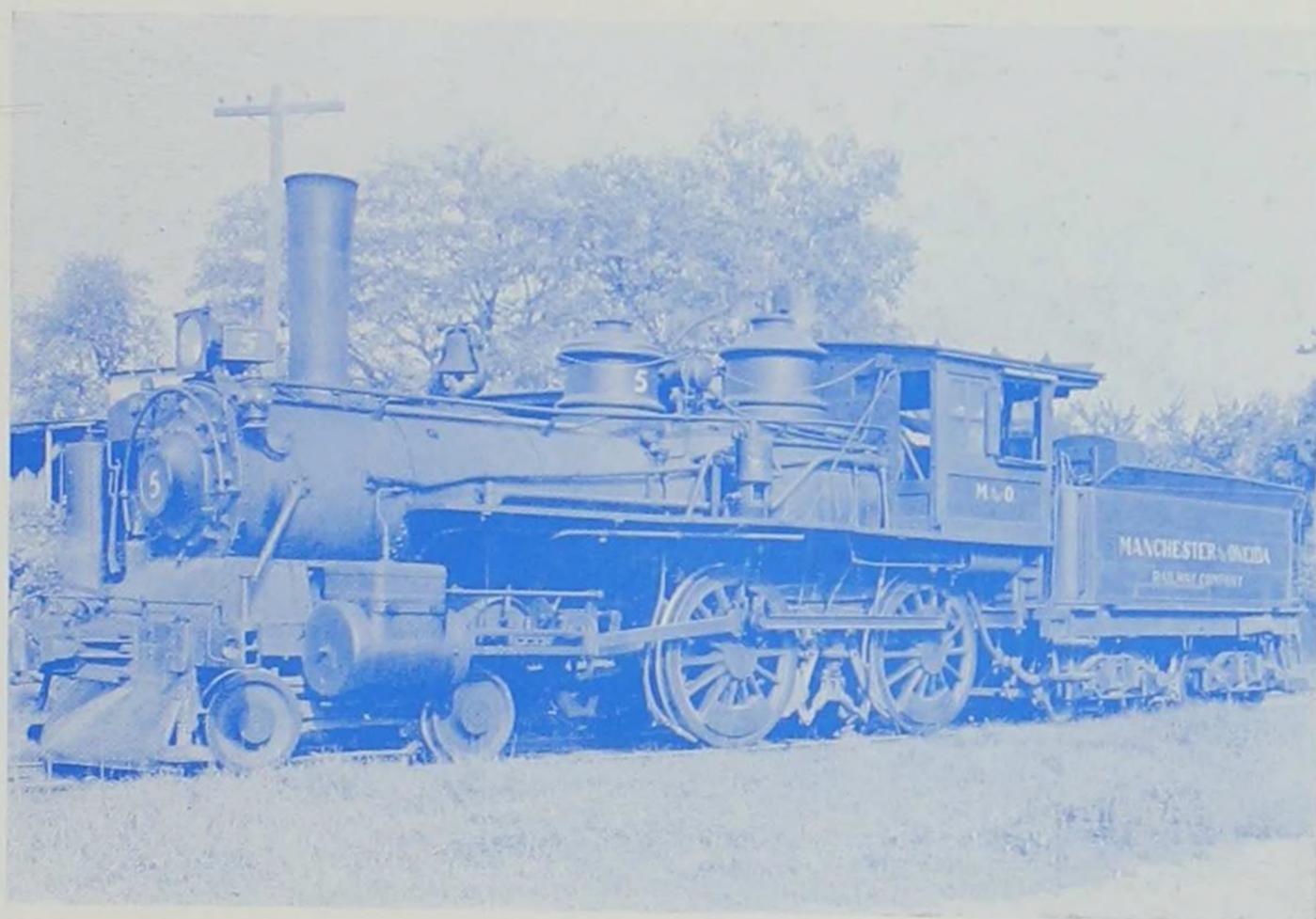


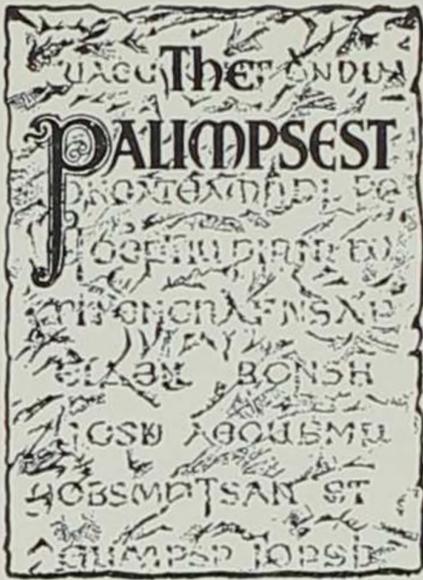
The
PALIMPSEST



THE MANCHESTER & ONEIDA RAILWAY

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The Meaning of Palimpsest

In early times a palimpsest was a parchment or other material from which one or more writings had been erased to give room for later records. But the erasures were not always complete; and so it became the fascinating task of scholars not only to translate the later records but also to reconstruct the original writings by deciphering the dim fragments of letters partly erased and partly covered by subsequent texts.

The history of Iowa may be likened to a palimpsest which holds the record of successive generations. To decipher these records of the past, reconstruct them, and tell the stories which they contain is the task of those who write history.

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THE MANCHESTER & ONEIDA RAILWAY

FRANK P. DONOVAN, JR.

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Cover

Front — Engine No. 5 built by Rhode Island Locomotive Works in 1882; purchased by the M & O from the Milwaukee Road in 1932. (Photo furnished by M. C. Poor & Daniel K. Peterson)

Back — Inside:

Map of M & O System and Terminals.

Author

Frank P. Donovan, Jr., is the author of *Mileposts on the Prairie* and has written articles on the Minneapolis & St. Louis, the Chicago Great Western, and Interurbans in Iowa, the latter appearing in previous issues of THE PALIMPSEST.

The complete business records of the M & O have been placed in the State Historical Society of Iowa.

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Manchester's Own Railroad

As the nineteenth century neared a close, the businessmen and citizens of Manchester, Iowa, became more and more dissatisfied with their lot. Here was a county seat of 2,887 people — growing, yes, but not as they felt it should grow. The trouble was that the town had only one railroad, while most of the faster-growing communities had two or more, with correspondingly better service.

It seemed ironical, too, that although Delaware County was favored with several roads, all of them, except the Illinois Central, shied away from Manchester. The IC first built into Manchester in 1857 on its way to Sioux City under the banner of the Dubuque & Pacific. The Chicago, Milwaukee & St. Paul went through Delaware, six miles to the east, in 1873 as the Davenport & St. Paul. The Chicago Great Western, the last road to enter the county, thrust its main line diagonally across the northeastern part of the state, going no nearer than Thorpe, a half dozen

miles away. That was in 1886, when the CGW was known as the Minnesota & Northwestern.

For a brief spell the people of Manchester entertained high hopes in the building of the Cedar Rapids & Chicago Railroad from the IC depot, in the southwestern part of town, to Cedar Rapids. Indeed, Major E. M. Carr, one of the town's promising young lawyers, acted as secretary and land agent and did much to further its construction. But this "independent" road, completed in 1888, soon became a branch of the Illinois Central.

Time was running out on Manchester. The railroad map was jelling in Iowa. With the new century just around the corner it looked as if all the "railroad talk" was just that. Such, however, was not the case. Speeches turned into action as Manchester dispatched committees to wait upon Albert J. Earling, president of the Milwaukee, and A. B. Stickney, head of the Great Western. Both men expressed interest in Manchester's desire for an independent outlet. At the same time, however, neither showed any serious desire to run a branch into the city. Plainly, if the people of Manchester wanted another line, they would have to build it themselves.

Something of the strategy of railroad building may be learned by reviewing the status of the Milwaukee Road and the Great Western about 1900. The Milwaukee was a vigorous, profitable

Granger line, well entrenched in the Midwest. It as yet had not weakened its financial standing by building to the west coast; and, save for entering Omaha, it remained east of the Missouri River. To build into Manchester it would have to "spear" the territory of the Illinois Central and probably suffer retaliation from that road at some other point. Then, too, it had only a secondary branch in Delaware County. Building to Manchester would be a branch on a branch and as such would have to compete with the IC's main line. In either case it was hardly worth the cost.

