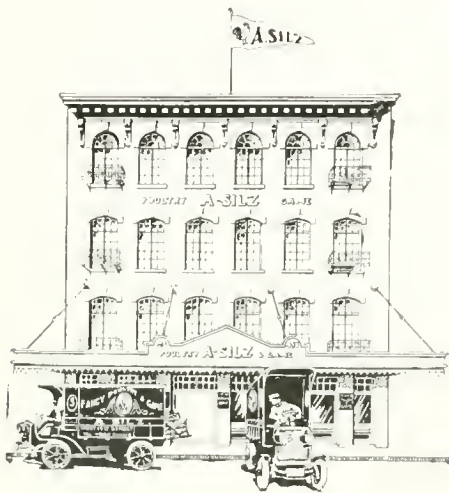
The present firm of Egleston Bros. & Co., iron merchants, dates from 1829, when it was founded by Egleston & Battell. Upon the admission to partnership of Mr. Egleston's son, the firm became Egleston, Battell & Co. and, following the death of the senior Egleston, the present firm name was adopted. Albert H. Bragg, now senior member of the firm, became clerk for Egleston Bros. & Co. in 1871. He was admitted to partnership with a Mr. Proctor in 1889 and these two became sole proprietors of the business in 1898, following the death of David Egleston, Mr. Battell having died previously. Upon the death of Mr. Proctor in 1914, Mr. Bragg assumed control of the business January 1, 1915, and on January 1, 1917, he admitted his sons, Albert J., and Edward H. Bragg, to partnership, continuing the old firm name. Egleston Bros. & Co. are located at 166 South Street, handy to water and freight transportation. Bar iron, steel, black and galvanized sheets, shapes and structural material are handled and a specialty is made of high grade ones, particularly Burden's Best Bar Iron and Burden's H. B. & S. Bar Iron. The trade is principally local although considerable material is shipped to out-of-town points. Since Mr. Bragg's control of the business the trade has increased considerably and this is not entirely the result of improved conditions but is in part due to Mr. Bragg's long experience and knowledge, and the persistent attention he gives to every detail of purchase and sale.

ALBERT JOSEPH SELIGMAN

Albert J. Seligman, of the stock brokerage firm of Seligman & Myers, who relinquished many of his Montana interests to give his children the benefit of New York's educational institutions, is a Civil and Mining Engineer by profession, who for years figured in the development of Western copper, and various commercial enterprises. Mr. Seligman was born in New York City, February 24, 1859, the son of Jesse and Henrietta (Hellman) Seligman. He was educated in private schools and at the Rensselaer Polytechnic Institute, Troy, N. Y., and afterwards took courses at the Royal School of Mines, Freiberg, Saxony, and the Royal School of Mines, Liege, Belgium, which he attended from 1878 until 1880. In the latter year he returned to this country and went at once to Helena, Montana, where he acquired interests in several mines. During his residence in the Western city, Mr. Seligman was very prominent in political, commercial and social circles. He was a member of the Territorial Legislature of Montana in 1884-85; Chairman of the Republican State Committee, 1889-90, and was Chairman of the Montana delegation to the National Republican Convention held at Minneapolis in 1892. He was formerly President of Bach, Coy & Co. and Vice-President of the American National Bank of Helena; was Grand Chancellor of the Knights of Pythias of Montana in 1888-90 and Exalted Ruler of Helena Lodge, B. P. O. E., in 1897-98. He is at the present time President of the Butte Copper and Zinc Co. and a Director of the Goldfield Daisy Mining Syndicate and many other western enterprises. December 22, 1886, he married Lillian Glazier. They have two children, Jesse and Renee C. Seligman. When these arrived at an educational age, Mr. Seligman decided to remove to New York City, where they could have the advantages of the best scholastic institutions. He thereupon closed out his most exacting business connections in Helena and settled in the metropolis. His Western life had been one of the greatest activity and, finding existence intolerable without something to employ his mind and energy, he organized the firm of Seligman & Meyer. This firm is engaged in the general brokerage business, with offices at 61 Broadway, and has been one of the most successful financial houses in the city. It has a large clientele, connections in various large cities, and enjoys a high reputation for business integrity and expedition in its various transactions.

THE HOUSE OF A. SILZ

"The House of A. Silz," which is the largest in the world handling poultry, game and meat specialties, was founded in 1898 by August Silz in a modest store on Washington Street and in the score of years that has intervened its growth has been phenomenal. As the business grew new quarters were found necessary and these have been added to until the floor acreage now includes the buildings 414, 416 and 418 West 14th Street and that at 419 West 13th Street. The enormous increase in output can be seen by the growth of the telephone calls, by which the major portion of the business is conducted. In 1905 these numbered 103,400 and in 1915 over 382,000



"The House of A. Silz"
Main Warehouses and Executive Offices

were required. Hotels, restaurants, clubs, steamships, dining cars and retail butchers are numbered among the vast army of satisfied customers and the trade territory covers the entire United States. The order department is open all night and a special delivery service is maintained until 9 P. M., the regular delivery being resumed at 5 A. M. The firm has 160 employees and a perfect organization conducted along scientific business efficiency lines. This insures prompt and satisfactory service and the entire absence of those tedious delays and unsatisfactory methods that are often most detrimental to an otherwise good business. The President of "The House of A. Silz" is August Silz, Vice-Presidents E. Flauraud and O. H. Steinberg, Andre Silz and Secretary, A. Godchaud.

WILLIAM H. STILES

The immense growth of the rubber business and the important part it plays in the increased imports, can be surmised from the many firms now handling the product. Among the first to enter this field



was William H. Stiles, of 79 Wall Street, whose long experience in the importing business has brought an expert knowledge of crude rubber that enables him to secure the best the producing markets afford. Mr. Stiles was born in Brooklyn in March, 1878, and upon the completion of his schooling entered the employ of an importing house, where he familiarized himself with every detail of the business. He later became a member of the firm of Robinson & Tallman, which subsequently became Robinson & Stiles. Since June 1, 1908, Mr. Stiles has operated alone, assisted by his brother, Lynn D. Stiles, and during the intervening time has materially increased his business, removed his offices to his present commodious quarters and played an important part in the development of the trade. He imports crude rubber, principally plantation grades, and sells to manufacturers direct and through brokers, his trade territory covering the entire United States and Canada. Mr. Stiles is a member of the Crescent Athletic Club and the North Fork Country Club of Cutchogue, L. I.



WILLIAM C. PORTH



William C. Porth, the largest handler of opened oysters in the city, has made a close and exhaustive study of the planting, growing and marketing of the bivalves. The knowledge derived from his seventeen years active experience enables him to give the finest grade goods and best information obtainable to his customers, who are located throughout the United States, Canada, Mexico, Panama, England and Denmark.

Mr. Porth's New York City packing plant is located at the foot of Pike Street on Pier 32, East River, where a large force of openers and packers is employed preparing the oysters for shipment. Due to the steady growth of his business this plant was found inadequate to handle the ever increasing trade and this year he has taken over an opening and packing plant at Perth Amboy, New Jersey.

Always having great faith in the package business which has now firmly established itself in all lines of commercial endeavor throughout the United

States, Mr. Porth has opened another packing plant at Sayville, Long Island, where he is packing Blue Point Oysters in individual packages and has just started marketing these in New York City. He has great faith that the people of this city will appreciate the superior qualities of the oysters packed in these packages and the fact that the packages are filled and sealed at the beds and not opened until they reach the consumer's home. The New York City office for the individual package is in the Marbridge Building—34th Street and Broadway.

