

The

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(No. 1)

Santa Fe Today



National Transportation Policy

The Santa Fe Railway—its executives, officers and personnel, its facilities and institutions—is dedicated to the service of America and the American people, fostering the development of the nation, and the economic and cultural growth of communities. Santa Fe policies and Santa Fe objectives are decided upon in the light of the national welfare as set forth in the Interstate Commerce Act, September 18, 1940, as follows:

"It is hereby declared to be the national transportation policy of the Congress to provide for fair and impartial regulation of all modes of transportation subject to the provisions of this Act, so administered as to recognize and preserve the inherent advantages of each; to promote safe, adequate, economical, and efficient service and foster sound economic conditions in transportation and among the several carriers; to encourage the establishment and maintenance of reasonable charges for transportation services, without unjust discriminations, undue preferences or advantages, or unfair or destructive competitive practices; to co-operate with the several States and the duly authorized officials thereof; and to encourage fair wages and equitable working conditions; all to the end of developing, co-ordinating, and preserving a national transportation system by water, highway, and rail, as well as other means, adequate to meet the needs of the commerce of the United States, of the Postal Service, and of the national defense. All of the provisions of this Act shall be administered and enforced with a view to carrying out the above declaration of policy."

The Santa Fe Today

Editor's Note: Expansion of the Santa Fe from a small Kansas enterprise into a vast transcontinental transportation system has brought about many changes in its operations. This article is the first of a series to explain the workings of this modern railroad plant with its shops, yards, offices and other physical properties which go to make up the Santa Fe today. These articles have been prepared by Leo J. Martin of the public relations department with the co-operation of the various department heads and the editors. The remaining articles in the series will be published and distributed from month to month until all departments of the railroad have been included.

Executive Department

ANY resemblance between the Santa Fe of today and the little railroad which first took form at Topeka, Kan., nearly eighty years ago is purely coincidental.

Not even Cyrus K. Holliday, founder and first president, could recognize the railroad now. The new-born infant he brought forth on the Kansas prairies has become an industrial giant spreading over twelve states and stretching from the Great Lakes south to the Mexican border and westward to the Pacific Ocean.

In 1859 when Colonel Holliday drew up the railroad's charter, and until 1868 when the first shovelful of dirt was turned at Topeka, the railroad was little more than an idea on paper. Original capitalization was \$52,000. Today Santa Fe investments in road and equipment are well over one and a quarter billion dollars. Excluding banks and insurance companies, the railroad ranks ninth among the corporations in the nation.

Santa Fe pioneers were proud of their accomplishment when the first train

scouted from Topeka to Carbondale, Kan., a distance of seventeen miles, back in 1869. Today Santa Fe serves approximately 2,500 cities, towns and communities through its vast network of more than 13,000 miles of railway lines.

In the early days if a clerk wished to inventory the company's equipment, he simply stepped outside the office door and counted the all too few cars and diminutive locomotives. Today an entire department of nearly 500 employees is devoted to the task of keeping tab on more than 80,000 freight and passenger cars, while the number of locomotives has increased to upwards of 1,600.

The first general operating and accounting offices consisted of a pine table and two splint-bottom chairs. Today there are executive offices at Chicago and New York, general and accounting offices at Topeka, Galveston, Amarillo and Los Angeles, numerous local, divisional and off-line offices and acres of shop buildings and roadway establishments.

It is probable that the first paymaster



PRESIDENTS OF THE SANTA FE from the time of its reorganization in 1895 to August 1, 1944, when President Gurley took office. Left to right—Edward P. Ripley, 1895-1920; William B. Storey, 1920-1933; Samuel T. Bledsoe, 1933-1939; Edward J. Engel, 1939-1944.

was able to call every employee by name, there being so few of them. Today, 70,000 men and women are employed by the Santa Fe performing a myriad of duties essential to the proper functioning of the railroad.

The Santa Fe is like the acorn that grew into a sturdy oak tree. Theoretically, the railroad is the same today as it was eighty years ago—an organization set up to sell transportation. But here the resemblance ends. In the intervening years, the physical characteristics of the railroad plant have changed so profoundly, and its operations have become so far-flung and complex that there no longer is any similarity between the Santa Fe of today and the enterprise which began its struggle for existence more than three-quarters of a century ago.

Despite these vast differences between the railroad of then and now, the organizational structure of the Santa Fe begins—as it always has—with the stockholders and bondholders. There are some 59,000 holders of the company's common and preferred stock shares, and approximately the same number of bondholders.

Representing every state in the nation, all continents and almost every country, these stockholders include thousands of individuals, banking houses, insurance companies, religious organizations, general business firms and other groups. There are on the average 7,000 more women than men stockholders. All participate in the ownership of the Santa Fe.

Santa Fe stockholders own a total of 1,241,728 shares of preferred and 2,427,060 shares of common stock. Bondholders have a total investment in the company of \$243,662,500, including \$32,530,000 of various equipment trust certificates.