How different was the picture of the Great Western. Concieved and executed by Alpheus Beede Stickney, it was the last road of any size to be built in the Midwest, hence in the weakest position. Except in South St. Paul, it had to take whatever terminals it could get and generally obtained these by lease or trackage. It was paralleled on almost every hand by seasoned and profitable trunk lines and branches. It, nevertheless, reached the gateways of Chicago, the Twin Cities, and Kansas City, with Omaha shortly to come into its fold. It desperately needed better connections, more traffic. With Manchester only a few miles from its main stem, it eyed the town covetously. On the other hand, it did not want to commit the sin of "spearing another road" and suffer reprisals. But if the townsmen of Manchester would build their own road, the good of-

fices of the Chicago Great Western would lend encouragement and support.

From the start the men from Manchester, particularly the jovial, enthusiastic Major Carr, got along well with the red-headed, outspoken Stickney. Years later in testifying before the Interstate Commerce Commission in valuation hearings (June 24, 1923) Carr recalled the help given by the colorful CGW president. Apropos the formation of an independent short line, Carr stated: "Mr. Stickney put his finger across the table at me. He wouldn't talk to anybody except one man. He wasn't going to talk to a town meeting." Mr. Stickney concluded by saying:

"I will tell you how you can get that road, but if you ever tell any man what I tell you, if necessary I will go on the witness stand and say I never saw you."

Unfortunately the ICC transcript did not include Stickney's advice, and one can only guess what he had in mind. It is the opinion of the writer that it concerned a tax assessment plan for raising money. At any rate, that was the method used to ensure the building of an independent railroad in Manchester. The matter of a five per cent tax on the assessed value of property was broached, and on May 7, 1900, it was put to a vote. In what *The Democrat* called "The Largest Vote Ever Polled in the City," 1,017 freeholders voted for the tax and only 101 against it.

The paper, after the results of polling were made known, related how "a great bonfire was built on the Clarence House corner, the cornet band helped to sort of sweeten the din of tin horns, fire crackers and almost every other conceivable kind of noise. . . . Taken as a whole it was an evening long to be remembered in Manchester. . . . They [the figures] proclaim by a majority of more than ten to one that Manchester will no longer stand idly by and see her good men and good women, her good boys and good girls going away to find homes elsewhere."

Prior to the election, Judge A. S. Blair and E. M. Carr drew up the articles of incorporation, and on April 10, 1900, the road was duly chartered as the Manchester & Oneida Railway Company. Carr was elected first president and S. A. Steadman, mayor of Manchester, vice-president. B. W. Jewell, a lumberman, served as secretary; C. J. Seeds, an owner of the historic Quaker Mill, filled the post of treasurer; and Joseph Hutchinson, head of a private bank, was chosen auditor.

To get the best possible connections the M & O officers selected Oneida as their northern terminus. Only eight miles away, Oneida was the nearest point served by two railroads other than the Illinois Central. On the main line of the Great Western and on a branch of the Milwaukee, it gave the M & O greater bargaining power than if the road had merely connected with a

single carrier. Moreover, the CGW, in conjunction with the home road, would form the shortest route from Manchester to the Twin Cities and to Chicago.

Apart from "tax money" the M & O was to be financed by issuing up to 7,500 shares of capital stock at \$10 a share, and \$100,000 in First Mortgage gold bonds sold in denominations of \$500. The Manchester Construction Company, organized by officers and directors of the railway, contracted to build the road. The Construction Company in turn was assigned bonds and given stock for its services.

Much of the right-of-way was either deeded to the railway in exchange for stock or donated outright. The M & O did not have to resort to the courts to get any land nor were there ever any damage suits filed against it. The line ran about half a mile on River Street, thereby coming to within a block of the main business district. No doubt having the mayor as a vice-president helped the road to get this permit. Here again we see the astute counsel of A. B. Stickney. To quote Carr's ICC testimony once more — "Mr. Stickney . . . advised the officers of the Manchester & Oneida Railway Company to run the road in as close to the business center of the city as possible, because they could do it at that time when feeling in favor of the road was dominant, but might not be able to do it at a later date."

When the M & O needed rails, Messrs. Carr and Hutchinson made a trip to St. Paul to see the M & O's "godfather." Yes, Stickney could make available some 56-pound Bessemer relay rails at \$21.00 a ton f.o.b. Oneida. The short line purchased 800 tons at this bargain rate.

The M & O promoters, having a flair for timing, set July 4, 1901, as the date of operation. No doubt Carr thought that launching another railroad would make a grand "independence" day for Manchester. At any rate, Edward Michael Carr had worked hard and long to produce the M & O. Born in Cattaraugus County, New York, June 28, 1850, Carr came to Iowa with his parents at the age of six. Upon graduating from high school at Independence he taught school for a time and then enrolled at the State University of Iowa. He was graduated with an LL.B. in 1872 and admitted to the bar the same year. He subsequently practiced in Manchester and in 1873 married Emma Preussner of that city. A gregarious person with a quick analytical mind and a capacity for long hours of continuous effort, he became one of Manchester's most popular and successful attorneys. Together with his law partner, C. E. Bronson, Carr owned the *Manchester Democrat* and was known for his provocative editorials. Stout, jovial, and friendly, Carr was liked by everyone.

Despite the Major's prodding, men and mate-

rials were slowed down by inclement weather. Morse & Son of Manchester, who held the contract for the first four miles of grading nearest the city, hoped to finish in the fall of 1900. An early winter, however, made it necessary to postpone some of the grading until spring. The Great Western "iron" was tardy in reaching Oneida. As a result construction crews ran out of track north of Manchester before Independence Day. Not to be daunted, the M & O officers went on with their plans to give the town a double-barrelled "Fourth."

Train or no train, the villagers decided to make sport of the road with the nearest likeness of a locomotive and cars they could muster. It took the form of Tom Elder's steam traction engine pulling a number of dilapidated old wagons. Clanking along and belching steam, the contraption proved to be an ingenious "take-off" on the M & O and the most popular parade entrant.

The all-day celebration had its quota of speeches, most of which concerned the M & O and what it would mean to the community. Major Carr told how the Milwaukee Road "divided the county into nearly equal parts but made a broad detour to avoid coming close to our gates." As for the Great Western to the north, he averred it was of "little use to any part of Delaware County." Warming up to his subject, he pointed out how the M & O "for all practical purposes

will bring the two railways at Oneida down into this city. By so doing," he declared, "all the railway losses of the past could be retrieved, all the discriminations wiped out, all the benefits of ample shipping facilities procured."

Judge Blair dwelt on the urgency of getting the M & O. According to Blair:

A study of our state railroad map will satisfy anyone that there is no town in the state of any importance that has but one railroad, and none of any considerable size or importance that has but two roads, and that all cities of any size and importance have three roads and upwards with six or more outlets. These facts, satisfy us that it is the railroads that build up our towns.

M. F. LeRoy, another prime mover in the enterprise, referred with pride to the fact that "the money to construct the railroad is all Delaware County money." Finally Joseph Hutchinson exhorted his townsmen to "Remember . . . the road is yours — guard the stock you hold — support and patronize the M & O in every way you can."

The last speech, delivered by Col. D. E. Lyon of Dubuque, dwelt on the significance of the Fourth of July. Contemporary accounts declared it "brimmed with patriotism" and elicited "frequent and continued applause." All in all, the Independence-Railway Day festivities were well received, notwithstanding the weather. The temperature reached 104° during the day, and rain marred the evening's band concert, dancing, and

fireworks. A month later, on August 5, 1901, the City Council, Board of Directors, and some 100 guests made an inspection trip over the M & O.

According to the directors' minutes, George Fullich was the road's first locomotive engineer, and his salary was to be "in accord with the C. M. & St. P. Ry. schedule." When it was found the Milwaukee's wages, according to Fullich, were "from \$128.00 to \$130.00 a month" the directors felt this was more than the company could afford, and he was replaced by C. D. Slusser at \$90.00 a month. The fireman, B. F. Miles, received \$45.00 "per calendar month." Conductor Welcome A. Abbott, although "boss" of his train, received only \$60.00, and his brakeman, M. F. Cunningham, settled for \$35.00. John L. Sullivan, formerly employed by the Great Western, was appointed general manager.

The first timetable, dated August 9, 1901, shows five daily trains scheduled each way.

	<i>No. 2</i>	<i>No. 4</i>	<i>No. 6</i>	<i>No. 8</i>	<i>No. 10</i>
Lv. Manchester	5:00am	7:15am	8:45am	2:05pm	4:20pm
Ar. Oneida	5:30	7:45	9:14	2:35	4:49
	<i>No. 1</i>	<i>No. 3</i>	<i>No. 5</i>	<i>No. 7</i>	<i>No. 9</i>
Lv. Oneida	5:35am	7:50am	9:20am	3:20pm	4:55pm
Ar. Manchester	6:05	8:20	9:50	3:50	5:25

Manchester was now connected with the outside world by another railroad — its very own.