Mr. Porth owns extensive oyster beds in selected waters, which produce the finest quality of oysters grown and with the addition of the two new plants is in a position to give his customers any quantity of oysters and a wide choice of varieties and sizes of the choicest stock.

Few people realize the care required in preparing the oyster for market. In the first place the selection of seed is of great importance, and these seeds Mr. Porth gets from the finest stock produced in Connecticut and Long Island where

the oysters spawn. In a series of articles prepared by Mr. Porth and mailed to his trade in weekly installments he has explained how defenseless the spawn is and how fish will consume, or a current of cold water destroy and how the "cultch" or empty shell is necessary to the growth of the young bivalve. When the seed is a year old it is transferred to the maturing grounds and out of millions of spawn only a negligible percentage survive. It takes three years for an oyster to mature and the percentage of loss is added to by the depredations of the "borer" or snail, the mussel, the drum fish, and the periwinkle. In dredging, the good oysters are separated from all foreign substances, are loaded on the decks of power boats and quickly transferred to different packing houses.

The utmost care is used to have them go out to the jobber and retailer in an absolutely clean and fresh condition. Fresh oysters never harmed anyone. The only danger lies in the stock becoming spoiled and the same risk is applicable to any perishable article. You are protected if you deal with a reliable retailer and doubly protected if you buy the individual package backed by Mr. Porth's guarantee of quality and freshness.

He shows how the theory that oysters transmit typhoid germs is wrong and explodes the "green gill" hoax by medical authority; and proves that his oysters are grown in the pure ocean waters and packed as carefully as a druggist fills a prescription. He also shows that New York is the undisputed leader in quality—producing the finest oysters in the world, with the largest percentage of solids. In any city in the United States you will find New York oysters on the menu of all the best hotels and restaurants.

The New York oyster is of high food value and Mr. Porth contends that the bivalve is the natural food of the country. Baseball and poker, he states, may vie with each other as the national game, but the oyster has no competitor as the national food.

The succulent bivalve has become a staple and the demand for it will greatly increase when the public is educated to the great nutritive value and safety of the food, for the oyster is a pure food and should never be classed as a luxury.

It is particularly rich in those elements that are required to repair overworked brains of debilitated nervous systems, and there is more food value in oysters, for less money, than in any other food.

The various monographs on the oyster which Mr. Porth has prepared show that he has made a scientific study of the subject. He traces the industry in America back to 1620, when Capt. John Smith, of Pocahontas fame, who traded in Hampton Roads, Va., handled the oyster commercially, and shows the growth of the business from that time until now, when the annual output in the United States is over 5,000,000,000.

This increase has made improvements in the dredging necessary. Originally this was done by rakes or tongs operated by hand from flat boats. Power dredges are now used that bring up from fifteen to thirty bushels of oysters at one time. The boats used are steam or gasoline propelled and have an average capacity of 1,000 bushels, which, on a good bed, can be secured in a couple of hours.

Mr. Porth is Chairman of the Executive Committee of New York Wholesale Oyster Dealers' Association, an organization that labors assiduously to secure absolute sanitation. It works constantly to improve methods of planting, handling and shipping oysters; keeps a keen eye on legislation and adjusts all disputes. It works in harmony with other associations for the benefit of the industry and the men engaged therein and they claim that no other food is so thoroughly inspected.

Mr. Porth was born in New York City in 1881 and educated there. After leaving school he was associated with his father, John Porth, a former hotel owner who, after retiring from business, started again as a planter and packer of oysters. The son began business for himself in 1900, and has increased the annual output to over 20,000,000 oysters. He is a member of The Oyster Growers' and Dealers' Association of North America and one of the first members of The Guarantee Shippers' League, a new organization of sea food shippers whose slogan is "A square deal to the dealer".

Mr. Porth was married in 1907 to Miss Amelia M. Heineman and has one son and two daughters.

EAT MORE OYSTERS

The National Food of America



HUGH J. CHISHOLM

(Deceased)

Hugh J. Chisholm, one of the leading paper manufacturers of the United States, was born at Niagara Falls, Canada, May 2, 1847. He began his business career at the age of twelve years as a train boy selling candies and newspapers, finally purchasing the business from his employers out of his savings. He sold out to his brothers in 1880 and removed to Portland, Maine, where he became interested in the manufacture of pulp. In 1887 he organized the Otis Falls Paper Co., which began the manufacture of paper at Livermore Falls. In 1898 Mr. Chisholm participated in the organization of the International Paper Co., of which he was President for ten years. Subsequently he organized the Oxford Paper Co., at Rumford Falls, Maine, and developed that wilderness into a thriving city, with broad streets, parks and model homes of substantial brick construction where people of small means could enjoy the comforts of life at a low rental. He also developed the transportation facilities and before his death, July 8, 1912, had the satisfaction of seeing various manufacturing industries and other business enterprises located in the city of his creation which is at once the pride of its citizens and of the State. Mr. Chisholm was a Director in many corporations and was President of the Oxford Paper Company up to the time of his death. He left a widow and a son, Hugh J. Chisholm, who succeeded his father as the head of various industries.

ADOLPH HIRSCH & CO.

Adolph Hirsch & Co., among the city's largest firms handling South American and Tropical produce, are located in the World Building, 53-63 Park Row. Since its organization the firm has been engaged in importing and distributing rubber of various descriptions, such as Manicoba Scrap, Mangabeira Sheet, both crude and washed, Paras and Plantations; also Flint Dry, Dry and Wet Salted Cow and Ox Hides from South America; Calf, Goat and Sheep Skins in the hair, as well as Pickled Sheep and Lamb Skins from New Zealand, Australia and South America. They specialize in Brazilian Waxes, Gums and Ipecac. One department of their business is entirely devoted to the Brazilian Rough Diamond and Carbon (Black Diamond) trade. The sales territory of Adolph Hirsch & Co. embraces the entire United States and Canada and every commercial center where such produce is in demand is reached by the firm's representatives. Cable address "Adhirscho".

The offices in the World Building are especially equipped for the prompt dispatch of the firm's large business.

EDWARD G. BROENNIMAN

Edward G. Broenniman, President of the Broenniman Company, Inc., wholesale flour and grain merchants and exporters, is one of the most conspicuous figures operating on the New York Produce Exchange, having gained an international reputation by reason of his activity in relieving the people of the various nations impoverished by the European war. Mr. Broenniman was born at Watertown, Wisconsin, where his family, of Swiss origin, made their home for several generations. He came to New York City twenty years ago and since that time has been an active and prominent member of the New York Produce Exchange. He was elected to its Board of Managers in 1910, re-elected for a second term two years later and in June, 1914, was unanimously chosen to the Vice-Presidency. In December, 1914, he was drafted for duty with the then forming Commission for Relief in Belgium, organized its purchasing department and has been in continuous active charge of it since. Because of the magnitude of this task he was obliged to refuse higher honors from the New York Produce Exchange and retired as Vice-President in June, 1915. As head of the purchasing department of the Commission for Relief in Belgium he has spent up to the present time over \$200,000,000.

Since August first of this year he has also undertaken to act as purchasing agent for the American Red Cross in the matter of its extensive and rapidly growing foodstuffs requirements in Europe.

When Mr. Herbert Hoover in April last, returned to this country in connection with the international food problem and accepted the difficult post as Food Administrator at Washington, he promptly called Mr. Broenniman into conference because of his peculiar qualifications and the exceptional experience accumulated through his vast purchases of foodstuffs for the 10,000,000 people of Belgium and Northern France. He has since spent a portion of each week in Washington, when his other duties would permit, and has rendered invaluable aid in various important phases of the preliminary organization and subsequent activities of the United States Food Administration.