To protect their interests, stockholders or their proxies meet annually at the Santa Fe's general offices in Topeka to elect a board of directors to whom they entrust the general management of the company's business affairs.

These directors, fifteen in number, are elected for a four-year term. They are chosen by merit, usually exemplified by proven acumen in the conduct of corporate affairs. Present members of the board and their business affiliations are as follows:

Warren E. Brown, retired financier, Wichita, Kan.; Norman Chandler, president and general manager of the Los

Angeles Times; W. Laird Dean, president, Merchants' National Bank, Topeka; A. W. Eames, president, California Packing Corporation, San Francisco; F. G. Gurley, president of the Santa Fe, Chicago; E. J. Engel, retired president of the Santa Fe, Pasadena, Cal.; General J. G. Harbord, chairman of the board, Radio Corporation of America, New York; B. L. Hupp, chairman, Loose-Wiles Biscuit Company, Kansas City; Thomas W. Lamont, chairman of the board, J. P. Morgan & Company, New York; A. H. Mellinger, president, Illinois Bell Telephone Company, Chicago; J. L. Cleveland, president, Guaranty Trust Company, New York; Richard W. Robbins, stockman, Belvidere, Kan.; Edward L. Ryerson, chairman, Inland Steel Company, Chicago; Merle J. Trees, executive vice-president, Chicago Bridge & Iron Company, Chicago; and C. J. Whipple, president, Hibbard, Spencer, Bartlett & Company, Chicago.

The board of directors in turn chooses a president and an executive committee.

To the president of the Santa Fe is entrusted the general charge, control and supervision of all the business and operations of the railroad, and over all its officers and their subordinates. While subject to the control of the board and the executive committee, he has the power to act and to vote on behalf of the company at all meetings of the stockholders of any corporation in which the company holds stock.

The executive committee exercises all the powers of the board when the latter group is not in session, and manages and directs all business affairs of the Santa Fe in all cases in which specific direction has not been given by the board. The committee meets regularly once each month at which time it appoints subordinate committees as it deems necessary.

The Santa Fe's executive committee consists of the president, as ex-officio member, and representatives of the board of directors not to exceed seven members. They are:

President Gurley, chairman of the executive committee; and Messrs. Engel, Harbord, Hupp, Lamont, Mellinger, Trees and Whipple.

To assist him in fulfilling his position of trust, President Gurley has his own immediate personal staff to which he delegates certain duties. Members of this staff are N. W. Willard, executive assistant to the president; Lee Lyles and E. S.



SANTA FE BOARD OF DIRECTORS at a regular meeting which all fifteen attended with the exception of Thomas W. Lamont, whose photograph is inserted at right. Left to right, seated, in the above photograph are Warren E. Brown, James G. Harbord, Charles J. Whipple, Fred G. Gurley, E. J. Engel, Merle J. Trees. Standing—W. Laird Dean, Alfred W. Eames, Norman Chandler, Richard W. Robbins, J. Luther Cleveland, Edward L. Ryerson, Bert L. Hupp and Aubrey H. Mellinger.



Marsh, assistants to the president; R. G. Rydin, executive representative at San Francisco, and J. P. Reinhold, special representative of the president, whose headquarters are in Washington, D. C.

In addition to choosing a president and an executive committee, the board also appoints three vice-presidents. They are John H. Keefe, George H. Minchin and James J. Grogan.

Vice-President Keefe is in charge of those executive affairs not reserved by the president. He also supervises the Santa Fe's motor transport.

Vice-President Minchin's responsibilities embrace the transportation, mechanical, maintenance of way, telegraph, special service and safety departments.

All leases and contracts which do not require the president's personal attention come under his jurisdiction, as do all matters pertaining to agreements between the Santa Fe and organizations which have been duly authorized by the various classes of employees to represent them in their relations with the company.

Vice-President Grogan has charge of all freight and passenger traffic, which includes U. S. mail, express and baggage traffic. The freight and passenger traffic, live stock, refrigerator, advertising, and agricultural departments are his responsi-

bility, as well as all industrial matters not handled by the special representative of the president.

Besides the three vice-presidents, the board also appoints a secretary and assistant secretaries, a treasurer and assistant treasurers, a general counsel, a general solicitor, a general auditor and assistant general auditor, a comptroller, a transfer agent and an assistant transfer agent.

Santa Fe's organizational structure also includes a chief engineer, general purchasing agent, commissioner of taxes and manager of insurance, and a secretary of the system retirement bureau. All of these officers report directly to the president with the exception of the chief engineer, who reports to the president on construction matters and to the vice-president in charge of operation on matters pertaining to maintenance of way.

Stockholders and officers represent the framework of the Santa Fe's organizational structure. Around them are the 70,000 men and women who comprise the Santa Fe family of workers. While direction and guidance comes from the top, it is these men and women who keep the railway functioning. Working together with one common objective, they have made the railroad what it is today.