FRANK P. DONOVAN, JR.

Progress and Personalities

Once the novelty had worn off, the Manchester & Oneida settled down to the economy of operating a railroad in a businesslike manner. Although a beginner in the field, the M & O was more realistic than many short lines in that it did not overbuild nor overcapitalize; and, whereas its employees received moderate wages, its officers got nothing, or at best a mere stipend. Moreover, it held out for a one-third "division" on freight routed through the gateways of Chicago, the Twin Cities, Omaha, and Kansas City. By the sufferance of A. B. Stickney the M & O was also given an "arbitrary" of 30 per cent on passenger tickets from Manchester to these gateways in conjunction with the Great Western.

While there was some talk of pushing the road on to Colesburg, ten miles northeast of Oneida, this plan never materialized. In fine, the Manchester & Oneida was built and operated to do just one thing. That was to give the county seat an independent outlet via Oneida with the two railroads "which should have come to Manchester" (to quote the major), but did not. By the same token connections meant everything.

Slowly the local road turned into a full-

fledged, albeit a diminutive carrier in its own right. At the outset it had to borrow motive power and passenger equipment, but soon afterward its own high-stacked American-type locomotive, or 4-4-0, polished the rails. [In the Whyte system of engine classification the first number indicates the leading wheels, the second driving wheels, and the last trailing wheels.] The No. 1, as the road designated it, was said to be a Baldwin, purchased second-hand from the Milwaukee. Formerly a popular all-purpose engine, the "American" even before 1900 had largely given way in road freight service to specialized types. The latter types usually had only two leading wheels, more and lower dimension drivers, and trailing wheels. On the M & O, however, no such division was feasible, so the one engine served both for passenger and freight. No great "puller," the No. 1 had the virtue of being easy on light rails. At the same time it kept passenger trains on schedule and moved short freights over the road with dispatch.

By the end of October, 1901, the newspapers commented on the newly-arrived passenger-and-express car purchased from the Milwaukee Road. In December the Postal Telegraph was completed to Manchester and the M & O's telephone line likewise placed in operation. Manchester's new depot was athrob with activity.

Having to live by and with its connections, all

the M & O's passenger runs were carded to meet its neighboring roads' trains at Oneida. Starting with the first run, leaving Manchester at 5 a.m., it connected with Great Western No. 5 for Oelwein, Rochester, and the Twin Cities; also Waterloo, Des Moines, and Kansas City; and (by 1904) with Fort Dodge, Council Bluffs, and Omaha.

The M & O's 7 o'clock train met the CGW No. 7, the *Chicago Special* via Dubuque. The 8 o'clock afforded passengers time to board the Milwaukee's train No. 22, for Calmar and points north. At two in the afternoon the M & O's one-car local connected with the CGW No. 4 going East, and its No. 9 West. Its final train of the day puffed out of Manchester at 4:20 p.m. Its riders were assured of a comfortable "meet" with the Milwaukee's No. 21, going to Cedar Rapids with connections down the line to other orange cars bound for Davenport. Like the needle of a compass, the M & O met limiteds and locals going in all directions. One of the smallest of towns, Oneida nonetheless boasted of being the only community in Delaware County served by three railroads.

Major Carr's dream being fulfilled, he gave up the presidency to become chairman of the general managing committee. This committee, later called the general managing board, was composed of five men associated with the road. It met infor-

mally and often on short notice to discuss and act upon matters pertaining to the railway. Carr's new post was in reality that of an elder statesman, and to the end of his days he never failed to give the road the benefit of his counsel and experience.

Albert Hollister, a director of the M & O since its inception, became president in 1902. Born in East Delavan, Wisconsin, in 1854, head of the Hollister Lumber Company and an active Mason, Hollister was prominent in business, civic, and social activities. A tall man with good bearing and of a decided "outgoing" nature, he made many friends for the M & O and lifted much of the executive routine from the shoulders of Carr.

Meanwhile the railway proved moderately prosperous. A curious aspect of the short line was its relatively high passenger revenue. Both in relation to its size and to its freight revenue, earnings from "varnish" held up exceptionally well. Part of this may be ascribed to the favorable share received on through tickets sold in conjunction with the Great Western. Of equal significance was the aggressive manner in which the CGW solicited traffic and worked with the M & O to get long-distance riders, excursionists, and "drummers," as commercial travelers were called. For all intents and purposes, the M & O was regarded as a branch of the Chicago Great West-

ern; and it appeared on the latter's maps in solid black lines, like the rest of the system. Furthermore, the CGW would schedule an excursion or run a special at a moment's notice. The M & O would respond to such excursions with No. 1 steamed up to make the "connection," sometimes with borrowed cars, more often with its own modest coach.

According to *Poor's Manual of Railroads*, passenger earnings rose from \$5,001 for the year ended June 30, 1902, to an all-time high of \$8,640 in 1914. Generally speaking, the revenue from passenger operation increased steadily year after year. Freight netted \$8,158 in 1902 and increased almost annually to \$15,328 in 1912; thence it slumped to \$12,219 in 1914. Net earnings showed greater fluctuations, although each year showed a surplus with the exception of 1907 and 1913 when the road went in the red to the extent of \$3,576 and \$652 respectively.

Terminating as it did on Grant Highway in downtown Manchester, the M & O served the best industrial sites in town. Just inside the city there were always cars to be "spotted" at the always busy "Quaker Mill." Nearby, in downtown Manchester, there was a cluster of lumber, grain, oil, and produce firms. With one or two exceptions, all the chief industries were on M & O rails. The Illinois Central, serving the lower rim of the city, had few plant sites. Since

it was about a half mile south of the M & O's depot, there was never any physical connection between the two roads.

During the pre-World War I years nearly all cattle were shipped by rail, with the M & O getting better than three-fourths of the local shipments. A. B. Stickney catered to this business, running non-stop stock trains from many points on the CGW. He was most cooperative in picking up cars set out by M & O crews and highballing them into Chicago the same night. This policy was followed by his successor, Samuel M. Felton, who block-signaled and rehabilitated the old Maple Leaf Route. The Milwaukee, too, while only having a branch connection, worked closely with the M & O to expedite the moving of livestock.

One, nevertheless, cannot ignore the fact that Manchester needed more and diversified industry. Carr attempted to better the outlook — and get more traffic for the M & O — by organizing the Dairy City Creamery Company. Located next to the depot, it did much to increase dairy and poultry movements.

In 1905 Hollister resigned as president, and his place was filled by Joseph Hutchinson, the road's auditor. Born in London, England, on May 11, 1852, Hutchinson had had a story-book career. The son of an English sea captain, he emigrated to America on his father's boat at the age of five.

He was educated at Manchester High School, and he pursued a varied and successful career as a merchant, farmer, banker, and miller. Owner of the Manchester Flour Mills, vice president of the Delaware County State Bank, and title-holder of enough land in and about Manchester to form a good-sized ranch, Hutchinson was a very capable businessman. Dignified, proper and reserved, on the surface he seemed to have little in common with Carr. But the two worked together nicely as each respected the other's ability, judgment, and integrity. They were together much of the time, for the law offices of Carr were next to the business headquarters of Hutchinson, and their buildings on south Franklin Street were interconnected.

The M & O No. 1 engine carried on, but it was supplemented by another "American," likewise said to have been from the Milwaukee. At a later date the M & O purchased its third engine from the Milwaukee, but details about these early locomotives are hard to find. Although the traditional 4-4-0, which came with the first railroads in Iowa and went on to conquer the West, was always a favorite on the little prairie line, Engine No. 4 was an exception. This time the short liners went to the Illinois Central and bought a 2-4-4 Forney tank engine. Compact and fast, with street-car-like acceleration, the stubby locomotive powered the IC's brisk Chicago commuter trains.

Since the engine and tender were made a unit with pilots at each end and headlights fore and aft, it could operate with equal agility in either direction.

Not having much in the way of repair equipment, the M & O "deadheaded" engines to the Milwaukee's Dubuque Shops or to the Great Western's extensive facilities at Oelwein for overhauling. Sending an engine to "Dubuque" or "Oelwein" meant a fortnight out of the running and was only resorted to when absolutely necessary.