Mr. Broenniman is a member and former Governor of the New York Athletic Club, member of the Union League Club, Republican Club and Press Club of New York City, the Seabright, New Jersey Beach Club, Clove Valley Rod and Gun Club, of Dutchess County, New York Metropolitan Museum of Art, the New York Chamber of Commerce and the Chamber of Commerce, U. S. A.



Edward G. Broenniman

President of the Wholesale Flour and Grain Exporting Firm of
the Broenniman Company, Inc., and Distinguished Aid to
Herbert Hoover, Food Administrator; See Opposite Page.

STANDARD COMMERCIAL TOBACCO COMPANY



Ery Kehaya, President

There are few organizations in the United States that maintain such an extensive European service as the Standard Commercial Tobacco Company, whose offices are at 120 Broadway, New York City, of which Ery Eurpidies Kehaya is President. Branch offices and warehouses in Japan, Russia, Greece and Macedonia have been the means of giving the company steady volume

of tobacco shipments that could have been obtained in no other way. Under the direction of the officials of the company, who are all expert tobacco men, the buyers go into the various markets, picking and choosing the best grades of leaf, which find ready sale in the United States. Recently the company received 5,000,000 pounds of leaf tobacco. This is the high-water mark in tobacco con-

signments. Some of the steamers that brought this immense cargo to the Standard Commercial Tobacco Company were tied up at Algiers for several months, pending negotiations between the State Department and the French Government. The company is seven years old but has already taken its place among the leading importers of the finer grade tobacco in the United States, frequently purchasing several million pounds at one time. It has in operation several tobacco plants in Greece, where it is proposed to manufacture the Eastern product for this market. These plants will at the outstart employ upwards of 10,000 persons. Pending the opening of these factories the company is steadily receiving foreign tobacco in quantities that are far in excess of previous importations. Last year the company's total imports amounted to 8,000,000 pounds and it is now arranging for its own steamers to handle the enormous tonnage.

The President of the Standard Commercial Tobacco Company is Ery E. Kehaya, who came to New York City from Greece seven years ago and engaged in business as a broker in Turkish tobacco. He was only twenty-eight years old at that time and his operations were conducted on a small scale. As he began to realize the possibilities in foreign tobaccos he determined to become an important factor in the trade and with this end in view organized the present company with a capital of \$1,500,000. He is looked upon as a genius in the tobacco trade, his wonderful achievement in a few years compelling even his competitors to pay him this tribute. The other officers of the company are: Vice-Presidents George O. Jones, J. Valensi, R. S. Amado and Sava Kehaya; Treasurer, William B. Whitaker; Secretary, M. S. Amado; Traffic Manager, Harry D. Meyer, P. J. Bidding, Assistant, and Comptroller, Ira B. Robbins.

The Russian branch of the company is looked after by George Mills, Vice-President and Managing Director of the Standard Commercial Trading Company, who is assisted by Forrest E. Stancliff. These officials have been unusually busy in developing the efficiency of the Russian branch and were recently aided in the work by Vice-President George O. Jones and Traffic Manager Harry D. Meyer, who went to Russia to look the field over. Vice-Presidents J. Valensi and R. S. Amado make frequent trips to Greece and Macedonia to look after the company's interests in those countries.

They have been through the war zone several times within the last year, encountering many dangers.

On account of the company having difficulty in bringing tobacco from its own warehouses in Greece, the Standard Commercial Steamship Corporation was recently organized and is operating between Greece and New York for the Standard Commercial Tobacco Company's own use. The company controls large parcels of land in Greece, where it raises, manipulates, packs and ships its own tobaccos to New York. After the war the company expects to branch out in all the main cities of Europe.

In addition to the Presidency of the Standard Commercial Tobacco Company, Inc., Mr. Kehaya is President of the Standard Commercial Steamship Corporation, Director of the Standard Commercial Trading Corporation, President of the Greek Orthodox Community, President of the Greek American National Union, Director of the Greek Merchants' Association and a member of the Democratic Club. He was married on June 30, 1917, to Miss Grace Buxton Whitaker of Winston-Salem, North Carolina, a daughter of William B. Whitaker, deceased, who was one of the oldest tobacco producers and manufacturers in this country and a very successful business man. He died five years ago leaving a widow, Mrs. William B. Whitaker, four sons and one daughter. The eldest son, W. B. Whitaker, is Professor of Chemistry in the University of Kansas, and Treasurer of the Standard Commercial Tobacco Company. The daughter, now Mrs. Kehaya, comes from one of the oldest southern families and is related to many of the prominent society people of Winston-Salem. She is a niece of William B. Reynolds of the R. J. Reynolds Tobacco Company and is a member of many societies and charitable organizations in the South and an active member of the Red Cross. Mr. Kehaya, who bears a high reputation in business circles and who is considered an expert in the tobacco trade, believes in hard work. He is at his desk at 8:30 every morning, from which he directs, with the assistance of his business lieutenants, all branches of the company, by cable. He is now planning to organize the Standard Commercial Export & Finance Corporation, to engage in the exporting of merchandise from here to various countries and for the erection of a building to be used as a warehouse and executive offices for the various enterprises in which he is interested.

ERNEST ELLINGER & CO.

Ernest Ellinger & Co., packers and importers of Havana tobacco, are among the large handlers of high grade leaf in the city. The firm was organized in 1905, by Mr. Ellinger, who brought to the business a complete knowledge of tobacco by reason of eighteen years' experience as a cigar manufacturer, with factories in Tampa and New York, during which period he selected the leaf for his product and became expert in every grade of tobacco used in the finer cigars. His judgment along this line and the care he exercises in packing have brought a large trade to the firm, which numbers among its customers many of the larger manufacturers of high grade cigars. The annual turnover of Ernest Ellinger & Co. runs from 10,000 to 15,000 bales of tobacco. The firm specializes in the Cuban-grown product, but at times handles tobaccos from the West Indies and South America. The offices are at 133-137 Front Street and a branch is operated at Salud No. 15, Havana, Cuba, where the tobacco is carefully selected and prepared for shipment to this country.

RICKETTS & COMPANY, INC.

Ricketts & Company, Inc., who are engaged in the business of examining mines, investigating processes, analyzing and assaying ores and all chemical and metallurgical products and giving expert advice on the operation of mines and processes, have fully equipped laboratories and maintain a corps of competent engineers for the investigation of properties and processes. The head of the organization is Pierre de Peyster Ricketts, who was born in Brooklyn in 1849 and graduated from the Columbia University School of Mines in 1871, with the E. M. degree, being awarded the Ph. D. degree by the same institution in 1876. He began the practice of his profession at once and in 1878 became associated with Ledoux & Co., which subsequently became Ledoux & Ricketts. His firm became Ricketts & Banks after separation from Mr. Ledoux, and continued as such until its dissolution in March, 1915, when Dr. Ricketts organized the present company with offices at 80 Maiden Lane. Dr. Ricketts was assistant in mineralogy at Columbia University, 1871-2, and assaying, 1872-7. He was instructor 1877-85; professor, 1885-93, when he was made professor of analytical chemistry and assaying, a position he retained until 1900. Dr. Ricketts is a Fellow of the A. A. A. S., and a member of the N. Y. Academy of Sciences, American Institute of Mining Engineers and the Chemical Society. His clubs are the Century, Union League, Chemical and Columbia University.