BLUE PRINTS for one of the Santa Fe's many wartime projects are examined by President Gurley and Vice-President Keefe in the former's office at Chicago.

This brief outline of the Santa Fe's organizational structure reveals two essential factors—finances and men. Financial support, furnished by the stockholders and bondholders, is needed to purchase the track, equipment, materials, and machinery which make up the physical characteristics of the railroad plant. Men, represented by the officers and employees, are necessary to put this machinery to work.

How these two factors—men and money—enable the Santa Fe to achieve its final purpose, the selling of transportation, will be told in succeeding articles in this series.

Starting with the executive department, these articles will examine each department of the railroad, explaining their functions and operations, and showing how all are correlated into one vast transportation system which through eight decades has both expanded and solidified until today it has become a model of organizational simplicity and efficiency.

THE PRESIDENT

The presidency of the Santa Fe Railway and its obligations to the American people are evaluated by President Gurley, who guides the Santa Fe's destiny. He accepts the burden of responsibility, charts the Santa Fe's course, follows through its endless operations.

There are few business enterprises and few manufacturing procedures of which are not embodied within the broad operations scope of a transcontinental railway. Of all business undertakings only a railway, with tracks extending mile after mile through cities and counties and across many states, can have so intimate a stake in the welfare of so much of America. Small wonder the presidency of a railroad evokes admiration.

President Gurley is the twentieth Santa Fe executive elected to his responsible position; the fifth since the Santa Fe's reorganization in 1895. All Santa Fe presidents have participated in the development of this nation: Some, like Cyrus

K. Holliday and William B. Strong, have mapped that development.

President Gurley's interest in all matters pertaining to the Santa Fe and its people is well known. That he works hard and long, is liked by all who meet him, is respected for his broad railway knowledge and experience; that he is alert to the future, and that his leadership will maintain the Santa Fe's cherished position among this nation's railways, is the happy knowledge of all Santa Fe people.

The executive offices of the Santa Fe are located at Chicago. Chicago is the railway capital of the world. It is the metropolis of the Middlewest and the Great Lakes, the Santa Fe city nearest to Washington and New York. Two-thirds of the nation's population and its greatest consuming areas lie east of the Mississippi River. The Santa Fe has many eastern gateways, all thriving and important; Chicago, however, is the hub of the nation's commerce, the spokes of which spread throughout the world.

The Santa Fe's president at various times since incorporation of the old Atchison and Topeka Railroad Company has resided at Topeka, Boston, New York and Chicago. President Allen Manvel first came to Chicago in September, 1889. The executive offices were returned to Boston and New York in 1893. They came back to Chicago in 1894 to occupy the red brick Mon-

adnock Building. On May 1, 1896, they were moved to the Great Northern building on Jackson Boulevard. On May 1, 1904, they were established in the newly constructed Railway Exchange building on Michigan Avenue at Jackson Boulevard.

When erected, the Railway Exchange stood amid hotels fronting Lake Michigan, the first building anywhere to boast outside walls of glazed terra cotta. Today's visitors, noting the marble appointments, rotunda, fountain, grand staircase and forecourt, are told conversion to a hotel had been planned if the building had proved impractical as a railway headquarters. The Santa Fe today occupies thirty-one per cent of the Railway Exchange floor space.

Following a long corridor on the tenth floor, visitors to the Santa Fe's president enter midway the reception and business offices. The offices of E. S. Marsh, assistant to the president; N. W. Willard, executive assistant, and John H. Keefe, vice-president, lead in that order to the office of President Gurley located in the southeast corner. The president's office overlooks Grant Park and Lake Michigan where, on clear days, numerous naval training craft and iron-ore boats from the Lake Superior district bound for the South Chicago and Gary mills, various cargo boats and pleasure craft may be glimpsed. It is in such metropolitan setting that the far-flung operations of the Santa Fe are directed.

Up on the fourteenth floor, occupying most of the northern wing, Assistant to the President Lee Lyles and the public relations department completes the roster of those Chicago offices which make up President Gurley's personal staff. On the Pacific Coast, with offices at San Francisco, R. G. Rydin serves as the Santa Fe's executive representative on behalf of President Gurley.

With system-wide telephone and telegraph communications at hand and all Santa Fe offices throughout the nation at his immediate service, President Gurley keeps in constant and inti-

mate touch with all major Santa Fe operations. He knows the extent and import of conditions affecting those operations and directs and applies remedies as they are needed. Most railway problems may not be put off.

