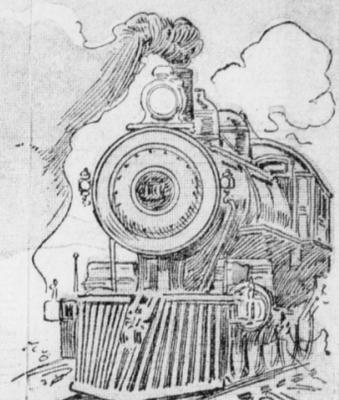


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CASSATT RAILROAD MONARCH



ALEXANDER JOHNSTON CASSATT



MRS. A. J. CASSATT IN CENTRE, MISS ALICE ROOSEVELT (MRS. LONGWORTH) ON HER RIGHT, AND MR. CASSATT LOOKING OVER THE SHOULDER OF HIS WIFE

THE Maryland-Virginia peninsula and the eastern part of Maryland have always been garden sections, their vegetables and fruits going to meet the demands of the New York, Philadelphia and Boston markets.

Thirty years and more ago the problem of how to get the products of these regions to market quickly became exceedingly acute. At that time the method followed was to transport the food stuffs to Baltimore, or some other port on the Chesapeake, and thence despatch them north by rail. This was a slow and roundabout method, to say the least, and as a result none of the fruits and vegetables got to market in the first blush of ripeness, and more than one cargo spoiled daily. Norfolk was the natural forwarding point for quick service, but it was across the Chesapeake from the market cities, and to skirt the Bay meant loss of valuable time.

As for the peninsula, railroad communication ceased on the border of Delaware, on the Maryland-Delaware line. From Delmar to Cape Charles, at the tip of the peninsula, the distance is ninety miles. The hard, practical problem before the modern authorities in transportation matters—the railroad men—was how to tap both regions in one and the same way for quick handling of their products.

One day, less than twenty-five years ago, a man who had retired from active railroad management but a few weeks before, presented himself to a friend, the late William L. Scott, and said:

"Let's build a railroad from Delmar to Cape Charles and connect with Norfolk and Portsmouth by boat."

"Very good," replied Mr. Scott; "but how will you transfer your freight across Chesapeake Bay expeditiously?"

"We will build powerful and fast transfer bogs that will transfer loaded trains across the bay," was the answer.

"But the distance is thirty-six miles, and the bay at times is rougher than the English Channel," objected Mr. Scott.

"We can build the boats strong enough and equip them with engines of sufficient power to make the run in three hours," was the confident rejoinder.

The upshot of the matter was that Mr. Scott became speedily convinced of the feasibility of the scheme, and with money from his private bank account and that of the plan's promoter, the New York, Philadelphia and Norfolk Railroad was built.

The other man—He who thought out the way to get fruit, picked the afternoon before in Virginia, on the breakfast tables of New Yorkers—was A. J. Cassatt, President of the Pennsylvania Railroad.

Like other railroad men, Mr. Cassatt recognized that the ideal route for quick service lay over the waters of the Chesapeake Bay from Norfolk, and thence up the peninsula by rail to the cities to the north. But, unlike his brethren, he did not balk at the thought that such a long ferry service had never been undertaken. Instead, when he found himself at comparative leisure, he set about designing boats that would perform this difficult transfer service, and when he felt that he had secured the right sort of design, he had his interview with Mr. Scott. Suffice it to say that these boats have been carrying the "Berry Express" across Chesapeake Bay ever since, with remarkable promptness, and that the same system is now in operation on Lake Baikal,

in connection with the Trans-Siberian Railway, and on the Great Lakes as well.

GETTING CONTROL OF A RAILROAD.
The highly dramatic manner in which Mr. Cassatt secured control of the Philadelphia, Washington & Baltimore railroad—sometimes since renamed the Philadelphia, Baltimore and Washington—is further illustrative of the characteristic of boldness that has marked his railroad career almost from its beginning.

In 1879 the P. W. & B. was owned by a group of New England capitalists and was operated by them in the interests of the Pennsylvania. Robert Garrett, then the big man of the Baltimore & Ohio, coveted the road as a means of reaching New York, and quietly set agents to work to purchase a controlling interest in the property. So great was his jubilation when he became convinced that this had been done that he boastfully announced one morning to Mr. George B. Roberts, of the Pennsylvania, what he had accomplished, adding: "We are not disposed, however, to disturb your relations with the property, and you need not give yourself any uneasiness on that score."

In the small hours of the following morning the directors of the Pennsylvania railroad, called in hurried meeting in New York City, heard from Mr. Cassatt that the P. W. & B. was their property and not Mr. Garrett's. He had discovered, in the few hours that had elapsed since Mr. Garrett's boast, that that usually shrewd gentleman had overlooked a certain block of stock, on the possession of which control of the road hinged. This he had bought—and Mr. Garrett was nursing a delusive victory. Then and there a check for this stock, in amount \$14,949,052.20, changed hands. It remained for several years the largest check ever drawn in a single financial transaction. Whenever Mr. Cassatt walks into the treasury of the Pennsylvania, all he has to do to see the check is to cast his eyes towards a certain wall of the treasury, where it has hung since it served its purpose.