JUAN T. BURNS*

Juan T. Burns, Mexican Consul General in New York, has been a very picturesque figure, both in the Mexican Revolution and the International Mexican-American questions that have arisen during the past four or five years.

He was born in the well known mining camp of Batopilas, State of Chihuahua. His father was a Scotchman and his mother a Mexican. An orphan at his 16th year, he was raised in the most aristocratic families in Mexico, and from there he left the State Capitol of Chihuahua and the home of Enrique Creel, Mexican Ambassador to the United States, to join the Revolution with the humble people.

At that time Mr. Burns met the well known bandit Francisco Villa, and as he was about the only leader at that time he joined him. Americans from Chihuahua who were once in a train assaulted by Villa and who were anticipating death or captivity to follow the attack, took courage again when to their astonishment they recognized Juan T. Burns, who was very well known in Chihuahua as private secretary to Governor Creel, coolly ordering Villa's men to respect all passengers on the train except a few Federal soldiers.

Mr. Burns came to New York from Galveston, Texas, where he represented his Government early in the Revolution, and has been for over two years a prominent figure in the public eyes of New York.

He is a tireless worker, a firm believer in the future of his country and a radical Mexican Nationalist. His impulsiveness during fighting time has been as successful as his smile and personality in peaceful environments.

During the last unique Mexican reception held at the Hotel Astor, on the night of September 15, 1917, in celebration of the 107th anniversary of Mexico's Independence, Mr. Burns, by his persuasiveness and good fellowship, united the diverging political elements that had gathered to commemorate the independence of Mexico, and turned what had promised to be an occasion of turmoil and bickering into one in which the best fraternal feeling prevailed and the spirit of national pride evoked through Mr. Burns' efforts was a credit to all the Mexican elements in the city. Mr. Burns has all the stubbornness of the Scotch, all the perspicacity of the Indian and all the dreams of the Spaniard.

* Mr. Burns has resigned the Consulship since the above was written, it is reported, and has returned to his native land.



Juan T. Burns

Former Mexican Consul General at This Port, and a Prominent
Figure in the Turbulent Times of Recent
Years in That Republic.

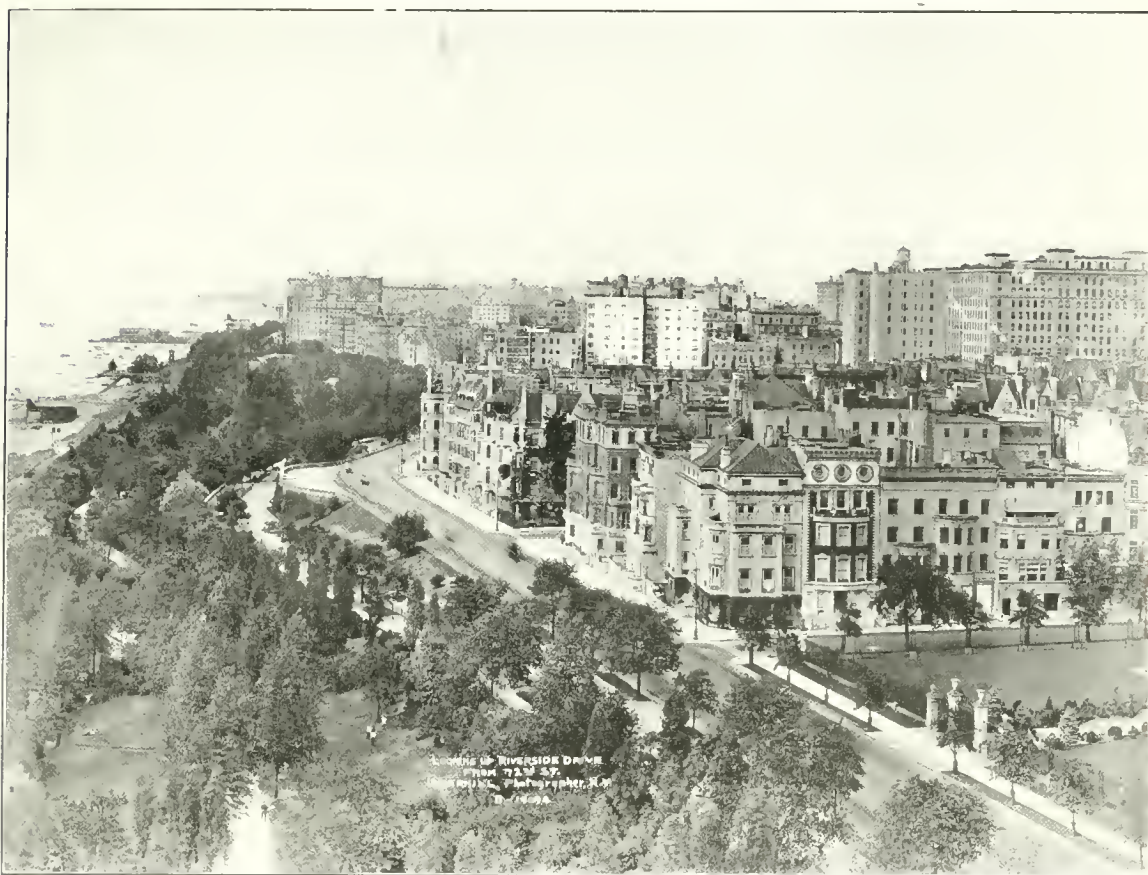
CHARLES B. TOWNS

No one could possibly talk with Charles B. Towns for the briefest period without being impressed with the sincerity of purpose that has made him a benefactor to humanity, or without noticing the combativeness that has led him, single handed, to wage relentless warfare against alcohol, tobacco and all habit-forming drugs. Mr. Towns is not a physician. He is just a business man; not an ordinary business man, however, because the extraordinary aggressiveness of his nature, so necessary in the sociological fight he is conducting, would be wasted energy in a commercial line. Knowing very little of drugs and less of their pernicious effects, he became interested in the sufferings of those addicted to their use, and after much experiment and research he perfected a



formula for the treatment of these diseases. At the outset Mr. Towns encountered opposition from physicians who refused to accept the treatment. Finally, Dr. Alexander Lambert, professor of clinical medicine at Cornell University Medical College, who is conceded to be the best advised man in New York on drug habits and alcoholism, consented to record the results of Mr. Towns' treatment of patients under his observation. As a result he gave Mr. Towns unqualified endorsement of the treatment, and a hospital was eventually opened at 293 Central Park West, to which many of the physicians who had previously ignored the treatment sent their drug and alcohol patients. Later, Dr. Richard C. Cabot, the distinguished Boston physician, visited Mr. Towns' hospital and, being strongly impressed, sent several