In addition to minute reports of unusual conditions which immediately are brought to the president's attention, he receives an almost continuous flow of current reports. Throughout the Santa Fe system lines, yard, shop, train, office and terminal forces are engaged in recording the operations of the moment. There is scarcely anything recorded that does not reach the president in one form or another, beginning with the day to day and month to month compilation of freight trains moved and cars handled; passenger train movements, including delays and general tenor of operations; financial status; receipts and disbursements; bank balances and current or anticipated obligations; equipment situation and current traffic movements; and special large movements such as military or other governmental programs. The precise handling of the latter is a matter of deep concern. President Gurley knows at all times the condition of the Santa Fe's properties, the ebb and flow of traffic, motive power and equipment resources, and, in a general way, the day to day activities of the Santa Fe's some 70,000 employees.

IRONING OUT one of the many difficult problems which daily come to the executive department are N. W. Willard, executive assistant to the president (left), and E. S. Marsh, assistant to the president.



The president's duties concern the Santa Fe primarily but they also concern the nation and other railways as well. Not only does he represent the Santa Fe in its relations with the American people but he actively participates in national prob-



R. G. RYDIN, executive representative of the president, with headquarters in San Francisco, Cal.

lems and matters affecting the nation's railways by serving on national committees with the Association of American Railroads and other railway organizations. A variety of social obligations is added which may properly be termed executive obligations in that they require the presence of the Santa Fe's chief executive at meetings and gatherings throughout the country.

Wherever President Gurley may be, and he must of necessity do a great deal of traveling, a volume of letters, telephone calls and telegrams are directed toward him. The remotest siding on the Santa Fe's lines may at any time be host to the president's business car. Much detail work is accomplished by his personal staff. As directing head of the Santa Fe, however, the president, in many instances, is the only executive authorized to make decisions.

Construction and maintenance problems usually are greater where terrain and weather are least favorable. What to adopt, when and in what quantity, are questions always present. In war times

there is the problem of where and to what extent facilities should be augmented to care for the increased traffic load. Harmonizing the needs of the moment with the anticipated demands of the future frequently means "on the ground" investigations and detailed study on the part of the president.

The president's clerical staff handles all reports, dictated correspondence, and the various details incident to grouping and condensing those data which daily, weekly and monthly are directed to the

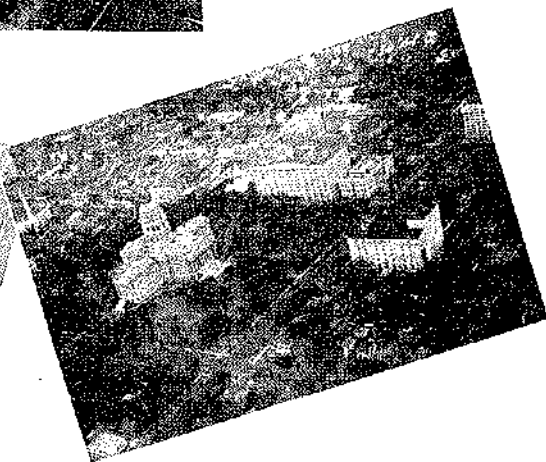
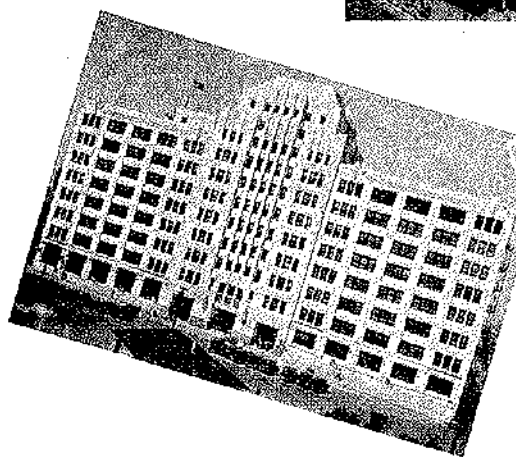
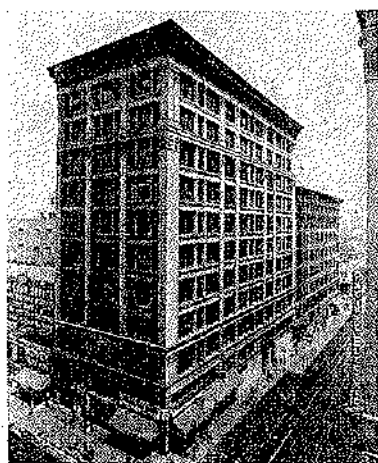
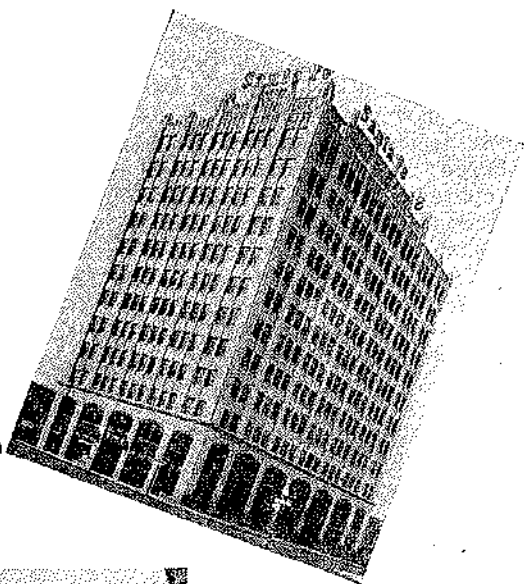
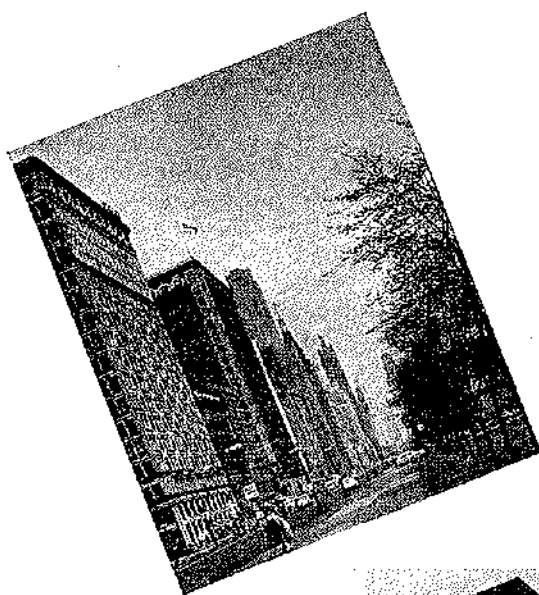


