

The

(No. 7)

Santa Fe Today



The Santa Fe Today—No. 7

Explanatory 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 seventh in 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 the public relations department with the co-operation of the various department heads and the editors of The Santa Fe Magazine. The remaining articles in the series will be published and distributed from time to time until all departments of the railroad have been included.

Employees are urged to retain this pamphlet and all others in the series so that at the conclusion they may have a complete story of The Santa Fe Today.

October 15, 1949

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The Passenger Traffic Department

DIRECTLY under J. J. Grogan, vice president of traffic, and responsible to him is R. T. Anderson, general passenger traffic manager. Anderson has general supervision of all Santa Fe patrons, United States mail, baggage and express carried over Santa Fe rails and also details in relation to the Santa Fe's contract with Fred Harvey.

The general passenger traffic manager is assisted at Chicago by three assistant general passenger traffic managers and four general traveling passenger agents. General passenger offices are located at Topeka, Los Angeles, Galveston and Amarillo, each in charge of a passenger traffic manager (Amarillo has a traffic manager), who in turn are assisted by general passenger agents, assistant general passenger agents, and division, traveling and city passenger agents, located at various points throughout the Santa Fe system lines, also general passenger offices at Albuquerque and Phoenix in charge of general passenger agents.

Virtually all America is embraced by the Santa Fe's off-line passenger traffic offices staffed by general agents, district passenger agents and traveling and city passenger agents, located in key cities throughout the nation and in Mexico City.

In general system practice, Santa Fe off-line passenger offices report to their nearest assistant general passenger traffic manager, passenger traffic manager, or general passenger agent. Thus, the Santa Fe's New York passenger office (at Fifth Avenue and 42nd Street, one of the world's busy corners), as well as the Boston, Atlanta, Detroit and other Eastern offices, report to Chicago. Passenger traffic offices at Santa Barbara, Long Beach and Glendale, report to Los Angeles.

The assistant general passenger traffic managers at Chicago closely supervise passenger traffic, trains, schedules, and general passenger operations; functions, personnel and conduct of all Santa Fe passenger traffic offices; special cars and trains, fares, competitive and other conditions in relation to the Santa Fe's broad passenger traffic and facilities. Those general responsibilities embrace many important de-



R. T. Anderson, general passenger traffic manager, with headquarters in Chicago.

tails which must receive prompt and thorough attention.

The Santa Fe transported 11,263,992 revenue passengers during 1944 for an average distance per passenger of 555 miles, equivalent to a grand total of 6,250,295,000 passenger miles. All those passengers had to be cared for, and, in many instances, meals and other necessities either assured or provided.

Advice of unusual conditions surrounding any Santa Fe passenger train promptly is transmitted to Chicago. Daily reports of train movements and wire advice from Belen and Albuquerque (on all westbound passengers) and from Clovis and Las Vegas (on all eastbound passengers) are received in Chicago. The four general traveling passenger agents follow conditions on line, handling special assignments and supervising temporary or seasonal passenger traffic offices.

Santa Fe traffic offices are staffed with experienced travel advisers. Travelers require accurate information regarding rates, itineraries, schedules, equipment and other

matters, not only in relation to the Santa Fe's lines and trains but to the passenger services and facilities of almost all lines. Travelers must be furnished exact information in regard to accommodations, connections, and general travel conditions. They must be made aware of their needs while traveling and be assured that all Santa Fe obligations will be fulfilled.

In normal or peace times, solicitation is one of the prime duties and a basic obligation of the passenger traffic department. Almost everything transported on a Santa Fe passenger train is highly competitive in the sense that such traffic can or may move via other forms of transportation or via other railways.

It is a passenger traffic department responsibility to suggest and otherwise recommend to Santa Fe executive officers the equipment, schedules and other needs which are essential to a distinctive passenger service (the Santa Fe has always endeavored to provide that). With those things accomplished, it is a further responsibility of the passenger traffic department to acquaint everyone with the service and pleasure provided by Santa Fe passenger facilities.

That is effected by the Santa Fe's nationwide passenger traffic organization (worldwide at times), which, during war days, contributed its facilities, experience, time, labor and good-will toward the successful transport of the greatest mass movement of people, military and civilian, this nation has ever experienced.

Speed, safety, comfort, economy—those four factors are the basis of modern railway passenger service, necessary to meet competition and to satisfy the wants of patrons. Speed may not be the particular need of some who travel but few will forego the latter three. Under comfort we find modern, streamlined, air-conditioned, tastefully decorated equipment, in addition to smooth riding, clean, quiet operation. No other form of transportation save water can provide those features to a degree attained by the modern railway. No railway in America surpasses the Santa Fe in the matter of high-speed tangents and curves—basic elements of speed with safety and comfort.

Santa Fe passenger service has many decades of glowing tradition behind it. Based on a practical need and fulfilling that obligation without question, there has always been incorporated within Santa Fe passenger service a number of romantic and colorful elements.

The first Santa Fe passenger trains traversed the historic wagon route to old Santa Fe, crossing Kansas to intersect teeming cattle trails and found wild frontier communities. The Santa Fe soon was bringing millions of patrons into the Indian country, to the Grand Canyon and Salt River Valley, to the Gulf and border of Mexico, to California and the Pacific Ocean; and other millions from Pacific ports, the West and Southwest, to the Middlewest and the Atlantic seaboard with its world ports. It is difficult to disassociate the Santa Fe from Grand Canyon, Navajoland, the historic and beautiful valleys, mountains, plains, deserts and plateaus which make up the Southwest and California.

Despite the fact that there is only one Grand Canyon, one Yosemite, and one Carlsbad Caverns (each unequaled in beauty and wonder) and that Texas, Colorado, New Mexico, Arizona and California hold unquestionable charm for millions of Easterners, many vacationists must be encouraged to visit those localities—even reminded to do so. That does not mean that representatives of the Santa Fe's passenger traffic department personally interview each Santa Fe patron traveling to those scenic points. It means rather that forces set in motion by the Santa Fe's passenger traffic department many years ago (advertisements, descriptive literature, satisfied patrons, etc.) have continued in force through the years until America and much of the world has become properly aware of the attractions of those localities.

Conventions, political rallies, sporting events, pilgrimages—all manner of gatherings, movements or concentrations of persons—are an incentive and an opportunity for passenger traffic department representatives to secure routings via the Santa Fe. Any and all potential passenger travel, which may be served by Santa Fe facilities, becomes a duty and an obligation on the part of the passenger traffic department.

There was a time when only one class of passenger fare covered the entire passenger service provided by the railways. Today, there are many and varied passenger services available on trains. It is a duty of the passenger traffic department personnel to explain fully the merits of each type of service and to recommend to patrons those services which will prove most satisfactory.

A good deal of railway knowledge—railway schedules, equipment, geographical locations, connections, facilities, accommodations, fares, routings, conditions, services—is necessary properly to solicit railway pas-



Assistant general passenger traffic managers at Chicago: (left to right) Glenn Eddie, George Gilman, and R. E. Chappell.



H. C. Vincent, T.M.
Amarillo, Tex.

SENIOR OFFICIALS of the PASSENGER TRAFFIC DEPARTMENT



H. N. Davis, P.T.M.
Topeka, Kan.



F. L. Sturges, G.P.A.
Topeka, Kan.



G. C. Lyman, G.P.A.
Albuquerque, N. M.



T. H. Murray, G.P.A.
Phoenix, Ariz.



C. C. Thompson, P.T.M.
Los Angeles, Cal.



S. Carlson, G.P.A.
Los Angeles, Cal.



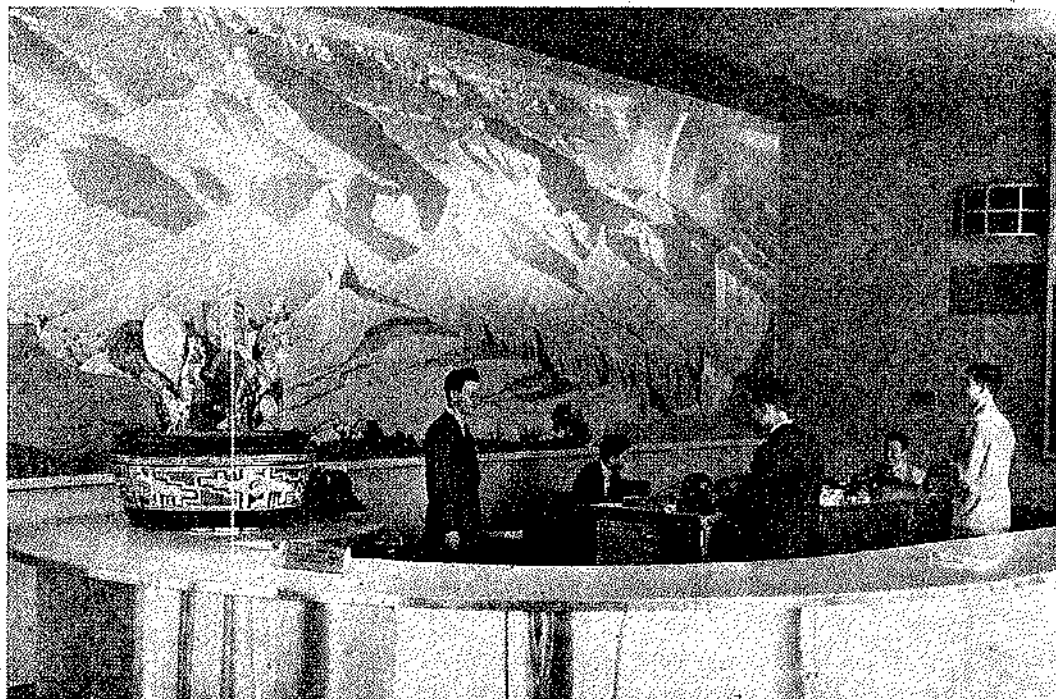
L. R. Everett, W.G.P.A.
San Francisco, Cal.



A. C. Ater, P.T.M.
Galveston, Tex.



O. M. Oliver, G.P.A.
Amarillo, Tex.



One corner of Santa Fe ticket office in Chicago, facing into Michigan Avenue. Trained in modern transportation methods, this staff augments Santa Fe's other forces in the city and provides a second convenient location for passengers to obtain reservations and rail tickets.

senger business. The Santa Fe has had many years of transcontinental travel experience (in conjunction with Fred Harvey, the Santa Fe early made a specialty of tourist or vacation travel) and its passenger organization, men and equipment, can supply the maximum in travel service.

Passenger Train Services

The Santa Fe's distinctive passenger facilities are highlighted by three extra fare transcontinental trains — the Super Chief, Chief, and El Capitan. The Super Chief and Chief have barber and valet service, also showers, and their parlor-observation cars are among the most tasteful on wheels. All Santa Fe transcontinental trains carry lounge cars. Others have parlor cars. El Capitan, which operates on the same schedule as the Super Chief, is an all chair-car train that has enjoyed popular acclaim and capacity operation since its prewar installation.

Postwar railway passenger service has been characterized by innovations and improvements tending toward maximum service, convenience, and comfort for the travel-

ing public, including an increase in the operation of lightweight, streamlined stainless steel cars and trains. The war interrupted a broad program of railway passenger expansion and modernization which now has been resumed with added impetus.

The Santa Fe quickly attained leadership in streamlined train operation—lightweight, air-conditioned, stainless steel cars and Diesel-electric and steam locomotives—operating a fleet of 26 trains, high-lighted by the Super Chief, popularly recognized as a leader among the nation's swift, luxurious trains. In the Santa Fe's streamlined fleet there are five Super Chiefs, six Chiefs, five El Capitanes, the Kansas Cityan, the Chicagoan, three Texas Chiefs, two San Diegos, two Golden Gates and the Tulsan.

The Super Chief makes the 2,224-mile journey between Chicago and Los Angeles daily in both directions. The Chief, equally luxurious, makes the same trip daily in both directions. El Capitan is a de luxe daily all-chair car streamliner between Los Angeles and Chicago. The Texas Chief, Santa Fe's latest addition to its streamliner fleet, operates between Chicago and Galveston, all stainless steel sleeping cars, diner, lounge and chair cars. The Kansas Cityan operates

daily between Chicago and Oklahoma City. The Chicagoan runs daily between Oklahoma City and Chicago. The Tulsan runs between Kansas City and Tulsa. The San Diegan operates between Los Angeles and San Diego (each way, four times daily). The Golden Gate, which operates between Bakersfield and Oakland, is a part of the Santa Fe's co-ordinated streamlined service linking Los Angeles and San Francisco.

In addition to those trains, the Santa Fe operates the California Limited (via LaJunta) and the Grand Canyon (via Amarillo) daily between Chicago and California. Those are standard equipment trains—chair cars, lounge, diner, standard sleeping cars. Also the Ranger, a standard sleeping car and chair-car train between Chicago and Galveston. The Scout, coaches and standard cars, operates daily between Chicago and Albuquerque (via Amarillo). Practically all cars in Santa Fe main line passenger service, during normal times, are air-conditioned.

The Santa Fe operates many other daily passenger trains—between Denver and LaJunta, Albuquerque and El Paso, Williams and Grand Canyon, Flagstaff, Williams, Ash Fork and Phoenix, Los Angeles and Phoenix, Oklahoma City and Fort Worth, Dallas, Fort Worth and Brownwood, Paris and Dallas, Brownwood and Menard, Clovis and Carlsbad, and others; also daily locals, motor cars or mixed trains between Wichita and Englewood, Dodge City and Boise City, LaJunta and Amarillo, San Bernardino and San Jacinto, St. Joseph and Topeka, Hutchinson and Ponca City, Wichita and San Angelo, and many other points.

Santa Fe train schedules are constructed to safeguard the interests of Santa Fe patrons by rendering the greatest service to the greatest number, meeting, also, the competition of other modes of transportation.