patients, "who easily and quickly were rid of their morphia addiction, and have now remained well for a number of years." Dr. Cabot's letter, from which this is an excerpt, also stated "I do not hesitate to say that he knows more about the alleviation and cure of drug addictions than any doctor I have ever seen"—which is a mighty good endorsement for a layman to receive from one of the leading physicians of the country. Mr. Towns has travelled all over Europe and the Orient, studying the drug evil and formulating plans for its abatement. While in China he treated several thousand opium cases with success but the government would not allow him to open hospitals there as many of the officials, high in power, were manufacturing and selling "cures" which contained morphine or some other derivative of opium. They had commercialized bogus remedies, did not want the traffic stopped, and did not intend that the American zealot should rob them of income from that source. Before leaving China, Mr. Towns made his formula and details of the treatment public at the International Opium Congress, held at Shanghai. One month later the formula was given free to the entire world, Mr. Towns generously refusing to commercialize it. Think of a man without a medical education, placing a boon like this within the reach of millions of suffering and miserable men and women! All the millions of money devoted to various institutions within the last twenty years will not accomplish the good resulting from Mr. Towns' efforts for the amelioration of mankind. Mr. Towns has successfully treated thousands of cases in New York City, but this does not satisfy him. He wants to permanently and effectually remove the cause of the evil and he is working energetically to that end. He is the author of the so-called "Boylan law" passed several years ago by the New York Legislature which greatly restricts the method of handling habit-forming drugs. He is now fighting for Government aid in wiping out the quacks and charlatans who vend all common advertised fake medicine cures. He is firm in the belief that alcoholism and drug addiction should be treated by the legal authorities where the patient, deprived of his drink or drug, cannot himself afford to pay for private treatment and that such provision should be a part of all prohibition enactments. Mr. Towns' views and method of treatment have been given free to the world and he is now largely devoting his time to legislative work from which he derives no benefit whatever. This is a part of the life story of Charles B. Towns, a record of events that makes him one of the progressive men of the age. Mr. Towns has been a frequent contributor to magazines and recently published a volume entitled "Habits that Handicap," in which every form of addiction is exhaustively treated.



Looking Up Riverside Drive Along the Hudson River From 72nd Street. One of the Most Beautiful and Famous Boulevards of the World.

GEORGE L. RICKARD

George L. Rickard, familiarly known as "Tex," who, when not cattle-raising in the West or mining in Alaska turned his attention to fight promoting, is one of the most prominent figures in sporting circles although his activities are devoted to commercial life—his interest in the ring being merely an incident in his busy career. He was born in Kansas City in 1870 and was taken by his father to Texas when but two years old. The elder Rickard was a successful ranchman and when the son grew up he naturally entered the same line. Becoming tired of the range he tried mining in Alaska in 1896 and then tried prospecting in Nevada. He was fairly successful and when the Gans-Nelson fight was talked of he completed the arrangements for the contest to take place in Goldfield. The gate receipts were \$69,000, a record figure at that time. He then promoted the Jeffreys-Johnson fight at Reno, which drew \$270,000. His last contest was the Willard-Moran set-to at Madison Square Garden, when the gate receipts were \$152,000. Mr. Rickard now devotes his entire time to the Presidency of the

South American Land and Cattle Company, Inc. He had purchased, previous to the formation of this company, 325,000 acres of land in Paraguay. This land is considered the finest for grazing and is accessible to slaughter houses and shipping points. It is splendidly watered and drained by streams which transverse the property, and is the most fertile in the world. The offices of the company are at 1328 Broadway.

RALPH DE PALMA

Ralph De Palma, one of the most daring and successful automobile drivers in the country, was born in Foggia, Italy, December 19, 1883, and was educated in the schools of his native town and in the High School of Brooklyn, to which city he was brought by his parents when nine years old. While still a student he took up bicycling as a sport and, becoming proficient, devoted two years to that branch of sport. Following this he became expert in motor cycling and later turned his attention to automobile racing, in which he has attained an international reputation. For a period

of ten years he has been engaged in racing and during that time drove Allen, Kingston, Fiat, Simplex, Mercer, Mercedes and Packard cars in the big events in which the various manufacturers competed, making records that placed him among the leading automobile drivers of the world. Mr. De Palma married Miss Clara Wenger of Delemont, Switzerland. He makes his home at 684 East Jefferson Avenue, Detroit.



A Type of the Buildings Which Lined Lower Broadway a Generation Ago. This View Illustrated the Corner of Broadway and Rector Streets, Which Site Is Now Occupied by the Empire Building.

JULIUS MARQUSEE

Julius Marqusee, tobacco dealer and packer, was born in Russian Poland, in 1864. He came to America in 1883 and began his mercantile life as a peddler of small wares. After a few months he bought a store at Richland, Oswego County, New York, which he sold in less than a year and then started handling leaf tobacco at Syracuse. He removed to New York in 1895, and since coming here he has expanded his business so as to cover all kinds of domestic leaf tobacco.

In addition to his main establishment in New York City he has warehouses at New Milford, Connecticut; Lancaster, Pennsylvania; Dayton and Covington, Ohio; and Jamesville, Wisconsin.

C. STEENDAL

PRESIDENT, NORTHERN UNDERWRITING AGENCY.

By relinquishing a seafaring career for financial pursuits, C. Steendal upset the traditions of his family and, coming to America, a country whose methods were new and strange to him, he soon overcame his foreign birth and arose to a position of influence in business affairs. Mr. Steendal is a native of Norway and was born June 5, 1883, on his father's estate near Lillesand. The family has been a seafaring one for generations. The father traversed the five seas in sailing vessels, became a skipper when only twenty years old and retired in 1890. After graduating from High School, Mr. Steendal, in accordance with his father's wishes, went to sea in 1908, preparatory to entering the Naval College. He boarded the bark "Ellen" of Grimstad at Liverpool, bound for Santos and thence to New York, arriving here in 1909, at the time when Admiral Dewey was being triumphantly received after the battle of Manila. This was Mr. Steendal's first visit here and he was greatly impressed with the country and its people—so much so, in fact, that he formed a desire to locate here permanently. After eight months at sea he returned home fully resolved to give up the Naval College training. Instead he took a course in a business college in Christiania and then entered the service of the Ostlandske Lloyd Steamship Company, which was running lines to Newcastle, Middlebro and Antwerp. Early in 1903 he obtained the consent of his father to go to the United States and sailed at once for New York. He arrived here in April of that year and secured a position with the firm of Walker & Hughes, insurance brokers and average adjusters. In 1906 this concern and two others were consolidated under the title of Wilcox, Peck & Hughes and Mr. Steendal continued with the new firm until 1916, since which time he has been identified with the Hannevig interests. Having spent his entire life in a maritime country and being always associated with maritime matters, Mr. Steendal soon realized that the United States was a fertile field for marine insurance and while still associated with Wilcox, Peck & Hughes, opened a new market for that firm with underwriters in Scandinavia, some of which finally decided to enter and participate direct in the American business, which was then more or less dominated by British and German companies. Mr. Steendal felt, however, that the foreign commerce of the United States did not only require the much advocated merchant marine, but also in conjunction with same American companies to take care of the marine insurance. This became more apparent after the



Christian Steendal

outbreak of the European War. In association with Christoffer Hannevig, the young Norwegian shipowner who has, through his ability and foresight, made a fortune in shipping, Mr. Steendal, in the spring of 1917 took over and reorganized the Jefferson Insurance Company, of Philadelphia, one of the oldest and most conservative companies in the State of Pennsylvania, Mr. Hannevig becoming President and Mr. Steendal Vice-President and Secretary. In August of the same year the North Atlantic Insurance Company, the Liberty

Marine Insurance Company and the Universal Marine Insurance Company were also organized. These companies are operated by the Northern Underwriting Agency, Inc., as general agent. Mr. Steendal is a member of the Average Adjusters' Association of the United States, the Marine Insurance Club, the Maritime Exchange and the Norwegian American Chamber of Commerce. The offices of the Northern Underwriting Agency, Inc., are in the Merchants Marine House, 56 Beaver Street.