J. P. REINHOLD, special representative of the president, with headquarters in Washington, D. C.

president's desk. All deeds and a considerable number of leases and contracts receive the president's personal attention.

These must be reviewed and placed in line for his signature. A weekly agricultural summary of crops, weather and general traffic conditions throughout the Santa Fe's territory is compiled by the staff. Most of the Santa Fe's system officers are located in the Railway Exchange and a continuous stream of reports and correspondence is interchanged with those officers.

All capital expenditures require the approval of the president and are covered by appropriations authorized by the board of directors or the executive committee. In working parlance this is termed the "capital account" and many Santa Fe people are familiar with its requirements. It



SANTA FE EXECUTIVE AND GENERAL OFFICES. Upper left—Railway Exchange, Chicago, first building at left in our photograph. This view of Michigan Avenue was taken from the corner of Jackson Boulevard. The president's office is on the tenth floor, corner, and faces Lake Michigan. Upper right—Amarillo General Office Building, which occupies a dominant position in relation to the city's business district. Center—The Kerekhoff Building, Los Angeles, which houses the Coast Lines general offices. Lower left—Galveston General Office Building. Lower right—Topeka General Office Building (right center) faces the majestic state capitol (left foreground), where the life-long association of Kansas and the Santa Fe continue.

includes all motive power and rolling stock, improvements to and rebuilding of present equipment, and all additions and betterments to existing Santa Fe facilities.

The latter part of each year the president receives from the vice-president in charge of operations a budget which he prepared as a result of suggestions received by him from the general manager of each of the Santa Fe's four grand operating divisions. This program, involving some thirty-nine classifications, outlines improvements which each general manager deems necessary for the proper

One may appreciate the volume of such matters on a railway that has 20,948 miles of trackage and thousands of establishments. The approval or disapproval of the expenditures requires a working familiarity with practically all facilities throughout the vast Santa Fe System.

Only by doing everything possible to obtain business for his company can a railway president exercise any specific control over the earnings of his railway, and that he must do; but the president can and does exercise rigid control over expenditures. It is impossible, under



GROUPED HERE in the outer office of the executive department in Chicago are President Gurley's own personal staff of clerical and stenographic employees. G. L. Garver, chief clerk, is seated at rear right, and W. L. Camp, assistant chief clerk, is standing at the extreme left.

maintenance and operation of the lines and facilities under his supervision. Other departments submit annual budget programs (or during the year, if expedient), particularly the mechanical department for the acquisition of and improvement to freight and passenger cars and locomotives, and the chief engineer for additions and betterments to facilities under his direction. The president must study each item involved (a considerable number, the composite cost representing many millions of dollars) in order that his recommendations may be submitted and sufficient funds made available by authorization of the board of directors or the executive committee. Throughout the year, the budget program is a source of constant attention.

present tax laws, for a railway to earn an excessive amount; there are, however, no national or economic laws preventing a railway from earning too little.

Cash outlays must be provided for, not only in the matter of capital expenditures and general expenses but for debt maturities, such as equipment trust certificates, interest on bonds, stock dividends, and various tax payments. That involves a study of the flow of funds at the moment and the anticipated flow for the twelve months or so to follow. Funds not immediately needed over and above the treasurers' working funds (operating expenses, pay rolls, and so forth) must be advantageously invested to earn some income, yet to be immediately available when needed. Arranging for funds for

the financial needs of the company and the disposition of those funds is directed by the president.