In the soft coal investigation before the Interstate Commerce Commission



MR. CASSATT'S COUNTRY SEAT, ON THE MAIN LINE.

much interest has been taken in the road. He in the so-called community of interests scheme entered into by the Pennsylvania and the New York Central for the regulation of traffic. This is another bold bit of original railroading by Mr. Cassatt.

When he became President of the Pennsylvania in 1899, following the death of Frank Thomson, the eastern railroads were cutting one another's and their own throats in a wild war for freight traffic. This was especially true as regards the coal business. A traffic association, formed by the railroads to put a stop to the warfare, having been declared illegal by the courts and subsequently dissolved, all the railroads in question were at a loss for a way in which to end the suicidal struggle.

It remained for Mr. Cassatt to find the solution. Buy a dominating interest in the roads, was his plan. He then made an agreement with the New York Central people for them to dominate the hard-coal properties; the Pennsylvania would do the same by its rival soft coal roads, and the two would work together for the good of both and all. Thus, the Baltimore & Ohio, the Chesapeake & Ohio and the Norfolk & Western came to take orders from the office of Alexander Johnston Cassatt. Later the Pennsylvania also secured domination over the Philadelphia & Reading, a hard coal property. The Central agreed to this, since the Reading is more a rival of the Pennsylvania than of the Central. The Vandalia lines, the Pittsburg, Fort Wayne & Chicago, and the Cleveland,

Cincinnati, Chicago & St. Louis complete the list of properties dominated by the Pennsylvania under this community of interests plan. The Long Island railroad, properly speaking, is not dominated; it is owned outright, a majority of the stock being in the Pennsylvania's strong boxes. Mr. Cassatt purchased the road to insure, for all time, ample docking facilities on the Atlantic to the Pennsylvania.

By direction of Mr. Cassatt the Pennsylvania has undertaken to get into New York City and out of it through tun-

nels under two rivers and the city itself. More, it is going into New England by an all-rail route. He instituted the plan, now widely spread among our railroads, of retiring and pensioning all employees when the age of seventy is reached. He secured control of the Pennsylvania Steel Company, and the railroad thus became the maker of its own steel rails. He has pushed almost to completion the four-tracking of the Pennsylvania all the way from Philadelphia to Pittsburg, despite the fact that west of Harrisburg this has required entire mountains to be removed. He has poured out other millions of money for rolling stock; when he gave the word work was begun on the new Union station now nearing completion in Washington; his whole course as President of the Pennsylvania has been diametrically opposite to the traditional one for a Pennsylvania president. From being the most conservative of American roads, under him the Pennsylvania has become what may be termed radical, for want of a better word. And yet, for all this overturning of old, settled policies, public confidence in the road remains unshaken and every loan that it asks for in order to carry on its vast improvements is snatched up with avidity here and abroad. A loan of fifty million dollars was recently placed in France.

HEARD WORK WON HIS SUCCESS.

Mr. Cassatt began his career with the Pennsylvania as rodman. That was in the opening year of the Civil War. After two years of tramping over a goodly portion of Central Pennsylvania he was assigned to the engineering corps, and as an assistant engineer helped to build the Connecting Railway, linking the Pennsylvania to the Philadelphia & Trenton. Here he attracted the attention of his superiors, and in 1864, when the Pennsylvania got control of the Philadelphia & Erie, was transferred to Renovo as resident engineer of the middle division. Next, he was superintendent, for a short time, of a subsidiary road, the Warren & Franklin. In April of 1866 he was transferred to Williamsport, with the title of Superintendent of Motive Power and Machinery of the Philadel-

phia & Erie Railroad. A year and a half later he was given a like position with the Pennsylvania, with headquarters at Altoona. Less than two years and a half after this he was made General Superintendent of the road, and a little more than a year later, following the leasing of the United Railroads of New Jersey, he became General Manager of all the Pennsylvania lines east of Pittsburg. He was the first to hold this office, and as such he was stationed in Philadelphia, the home of the Pennsylvania, for the first time.

One of the things he did as General Manager was to aid in the establishment of the through passenger car service between different cities, even where several roads have to be used. On his own road he introduced the track tank, one of the devices that makes the "flyer" possible. He also equipped it with the block signal system and hammered into the road's thousands of employes that discipline and politeness for which they are justly famed.

In July of 1874, on the death of President J. Edgar Thomson, Mr. Cassatt got his reward in promotion to Third Vice-president. Six years later, when Colonel Thomas A. Scott, the famous war railroader, under whom Mr. Cassatt was trained, retired from the presidency and the First Vice-president, George B. Roberts succeeded him. Mr. Cassatt stepped into Mr. Roberts' old place. Here he remained until September 30, 1882, when he resigned. He set down in his letter of resignation:

"My only object in taking this to have more time at my disposal any one occupying so responsible a position in railroad management cannot. If I were to remain in active railroad life, I could not desire a position more agreeable to me than the one I now occupy, nor would I be willing to connect myself with any other company than the one in whose service more than twenty-one years of my life have been passed."

MODEL FARMER AND CITIZEN.

Mr. Cassatt was forty-two when he retired. He was in his sixtieth year when he again took up active railroad work