To fill in on light passenger runs, the M & O tried operating a Fairbanks-Morse inspection motor car, but this vehicle proved unsuitable and was withdrawn. For a passenger car, the company went to the IC again and selected a "combination" with rococo woodwork, arch brow windows, and ornamental iron trappings. The M & O never went shopping for freight cars. Like many small roads, it found it cheaper to hire cars on a per diem basis than to tie up money in freight equipment.

Under Hutchinson's stewardship the road operated on an even keel, but there were breakers ahead. In 1912 the connecting roads reduced the M & O's division from one-third to one-quarter. This hurt. By this time Sam Felton had succeeded A. B. Stickney as president of the Great Western. Felton did not have Stickney's pater-

nal interest in the M & O. Eventually the old rate of division was restored, but this was not until the mid-20's.

In the summer of 1914 the road was the recipient of a new "suburban" station at Terrill Park. Located about a half mile north of the Manchester depot, the concrete enclosed "halt" was the gift of Director R. W. Terrill, who likewise donated the park to the city.

After operating for fifteen years without an accident, the road's first mishap occurred on February 17, 1916. Engineer Harry Purvis pulled the throttle back another notch as the 8:15 a.m. train gathered speed near the Franklin Street crossing. Here the road veered eastward for the open country beyond the city limits. Suddenly the locomotive trembled as the left driving rod broke and threatened to reduce the cab to kindling wood. Will Accord, the extra fireman, jumped as the engine left the rails. In jumping he fractured his leg and suffered minor head injuries. The coach remained on the rails, and there were no others injured. This is believed to be the only accident of any consequence in the road's history.

When war was declared on Germany and the railroads subsequently taken over by the Government, it meant hard going for the M & O. John Barton Payne, general counsel of the United States Railroad Administration, queried C. J.

Seeds — "Does your company desire to be under Federal control?" The veteran auditor (he switched from treasurer to auditor in 1906) answered with some prophetic misgivings, "Yes, if it is given a living contract."

Actually, control of many of the short lines, including the M & O, was soon relinquished to their owners, for the USRRA wanted only trunk lines and other strategic properties. As a consequence, the small roads had to shift for themselves with no priorities, little traffic, and less consideration. Such was the fate of the M & O until federal laws were provided to save the relinquished roads from bankruptcy.

Hard put to get men and materials to points of embarkation, the government favored the main routes and those under direct jurisdiction of the USRRA. In line with this policy, freight for Manchester was generally routed over the Illinois Central even though the route might be miles longer than shipping over the Great Western, or the Milwaukee, and the M & O. No matter; Uncle Sam, traffic manager, had his way.

Again, the M & O had extreme difficulty in getting coal. In 1918, for example, the road had to cease running for a few days because of empty tenders. The following year all Sunday passenger service was discontinued, partly to conserve fuel but mostly on account of declining patronage.

When the M & O applied for its "guaranteed

return" as outlined under the Transportation Act of 1920, the government had one figure, the railway another. On roads big and small this was the classical position. Less typical, however, was the M & O's prospect of getting any money. Letters sent to the USRRA in Washington were not answered. Telephone and telegraph communications fared no better. Finally, the Major's son, Hubert Carr, who was general passenger agent, and C. J. Boardway, traffic manager, went to the nation's capital to find out "where we stood." Hearing from reliable sources that it was useless to query the clerks and supervisors, they sought the head man. To quote Hubert Carr, "We waited all morning but were told the person we wanted to see was 'in conference.' Returning after lunch, he was still 'in conference.' The 'conference' lasted until 5:30."

Determined to sit it out all the next day, they bought a stack of magazines and newspapers and waited. Finally they did get to see the officer in question. He was most cordial. "How are things in Iowa?" he asked. He pushed a button for the file on the M & O. But the desired material could not be found. He continued to talk about everything except the Manchester & Oneida Railway. Plainly the USRRA was so far behind in its work it had not done much about short lines. "Just write me a letter explaining what you want and we'll attend to it," were his parting words,

Hubert Carr recalls, "and say hello to our friends in Iowa."

Again a letter was dispatched; again no response. The Carrs finally evolved a novel plan of action. They would hold the money accumulated from interline freight billings until the government came to an agreement on the M & O's share of the "guaranteed return." Actually, not much could be done with the sequestered money, because divisions were not fully established and accounting departments were broken up under federal control. This came about through the inauguration of the Universal Waybill, providing for a tariff from origin to destination. Heretofore shipments had been re-billed at the gateways. Having a tidy credit balance, the M & O was in a position to do the talking — and the bargaining.

"It was just like trading horses," Hubert Carr recalls with a chuckle, "but we got our 'guaranteed return' and at the same time did not have to settle individually on the back divisions with about sixty roads. The government took care of that as part of the trade."

It may be added parenthetically that Delaware County's only other independent short line was a war casualty. This was the Chicago, Anamosa & Northern Railroad, locally known as the CAN because of its initials. This ill-fated line passed through the southwestern tip of the county, serving the village of Robinson, on its way from Ana-

mosa to Quasqueton in Buchanan County. At no time was the CAN profitable, and in 1917, after a fitful existence, the 33-mile road was junked.

The war years saw the M & O's new traffic manager, Clarence J. Boardway, become expert in operating the road under the most trying conditions. "C. J." was practically brought up on the line. Born on a farm near Manchester on May 17, 1880, he threw in his lot with the M & O the first year it operated. Always good at figures — he went on to study business administration at St. John's University, Collegeville, Minnesota — railway accounting came to him naturally. In 1905 he left the M & O to become chief clerk and cashier for the Great Western at Fort Dodge. Returning to the local road in 1906, he became its accountant and from 1910-1945 served as traffic manager.

Heretofore this top, full-time position had been filled with varying success by short-term incumbents. Sullivan, the first traffic manager (actually titled general manager), was succeeded by J. L. Kelsey in 1904, and he in turn was followed by E. E. Brewer, who served from 1907 to 1910. In 1912 F. L. Edwards held the post, and a year later the position was filled by W. F. Grossman, who remained until drafted in World War I.

The new, tall, slender, mild-mannered traffic manager showed every indication of sticking with

the road and the job. His knowledge of all phases of railroading and his ability to get things done quietly pleased the Major. He was just the one needed to keep the road solvent when costs were rising, traffic was thin, and man and nature seemed to be combining against the little carrier.

After the hostilities were over business took a slump. Postwar deficits rose to \$7,835 in 1920. The following February the road was forced to declare a ten per cent reduction in the wages of all employees. The year 1921, however, ended with the railroad only \$111 in the red. The next year the debt went up alarmingly to \$8,604. The board of managers held many a grim session in Carrs' law office to find ways and means of keeping the property solvent. In 1923 the directors moved that the trains be operated with three men, presumably engineer, fireman, and conductor-brakeman. Then, two years later, came the worst flood in Manchester's history.

Ordinarily the Maquoketa River is a pleasant, innocuous waterway, ideal for canoeing, good for fishing, and useful in providing power. In mid-June of 1925, however, due to incessant rains, it became a swirling, angry torrent, overflowing its banks and destroying everything in its way. Manchester's damage was put at \$200,000, and the M & O's loss pegged at \$10,000. A carload of eggs on the short line from Lovett & Daniels Produce Company was overturned, the road's

depot was half covered with water, the track washed out and two culverts destroyed. Damage to the Great Western, from which the M & O derived most of its traffic, was even greater. According to the newspapers the CGW had "twenty-three bridges out between Oneida and Dubuque" and another thirteen swept away from Oneida to Oelwein.

With token payments for their part-time work causing the officers more worry and concern than did the full-time enterprises from which they derived their livelihood, they wondered why they were staying in the railroad business. But the Major knew the town still needed its own railroad and ordered Boardway to get the line open. The M & O cautiously resumed freight operation in about nine days after the catastrophe. The Great Western needed almost a fortnight before through service was restored and then only after 3,000 cars of ballast had replaced its washed-out roadbed.

After nine years of continuous deficits Chairman Carr believed in 1926 that the M & O was on the upswing. And it was. That year showed a net profit from operations and a \$2,292 surplus; 1927 revealed much higher figures in both categories; and finally in 1928 the road achieved financial stability with net earnings of \$11,277 and a comfortable \$6,582 surplus.

Noting the success of rail motor cars on the

Great Western, the M & O decided to try one on its line. According to James W. Holden, writing in the April, 1941, *Railroad Magazine*, the contraption was "a Model T chassis dragged out to the proportions of a narrow-gauge boxcar, with a bus body seating fourteen at the front-end, and behind it an open express bin. Of the 4-2-4 wheel arrangement, she boasted a two-speed axle, a strip iron pilot, front-end bell and stove."