At times the president may find earnings are sufficient to permit a reduction of the burdensome funded debt. Plans must be made for calling the bonds it is deemed advisable to retire. The issue to be called and the time of call must be accurately plotted in line with the flow of funds in order that the obligation thus involved may be met promptly.

There are incidental matters in abundance either because the president has been addressed or because his office alone may properly represent the Santa Fe in the matter. The many corporate and financial ramifications of a huge railway system must necessarily stem from the ranking executive officer. The effect of security retirements or issues, of terminal company refunding, of rail-line abandonments, or facility retirements, or amortization in relation to capital expenditures required to meet war traffic demands, and sales of capital assets—all, in their bearing upon taxes and corporate matters, must be fully considered.

The trend of the nation's business must be gauged as accurately as possible, particularly that of the Santa Fe's territory and those off-line territories, the people and industries of which participate appreciably in Santa Fe traffic movements. Those things must be a part of the working knowledge of the president and his executive staff.

When war broke, the Santa Fe volun-

teered the services of its engineering and industrial departments to the government. The president's special representative, J. P. Reinhold, was assigned to Washington to anticipate the needs in regard to the

location of military training facilities and the various aircraft, steel, rubber, chemical, munitions and other war plants, naval installations, bombing ranges, storage, embarkation and lend-lease depots, the Army, Navy and veterans hospitals, all of which had to be favorably located. Brochures were furnished the War and Navy departments, War Production Board, Maritime Commission, Reconstruction Finance and Defense Plant Corporation. Veterans Administration and other governmental agencies, outlining the soil and topography, climate, water, power, transportation, population, labor statistics, land cost, availability, and other details pertinent to sites which Santa Fe officers found desirable for particular war activities. In addition to the great volume of war materials and

troops moved over Santa Fe rails, the Santa Fe assisted in almost every field of the industrial war effort.

All officers and employees of the Santa Fe look to their president. President Gurley in turn depends upon their co-operation and interest to facilitate the tasks confronting him. There is no better example of the correlation existing within the Santa Fe organization than the manner in which all departments co-operate to place before the president an accurate resume of the Santa Fe's multitudinous



PERFECTLY AT HOME on the rostrum, President Gurley is much sought after as a speaker before various industrial groups, chambers of commerce and other civic organizations. He is shown here in a typical speaking pose.

operations—which is, in effect, a composite record of all Santa Fe men and women.

President Gurley, addressing Santa Fe officers on the occasion of President Engel's retirement, summed up the matter in these words: "Together, we have handled an unprecedented volume of freight and passenger traffic with a smoothness and willingness which has established for our railway and our personnel a high standing in the good will of the American people. And there is no reason this standard should in any way diminish so long as the fine spirit of teamwork and cordiality remains among us. I earnestly hope and believe it will."

Maintaining highest relations with the American people, keeping the Santa Fe plant in day to day order, providing for future operating needs, doing all possible to insure Santa Fe stockholders and bondholders a just and proper return on their investment, protecting the Santa Fe's stake in the nation and our nation's responsibility in the commerce of the world—those are among the formidable undertakings of the Santa Fe's chief executive.

Time was when the president carried in his pocket the financial status, inventory, and day to day business of the company, itemized and complete. He could gauge a single day's profit or loss although he was more concerned with extending the Santa Fe's lines and developing the Southwest. The nation now knows how well he planned and how thoroughly he pursued the tasks confronting him.

Today's annual report provides Santa Fe stockholders and others with a detailed financial statement of the company and a resume of important factors affecting the past year's operations. The report sums up the president's year. It is one of the best expositions of the responsibilities assumed by the president of the Santa Fe.

PUBLIC RELATIONS DEPARTMENT

The public relations department of the Santa Fe was established on July 1, 1936. It is that division of President Gurley's staff which undertakes the interpretation and publicizing of Santa Fe's participation in the economic and cultural well-being of America, its people, and all other peoples whom the Santa Fe directly or indirectly may have occasion to serve, such activities being co-ordinated with the functions of the various departments of the railroad on a co-operative basis.

While the creation of such a department for the Santa Fe had received the consideration of our executives for some time prior to its establishment, opinions concerning it were crystallized in a memorandum prepared by Lee Lyles, assistant to the president and present head of the department. Under his direction the activities of the department have become nation-wide. They are divided into six geographical territories under the guidance of officers designated as special representatives, with headquarters at Chicago, Topeka, Oklahoma City, Amarillo, Galveston and Los Angeles. Each of these officers and his staff co-operates with other departments within their respective territories, and with the press, radio and



LEE LYLES
Assistant to the President.

public, to effect the maximum good will from all Santa Fe operations.

War brought many new friends and kindred obligations to the Santa Fe whose relations with the American people never were stronger.