Santa Fe passenger train schedules are influenced by the flow and distribution of United States mail and railway express, gateway or passenger terminal connections with important trains of other lines, and local conditions peculiar to communities and areas where the volume of traffic determines schedules and frequency of service. Converging lines and branch lines throughout the Santa Fe system are importantly considered in relation to passenger train schedules.

Each Santa Fe passenger traffic manager and general passenger agent has a consid-

erable staff consisting of rate, transportation, claim, Pullman reservation, solicitation, prepaid order, ticket and other traffic specialists, who clear passenger and related details. In war days there was a special military department.

The military section of the Santa Fe's passenger traffic department, as much as any other agency in the country, participated in the gigantic movement of troops and supplies (by passenger train) throughout World War II. That task involved intimate co-operation with the military authorities. The passenger traffic department was charged with the responsibility of getting the troop trains and hospital trains under way. It then was up to the operating department to keep them rolling.

Reservation Routine

It is an established rule in Santa Fe passenger traffic offices quickly and courteously to determine the wants of a patron. Selling the train ticket is incidental to ascertaining and securing the necessary sleeping car space (if trip is other than local). If the patron is present, the ticket clerk telephones the Santa Fe's reservation bureau, and, if space is available, asks the reservation clerk to insert on the diagram (which represents the arrangement of rooms, seats or berths or chair car seats—if they are reserved—in the train) the number of the Pullman ticket which he (the ticket clerk) then fills in with the room, berth or seat



Another view of the Santa Fe ticket office located on the world-famous Michigan Avenue and Jackson Boulevard, Chicago. Dramatic murals on the interior walls of Grand Canyon and the Indian Pueblo at Taos suggest the exciting sweep of the Southwest.



World-renowned landmark on the south rim of Grand Canyon is Fred Harvey's Hotel El Tovar, here shown from Bright Angel Lodge.

number, the car number, leaving time of train, date and destination—if not already printed on the ticket form. If the patron desires, his return routing is determined.

There are added details in the case of extended itineraries which include side trips and stopovers. Santa Fe ticket clerks endeavor to supply the best accommodations available at proper cost respecting at all times the wants and needs of the patron.

Patrons often desire return reservations in which event the ticket clerk wires to whatever point the Pullman space is held, requesting a reservation under what is known as a Pullman "code" number—a plan introduced by the Pullman Company during World War II. When an answer to the wire reservation is received, the passenger is contacted and a ticket on a special form is issued covering the reservation. The Pullman code number under which the reservation was originally requested is entered on the ticket. The code number likewise appears on the train's diagram. This Pullman code number system embraces only the larger ticket offices. Smaller station ticket offices still use the actual Pullman ticket number.

An on-line Santa Fe agent will determine by wire or telephone the availability of Pullman space, also the train, car and berth number (if reservation is secured), from his regional passenger traffic department Pullman board, division passenger office, or from the train's conductor, depending on local conditions and the time which is to elapse before reservation is used.

Santa Fe reservation service is facilitated by two-way printing telegraph service between the Santa Fe's New York offices and reservation bureaus at Chicago and Los Angeles. Santa Fe reservation and information bureaus at Chicago, Kansas City and Los Angeles, are provided with especially designed communication installations to meet the service demands of those travel centers. These Santa Fe bureaus are staffed by various travel experts and clerks who handle inbound telephone calls and wires in relation to passenger information and reservations.

Prominent are the reservation table rotaries—one for sleeping car and one for reserved coach, parlor car, lounge and other space. Tiered rows of sectional cases containing train diagrams are revolved by the reservation clerks who surround these rotaries. The diagrams of trains for the ensuing month thus are available to all who surround the rotaries. Telephone calls for space are consummated here. If space can be assigned, these clerks do so instructing patrons where and when to pick up their tickets. If the patron needs more information in regard to trains and related details he is courteously switched to the ticket and train information clerks. There are special desks for foreign line reservations, special service and assignments, advance orders and incidental matters.

Wires may be received from any point on the Santa Fe system and from off-lying points. All reservations and assigned space are carefully checked. Confirmation memo-

Santa Fe station at Grand Canyon is located immediately adjacent to El Tovar.



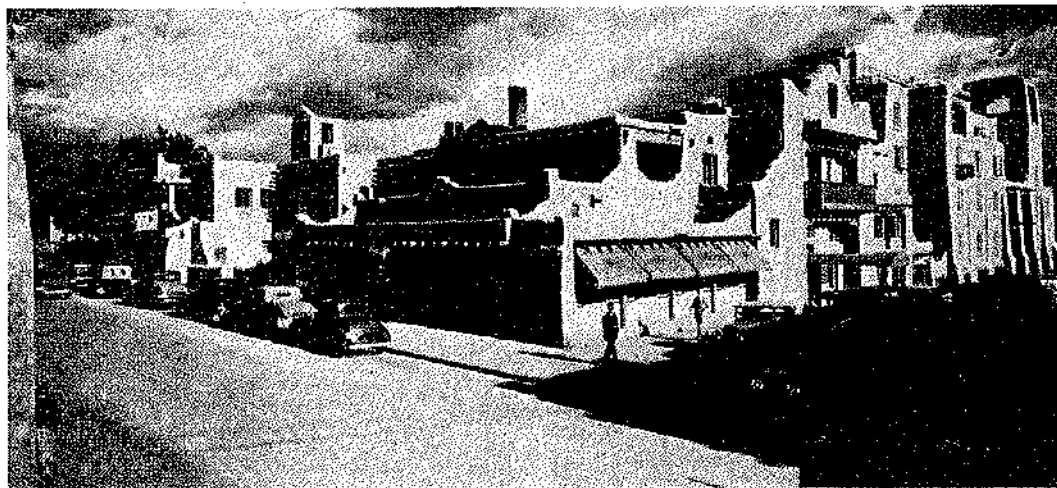
randa are forwarded to the bureaus by passenger traffic representatives on or off line. Confirmations also are handled by wire and by telephone. Reservations in peacetimes may be made as far in advance as the patron desires. In wartimes, one month was the maximum advance reservation period. All reservations are followed up and patrons are urged to give prompt advice in regard to cancellations.

Neatly prepared train diagrams (exact copies of those used and filed by the reservation clerks) are prepared in the reservation bureau and delivered to the passenger depot for Pullman conductor several hours before departure of train. These inform

Pullman conductor of the occupancy and destination of all sleeping car space. The same procedure is followed in the matter of reserved chair car and parlor car seats.

The modern railway sleeping car (popularly known as "Pullman" after the car's inventor, George M. Pullman) not only is an American institution but it has done much to unify the operations of America's railways and to facilitate the conduct of American business and commerce.

The first two or three railway sleeping cars were coaches converted for sleeping purposes in the late 1850s. Americans still did not venture to travel by night until after 1864, the year in which George Pullman



La Fonda, the inn at the end of the trail, facing the historic plaza in Old Santa Fe (under Fred Harvey management) is the central point of all Indian-detours and provides delightful accommodations in the style and hospitality of the colorful Southwest.



Travelers appreciate the absence of the ordinary "tour" atmosphere of the Indian-detours. Comfortable motor coaches and limousines, with experienced driver-guides, provide an excellent way to intimately explore the historic Indian Country.

began building his first real Pullman sleeping car. Fully equipped, this first Pullman car cost \$20,000, the most expensive railway car constructed up to that date. The car's advent found the railways in a heterogeneous state—tracks of varying gauge (three to six feet), no standardization of equipment or methods, no through or joint service between lines, and a large amount of short lines.

American business men soon discovered that safe, economical and above all comfortable night travel was possible over long distances by means of the Pullman sleeping car. Railways standardized many of their facilities and operations to permit free interchange of Pullman cars which always have been operated independently of the railways. The reason for the latter is that travel peaks vary throughout the nation. Fall and winter finds heavy sleeping-car travel to the West, Southwest and South; spring and summer, to the North, Northwest and Northeast. If the railways owned their own sleeping cars each would have a large share idle much of the year. Each road would have to keep its own equipment on its own lines and a greater investment would be necessary. The Santa Fe is one of the few railways enjoying a year-around tourist patronage.

Pullman sleeping cars are operated over Santa Fe Lines under contract with the Pullman Company. Cars of the type desired and needed for the Santa Fe's particular operations are provided. Decorating and equipment in the cars conform with the territory traversed by the Santa Fe, generally Indian or Southwestern motif. All

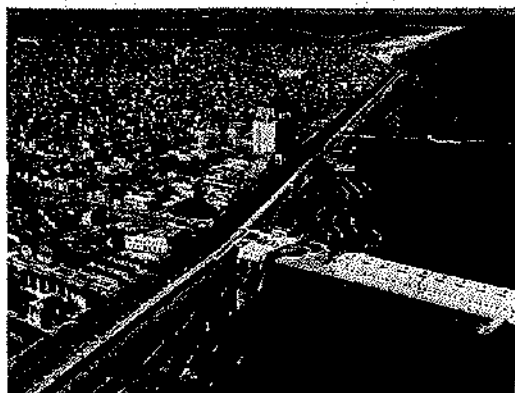
Pullman conductors, porters, maids and other attendants are provided by the Pullman Company, as are towels, linen, bedding, soap and other supplies.

For many years the Pullman standard sleeping car has been alone in its field (Pullman absorbed minor sleeping car companies which sprang up in different parts of the country). The standard sleeping car provides bedrooms, drawing rooms, compartments, roomettes, duplex roomettes, and the familiar upper and lower berths. Streamlined stainless steel Pullman cars embody all those accommodations including the popular roomette which the streamlined cars introduced.

Tickets—Sale, Preparation

After all necessary information has been obtained, space secured, and the patron's wishes satisfied, the ticket clerk makes up the ticket to cover the trip. Care must be exercised to avoid any errors in this procedure; otherwise the patron may experience difficulty en route. The Santa Fe's ticket stock is so complete (from one popular point to another) that it is seldom

It is difficult to disassociate the Santa Fe and Grand Canyon, Navajoland, the historic and beautiful valleys, mountains, plains, deserts and plateaus which make up the Southwest and California. Depicted at the right are a few of these outstanding vacation-land attractions.



View of Galveston, Tex., showing beach and 18-foot seawall. In foreground municipal pier, housing amusements and auditorium; in distance is Stewart's Beach.



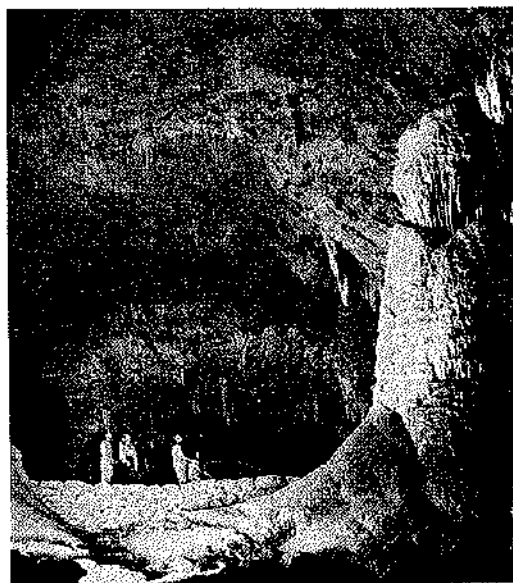
Yosemite Falls (upper, 1430 feet and lower, 320 feet). Yosemite National Park has an area of 1176 square miles.



Santa Fe, N. M. St. Francis Cathedral in background, U. S. Post Office on left, and a corner of La Fonda on right.



Newest of the old is Mission San Luis Rey, last built of the 18 on California's 400-mile Mission Trail. Established in 1798, it now is beautifully reconstructed and preserved.



Carlsbad Caverns, N. M. This massive growth has been forming for at least 60,000,000 years and is one of the most majestic masses of limestone on record.



These two beauties are enjoying a walk into the foaming surf at one of California's popular bathing beaches in mid-January.

necessary to fill in what is called a "skeleton" ticket. It is important today that various endorsements be stamped or written on the ticket in accordance with governmental regulations and railway tariffs.

There are many different forms of tickets covering various types and classes of Santa Fe train service and services in various localities. Agents receive their stock of blank tickets from their regional traffic manager or general passenger agent. The accounting department maintains a card record of tickets supplied all agents and conductors. Most commonly used forms of tickets are local and coupon, printed on cardboard and watermarked bonded ticket paper. Baggage and excess baggage checks, storage and parcel checks, C.O.D. checks, and the familiar conductors' hat checks, are other heavily used forms of checks or tickets. Millions of the latter are used annually on the Santa Fe system lines.

In addition to ordering and maintaining an ample supply of tickets and insuring their prompt distribution, the ticket department takes care of ticket cases, punches and dating stamps, determining that there is a proper supply and maintaining them in serviceable condition. A record is kept of the punch used by each Santa Fe conductor, enabling the ticket department readily to determine by whom the ticket was honored. Such information is of value in many ways particularly in the settlement of claims.

Many railway ticket offices in the United

States are jointly operated by two or more lines principally at union stations and at hotels in major travel centers. That is done for the convenience of the public and to simplify the considerable task of selling tickets at points where volume travel demands expeditious handling.

There are three general types of railway passenger fares:

Local one-way fares, commonly known as conductors' fares.

One-way interdivision fares, from one conductor's division to another conductor's division.

One-way joint fares, from points on one railway to points on another railway.

The above fares are further designated as:

Coach fares, not good in sleeping cars of any type.

First-class fares, which permit purchase of space in standard sleeping cars.

Other railway passenger fares include: parlor car and cafe-observation seat space, round-trip and reduced excursion, extra fare (on certain de luxe trains), various special fares, i.e., the movement of private or chartered passenger cars, baggage cars and special trains, parking and switching charges, stopovers, and veterans in U. S. hospitals, homes, etc.