A wonderous vehicle to look at, it was an adventure to ride on. Watching it loping, bounding, and jumping along, the natives called it the *Goat*. Due to its light weight and its poor riding qualities it kept its operator, Bill Philipp, and whatever passengers it chanced to have, in a constant state of agitation, both physically and mentally. Finally, one day in rounding the curve coming down the hill into Oneida, it took to the cornfields. No one was hurt, but that ended the *Goat's* career.

Following this incident the road took steps for motor vehicle operation to supplant passenger trains. It formed a highway subsidiary, and from 1930 until the road's abandonment, panel trucks with varied modifications carried mail, express, and passengers.

In the summer of 1932 the road obtained its fifth engine. Built by Rhode Island in 1882, No. 5 had already seen fifty years service on the Milwaukee Road. In 1936 a companion Rhode Is-



Railroad Magazine photo

Passenger train about 1910. Standing at left is Managing Board Chairman E. M. Carr with President Joseph Hutchinson. In front of tender is Traffic Manager C. J. Boardway.



Daniel K. Peterson photo

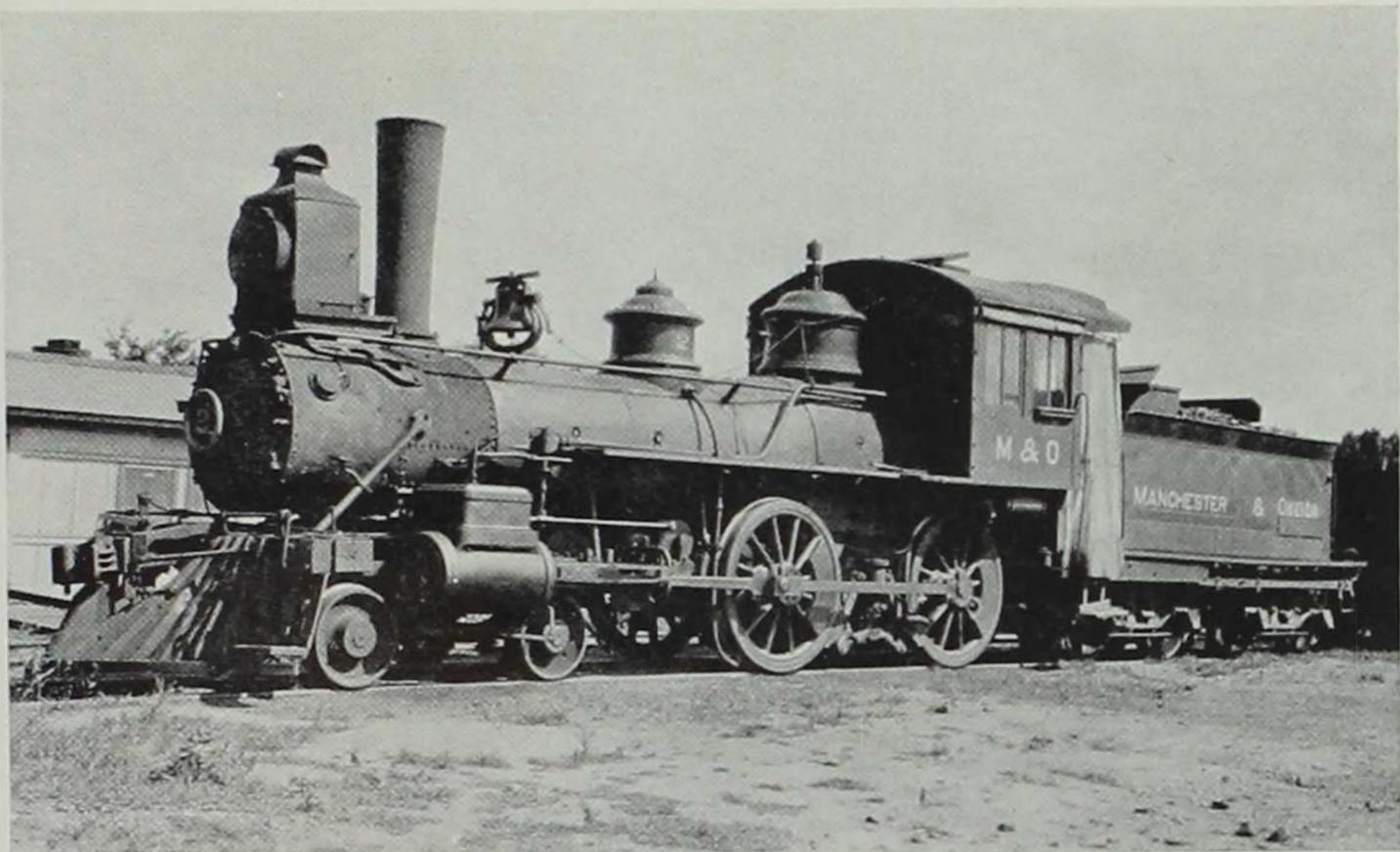
Manchester yards showing enginehouse in background. Flat car between engines Nos. 5 and 6 used only in on-line service.



M. C. Poor & Daniel K. Peterson photo
 Manchester station showing Traffic Manager Boardway on right. Panel truck (left) used to haul passengers, mail and express. Carload freight went by rail.

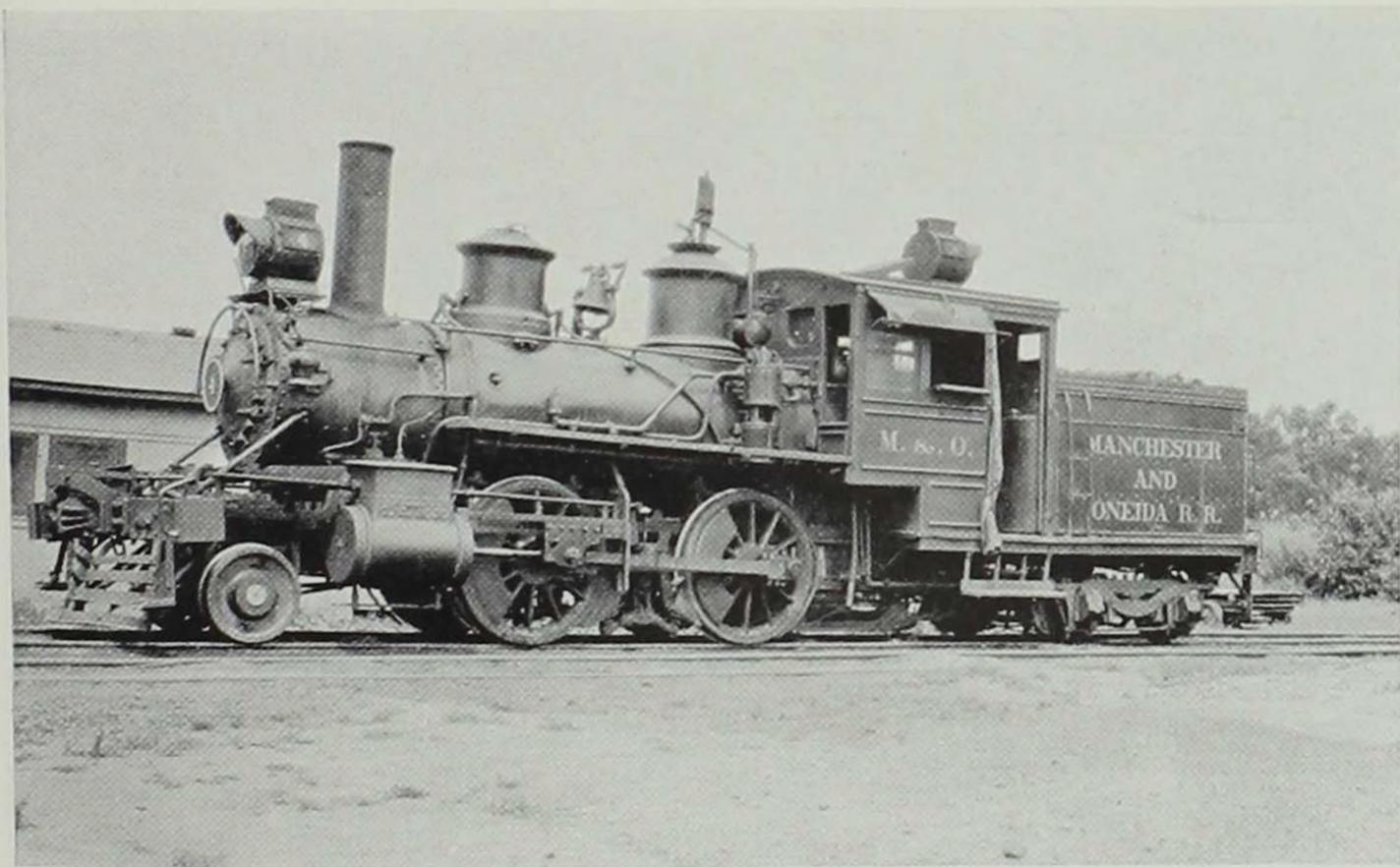


Railroad Magazine photo
 Jerry Howe (left), Milwaukee agent at Oneida Jct., talking with George Tesmer, M & O agent stationed at Manchester. Track left is M & O; on right, Milwaukee's Calmar-Cedar Rapids Branch.