UNITED ZINC SMELTING CORPORATION

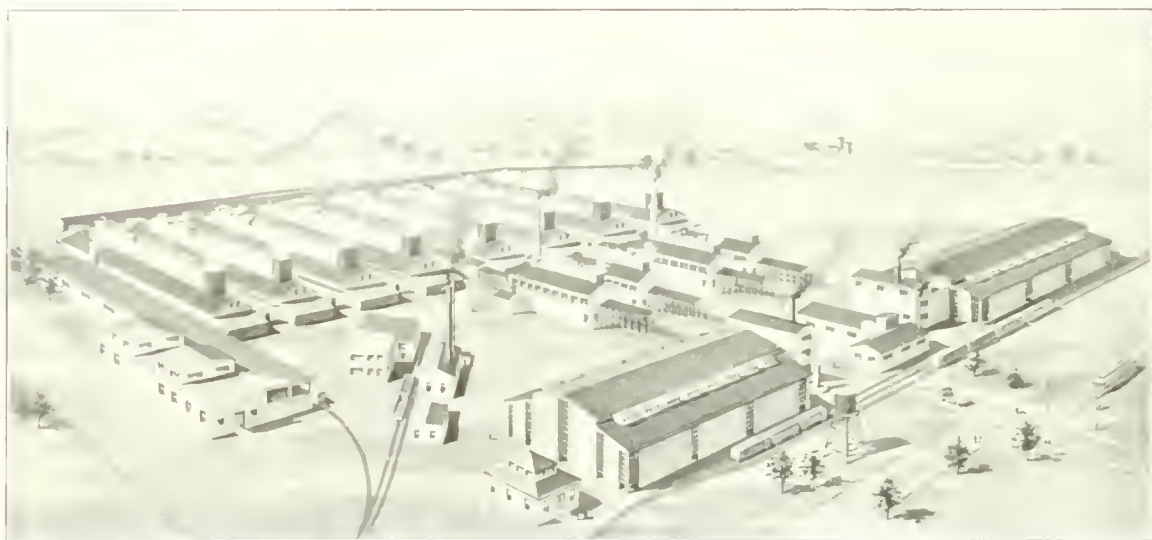
The United Zinc Smelting Corporation, one of the largest producers of spelter in the United States and also a large producer of lead and sulphuric acid, owns and operates zinc smelters at Clarksburg, W. Va., and at Moundsville, W. Va. It is at the latter place that the sulphuric acid plant is located.

The corporation also controls zinc and lead mines in the Joplin, Mo., district. The mines are known as the Electrical, Medta, Coyote, Airedale, Coronet and Manhattan. The mines produce very high grade zinc concentrates which, when refined, become what is known to the trade as spelter (zinc). This metal combined with copper pro-

of its kind in the country. The site for this plant was selected after months of careful study and investigation as being an ideal center for the distribution of spelter and sulphuric acid.

The President of the corporation is Arthur Day; Vice-President, Otto Proelss; Treasurer, Thomas C. Davidson; Secretary, Gustave Ross. The directorate includes Russel A. Cowles, Arnold L. Davis, George M. Pynchon, B. Lissberger, William E. Reiss, Harry Raymond, M. M. Pearlman, Arthur Day and Otto Proelss. The executive offices are located at 99 John Street, New York City.

The corporation's Clarksburg plant consists of



Moundsville (W. Va.) Smelter and Sulphuric Acid Plant.

duces brass. Spelter is also used in the manufacture of galvanized products as well as in the manufacture of paints.

The plants of the corporation are fully and modernly equipped and are supervised by the Vice-President of the company who is proven to be a most efficient and capable manager. A comparison of costs with those of other first class smelters shows that the United Zinc Smelting Corporation is operating as economically as any other organization in the United States.

The smelter and sulphuric acid plant at Moundsville, W. Va., has just been completed and is considered to be the most modern plant

five hand roast kilns, capacity of from 45 to 50 tons of raw ore per day; four retort blocks, 912 retorts to each block, capacity 75 tons of ore per day; six furnaces for re-distillation purposes for making high grade spelter. The power house has four tubular boilers, 150 H. P. each, total 600 H. P., three 150 H. P. steam engines. Pottery capable of producing 500 retorts per day, storage capacity 10,000; mixer, latest type batch mixer, with skip arrangement capable of mixing ten tons per hour. Block buildings are made of steel and brick; pottery all brick and tile; power house, wood and steel; high grade department, wood construction; roasting, wood construction; all nec-

essary concrete bins for storage of raw ore and roasted ore. The machine shop is fully equipped with all necessary machinery for turning out work about the plant. The water system consists of a filtering plant capable of filtering 10,000 gallons of water per hour and the laboratory is fitted up with all latest improvements. The Moundville plant, just erected, consists of one 50-ton Hegeler roast kiln; two chamber sets; an acid plant capable of producing 50 tons of 60 degree sulphuric acid per day; a concentrating plant to produce 10 tons of high grade acid per day; a nitric plant for the production of nitric acid; two furnaces of 864 retorts per block; Pottery, capable of producing 500 retorts per day; storage capacity,

tion since December, 1913. The ore from this mine is of uniform grade and richness and the extent of the ore body has been demonstrated by cuttings of seventeen acres. The mill is the largest in the Joplin district. It has a capacity of 1,500 tons per day and is in full operation.

The Electrical mine has been in constant operation since 1904. The ore body which adjoins the Media mine has been of such uniform grade that the recovery of zinc concentrates from the ore has not varied more than one quarter of one per cent during the period of operation. The mill has a capacity of 600 tons per day and is in full operation.

The Coyote mine, in the Joplin district, is an-



Clarksburg (W. Va.) Smelter and Refining Plant.

10,000 retorts. The latest improved pottery construction.

The power house has two Babcock & Wilcox boilers, 300 H. P. each, total 600 H. P. Machine shop and storage, brick and steel buildings; laboratory, brick building, latest improvement. Kiln building, acid buildings and furnace buildings are all of heavy steel construction; power house, brick and steel; pottery brick, tile and steel. The water is supplied by the city and for its storage a steel tank, with a capacity of 25,000 gallons, has been erected. There are four gas producers constructed of steel and in steel buildings. The plant has excellent railroad shipping facilities.

The Media mine owned and operated by the corporation is located in the sheet ground district of Webb City, Missouri, and has been in opera-

other producer of high grade ore. It has been operated since February, 1916, and is still in full operation with a capacity of 800 tons per day. The ore body is of exceptional richness, the vein being 18 feet in thickness.

The Airedale mine adjoins the Coyote mine. It has been operated since March, 1916, and with an electrically driven mill is still capable of producing 700 tons per day. The ore vein is 18 feet thick and its extent has been demonstrated by eight acres of workings. The underground workings of the various mines owned by the corporation are as safe as human ingenuity can make them. There are no workings in any of the group below a depth of 220 feet and in consequence the mines are dry and free from gases. This makes operations nearly 100 per cent safe and accidents of a serious nature rare.

STANDARD ROLLER BEARING COMPANY

PHILADELPHIA, PA., U. S. A.

The S. R. B. Company is now owned by the Marlin-Rockwell Corporation (with executive headquarters in New York City) formerly the Marlin Arms Corporation of New Haven, Conn., who manufactured machine guns and rifles; they have now branched out into other fields by the acquisition of several established industries, notably in automobile accessories.

This has been accomplished by acquiring the assets of the Standard Roller Bearing Company of Philadelphia, Pa., well known manufacturers of S. R. B. maximum type annular ball bearings, S. R. B. improved type taper roller bearings, Rudge-Whitworth detachable wire wheels and "Standard Alloy" steel balls, of the Rockwell-Drake Corporation of Plainville, Conn., manufacturers of maximum type double row annular ball bearings and of the Mayo Radiator Company of New Haven, Conn., manufacturers of "High-Grade" honeycomb radiators, which with the Mar-

tests for strength and endurance that S. R. B. Annular Ball Bearings are superior to any bearings made in America.