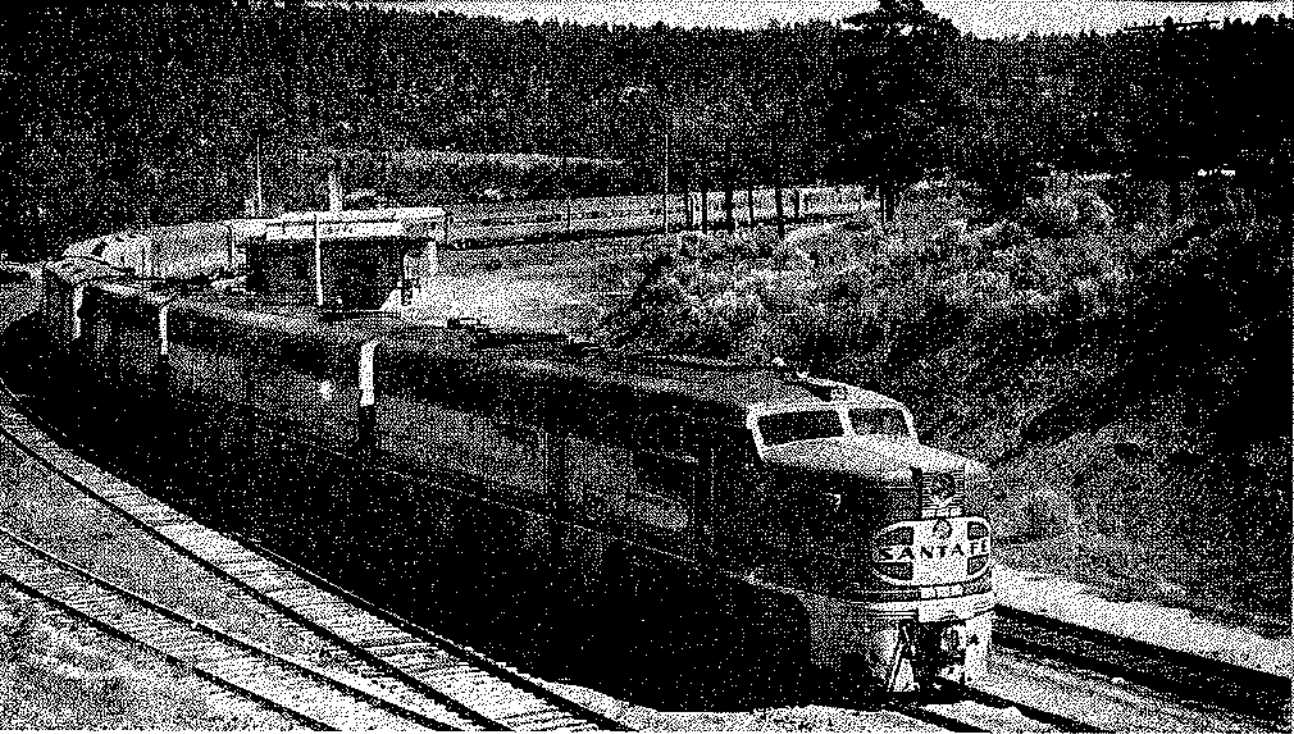
Passenger tariffs quote specific individual fares to be collected, thus differing from freight tariffs which, with a few exceptions, quote a rate on weight basis for the charge. Each railway prepares and distributes local passenger tariffs. The various passenger associations have tariff bureaus which publish joint tariffs of regular one-way fares, round-trip excursion, and other special fare tariffs, optional routes, special cars and trains, stopovers and miscellaneous tariffs.

The passenger associations effect many economies for the railways in the compilation and distribution of tariffs and statistics as well as the publication and dissemination of information to the various railways and to the public. That includes joint advertising and joint distribution of railway timetable folders.

The passenger associations also provide necessary and valuable information on public requirements for travel via a combination of air, highway and steamship lines connecting with rails; also exchange of railway data on limit of tickets, transfer arrangements, immigration regulations, extension of tickets, baggage rules and regulations, issuance of clergy certificates, details of military movements, quarantines, washouts, special trains and cars and many



Passengers boarding a Santa Fe streamliner at the beginning of its transcontinental run.



Santa Fe Diesel No. 57 passing Glorieta, N. M., at the summit of Glorieta Pass, drawing The Chief with fourteen cars.

others—all contributing to the essential free flow of the nation's traffic.

The tariff bureaus of the passenger associations do not establish fares. They act in a clerical capacity, compiling tariffs of fares established and made by the individual lines. The association tariff bureaus, for economy reasons, arrange for the printing and distribution of tariffs. As with freight rates, it is a duty (and a necessity) for a railway to investigate, propose and initiate passenger fares.

Passenger Associations

The passenger associations and the territories embraced by each are as follows:

New England Passenger Association

Maine
Vermont
Connecticut
Massachusetts
New Hampshire
Rhode Island

Trunk Line Association

New York
New Jersey
Delaware
Maryland
Pennsylvania—east of Pittsburgh

Southern Passenger Association

Kentucky
Georgia
Mississippi
West Virginia
Florida

Virginia
Alabama
Tennessee
North Carolina
South Carolina
Louisiana—east of Mississippi River

Central Passenger Association

Washington, D. C.
Ohio
Pennsylvania—west of Pittsburgh
Michigan—lower peninsula
Indiana
Illinois—east of Chicago-St. Louis lines of the C.&E.I., and I.C. railroads to but not including St. Louis.

Western Passenger Association

South Dakota
Minnesota
Wyoming
Iowa
Nebraska
Wisconsin
North Dakota
Michigan—northern peninsula
Illinois—on and west of the Chicago-St. Louis lines of the C.&E.I., and I.C. railroads to St. Louis.
Missouri—on and north of the M.P., St. Louis to Labadie and the C.R.I.&P., Labadie to Kansas City.
Kansas—except part on and east of S.L.&S.F. Ry., Kansas City to Fort Scott, thence through Girard, Cherokee and Baxter, to and including Galena.
Colorado—west to and including Colorado common points (Denver, Colorado Springs and Pueblo), Fort Collins to Trinidad inclusive.



El Capitan pulled by a 5000-horsepower Diesel, westbound in Raton Pass on the Colorado side.

Montana—west to and including C.&S., C.B.&Q., and G.N. railways through Billings and Great Falls to Havre.

Traffic passing between the above-described region and the territory lying between its western boundary and the eastern boundary of Washington, Oregon, and Nevada, is also under the purview of the Western Passenger Association.

Southwestern Passenger Association

Arkansas Oklahoma Texas

Missouri—south of but not including the line of the M.P., St. Louis to Labadie, thence the C.R.I.&P. Ry., Labadie to Kansas City, including Kansas City and St. Louis.

Louisiana—west of the Mississippi River; also New Orleans, on westbound traffic.

Kansas—on and east of the S.L.&S.F. Ry., Kansas City to Baxter via Fort Scott and Columbus.

Trans-Continental Passenger Association

All rail carriers in the territory west of Chicago, St. Louis, Memphis, Vicksburg, and New Orleans, through to the Pacific Coast, and has to do with the traffic which crosses the eastern boundary lines of California, Nevada, Oregon, or Washington, or which passes through Hope, B.C., and Salvus, B.C., also traffic to and from Kootenay common points, Nelson, Roseland, Kaslo, Sandon, and Grand Forks, B.C.

The Santa Fe is a member of the Western, Trans-Continental, and Southwestern passenger associations. The Santa Fe is not represented by the other associations but participates in certain tariffs which those associations publish.

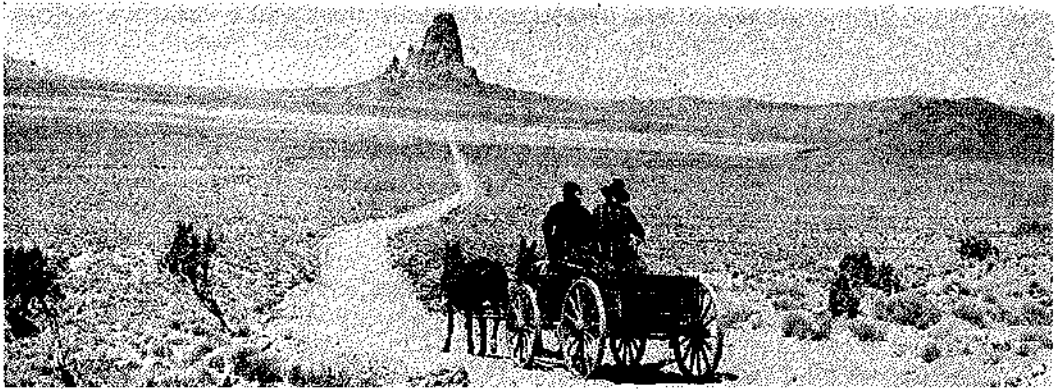
The Interstate Commerce Commission has named the maximum rates per mile one-way which may be charged by the railways for sleeping and parlor car travel and for coach travel. The railways, however, are permitted

and in many instances have established one-way fares on rate per mile bases less than those specified by the Interstate Commerce Commission.

In dealing with questions concerning one-way fares, the railways act jointly before the Interstate Commerce Commission and other regulatory bodies. That insures an accurate picture of the railway situation, which is in reality a composite of the railways' individual problems. Each railway, however, may and often does act independently.

The passenger fare from one point to another usually is established via the mileage of the shortest service route between those points. All competing lines charge the same fare in order that the public may be given the benefit of all service between those points. The arrangement of schedules is an important item in that service. It also is economical, at times, for the railways to pool their trains and services—without lessening the scope or quality of the service. To give the public the benefit of all train service operated, there are many optional honoring arrangements in which a ticket reading via one railway is honored via another railway—the fares, of course, being equal. A large percentage of the passenger traffic of the nation is interline—over two or more railways—and uniformity in the matter of fares and services requires a great deal of preliminary work on the part of the railways and others.

There are no specific orders or basis in regard to the establishment of round-trip fares. Section 1 of the Interstate Commerce Act, however, prohibits discrimination between persons and places. When excursion

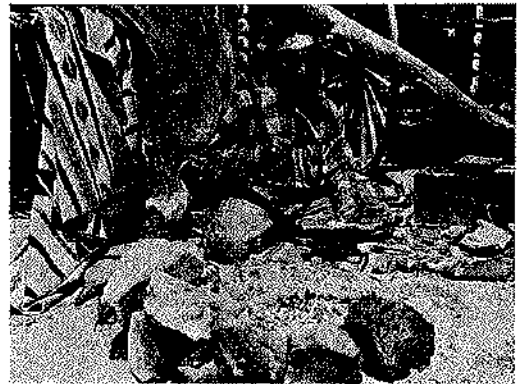


El Capitan, an outstanding landmark in Monument Valley, Arizona, is not far from a road regularly traveled by the Navajos. Monument Valley is guarded by detached rock sentinels of incredible size.

In Historic Navajoland



Mounted party of Navajos stand out in bold relief against the rock background of Canyon de Chelly in northeastern Arizona.



Navajo silversmiths are clever and skillful artisans. Beautiful specimens of their handiwork are turned out with the simplest of tools.



A Navajo moccasin maker skillfully applies his art to the process of providing footwear to members of his tribe, and at the same time keeping alive the age-old secrets of his ancestors.



The shearing of sheep in Navajoland is a colorful event. Much of the wool is marketed but a sizable amount is retained for home carding, spinning and weaving.

fares are made effective to one tourist locality, another tourist locality of equal distance and general conditions rightfully may expect similar treatment.

One may visualize the tremendous preliminary work in relation to the round-trip excursion fares authorized from all points in the United States to California and the north Pacific Coast. Hundreds of different routes are authorized, including stop-off, sidetrip and other privileges, providing maximum benefits for the public. The facilities of the various passenger associations and the co-operation of the railways individually as well as railway patrons and numerous civic, county and state groups, were enlisted in the task.

As with freight tariffs, the Interstate Commerce Commission requires that thirty days' notice be given of changes in fares. That is accomplished by filing or posting tariffs with the I.C.C. and state regulatory bodies. Railway patrons, individually or in groups, have the right to file complaints with the I.C.C. or with state commissions, and the latter have the power, under the law, to suspend the proposed fares and arrangements for further investigation if, in their judgment, they deem such action advisable.

Rate Departments

Rate matters on the Santa Fe system lines are supervised by the general passenger traffic manager's Chicago office. Each passenger traffic manager and general passenger agent has a rate department which compiles and maintains mileage sheets between Santa Fe stations (on that territory) for use in the construction of local passenger fares, milk and cream rates, and others. Local and interdivision rates and charges (between Santa Fe divisions or conductors' runs) also parlor car charges are compiled. Santa Fe passenger rate men attend tariff meetings of the Western, Trans-Continental and Southwestern passenger associations, compiling passenger fares from points on the Santa Fe proper to all points in the United States, Canada and Mexico, both one-way and round-trip. They also assist in the compilation of optional route and rail-motor optional route tariffs.

That procedure differs somewhat on the Coast Lines where there is no passenger association. Here joint tariffs are published and distributed by individual carriers acting in behalf of other carriers participating in the tariff. Each line assumes a fair share of the work. Territory involved concerns the

Santa Fe's lines in New Mexico, Arizona and California; also Nevada, Oregon and Washington.

Each rate department compiles and maintains index of passenger circulars and tariffs issued by the Santa Fe, and joint tariffs issued by bureaus (or other lines on Coast Lines territory) quoting fares from points on the Santa Fe, on file with the I.C.C. and state regulatory bodies and posted at Santa Fe stations. Tariffs and circulars are mailed to Santa Fe ticket agents and traffic representatives, to the traffic departments of all railways in the United States, Canada and Mexico, and to various governmental and state bodies.

Complete files of passenger tariffs covering all railways in the United States are maintained by the general passenger traffic manager, passenger traffic managers, and general passenger agents, enabling each to quote fares between any two points in the nation. An important function of the rate department is the quotation to Santa Fe ticket agents of passenger fares, train service, Pullman fares, baggage and other charges; also the interpretation of passenger tariff rules and regulations. Such requests are received by mail, wire and telephone from all points on the Santa Fe system. Similar requests, often in volume, are handled for the general public throughout the nation.