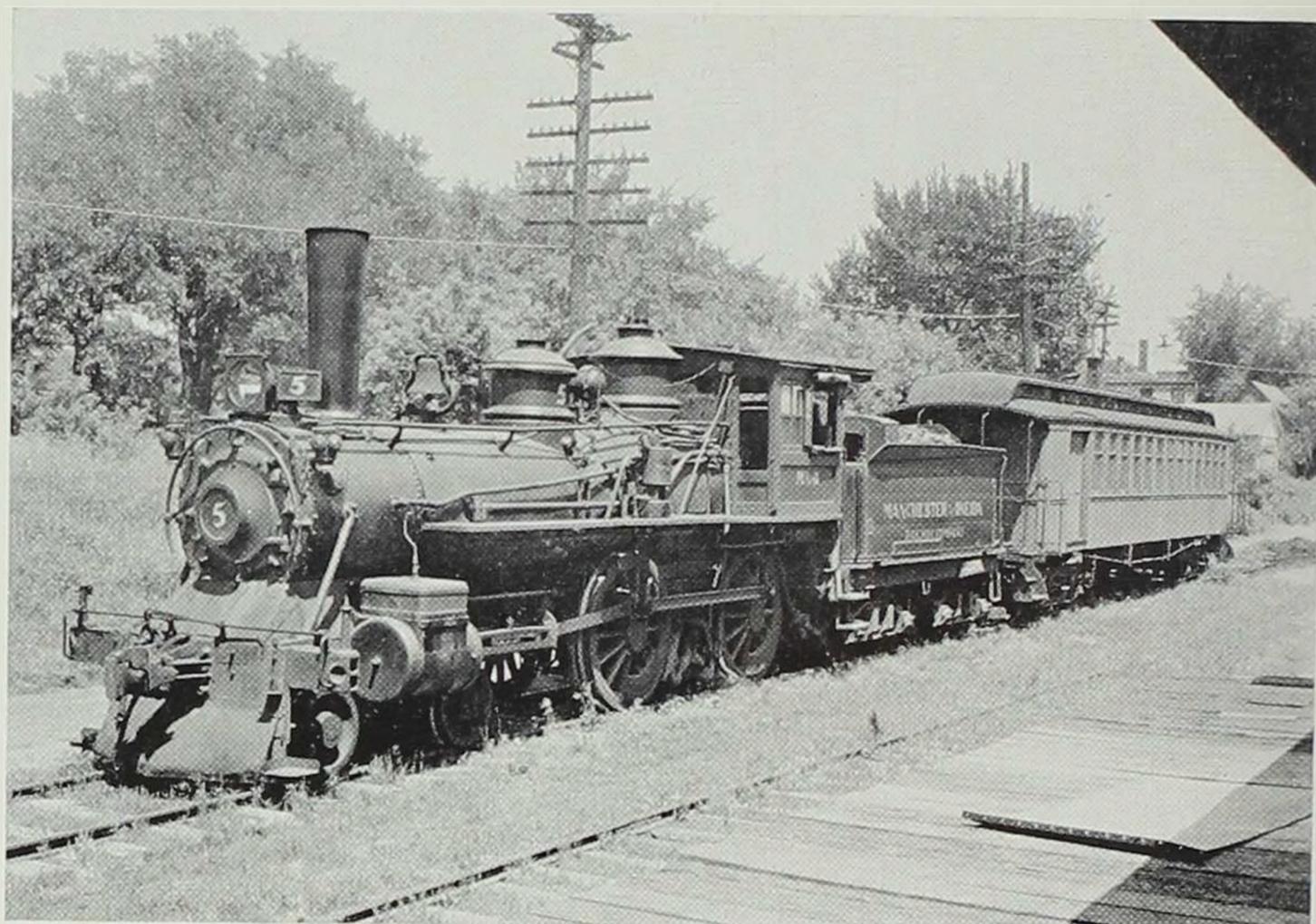
O. H. Means photo; courtesy M. C. Poor

M & O's No. 2 as it looked in 1931. Note extended smokebox suggesting engine was a rebuilt wood-burner. Outshopped by Baldwin in 1876, the big kerosene headlamp is indicative of its age.



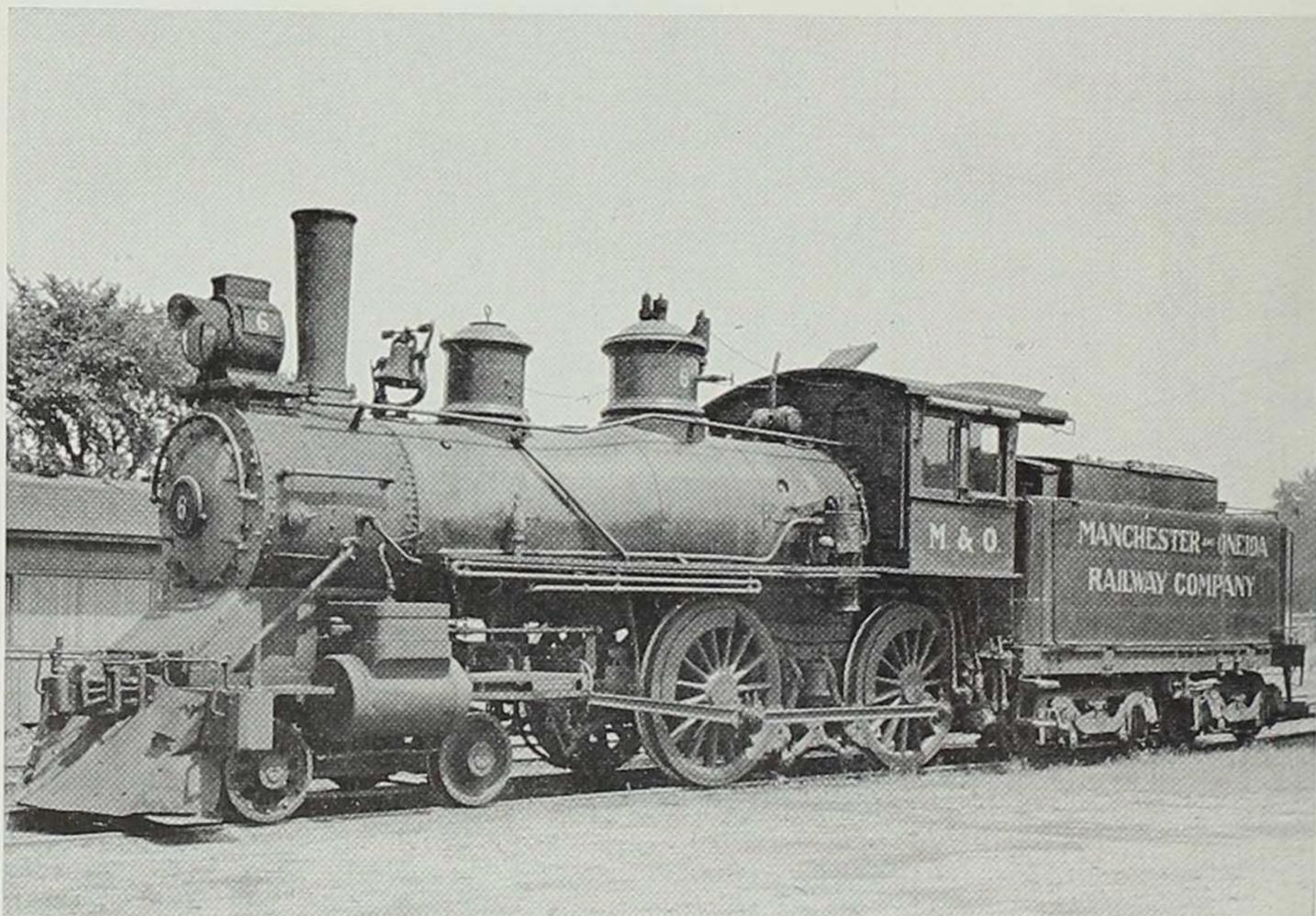
O. H. Means photo; courtesy M. C. Poor

Before coming to the M & O, No. 4 hauled Illinois Central commuter trains in Chicago suburban service. High back-up headlights characterize the IC-built Forney tank-engines.