The activities of the public relations department include the following: Interpretation of Santa Fe policies as directed by the president, the handling of special events, the publication of *The Santa Magazine* and the Santa Fe monthly agricultural report, publication of certain books, brochures, pamphlets and other media important to the Santa Fe and to the people and industries which it serves, the creation of certain motion pictures exhibited



TELLING THE SANTA FE'S STORY to the American public is a big job. Thousands of pieces of literature about the railroad and its activities are distributed by the public relations department every year to newspapers, magazines, schools and individuals throughout the country. At the right a group of the department's employees at Chicago are shown sending out some of the literature depicted above. This scene is duplicated daily at the other public relation department's offices along the line.

by the Santa Fe, compilation of Santa Fe material for use of sponsors of radio programs, details incident to civic or railway functions in which the Santa Fe participates, and co-ordinating the efforts of Santa Fe personnel in regard to those undertakings.

Press releases are the responsibility of the public relations department. The preparation and distribution of news releases and photographs must be timed and proper media enlisted. Full co-operation must be extended to the press in its efforts to report the news, speedily and accurately. That is equally true in regard to the radio and other like media serving the public.

The public relations department often is called upon for assistance by fraternal and service clubs. Industrial and com-



mercial organizations find the Santa Fe shares many problems with them and desires to work with them toward a fitting solution. Community projects as well as

community problems oftentimes are aided by Santa Fe co-operation. That is given, not always locally but with the combined efforts of the system-wide Santa Fe organization. Schools, colleges and libraries, as well as students and patrons in any field directly or indirectly embraced by the Santa Fe, share the Santa Fe's practical knowledge in that field. Millions of pieces of educational material have been prepared and distributed by the public relations department upon request of teachers, students and others.

Motion picture and radio producers, authors, magazine writers, and the editors of many publications, are aided in their task of reproducing dramatic events in America's past and present—culled from the files of the department. Factual data on present-day Santa Fe operations and practices are supplied in quantity. In its compilation of data the public relations department works with all organizations. Through its speakers' bureau, the department supplies material and speakers for a variety of public functions.

In an average year, in addition to releases, mats, photographs and general services to the press of this nation, the

public relations department will distribute many pieces of Santa Fe literature, calendars, novelties and souvenirs, numerous brochures and pamphlets prepared by the Association of American Railroads, the Western Railways Committee on Public Relations, and others; attend a great number of Santa Fe, civic, press, school, fraternity and farm meetings and conventions, arranging for speakers at many of those gatherings. Santa Fe motion pictures will be shown hundreds of times. All details incident to the annual presentation of Santa Fe awards and certificates of merit to Future Farmers of America and 4-H Clubs winners are handled by the department. During the summer months, teachers institutes and similar gatherings are furnished with speakers on railway subjects and with a quantity of railway literature valuable to the teacher in her class work. More than one-half million copies of The Santa Fe Magazine are produced and distributed annually, some eleven thousand of which are mailed monthly to furloughed Santa employees in our armed forces.

Because it co-operates in publicizing all operations and functions on the Santa



E. G. RYDER
Los Angeles, Cal.

J. G. FITZHUGH
Galveston, Tex.

C. W. LANE
Oklahoma City, Okla.

J. R. HUBBARD
Topeka, Kan.



L. J. CASSELL
Amarillo, Tex.

J. L. MERRICK
Chicago, Ill.

R. W. ATER
Chicago, Ill.

GERTRUDE E. LePITRE
Topeka, Kan.

SPECIAL REPRESENTATIVES—PUBLIC RELATIONS DEPARTMENT

MANY PEOPLE living off the railroad in far-away localities have never been on our railroad, but they know about the Santa Fe and its facilities from viewing the company's motion picture films, which are shown before audiences aggregating more than a million persons during the course of an average year. In addition, the department furnishes thousands of "still" photographs for use of newspapers, magazines, and others. At right—A Santa Fe movie in the making. Harold A. Kite, system photographer for the public relations department, is shown photographing yard operations at Los Angeles. Vernon R. Crowder is the switchman in this scene.

Fe, the public relations department naturally comes in contact with the work of all Santa Fe men and women. The department co-operates closely with the traffic department in publicizing the movement of passengers and freight; with the accounting department in the matter of statistics; with the law department, with the commissioner of taxes, purchasing agent, chief engineer, the various treasury offices, and the safety, transportation, employment, women's services, and other departments, in bringing to public attention the many important details of railway service, particularly with the general managers of the Santa Fe's four grand operating divisions. In these days of mechanical innovations (new equipment, methods, etc.) there is much of public interest in the Santa Fe's mechanical progress. It is a public relations responsibility to inform the American people in regard to those matters and to facilitate requests for additional information.

Each Santa Fe depot or local office has its immediate public relations duties. The co-ordination of those obligations is enhanced by facilities of the public relations department.

When the railway prospers the community prospers; in periods of depression the railway suffers with its people. Public relations for a railway are not something to be created, because they already exist. They are something to be recognized, to be sought out in their many diversifications so that the elements may be made the subject of intense application on the part of the railway, in order that they may be happy relations.