The rate division customarily supervises the placing of orders, known as prepaid orders, with Santa Fe agents for tickets and other services for parties at various locations; also details of joint settlement when such transportation is interline.

Other rate department matters concern the authorization of payments of bills for tariffs received; issuing and maintaining record of concurrences (powers of attorney) to other lines and to tariff bureau agents giving them authority to issue joint through rates to points on the Santa Fe and via the Santa Fe, also from points on the Santa Fe to points on other lines via specified routes; and establishing of divisions between interested carriers.

The rate department authorizes and handles the exchange of tickets en route as well as at Santa Fe stations, occasioned by missed connections, illness, or other cause. In some instances it is necessary to secure revenue from other lines on tickets exchanged for route via Santa Fe, also to divert to other lines revenue on tickets which were originally routed via Santa Fe; and to secure revenue and release revenue

on tickets which have been erroneously honored by Santa Fe conductors which read via other lines and vice versa.

It is a special task of the rate department to smooth out any ticket troubles occurring on trains, occasioned by mishandling of tickets, incorrect issuance, insufficient coupons and other faults. Both local agents and conductors assist in the matter; also with passengers who get off trains at wrong stations, are left at stations, lose their tickets, and experience similar mishaps.

Undercharges and overcharges constitute errors on the part of Santa Fe people (or other railway personnel) due to misinterpretation of tariffs and other factors. In the former, effort is made to collect balance due from passengers; in the latter, arrangements are made for refunding to passengers the over-collection by ticket agent.

The passenger claim department investigates and settles refund claims on unused and partially unused rail, parlor car and extra fare tickets. Claims cover local, inter-system, interline and various railway ticket issues. In general procedure, the railway which originates or collects the ticket fare handles the claim. Heavy passenger travel results in a sharp increase in the number of such claims.

Most passenger refund claims stem from the patron's change of plans or some emergency which necessitated other routing or destination. Unused portions of round-trip tickets are presented in sizable numbers. All claims require complete investigation. Ownership of ticket must be clearly defined and

circumstances in relation thereto must be established and verified. Apportionment to other lines is determined where refunds concern interline tickets.

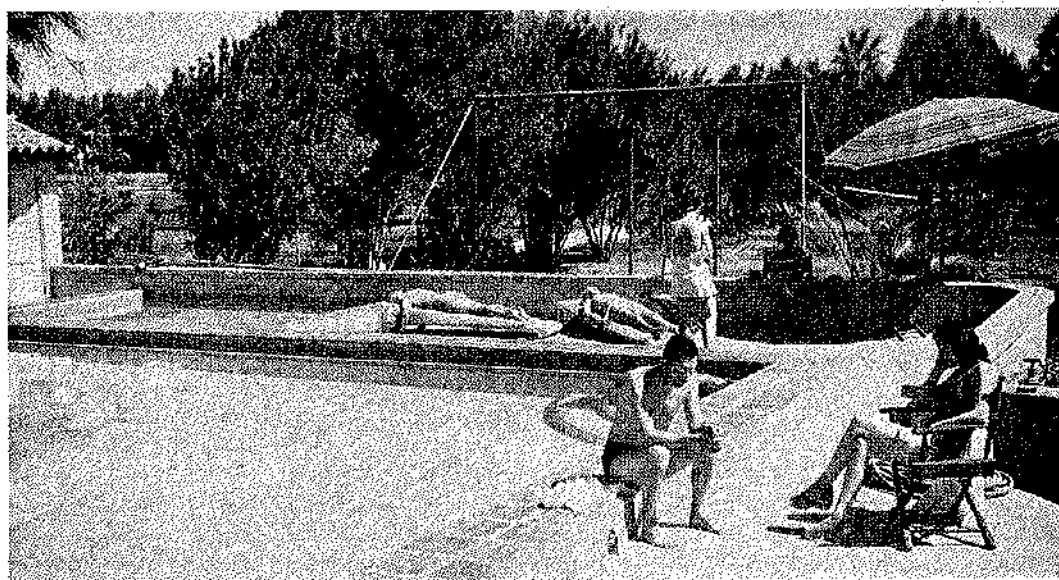
Tariff authority and Santa Fe accounting department rules and procedures govern the handling of passenger refund claims. Refunds of overcharges often are directed by the accounting department which also handles all claims concerning government transportation.

The transportation or general solicitation section, all-important during peacetimes in the task of securing passenger travel business, extended its experience and facilities to the warcreated passenger military department; also to the unusual conditions created by unprecedented war travel. Those conditions required all the experience and resources of the Santa Fe's passenger traffic department.

The Santa Fe comprises one railway system, Chicago to California and the Gulf of Mexico. Santa Fe passenger facilities, so convenient during peacetimes, proved to be invaluable instruments of war.

Solicitation Department

The transportation section's prime responsibility is the solicitation of organized travel business such as conventions, tours and special movements. Such traffic usually is competitive and efforts must be put forth to secure it. The task begins with the compilation of data in regard to such movements—dates, places, persons, organizations, plans. All Santa Fe traffic offices are



Desert Inn swimming pool at Palm Springs, Cal., where exhibition meets of national importance often are held.

notified and each receives instructions in regard to the part it must play or will be able to play in the solicitation and handling of such traffic. Annual conventions such as the American Legion, Shriners, Veterans of Foreign Wars, Elks, and other leading organizations, mean thousands of travelers and many extra or special trains.

Convention data also is compiled by chambers of commerce and other civic and fraternal bodies and it is the duty of each Santa Fe local or off-line passenger traffic office to see that the general passenger traffic manager and each general passenger office are properly informed of all such events. The general passenger agents follow through with traffic offices under their jurisdiction to the end no convention or special movement is neglected.

Conventions, as a rule, are held annually and the place and time for the next annual meeting is decided at the current convention, or the matter is left with a committee for early decision. A good passenger solicitor promptly will ascertain that information and start working as soon as advisable on next year's convention. Division passenger and traveling passenger agents must know the approximate number of people which are to move. That permits determination as to class of service desired—special trains and special cars (Pullmans, chair cars and others)—and the preparation of cost schedules as well as service schedules which are indispensable in the solicitation task.

The interest displayed in the matter, and the prompt presentation of cost and schedule details, often are the deciding factors in securing such business for the Santa Fe.

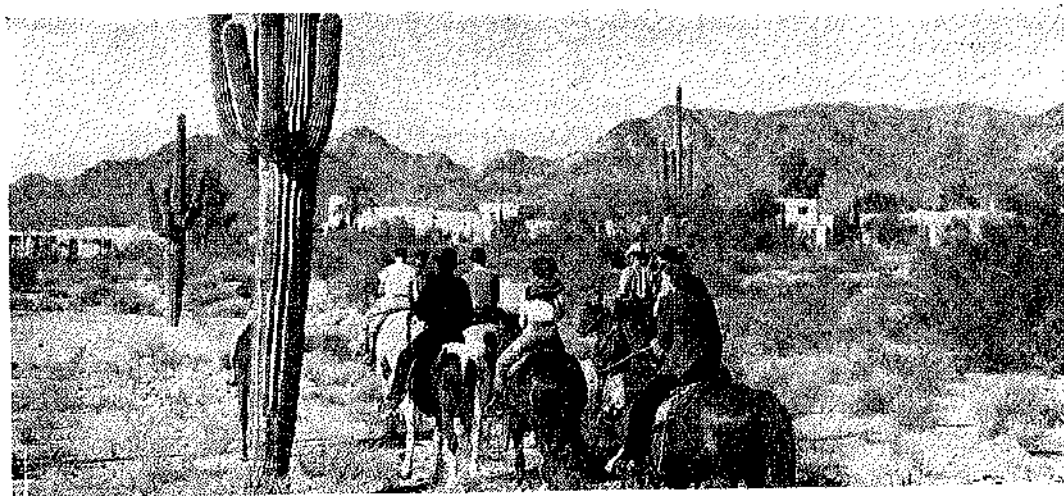
The transportation section of the general passenger office, Topeka, has the responsibility of keeping up to date the Santa Fe's important System Circular No. 46-S—General Arrangements, Information and Instructions for Ticket Agents and District Representatives. This publication gives detailed instructions in regard to baggage and transfer arrangements—excess weight, various handling at Chicago, Los Angeles, Kansas City, military requests and other matters; caretakers and attendants—with banana shipments, blind persons, etc.; United States and Canadian customs regulations; reduced fares account charity, clergy and military personnel; government and state transportation requests—embracing many governmental departments, bureaus, commissions and administrations; and restrictions on reduced rate transportation on limited trains.

A miscellaneous section of Circular 46-S defines procedures in relation to various matters—dogs, cats and other small animals, guide or leader dogs and state laws in relation thereto; pillow service; special service charges or extra fares on foreign lines; separate coach laws—segregation of passengers; quarantine regulations; receipts for federal tax paid; Santa Fe telegraph and telemeter service; proper use of telegraph facilities; state sales tax data—all Santa Fe states except Nebraska and Louisiana; and details on Missouri sales tax and Oklahoma consumers' tax law.

Other important matters covered by Circular 46-S include: optional routes and side trips—Grand Canyon, Indian Detours, Boulder Dam, Carlsbad Caverns and others; sleeping car and parlor car service—the assignment of space in relation to various Santa Fe trains; stopover of air-conditioned sleeping cars; special cars and special trains; advertisements and banners on trains; station facilities for heating such passenger equipment (where to spot at stations); charges for movement of railroad owned business or office cars and instructions regarding occupants of those cars holding free or paid transportation.

A special section of Circular 46-S is devoted to tickets, fares, issuance, limits, classes, prepaid orders and other matters. That includes accommodations accorded on various classes of tickets; signatures on and validation of round-trip tickets; deposits received for sale and delivery of tickets and other services to parties at various locations (prepaid orders), and many rules and regulations in reference thereto which concern redemption and cancellation, receipts, accounting, prospective business, improper handling, use of Western Union wires, endorsement of tickets, tickets for children without escort, and ticketing infirm passengers; showing fares on Oklahoma intrastate tickets—a law; collection of fares for children of half-fare age; street-orders—tickets obtained from or delivered to other lines; time limits and honoring of tickets and ticket refunds. The general passenger office, Topeka, has the responsibility of keeping up-to-date the Santa Fe's important System Circular No. 38-S—general arrangement, information and instructions to passenger train conductors.

A final section of the circular concerns train schedules—bus and rail connections, honoring bus lines' emergency orders for rail-coach tickets, and holding trains for connections. The latter includes an outline



A party of riding enthusiasts returning for lunch to Camelback Inn near Phoenix, Ariz.

ARIZONA

Winter Vacationists' Paradise



Another party from the Inn stop for picnic lunch in the vicinity of Phoenix.



Palms and Spanish type architecture lend additional charm to the beauty of the Paradise Inn near Phoenix.

of trains and stations also time trains may be held to await connections.

The transportation section also revises the Santa Fe system Pullman assignment circular, as well as instruction booklets covering tour operations at Grand Canyon, Boulder Dam, Indian Detour, and other tours. Data, information and suggestions covering those procedures are forwarded to the Topeka general passenger office by Santa Fe passenger traffic offices and agencies. All receive the general approval of the general passenger traffic manager.

Handling of Baggage

Baggage regulations for many years have been uniform on American railways. The American Association of General Baggage Agents as well as the passenger associations and others, worked many years to achieve that uniformity. At one time there was considerable variance in regard to weights, dimensions and types of articles handled as baggage by the railways; also re-checking at railway junctions and other details made the handling of baggage en route bothersome for patrons. If a railway today desires to institute some local baggage checking arrangement it must first consider any optional honoring arrangement it may have with other railways.

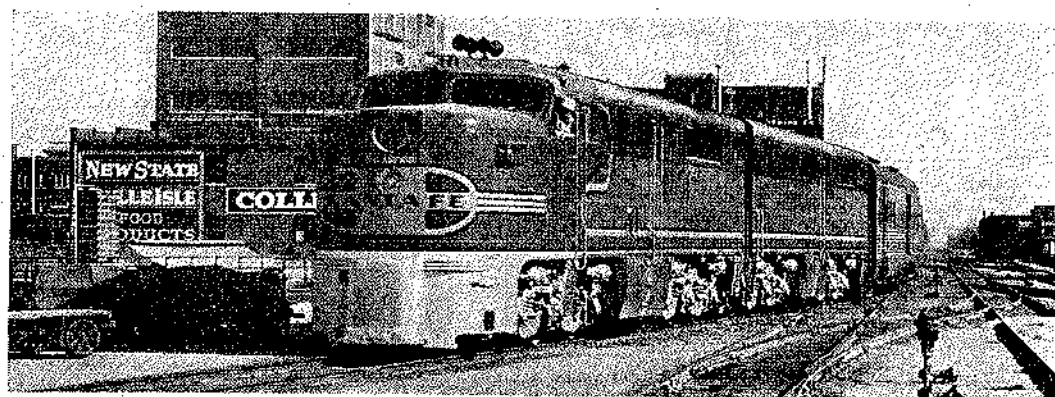
Railways in Western Passenger Association territory have established a joint office at Chicago to which advices are forwarded by all railways of unclaimed baggage on hand, also lists of baggage misrouted or lost upon which claims have been filed. That efficient interchange of information facilitates the location and return of lost baggage to its original owner, and has done

much to solve the problems of misrouted and lost baggage.

Santa Fe baggage traffic is handled in passenger train baggage cars and in the baggage compartments of gas-electric motor cars by means of various kinds of checks, according to the character and class of transportation. Each check is numbered and recorded in turn by the agent initially checking the baggage, the train baggage-man handling, the agents at junction or transfer points, and the destination agent. A continuous and complete record thus is available covering the description and condition of each piece of baggage handled.