Daniel K. Peterson photo

This ancient engine with its old wooden coach provided passenger service until that function was taken over by a panel truck. The swinging iron gates on car once kept IC's Chicago commuters from falling off platforms.

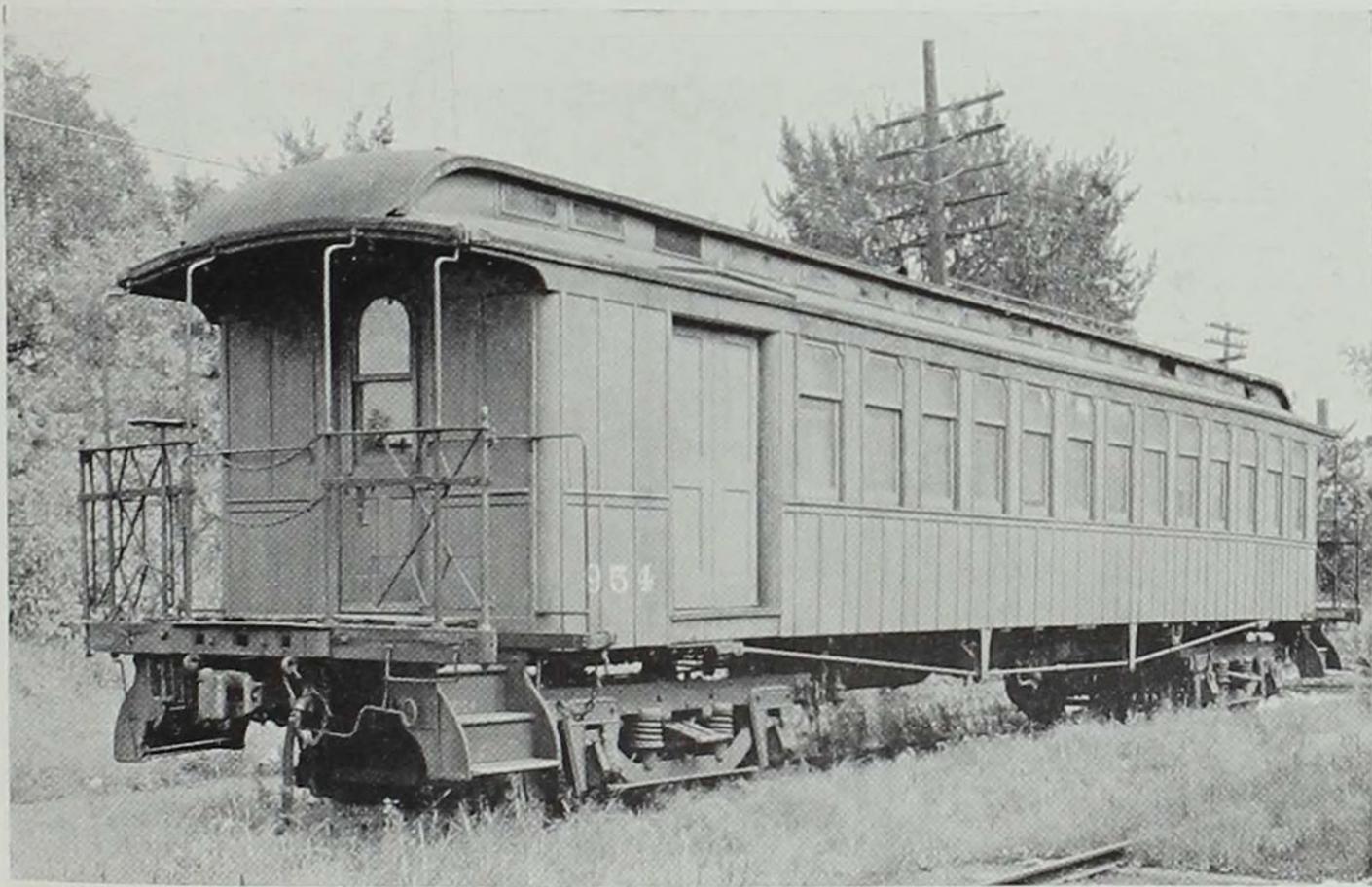


Daniel K. Peterson photo

Trim, well-kept No. 6 belies her age. Built in 1886; rebuilt in Burlington's Galesburg Shops 30 years later; she was sold to the Atlantic Northern in 1929. Bought by M & O in 1936.



This Mogul, the last locomotive purchased by the M & O, was too heavy for the road's light rails. After constant derailments she was scrapped.



M. C. Poor photo

The road's passenger coach was formerly used in Chicago suburban service on the Illinois Central before coming to the M & O.