In its natural aspects, public relations work may be likened to the friendly interest of a Santa Fe ticket or freight agent who breaks down the barrier which exists between a company that is not known and a patron who awaits proof that his presence is recognized and appreciated.



Getting to the hearts rather than the minds of its patrons is the essence of a railway's public relations program; letting them know that the Santa Fe, in addition to its established transportation services, desires to render all services within its power which will contribute to the enjoyment of the community and to its economic cultural welfare.

THE SANTA FE MAGAZINE

The Santa Fe Magazine, under the editorship of Herbert Deeming, has the distinction of being the second oldest railway employee magazine in the country, antedated only by the Erie Railroad Magazine, which first was published in March, 1905. The Santa Fe Magazine appeared in December, 1906, and now is entering its thirty-ninth year of continuous publication. Albert MacRae, at that time secretary to the Santa Fe's vice-president, J. W. Kendrick, founded and for many years edited the magazine.

Since its inception, the magazine has been popularly received and enjoyed, not only by Santa Fe folk but by many others throughout the world. Today it serves its greatest audience, covering a wide range of railway and allied subjects in addition to reporting official Santa Fe matters and the personal doings of the far-flung Santa Fe family.

It is not uncommon to have material which appeared originally in The Santa Fe Magazine reprinted in other publica-

tions, which is a source of pride to Santa Fe folk because the majority of articles and illustrations, poems, incidents, jokes and other features are the creation of Santa Fe people. In that respect, the magazine has achieved the employee relations objectives of its founder.

Those objectives, as apropos today as in 1906, were:

To carry the spirit of the Santa Fe and correct information concerning our industry into the homes of our people.

To provide a common meeting-ground for supervisors and employees, to stimulate co-operation among all departments and to boost their activities.

To serve as a medium for the exchange of helpful and interesting information about the railway industry in general and the Santa Fe in particular, its policies and activities, its officers and employees and their families.

To encourage safety, efficiency and economy, and a realization of the duties we owe to the public and to all local communities which we serve.

To promote that pride in our work and loyalty to our company which played such an important part in the past successes.

To increase co-operation between of-

ficers and employees through a more comprehensive understanding of each other's problems.

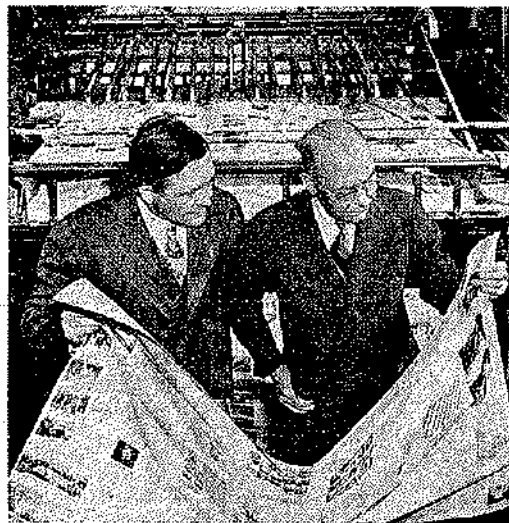
Those principles have become natural assets in the publication of The Santa Fe Magazine, interwoven in its character and indelibly a part of its policies. Considerable effort is directed toward keeping the magazine interesting throughout, personal but not too personal, and above all human and a true reflector of the spirit of the Santa Fe and the views and personalities of its people.

It has accurately recorded the year to year progress of the Santa Fe which, these late years, has been of particular interest to all America. There is no better record of the inauguration of the stainless steel streamlined Diesel era in modern railway operation than the magazine's account of the Santa Fe's installation of those facilities. Each step in the modernization program has been minutely recorded.

Pictures of thousands of Santa Fe people called into military service have appeared in its pages, as well as a complete list of furloughed men and women and an account of casualties. All retirements are faithfully listed. The Among Ourselves section contains four decades of Santa Fe social and day by day activities along the line.

The magazine appears on the first day of each month, and, as it comes to each Santa Fe employee, represents a good deal of effort on the part of the magazine staff and the various correspondents. Material must be in the editor's office not later than the sixteenth day of the preceding month. All space must be accurately allotted, displays, layouts, the arrangement of incidental illustrations and artwork, as well as the length of articles, must be determined on a basis of exact dimensions. The magazine's advertising pages have been liberally patronized by leading industries, banks and other national institutions. In general makeup and content it is a leader in the railway publications field.

Here we have a common meeting-ground where Santa Fe interests are welded; the spokesman for the vast Santa Fe organization, emphasizing the relationship and the personal obligations of all Santa Fe men and women.



SECOND OLDEST railroad magazine in the United States, The Santa Fe Magazine now is in its thirty-ninth year of continuous publication. Here Herbert Deeming, editor, and Jack Mullen, assistant editor, examine proof sheet of a recent issue as it came off the press.

Chicago, Ill. May 1, 1945