The general baggage agent at Topeka, assisted by a traveling baggage agent and clerical staff, the general baggage, express and mail agent, Los Angeles, and staff, and special baggage departments under the general passenger agent at Galveston and the traffic manager at Amarillo act in a supervisory capacity in relation to Santa Fe baggage traffic. All Santa Fe people handling such traffic—station agents, train baggage-men and others—are under the supervision of local division superintendents or terminal (union station) authorities. Some train baggagemen are joint Railway Express messengers.

One hundred and fifty pounds of baggage, not exceeding \$100 in value, is checked free on each adult full fare one-way or round-trip first-class, intermediate or coach ticket, and 75 pounds, not exceeding \$50 in value on each child's half-fare ticket. A charge of ten cents is made for each \$100 declared valuation in excess of free allowance. Free allowances are subject to tariff stipulations as to contents, weight, value and size. Valuation of baggage must be declared in writing at time of checking. No single piece of



The new Texas Chief pulling into Oklahoma City on its inaugural run April 4. The running time of this new train cuts 10½ hours from the old schedule.

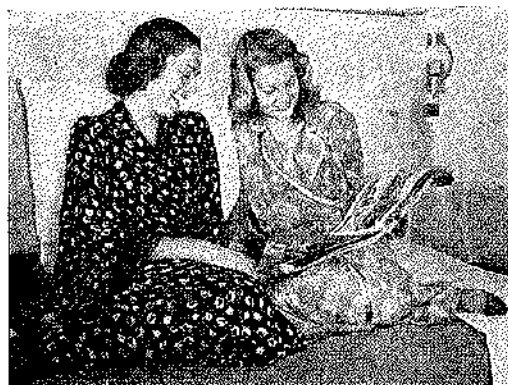
All the new equipment presently going into Santa Fe passenger service is treated in the latest decorative schemes of the country in the native traditions of the Southwest through which the trains operate.



Forward part of observation car on the Super Chief, with passengers enjoying themselves at card playing and conversation.



Rear end of observation car. The color scheme is outstanding in expressing the vast, beautiful country through which the trains operate.

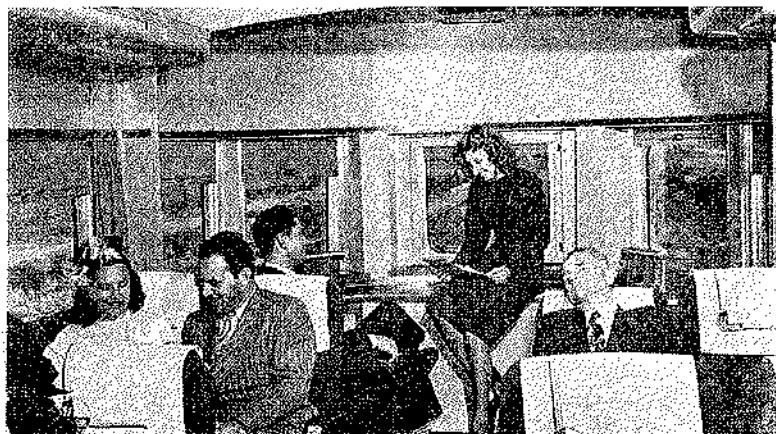


Two young passengers enjoy a favorite magazine on the large comfortable lower bed on the Santa Fe's luxury all room train.



Lunch counter diner used on El Capitan. The dining car section is divided by decorative transparent panels which can be seen toward the back in this picture.

Portion of a chair car used on El Capitan. New features include an adjustable leg rest which slides into a fixed position under the seat when not in use.





Manned by Santa Fe, Fred Harvey meals afford the travelers a wide variety of excellently prepared, moderately priced food. Equipped with electronic installations, suitable luncheon and dinner music is played for the diners.

baggage exceeding 300 pounds in weight or 72 inches in greatest dimensions, or single shipments exceeding \$2,500 in value, are checked.

Santa Fe baggage cars transport the remains of loved ones where interment at another locality is desired. Care is exercised by depot and train baggagemen in the handling and supervision of this traffic which is protected by special rules.

Baby carriages, bicycles, bags, bundles, invalid chairs, tool chests, golf bags and guns are checked and included in free baggage allowance subject to tariff regulations. Dogs, cats and other pets are checked and transported in baggage cars subject to tariff regulations and charges. They are given careful handling to prevent injury or their escape from crates or leashes. Owners are allowed to claim and exercise them at points where there is sufficient time for that purpose. The feeding and the watering of dogs en route devolves upon the passenger or owner; train baggagemen, however, are advised that any assistance they may render will be appreciated.

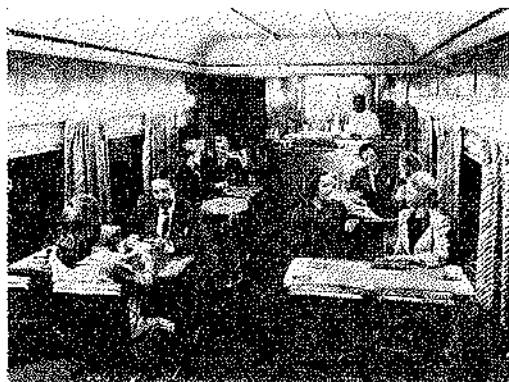
The sick and injured sometimes are temporarily transported in railway baggage cars, depending on the emergency of the situation, but only on order of a division superintendent or other proper authority.

Trunks, suitcases and grips are articles most commonly transported as baggage. Milk and cream traffic and newspapers, all of a highly perishable nature, are handled as baggage, moving on waybills instead of checks. Railway mail and packages (designated as "R.R.B."—"Railroad Business") also are handled in baggage cars.

Santa Fe baggage department officers receive reports from agents covering the forwarding of all baggage shipments from their respective stations, from each train baggageman handling, and from all junction and destination agents. That represents a considerable volume of reporting and filing. Baggage shipments and cream cans sometimes go astray and tracers must be issued.

Claims growing out of the handling of baggage traffic (with the exception of losses and damages which occur to baggage carried in Pullman cars and coaches, or handled by porters at stations, etc.) are handled by the baggage agents. Unclaimed baggage as well as articles found in passenger stations and on trains becomes the responsibility of the baggage agents. Warehouses are maintained to care for this property, while effort is made to locate owners. When claimed, such articles are promptly delivered.

The general baggage department at Topeka issues instructions to train baggagemen covering the handling, recording and care of baggage, newspapers, milk and cream, and railroad mail and United States storage mail. Those instructions concern the proper marking and checking of baggage, loading, delivery en route, handling and reporting of U. S. mail, bad order baggage, avoiding delays, responsibility, emergency procedures (accidents, washouts, etc.), checking dogs, cats and pets, newspapers, baggage in bond (U. S. customs), milk and cream checking, recording and handling, shipments carried beyond destination, handling and reporting empty cans and containers, delivery at non-agency stations—and many other details important to the correct handling of "head end" traffic.



Decoratively designed, the lounge car on the Super Chief is the spot where passengers get acquainted.

The Express and Mail Traffic Department

THE express and mail traffic department, with L. C. Keys, traffic manager, is a division of the passenger traffic department supervising the United States Mail and Railway Express Agency business transported over Santa Fe rails.

The Santa Fe, in the matter of revenue, is the ranking express and mail carrier west of Chicago and ranks third among the nation's railways in revenue for U. S. mail and express transported. Santa Fe express and mail operations at Kansas City, one of the nation's important mail and express transfer points, embrace generally one-third of the volume of mail handled there in addition to quantities of storage mail loaded over Kansas City via Santa Fe.

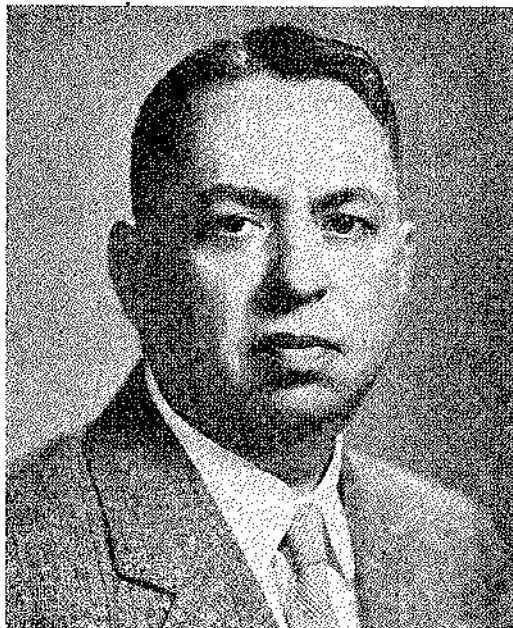
The Santa Fe's crack mail trains, No. 7 westbound, and No. 8 eastbound, between Chicago and Los Angeles, provide an exceptional mail service for California and Kansas City, Chicago and the East. Those trains, exclusively mail and express, are operated daily in two sections.

With mail and express, the Santa Fe deals with only two patrons—the United States Post Office Department and the Railway Express Agency. The express and mail department serves as a liaison between those agencies and the Santa Fe, clearing details of the respective operations and interpreting rules and regulations peculiar to each service.

The Post Office Department offers mail to the railways and it is the duty of the latter to transport that mail. No contracts are negotiated. There are contracts or agreements, however, between the railways and the Railway Express Agency.

For nearly a century, the railways have been the nation's principal mail carriers, handling today ninety per cent and more of the mail traffic. The South Carolina Railroad first carried United States mail in 1831. The first cars equipped especially for distributing and pouching mail in transit for dispatch to connecting routes were put in service on the Hannibal & St. Joseph (now the Burlington) in July, 1862.

Railway express service began with Wil-



L. C. Keys, express and mail traffic manager, with headquarters in Chicago.

liam F. Harnden, a train conductor, who entered into a contract with the Boston & Providence Railroad (now N.Y.N.H.&H.) and a steamship plying between New York and Providence to carry valuable papers and money, in a carpetbag, over those lines. Harnden began March 4, 1839 (between New York and Boston), the world's first express messenger.

The flow of mail and express to a railway depends on many factors the most important of which are preferred passenger train schedules, connections, consists, terminal facilities and other service factors. To attract and hold mail and express to its rails, a railway must adapt its services and facilities, and make such arrangements in its operations, as will prove satisfactory to the Post Office Department and to the Railway Express Agency.

In normal times, the amount of "head end" traffic carried on a passenger train can be the deciding profit or loss factor in the operation of the train.



Interior views of RPO (Railway Post Office) car. At left, part of the crew separates newspapers at a sorting table, while at right other clerks sort first-class mail in opposite end of car.

The greatest volume of mail and express transported by the Santa Fe moves between Chicago and Kansas City and California. The Santa Fe handles the bulk of the Eastern and Middlewestern mail from Los Angeles and southern California (Southeastern goes via Southern Pacific-El Paso; North and Northcentral via Union Pacific-Ogden). Mail and express are handled on virtually all Santa Fe passenger trains. The Santa Fe operates express refrigerator cars on its transcontinental passenger trains, such cars being owned or leased by the Railway Express Agency.

Traffic Manager Keys is assisted at Chicago by an assistant traffic manager and staff, and at Kansas City by a general agent, a traveling agent, and staff. The Kansas City office handles mail and express matters on the Santa Fe's lines, Kansas City and west, to Albuquerque and Galveston. Coast Lines' mail and express details are handled by the general baggage, express and mail agent and staff located at Los Angeles. Local matters east of Kansas City to Chicago are handled by the Chicago staff.

The express and mail traffic manager supervises general procedures in the loading of mail and express cars throughout the Santa Fe system, the preparation of loading diagrams for storage cars, and performance of trains in relation to mail and express traffic and its effect on efficient operations. The Chicago office supervises all mail and express accounting work as well as correspondence and other relations with the Post Office Department in the interest of uniform interpretation of the complicated space rules, and service, contractual and other matters with the Railway Express Agency.

On-line divisions of the express and mail traffic department maintain close relations with Railway Mail Service and Railway Express Agency officials in their respective territories.

The loading and transferring of express and mail must be accelerated at all times, proper mail space allowance protected, and mail dispatch schemes corrected. Adverse routings must be handled with the Railway Mail Service for correction. It is likewise important to advise the Railway Mail Service of the advantages offered by Santa Fe dispatches which are not being used and to recommend to Santa Fe executives and others changes in any express or mail procedure which will benefit those services.

Each contemplated timetable change necessitates lengthy studies and investigations to determine effect on all service factors involved.

Railway Mail Service

The Railway Mail Service, under the direct supervision of the second assistant postmaster general, is one of the most important divisions of the United States Post Office Department.

To expedite the handling of mail, the Railway Mail Service has been organized into fifteen divisions each comprising specified states and areas throughout the nation. A general superintendent is in charge of each division. A division is divided into districts. A district superintendent is in charge of each district. At railway centers or transfer points, a government transfer clerk supervises the important task of handling and transferring mail and administering the space rules and regulations.

The Santa Fe's express and mail department works closely with those Post Office Department officers in matters concerning U. S. mail transported by the Santa Fe.

Each railway mail service division has a published schedule of mail routes, comprising that particular division, used in conjunction with prepared lists of post offices called "general schemes" applicable to entire states, and "standpoint schemes" which apply to routings from specified points from which mail is dispatched or directed. Dispatch lists, which show towns and trains and other information taken from general schemes, are used in dispatching parcel post and ordinary mail.

That published data provides a necessary knowledge of routes, also train, stage or star route connections, enabling Railway Mail Service personnel quickly and accurately to handle each piece of mail. The average railway mail clerk (there are some 20,000 on American railways) is familiar with four or five thousand post offices, in addition (where required) to streets and post office substations within metropolitan areas.

The nation's 43,000 post offices do not have the facilities or the volume of mail sufficient to permit the dispatching of a direct pouch, sack or package of mail to every post office in the nation. Each office groups its outgoing mail only for the largest cities and states. The balance of the mail will be bulked to a railway post office, familiarly known as an "RPO".