There are three fundamental principles upon which this claim of superiority is based, namely:

1st. Accuracy of chemical composition of the steel used in their manufacture. 2nd. Accuracy of heat treatment which produces the correct physical structure in the steel. 3rd. Accuracy of mechanical execution in the grinding and fitting of all the component parts.

In order to place S. R. B. Bearings in the forefront of the world's market their Engineering and Research Departments made exhaustive experiments and tests, regardless of cost. These experiments resulted in some new developments, and, through the co-operation of the largest and best American steel mills, their Metallurgical Department succeeded in developing a steel especially adapted to their requirements—a Chrome Alloy



Factories of Standard Roller Bearing Company Philadelphia, Pa.

lin Arms Corporation of New Haven constitute the subsidiary companies at this time.

In securing the assets of the Standard Roller Company, the Marlin-Rockwell Corporation has come into possession of a property and equipment which bids fair to make this the most important unit in the group of establishments which make up the Marlin-Rockwell Corporation. Although the plant came into possession of the Corporation less than a year ago, the vigor and rejuvenation resulting therefrom have been so marked that several buildings have been leased and added to the plant to meet the requirements of a production that is increasing by leaps and bounds.

As pioneers in the manufacture of bearings and steel balls, with the extensive experience gained from overcoming the difficulties arising in their development, the S. R. B. Company has succeeded in achieving a product of distinction, in which quality is fulfilled to the minutest detail.

S. R. B. ANNULAR BALL BEARINGS

It is a fact and has been proven by conclusive

Steel of special analysis—a steel which, when properly heat treated, combines the pre-eminent qualities of hardness and toughness to an extraordinary degree, and now acknowledged to be the best steel for the manufacture of bearings.

S. R. B. Maximum Silent Type Annular Ball Bearings are so called because no other name is so appropriately descriptive; maximum, because they contain the greatest number of balls possible to put into a bearing of this type; silent, because they are positively noiseless.

They are capable of sustaining greater thrust loads than other annular ball bearings because of four specific points of merit in their design and workmanship:

1st. Deep ball groove in races. 2nd. Large diameter balls. 3rd. Maximum number of balls. 4th. Accurate and snug fitting assembly.

Another type of annular ball bearing is also manufactured that combines the double function of a radial and thrust bearing; this is the S. R. B. Double Row Annular Bearing, which includes all the points of merit above mentioned and presents

distinctive features, such as the one-piece cone and one-piece race, giving it a sturdiness not found in the usual type of double row annular bearing.

Its use is often highly desirable because of economy of space and greater efficiency; it will take radial loads at least 50 per cent. greater than the capacity of a single row bearing of the same bore and diameter and at the same time sustain considerable thrust; it obviates the necessity of using two single row bearings and offers stability in shaft alignment not obtainable with a single bearing.

S. R. B. IMPROVED TYPE TAPER ROLLER BEARINGS

In the manufacture of Taper Roller Bearings, this company maintains an equally high standard, as their S. R. B. Improved Type Taper Roller Bearing as now constructed presents a radical departure as regards shape of rollers and cone, from the design of any bearing of this type heretofore produced. It possesses these advantages:

1. The parts are simpler to manufacture, so that they can be gauged very accurately and all the component parts are interchangeable with the established design of other roller bearing manufacturers.

2. When constructed of the same quality of steel as the same size bearing of a competitor's manufacture, this improved design will display four times the endurance and life which other designs can yield. But when constructed of the superior analysis and correctly heat-treated steels used by this company, the load sustaining capacity is still further improved.

3. The primary elements of this improved type bearing are of such liberal design and the rollers and cone being contained as one unit, thus attaining simplicity of adjustment, that it commends

itself to all who desire to avoid common bearing troubles, resulting in putting a bearing out of commission long before wear or abuse would have brought total incapacity.

"STANDARD ALLOY" STEEL BALLS

The Steel Ball plant of the Standard Roller Bearing Company is a highly specialized manufacturing organization, in many departments equipped with special automatic machines designed and built expressly for the work of this Company, which by years of experimentation in its Engineering and Research Department has attained the highest degree of quality and uniformity ever reached in steel balls.

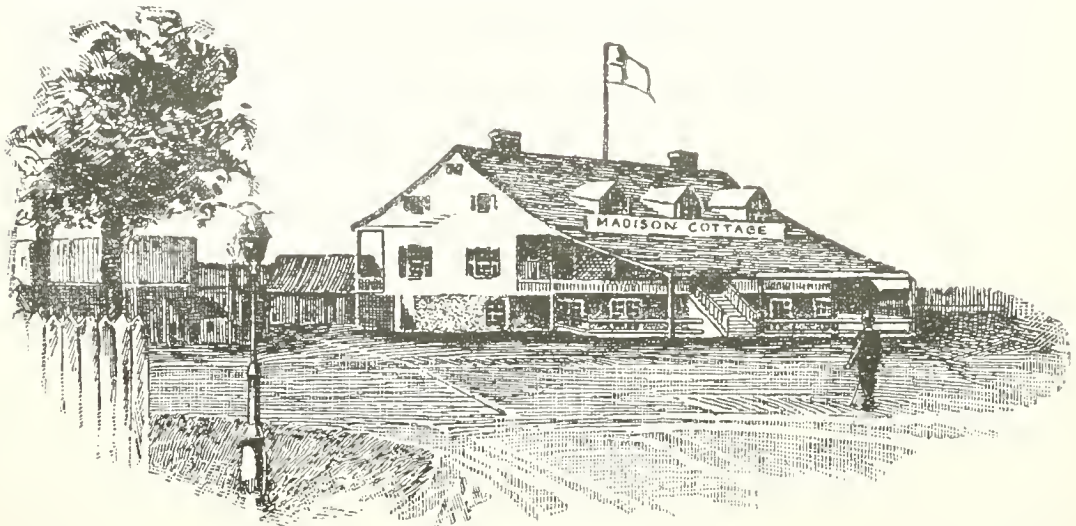
RUDGE-WHITWORTH WIRE WHEELS

The S. R. B. Company are the sole licensees for the United States for the Rudge-Whitworth Detachable Wire Wheels for automobiles.

Wire wheels for automobiles began under the inspiration of wire wheels for bicycles. The earlier types erred in closely copying bicycle wheel models, which proved so unsatisfactory that there was a reversion to wooden wheels. But the introduction of the Rudge-Whitworth Wire Wheels turned the tide, and this was made permanent by the introduction of the positive-locking feature.

The use of Rudge-Whitworth Wire Wheels gives greatly increased strength and safety. Experiments made in England have shown that as compared with wooden wheels these wheels show an increase of 50 per cent. in the tire mileage. With these wheels also it is possible to make a tire change quicker than with any wooden wheel.

Rudge-Whitworth stands for supremacy in the wire wheel field. The best racing drivers know it and will use no other make.



The Historic Madison Cottage of Old New York.

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Front View of M. B. Brown Co. Building.

The M. B. Brown Printing & Binding Co., 37-41 Chambers Street, New York, has for more than fifty years been one of the leading and most progressive printing houses in the country.