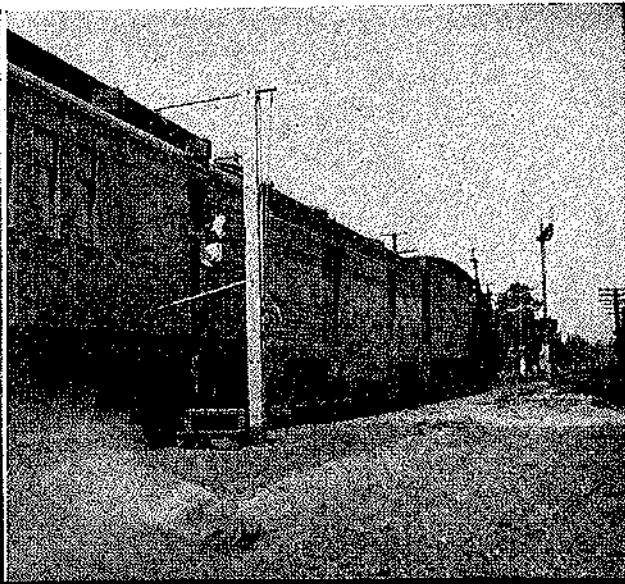
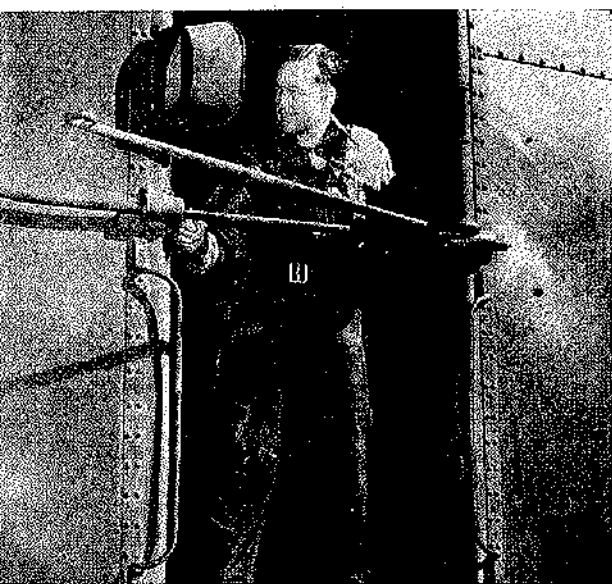


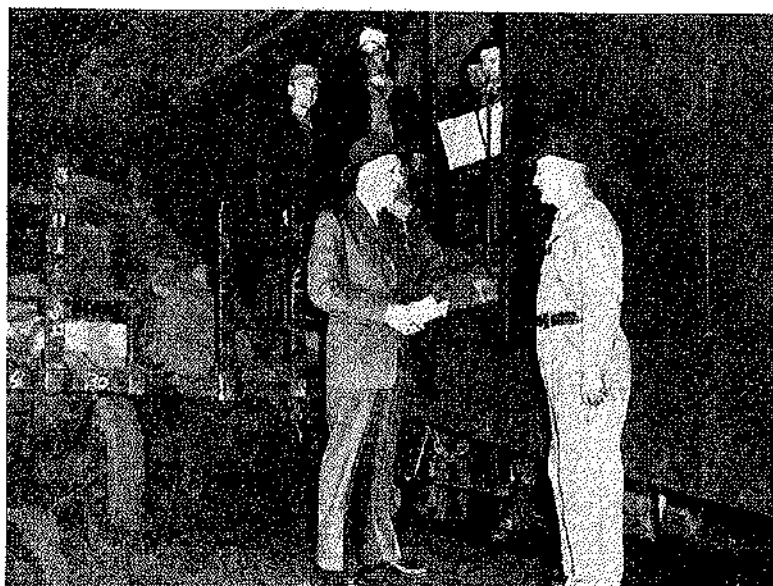
Exterior view of Railway Post Office car, showing catcher device in operation.

The railway post office (full RPO and RPO apartment cars) is a traveling post office staffed by government railway mail clerks who pouch mail according to schemes, schedules and special instructions, properly and promptly separating all mail reaching their cars. Railway mail clerks catch and dispatch or exchange mail at designated points along the line. Mail also is carried in regular train baggage cars (closed pouch service) and in sealed or locked baggage cars (storage service).

Advance distribution and consolidation of mail for trains, and overflow mail from

Picking up mail on the fly is accomplished with the mail catcher, a long metal arm attached to doorway of car. Clerk (left) sights through cinder guard and aims catcher arm at pouch hanging on mail crane. He not only makes the catch (right), but also manages to kick off sack of mail.





By reason of the long distance they operate between Chicago and Los Angeles—a total of 2,225 miles—train No. 7 and its eastbound running mate, No. 8, undoubtedly run up more car-foot miles than any other trains of this type in the country. Here we see G. E. Allgood, Santa Fe mail department chief clerk at Kansas City, conferring with R. H. Stephenson, clerk in charge on No. 7. Storage (baggage) car is being loaded in background.

railway post offices (terminal RPOs) which are distinguished from regular city post offices. Terminal railway post offices are located within or adjacent to railway terminal properties, which provides quick transfer or interchange with railway post offices, train baggage cars and mail storage cars.

Kansas City, for example, has one of the nation's busiest terminal railway post offices. It is located at the Union Station and its operations are interwoven with passenger trains and RPOs entering or leaving Kansas City. Los Angeles, Chicago, St. Louis and other important terminals have expansive terminal railway post offices.

There are two types of mail: domestic and international.

Domestic mail matter includes matter deposited in the mails for local delivery, or for transmission from one place to another within the United States, or to or from or between the possessions of the United States, and is divided into four classes:

First: Written matter, matter sealed against inspection, postal cards, and private mailing cards.

Second: Periodical publications.

Third: Merchandise, printed matter, and other mailable matter not in first and second classes, not exceeding 8 ounces in weight.

Fourth: (Parcel Post). Merchandise, printed matter, and other mailable matter not in first and second classes, exceeding eight ounces in weight.

The exchange of all mailable matter in the regular (not parcel post) mails between

the United States and foreign countries is governed by the Universal Postal Union Convention and other conventions in force. Mail matter is classified by the Universal Postal Union Convention as follows:

- (a) Letters.
- (b) Post cards (single and reply-paid).
- (c) Commercial papers.
- (d) Prints.
- (e) Raised prints for the blind.
- (f) Samples of merchandise.
- (g) Small packets.

The exchange of parcel-post mail between the United States and foreign countries is governed by conventions or agreements concluded with each country or group of countries.

In railway mail service, first class mail (or "a" class with international or "foreign" mail) is carried in pouches. All other classes are placed in sacks. First class mail is never placed in a sack. A pouch, however, may contain other classes of mail, depending on the quantity of mail handled.

There are established postal laws and regulations in regard to the handling of mail with which the railroads must comply. The Post Office Department can not order the operation of a train or the establishment of a particular train schedule; it can, however, direct a railway in regard to when, where and how mail shall be carried.

Mail handling is first always. If there are two sections to a train, the mail should go on the first section. If there is a wash-out, trucks, buses and other available conveyances must be utilized in getting the mail through.

Santa Fe people handling United States

mail are governed by the Santa Fe's Instructions and Information Concerning the Transportation and Handling of United States Mail, issued by the express and mail department, which sets forth obligations of individuals and the Santa Fe in regard to handling U. S. mail.

Each railway owns and maintains the RPO cars operated over its line. The Post Office Department, however, designates the size of such cars and construction details—extent and location of windows, heating and other facilities, weight carrying capacity, strength, and incidental appointments. The government also authorizes the erection of mail-cranes on the railway's right-of-way which enable RPO cars to pick up mail pouches by mechanical means without stopping the train. Strict rules govern the maintenance and use of mail-cranes.

The Post Office Department determines at which terminals and stations trains will stop for exchange of mail; on which trains and between which points mail cars will be operated; and which trains shall carry mail and the number of sacks a train shall carry.

Prior to November 1, 1916, the Post Office Department paid the railways on a weight basis. Since that year, the railways have been paid on a "space" basis. Tests are made to determine how many sacks of mail can be placed in 8 linear feet of space within the car. Space basis and rates fall into two classes: (a) fixed rates per mile

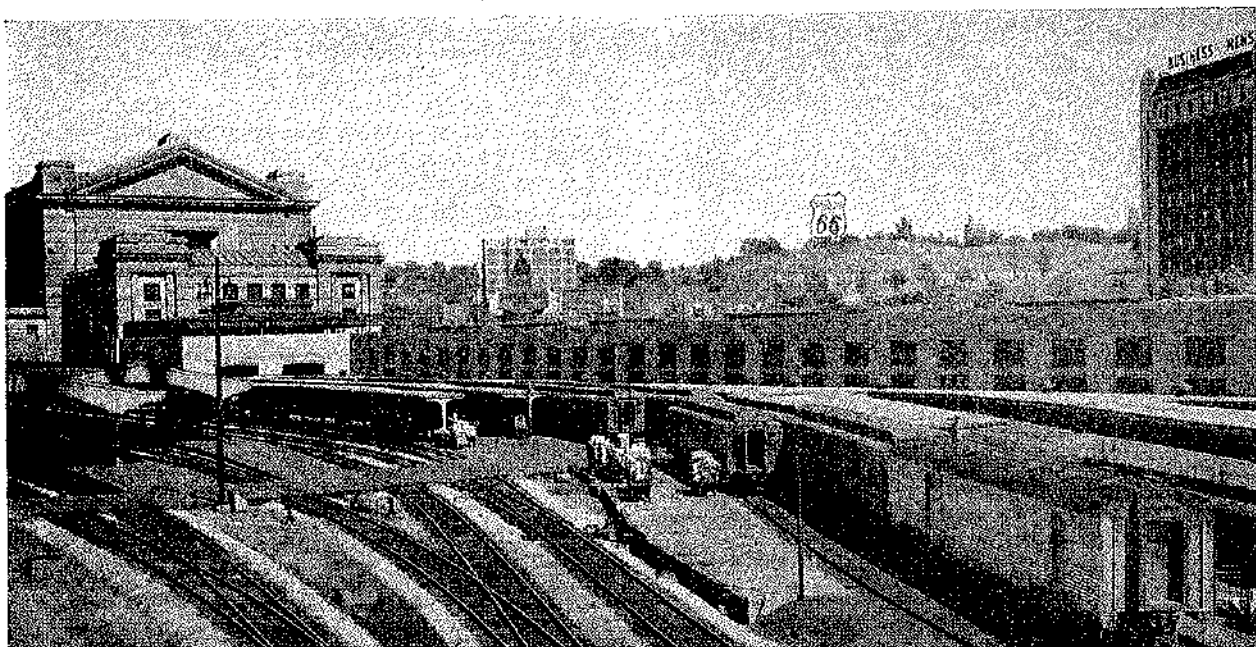
in the case of RPO cars and full storage cars; (b) space utilized in regular railway baggage cars (closed pouch service), and space utilized in storage cars (storage space) which are paid for on a linear foot basis for each mile transported.

The task of checking and accounting the Santa Fe's United States mail revenue is a voluminous procedure, all phases of which are handled within the express and mail department. The Interstate Commerce Commission has established the rates of payment for transporting various kinds and sizes of units of mail. All rules and regulations in relation to the transportation of mail have been established by the I.C.C. and apply equally to the Post Office Department and to the railways.

Since Feb. 19, 1947, general per mile rates fixed by the Interstate Commerce Commission for the transportation of United States mail over most Class One railways are as follows:

RPO cars (railway mail clerks).	Cents
60-foot cars	48.75
30-foot compartments	26.87
15-foot compartments	18.12
Closed Pouch (train baggagemen).	
15-foot space	18.12
12-foot space	15.62
9-foot space	12.81
6-foot space	9.37
3-foot space	5.62

One of the busiest mail centers, Kansas City's facilities include an underground conveyor belt system whereby mail flows in both directions from the Union Station (left) to the post office, which is adjacent to the station, but not shown in this picture. Santa Fe's streamlined RPO car in right foreground.





Storage (sealed or locked cars)

	Cents
70-foot car	58.75
60-foot car	50.62
30-foot storage space	26.87
27-foot storage space	25.
24-foot storage space	23.12
21-foot storage space	20.94
18-foot storage space	18.75
15-foot storage space	16.25
12-foot storage space	13.75
9-foot storage space	10.94
6-foot storage space	7.81
3-foot storage space	4.37

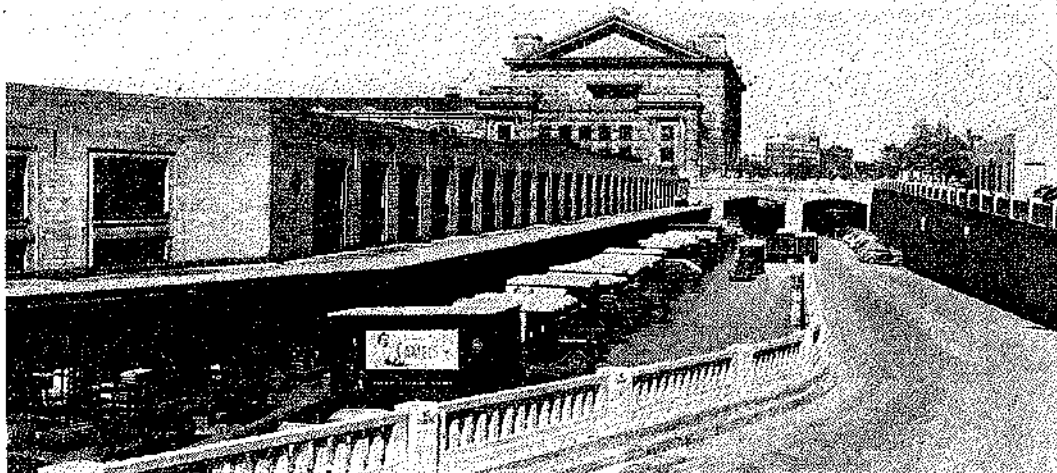
The above rates include 25 per cent increase effective February 19, 1947, as an interim increase authorized by the I. C. C. in their order of December 4, 1947, in docket 9200—Railway Mail Pay.

Any unit in a closed pouch train above 15 feet becomes a storage unit of 18, 21, 24, 27 or 30 feet respectively. The railways are protected on branch line mail service by a minimum charge of \$90 per annum for each mile of line. In computation of space, forty-six sacks are considered the equivalent of a three-foot unit. One and three quarters parcels are equivalent to one sack.

The Post Office Department authorizes a certain amount of space in any train in which it desires to have mail transported. All space so authorized is stated outbound and return, except closed pouch space which is stated only in the outbound direction. Storage units are stated as active in the outbound train and also in the return train if they are needed and used in the return movement. If not needed in the return movement they are stated as deadhead units. In order to receive full compensation for deadhead storage units it is necessary to operate a similar car in the train in which the dead-head units are authorized either empty or used for mail only.

The authorizations for storage and closed pouch space may vary from month to month. They are based upon the volume of mails handled in such authorizations each month; i.e., the mails handled in storage or closed pouch space in a certain train during July will govern the authorizations effective in August.

Heaviest carrier of first-class mail over the Santa Fe's southern route is train No. 23. At top, a mail handler is removing an average day's load from No. 23's RPO car at Amarillo, Tex. Center, trucks transport the mail to the post office. Mail soon is in the hands of rural route carriers, who deliver it in private cars to outlying districts.



Typical view of a large express terminal, showing a line-up of Railway Express Agency motor delivery trucks.

Authorizations from the Post Office Department are received by the Chicago office of the express and mail department and proper advice furnished the interested Santa Fe offices. At each of the latter, authorizations are written up on a convenient form and a check sheet made for each train for each month. Mail carried, as shown by form rendered by each train baggageman (form 258), is checked against the sheet. Train baggagemen's form 258 shows the car number, origin and destination of all head end cars in train, also an estimate of the number of feet of each class of traffic in the car. The report also shows the number of sacks of mail in each open car and the number put off or received at each station.

If the check reveals more mail handled out of a particular point than has been authorized in a particular train, the express and mail department must secure a Railway Mail Service form-5365 to cover the excess. If form 5365 is not secured, claim must be submitted on R.M.S. form 5369 to cover the excess. R.M.S. forms 5365 are issued by R.M.S. transfer clerks to cover excess in trains departing from their stations, or by railway mail clerks if the excess is in a train which has an RPO or RPO apartment and there is no transfer clerk on duty. If train has no RPO or RPO apartment authorization and there is no transfer clerk, claim form 5369 is submitted.

After all reports for the month have been checked, statements of service performed are prepared and presented to the Post Of-

fice Department for payment. Full details of all service on each train are shown—miles of service, size of excess unit, rates and number of trips, dates of excess claims, car numbers, and extensions of amounts due. Statements cover regular and emergency service, also service performed on each railway mail service route. Each route or territory is numbered.

Statements are followed up, rechecked after payment, differences adjusted, and proper advice submitted to Santa Fe accounting department.

At certain railway stations, railway employees transport both arriving and outgoing U. S. mail, either manually or by pushcart, between the station and the post office and between railway depots. This service is known as "side" or "transfer" service and when performed by the railway indicates that the railway's competitive bid at a specified rate per annum has been accepted by the Post Office Department. Bids are based on the time required to handle the mail.

An annual statement of side service performed, shown separately by route numbers, is submitted each year (fiscal year begins July 1) by the Santa Fe to the Post Office Department. A pro rata time formula is used in compiling the annual statement, based on one week of each year.

Side service data for the entire Santa Fe system is collected and annual statements prepared by the Kansas City office of the express and mail department. Figures on revenue accruals and adjustments are furnished the Santa Fe's accounting depart-

ment monthly for the respective Santa Fe territories.

In addition to railway mail, air mail, highway post office, sea post office, and the postal delivery service peculiar to towns and cities with its attractive post office buildings and thousands of personnel, the Post Office Department has three other types of service, Highway Post Offices, rural free delivery and star routes.

Highway Post Offices are trucks operated by the Post Office Department, under contract in three cases, about 33 feet long, in which they have one or two clerks who do the same work as those in Railway Post Offices. Driver is also employed by the Post Office Department or contractor. They do not ordinarily parallel or compete with railway lines, but have been established in some cases where rail passenger or motor service is discontinued.

Rural free delivery (R.F.D. route), performed by government employes, is the most popular form of rural delivery. It is similar to city delivery except that the R.F.D. carrier, utilizing an automobile in most instances, deposits the mail in roadside boxes on his line of travel.

Star routes are contracts between the government and private individuals. The latter deliver mail (by other than rail or air) in accordance with the terms of the contract. A star route is established from a rail head to an interior point or between

two or more post offices located away from rail lines. Star routes fill in where mail service either is absent or inadequate.

Railway Express Agency

The Railway Express Agency, a national organization, was formed December 7, 1928, to operate the properties and facilities of the American Railway Express Company. The latter had been organized June 22, 1918, during the period of Federal control of the railways, and had embraced the long operative Wells-Fargo, Adams, American and other express companies.

William Harnden's messenger business grew rapidly after 1839. The name "messenger" still is applied to those handling express on trains although express service long since has broadened to include many types of less-than-carload freight as well as carloads — strawberries, cherries, chrysanthemums, racehorses and other commodities of which hundreds of carloads are handled annually.

Gold, silver and other precious metals and jewels which are not handled in railway freight service have been shipped by express since the start of the latter service.

Express service permits the expeditious handling of many fragile and perishable articles. With ordinary freight shipments, it spells the difference between passenger train and freight train schedules. Express



Interior view of baggage car showing express and baggage.

Railway express service messenger places valuable package in his safe for transportation across the country on one of Santa Fe's crack trains. Gold, silver and other precious metals and jewels which are not handled in railway freight service have been shipped by express since the start of the latter service.



rates will average, generally, two to three times the railway less-than-carload freight rate. In most cases, it may not be less than twice the prevailing class freight rate between the same points unless ordered by the Interstate Commerce Commission or state regulatory bodies or concurred in by the interested railway company. Express services are of benefit to many.

Each railway over which the Railway Express Agency operates, signs an agreement in which it agrees to carry express shipments on specified trains essential to providing good express service; and to provide adequate equipment in the way of cars suitable for passenger train operation to handle that express business. Depot express facilities likewise are provided. All labor expended in the handling of express is remunerated by the Railway Express Agency. At most exclusive Santa Fe stations, other than terminals or larger communities, Santa Fe people will handle express business.

Routing of express traffic, controlled by the Agency, is predicated on service and facilities provided by the railways. The Agency divides the competitive business on the basis of such business transported by the various lines during the years 1926, 1927 and 1928, adjusting the flow of traffic from month to month to insure equitable division to the various railways throughout the year. Unlike mail, the Railway Express Agency does all its own accounting and the railways are remunerated on that basis. A

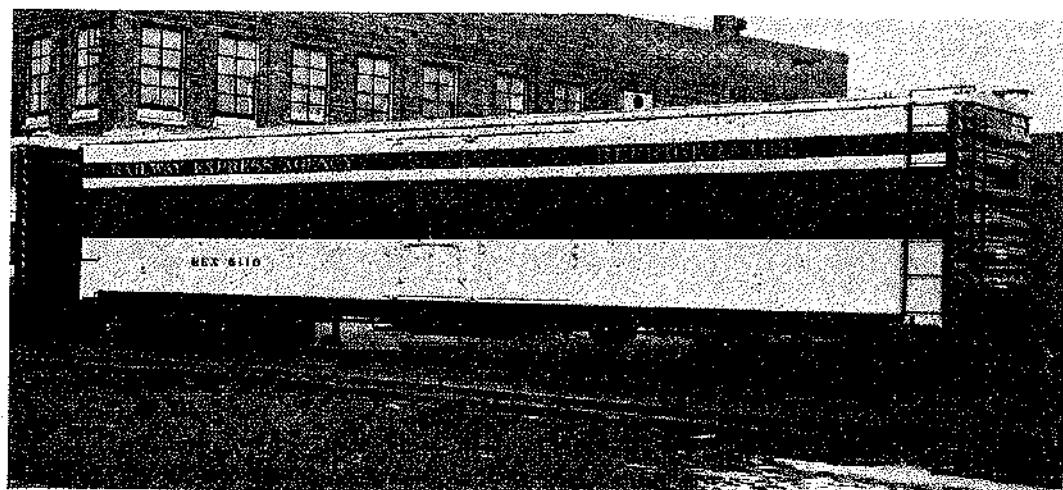
railway will have few details of the actual express shipments handled over its line.

Payment to railways for furnishing equipment and transporting express shipments is based on the following accounting methods:

The United States has been divided into four geographical express groups—Eastern, Western, Southern and Mountain Pacific. Each railway handling carload and less-than-carload express within each group is credited with the gross express revenue it has handled, intergroup and interline shipments being apportioned on a prorata basis. In the case of carload traffic, the railway receives 85 per cent of the gross, the Railway Express Agency 15 per cent.

After 85 per cent of the carload revenues are located directly to the railway handling, the Railway Express Agency's expenses within the geographical group are deducted from group revenues and the balance of the less-than-carload revenue is apportioned to individual railways on the same basis as were the net less-than-carload revenues to individual lines for year ending May 31, 1938, with some adjustments because of schedule changes and other factors.

Agreement as to the division of less-than-carload competitive express traffic on basis of the three-year period, 1926, 1927 and 1928, was changed in July, 1938 (carload is still on the former basis). The 1938 modification provided for the allocation of L.C.L. express revenue on what is termed



The Railway Express Agency has just received from the builders 500 of these modernly equipped express refrigerator cars, designed to operate on America's high-speed passenger trains. They are built of high tensile, low-alloy steel, and are equipped with Timken roller bearings. Forced air circulation through the ice bunkers assures a uniform low temperature throughout the cargo.

the "Economy Plan" or same percentages as for test year ending May 31, 1938, with adjustments for train service changes, and for policing on a car foot mile basis for base year ending March 31, 1939. It was contemplated that if one line furnished more than its proper share of car foot miles, sufficient less-than-carload traffic would be diverted therefrom to correct during future months; or if change in routing was not made, the line's proportion of group revenue would be adjusted.

Most of the routine work in relation to Railway Express Agency business over the Santa Fe system lines is performed in the Chicago office of the Santa Fe's express and mail traffic department. Here check is made of 85 per cent carload reports as finally settled by the Railway Express Agency, covering commercial and government movements, to determine that proper revenue has been reported to the Santa Fe; also check of receipts covering movement of Santa Fe company material to determine whether correct amounts have been charged. Preparation and analyses of statements of Santa Fe proportions of total revenues and expenses of the Railway Express Agency, as provided under the existing agreement, also weekly comparative statement of perishable express carloads handled over the Santa Fe system lines, require detailed handling.

Express registrations on all Santa Fe trains are checked and recorded, corrections

or changes being furnished monthly by the Railway Express Agency. Statements are prepared therefrom to determine the effort performed in the handling of less-than-carload express in comparison with group effort of all lines in the two groups in which the Santa Fe operates—the Western and Mountain Pacific. Similar comparison is made with less-than-carload revenue figures under a simplified accounting plan adopted in 1938. Analyses are made of Railway Express Agency's apportionment of actual revenue, both less-than-carload and carload; also statements are made to enable comparison of Railway Express Agency's estimated apportionment of revenue prior to receipt of their audited figures.

The Railway Express Agency has 23,000 offices. It operates over more than 200,000 miles of railway lines, 21,000 miles of steamship lines, 41,000 miles of air lines, and 14,000 miles of motor-truck lines. The Agency owns and operates a fleet of 14,000 motor trucks used to pick up, deliver, and transfer express shipments.

In normal times, the Agency is staffed by some 57,000 persons and will handle from 170,000,000 to 180,000,000 express shipments per year. During World War II, the personnel was increased to approximately 80,000 persons who handled an all-time volume record of 209,181,380 express shipments during 1945, and 234,661,737 express shipments during 1946.

The Advertising Department

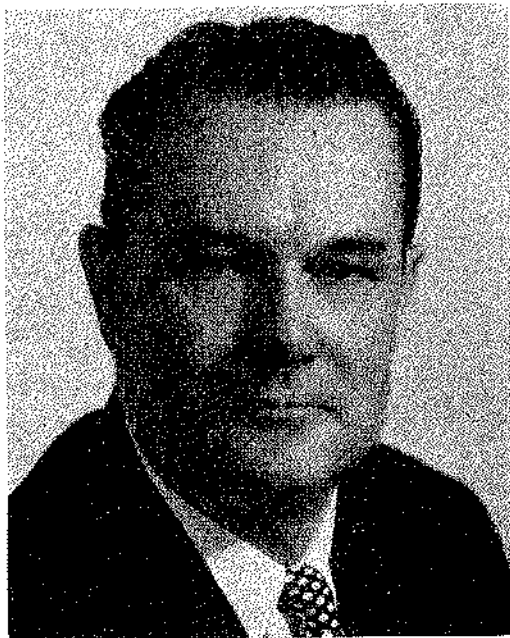
ADVERTISING has a big job to do for Santa Fe. It helps sell all the services of the traffic department, including passenger, freight, industrial, live stock and agriculture, in addition to presenting subjects of management and operations to the vast American public.

The job of advertising the Santa Fe requires the full time of a complete department headed by A. A. Dailey, general advertising manager, with an assistant general advertising manager and a staff at Chicago; an assistant general advertising agent and staff at Los Angeles; also advertising agents and staffs at Topeka and Galveston.

The Santa Fe is one of the few American railways which early established and consistently maintained an advertising department. The advertising department, as such, began in 1895. That was coincident with Santa Fe reorganization, the advent of Edward P. Ripley as the Santa Fe's president, and the appointment of William H. Simpson as advertising clerk at Topeka. Simpson guided the work of the advertising department until 1933.