The plant operated by this concern comprises the most up-to-date machinery of all kinds in its many departments, which includes one and two-color cylinder presses and job presses, a large battery of linotype and monotype machines, most

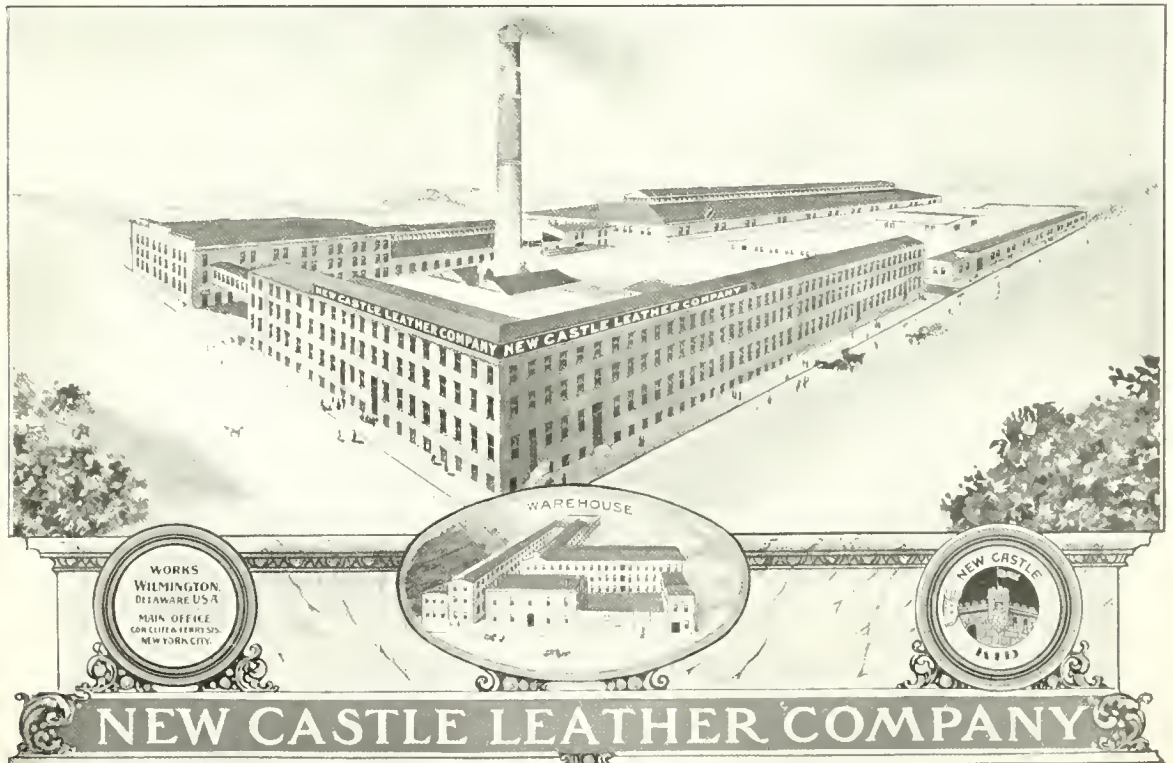
complete pamphlet, cloth and leather binderies, a large ruling department, and in addition to this the company has recently acquired the entire Typographical, Ticket and Map Divisions of the American Bank Note Company.

In the Ticket and Coupon Department, which covers 25,000 square feet of floor space in another building, there are printed millions of coupons and tickets from presses and machinery that have been specially constructed.

NEW CASTLE LEATHER COMPANY



New Castle Kid, the product of the New Castle Leather Co., is internationally famous. It is manufactured in black, white and fancy colors and makes up into some of the daintiest, most striking combinations of ladies' footwear.



The company's plant is located at Wilmington, Del., with a New York office at Cliff and Ferry Streets and branches in Boston, Chicago, Montreal, Copenhagen, Buenos Aires, Melbourne and all the leading leather centers of the world.



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OTTO KAFKA

Among New York's exporters, Otto Kafka has labored most zealously to establish the supremacy of American made goods in foreign markets. Although of foreign birth, Mr. Kafka is very enthusiastic over the products of this country's manufacturers which he claims should secure and maintain by reason of their excellence, leadership in every commercial centre of the world. Mr. Kafka was born in Kolin, Bohemia, September 14, 1879, and after a thorough schooling began his commercial career in the country of his birth. In 1897 he transferred his energies to Paris, France, but later returned to Bohemia to enter his father's firm. Finding his efforts in this line limited, he went to Buenos Aires, Argentine, which promised excellent opportunities for energetic young men.

He established an export business in the South American city where he was very successful and gained wide experience in a line which, up to that time, had been unfamiliar to him. Thoroughly equipped for the conduct of a large foreign trade, Mr. Kafka came to the United States in 1907 and, locating in New York City, established an export business which handled the product of various manufacturers. In September, 1916, he established the Vulcan Steel Products Company, of which he became President and General Manager, which dual positions he retained until January, 1918, when he resigned to devote his time and energies to other interests. Mr. Kafka is a member of the Machinery Club and several business organizations.

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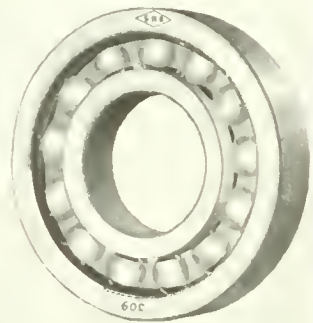
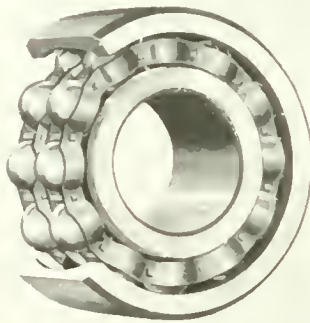
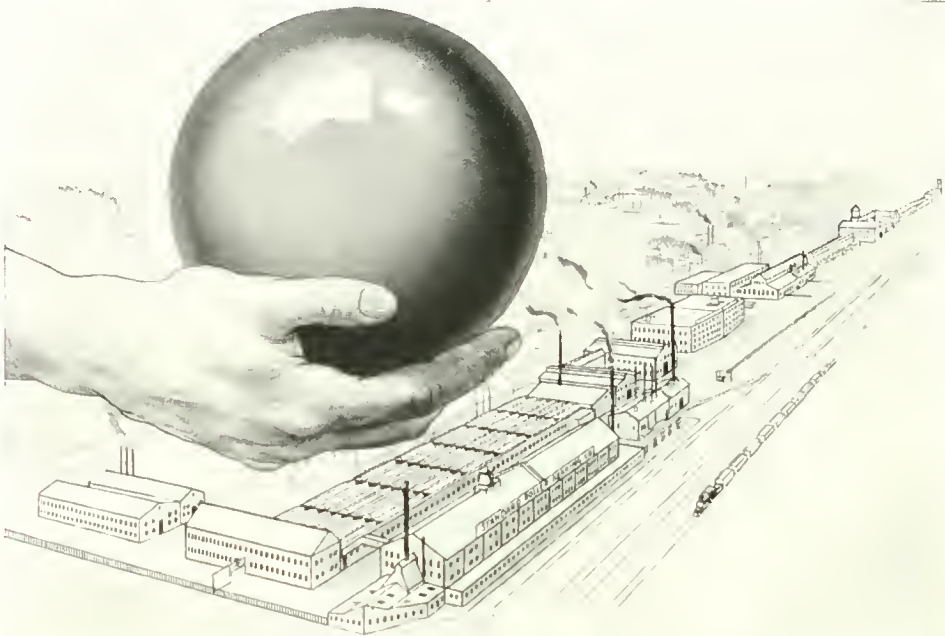
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