The "Santa Fe" style in advertising—simple, unadorned layout, with a generous use of white space and friendly but brief copy—was created by Simpson. It was distinctive among all other railway advertising of his long era and is characteristic of present-day Santa Fe advertisements.

Many decades prior to 1895, Santa Fe ads, directed toward immigrants and settlers, appeared in eastern United States and European publications. Those advertisements, produced for the Santa Fe land department, assisted in populating much of Kansas. As the Santa Fe extended into Colorado, across New Mexico, Arizona and California, effort was made to acquaint eastern and middlewestern residents with the scenic wonders and the agricultural and industrial possibilities of those territories. The land department used magazines, newspapers, farm weeklies, window and freight car displays of products, and special showrooms for presenting their advertising to the public. One of the latter, featuring California citrus fruit, was set up in Chicago.



Arthur A. Dailey, general advertising manager, with headquarters in Chicago.

Santa Fe today utilizes the following forms of advertising:

Newspapers	Photo Murals	Billboards
Magazines	Posters	Window Displays
Radio	Pencils	Boxcar Sides
Television	Blotters	Counter Displays
Calendars	Signs	
Timetables	Industrial Booklets	
Travelogue	Framed Pictures	
Movies	Maps	
Travel Literature	Miscellaneous Publications	
Novelties		

Santa Fe advertisements appear in more than 800 weekly newspapers and 500 daily newspapers. This includes all daily papers along the line and the leading newspapers in off-line cities throughout the United States. In normal times, approximately thirty-five national magazines, representing the leading magazines in the nation, carry Santa Fe advertisements.

The Santa Fe utilizes more than four hundred billboards located within a fifty-mile radius of the Los Angeles, Houston, Chicago, Kansas City, San Diego and Denver areas. Those billboards meet local competition by emphasizing Santa Fe operations, or tie in with current Santa Fe national advertising. Santa Fe billboards,



Heading up Santa Fe advertising operations are, left to right, Ray Hamilton, advertising agent, Topeka; F. A. Tipple, assistant general advertising manager and A. A. Dalley, general advertising manager, Chicago; Wilson Fleming, assistant general advertising agent, Los Angeles; B. N. Browder, advertising agent, Galveston.

year after year, are awarded the honor of being placed among the 100 best billboards selected by the National Outdoor Advertising Association.

We are all familiar with Santa Fe window displays, posters, electric and other signs, movies, travel literature, maps, counter displays, pencils, blotters and various novelties; also the familiar Santa Fe maps and other references painted on the sides of Santa Fe freight cars.

Most Santa Fe traffic offices are decorated with impressive photo murals or the colorful paintings that are a part of the famous collection that has been purchased over a number of years by the advertising department. Many of these paintings are by outstanding artists and have considerable value in the field of fine art.

The Santa Fe wall calendar that has been issued for over 40 years by the advertising department, as well as the celluloid (pocket) calendar, have become a tradition and are the most popular of all southwestern scenic type calendars. These calendars feature an exclusive oil painting in full color by celebrated artists and portray an historic event or a scenically wonderful aspect of the Southwest. The preparation and distribution of Santa Fe calendars is a year-around task with distribution running over 300,000 for the wall calendar and 500,000 of the pocket calendar.

Santa Fe advertising has played an important part in the promotion of the great travel objectives of the Southwest and California.

Grand Canyon has been a dominant fea-

ture for many years in all Santa Fe travel advertising. Many travelers have been influenced into visiting this great attraction, as well as the Indian country, Carlsbad Caverns, and other places of the vast Southwest because of Santa Fe advertising featuring these places.

The promotion of passenger service and the great fleet of Santa Fe trains, including the Super Chief, The Chief, El Capitan and Texas Chief, requires consistent advertising which is keyed to the various market areas and the sales promotion of the passenger department.

Santa Fe has been a leader in advertising of rail freight service. Advertising of freight operations, such as Centralized Traffic Control, Diesel freight locomotives, Red Ball service, etc., not only keeps shippers informed of progress of Santa Fe but helps educate the general public on the importance of freight service.

During World War II, many Santa Fe advertisements were of an institutional nature, depicting Santa Fe facilities and methods and Santa Fe participation in the war effort.

While it is a direct selling force, Santa Fe advertising does not endeavor to complete the task of selling freight and passenger transportation. There are many factors in relation to each service which Santa Fe passenger and freight traffic representatives may best treat individually. Travelers

Santa Fe advertisements, of the type shown here, appear in more than 800 weekly newspapers and 500 daily newspapers, with a readership of approximately 40 million.

Grand Canyon
of Arizona
Santa Fe

Santa Fe
to Palm Springs

the Chief
is a Chief

The Grand Canyon

Hospitality
all the way

California Santa Fe

Smoother riding
Super Chief

How's our railroad doing, young man?

What a wonderful vacation package!
Go Santa Fe to California this summer and see all these places on the way

Ah! What comfort!
El Capitan to California

Soil Conservation

A billion-dollar investment is not enough
A personal message from the President of the Santa Fe

From the President of the Santa Fe: "The investment of a billion dollars in the Santa Fe system is not enough. It is only the beginning of a long and arduous task. We must continue to invest in our infrastructure, our equipment, and our people. We must continue to improve our service and our safety. We must continue to be a part of the community we serve. This is the only way we can ensure the future of the Santa Fe system."

Shipside Service for Foreign Trade

and shippers are encouraged to direct their transportation needs toward Santa Fe traffic offices. Santa Fe advertising thus serves as a valuable missionary, a recurrent selling force.

The Chicago staff of the Santa Fe's advertising department includes an assistant general advertising manager and staff who coordinate details in relation to advertising preparation and execution; checking, measuring and accounting advertisements and vouchers; preparation of Santa Fe timetables; preparation and mailing of travel and related literature, and other advertising department operations.

Advertising offices are also located at Los Angeles, Topeka, and Galveston. Passenger department at Amarillo handles advertising details for its territory under the direction of the general advertising manager.

The Santa Fe's advertising year begins with the submission to the president of the annual advertising budget, based on anticipated needs for the coming year. All newspaper and magazine advertising is governed by schedules prepared in conjunction with the Santa Fe's advertising agency. Master ads, embodying a particular theme, are prepared in Chicago. President Gurley and other executives and departmental heads study the initial drafts of those ads. When finally approved, the agency distributes to the various daily newspapers. Mats and other material for weekly papers are mailed by the agency to Santa Fe agents who deliver to editors. Material for magazines, other papers, billboards, radio and any other media to be utilized in relation to the master ads will be scheduled for like periods.



The advertising staffs at Los Angeles, Topeka and Galveston plan and create advertising appearing in their territories, following the general plan and layout theme established and approved by the Chicago office.

All Santa Fe ads are not necessarily master ads or revisions or reductions thereof. Local conditions, seasonal and other travel, congestion, emergency measures and other factors necessitate information reaching the public, in which case ads speedily are prepared and dispatched from the various advertising offices.


Santa Fe window and counter displays,

A few of the current Santa Fe magazine ads that appeared in a list of publications that have a total circulation of over 25,000,000 readers.

"Whe-e-e-ew
the New Super Chief!"


**all on
one trip**


via
 **all the way**

You can see all these sights
without leaving your train
any more. The Super Chief is
the only train that takes you
from Chicago to Los Angeles
and back in 10 days. You can
see all the sights in a vacation trip
without leaving your train.

The Super Chief is the only train
that takes you from Chicago to
Los Angeles and back in 10 days.
You can see all the sights in a
vacation trip without leaving
your train.

**Red Ball
Freight**
on the Santa Fe



Ship via
Santa Fe all the way 

billboards, posters and other media likewise receive much detailed local attention from the various system advertising offices.

Advertising is an art. It likewise utilizes many of the arts, notably painting and drawing, photography, printing and composition. An advertisement must attract attention, create interest and desire, be convincing, and incite action. The latter may consist of expressions of goodwill toward a product and its producer, or the subsequent acquisition of that product. Goodwill is important to a railway.

The form or layout of an advertisement embodies the arrangement of various materials—copy, illustrations, decoration—with consistent structural unity, balance, emphasis and movement so that an idea or ideas may be properly expressed, and, in turn, noticed, accepted and remembered by those who view the advertisement.

Timing the appearance of the ad, and the general appeal or theme of the ad as expressed in the choice of copy, type, color, illustrations and ornament (or their elimination) requires a consideration of various economic and psychological factors in addition to established advertising rules. One of the most common of the latter is that all materials comprising the layout must harmonize. A good deal of thought and planning goes into each Santa Fe ad.

Santa Fe advertisements have acquired dignity and sincerity because they tell a straight-forward story and embody worthy and pleasant associations. A Santa Fe passenger or travel ad will associate the Santa Fe with Grand Canyon, Navajoland, Carlsbad Caverns and other scenic wonders of the Southwest. Santa Fe freight ads associate the Santa Fe with industries and products which are the backbone of the nation's economic life. Santa Fe institutional ads associate the Santa Fe with the life of the nation, the latter's work, its periods of trial and triumph, its development, its history, and its hopes and aspirations as expressed in improvements and expansions projected by the Santa Fe.

The Santa Fe has enjoyed considerable success with ads embodying a coupon—one proof of advertising appeal. The coupon requests that additional travel literature (Santa Fe folders and booklets) be forwarded. Coupons returned are tabulated according to the magazines and other media which carried them. The choice of a coupon, its size, form, and position within the ad as well as its harmonious relation to the whole requires careful planning.

The familiar Santa Fe trade mark, a cross within a circle surrounded by a square, is of Spanish or Indian origin. The cross symbolizes the name of the road "Santa Fe" (Holy Faith), shown on the transverse bar. The circle represents the "wheel of transportation." For advertising display, the outside square is generally omitted, and the circle sometimes assumes an irregularity of outline in order that it may harmonize with the general tenor of the ad.

The trade mark appears most commonly in the familiar Santa Fe blue.

The Santa Fe trade mark is conceded to have dignity and artistic quality, is brief, conjures up the most profound associations, and is one of the few trade marks that are at the same time a symbol. The trade mark has the practical value of facilitating memory of Santa Fe trains and services, and of those Southwestern localities with which it is familiarly associated.

The advertising department handles details in relation to the popular magazines carried in the observation, lounge, club and other cars on Santa Fe trains. That includes prompt disposition to the respective trains upon receipt from publishers and subscription matters.

The department also handles details in connection with the Official Guide, and the



Window displays in ticket offices, stores, luggage shops, and other places, provide an effective way to advertise Santa Fe passenger service.

appearance of Santa Fe schedules in that publication.

The Official Guide, first published in 1868, is the indispensable tool of railway passenger traffic solicitors and ticket agents. It is a composite timetable of the passenger trains of practically all American railways as indicated by its title:

"The Official Guide of the Railways and Steam Navigation Lines of the United States, Porto Rico, Canada, Mexico and Cuba; also Timetables of Railroads in Central American and Airline Schedules."

The popular method of showing "p.m." time in dark face type, and "a.m." time in light face type was introduced by the Official Guide in 1879.

Time table printing and distribution is another part of the operations of the advertising department.

The proper compilation of schedules for correcting and printing Santa Fe time tables requires the work of specialists on the advertising staff.

Distribution of time tables requires constant attention as more than 300,000 Santa Fe time tables are printed each three months and must be sent to thousands of ticket agents, travel agents, hotels and numerous other places throughout the United States, Canada and Mexico.

The problem of properly printing a time table for the public to understand is another job the advertising department has recently undertaken. After considerable research it was proven more effective to publish Santa Fe time tables in two different editions.

Now, a special "Traveler's Edition" of the Santa Fe time table has been designed in a simple, easy-to-understand style for distribution to travelers and the general public. This time table contains complete information about through schedules and other facts about Santa Fe passenger serv-



Rolling billboards—Santa Fe freight cars do a good job of carrying advertising messages to the far corners of our country.

ice that is mostly of interest to the general public.

The other issue of the time table is properly captioned "Ticket Agent Edition" and contains complete schedules of all trains, including branch lines, as well as rail and Pullman fares, travel regulations and other information that is used mainly by ticket agents, travel agents, and persons selling Santa Fe passenger service.

The Santa Fe prepares incidental small pocket folders covering service between popular points such as Chicago-Kansas City, Los Angeles-San Diego, and other points.

One of the oldest operations of the advertising department is the preparation and printing of literature. Many of the historic pieces of Santa Fe literature in the advertising files date back to the days of colonization of Kansas and the Southwest. These folders were broadly distributed in foreign countries back about 1880. Back in 1890 Santa Fe was also producing advertising folders in a grand manner to



This dramatic design was given the highest award for the best outdoor painted bulletin during 1940.



Train booklets, scenic literature, as well as booklets for the freight, agricultural and industrial departments, comprise the vast amount of colorful and distinctive printed material issued by the advertising department.

feature the inauguration of the California Limited and such famous trains as the old Santa Fe De Luxe.

Many of these folders established the style and design of literature that has proven so successful throughout the years and is now being followed in producing many of the up-to-date advertising pieces produced for the passenger department staff to help sell Santa Fe trains and the colorful scenic attractions of the Southwest.

Literature featuring agriculture, live stock, industrial sites, and various features of freight service is also issued periodically by the advertising department for use by the freight department staff.

Advertising is a highly competitive business, requiring constant research for new ideas and methods for selling Santa Fe to the American public.

Newspapers, magazines and outdoor posters have proven to be the most productive for advertising Santa Fe. Spot radio has been used to good advantage in certain areas, and Santa Fe will soon be on television in several large eastern cities.

The job of advertising Santa Fe is a big one—but Santa Fe is one of America's most "advertising-minded" railroads, and across the U.S.A., there are few people who do not know about the Atchison, Topeka & Santa Fe.



Exhibits such as this help carry Santa Fe advertising into travel shows, state fairs, and other such events.



Time tables of the new design are printed in great volumes and distributed broadly throughout the world for use of prospective customers and travelers.