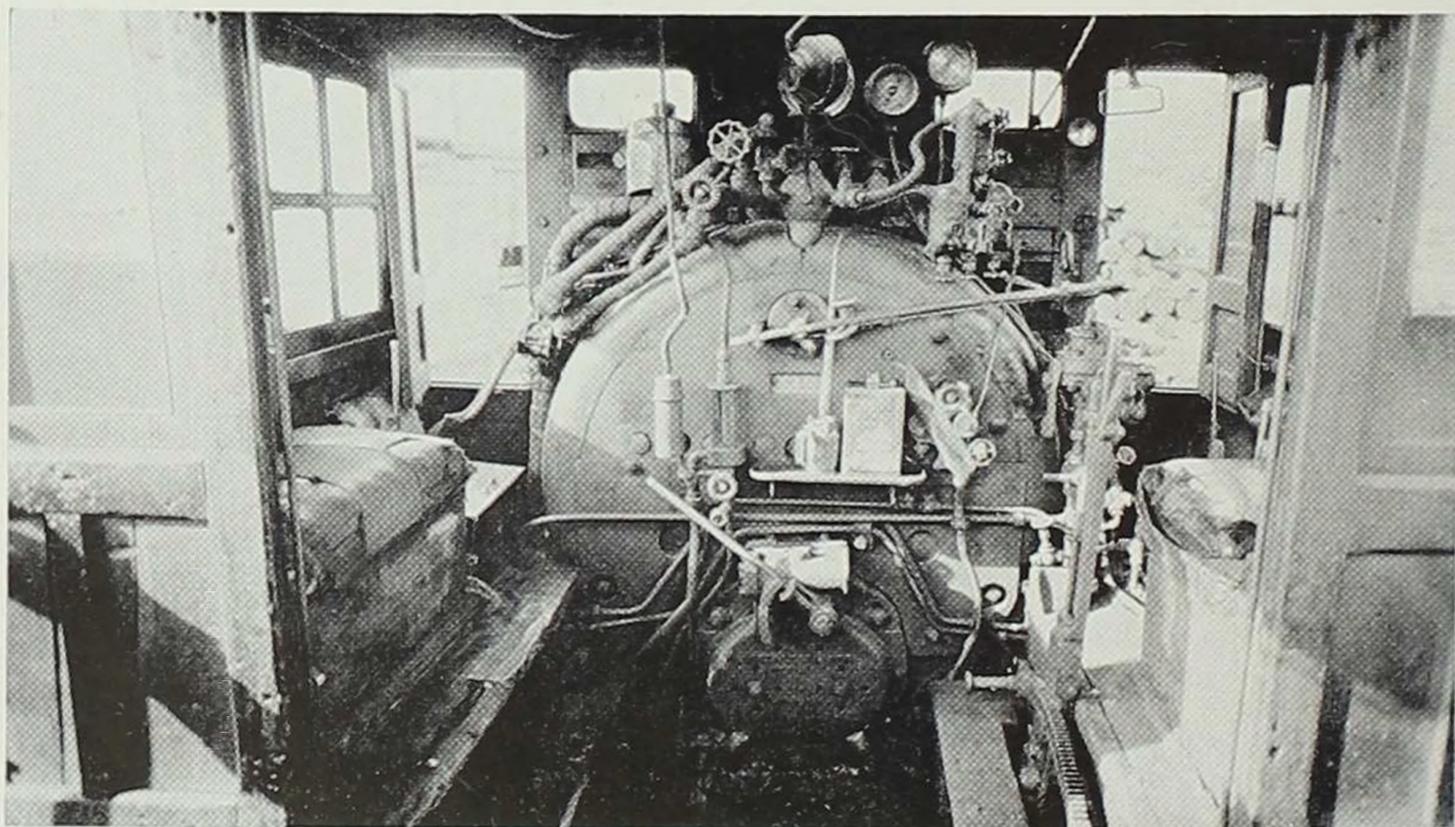


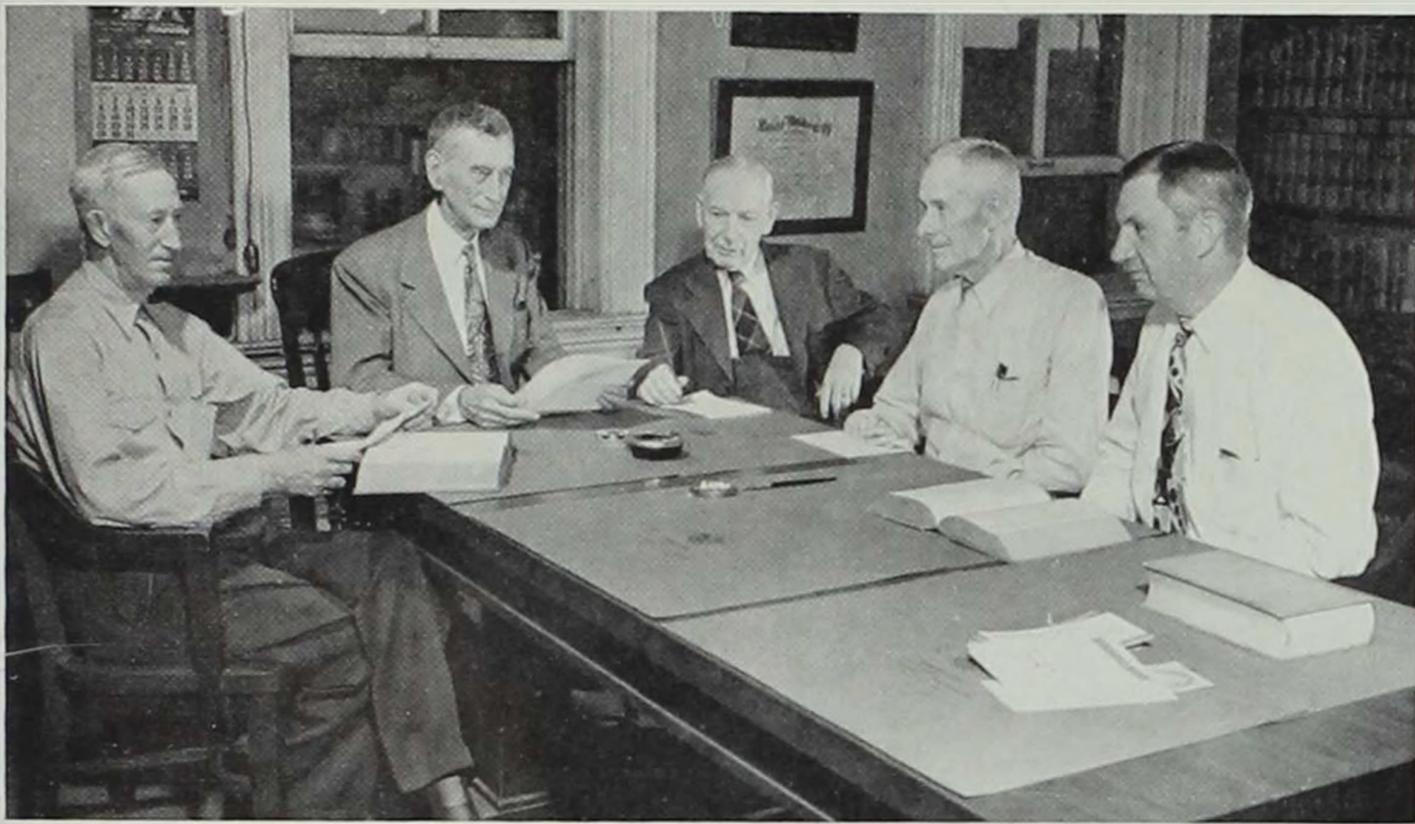
Top — Engineer John Toussaint painting pilot beam of old No. 5.

James W. Holden photo;
courtesy *Railroad Magazine*

Bottom — Inside cab of No. 5. Hand reverse lever at right. Upward slant of throttle (horizontal bar) proclaim it a veteran of the last century. Franklin fire-door, at bottom, is a modern adjunct.

M. C. Poor photo



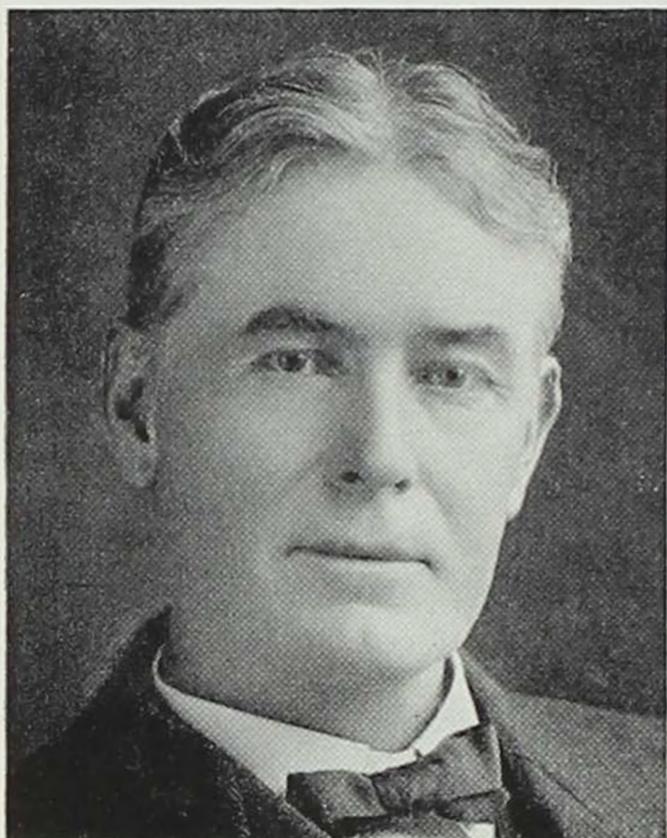


Board meeting in Carr law library. Left to right: Director C. J. Boardway, President Hubert Carr, Vice President and Secretary Charles McCormick, Treasurer F. B. Wilson and Director Thomas H. Tracey.

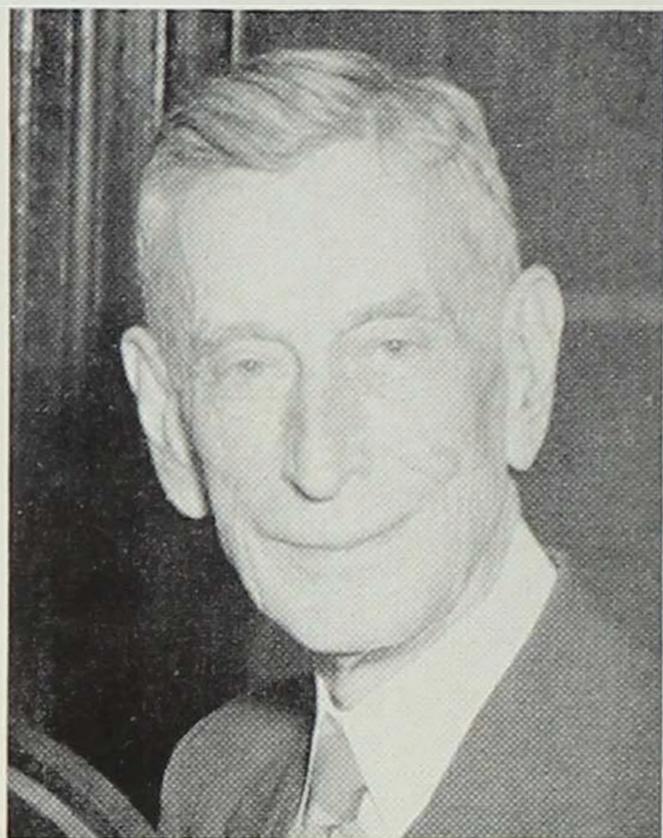


President Carr giving enginemen final orders during ceremony marking closing of road. Left to right: Will Matthews, C. J. Boardway, Charles McCormick and Lee Joslyn. Carr at microphone handing orders to Engineer Frank O'Leary (right) and Fireman Jim Dows.

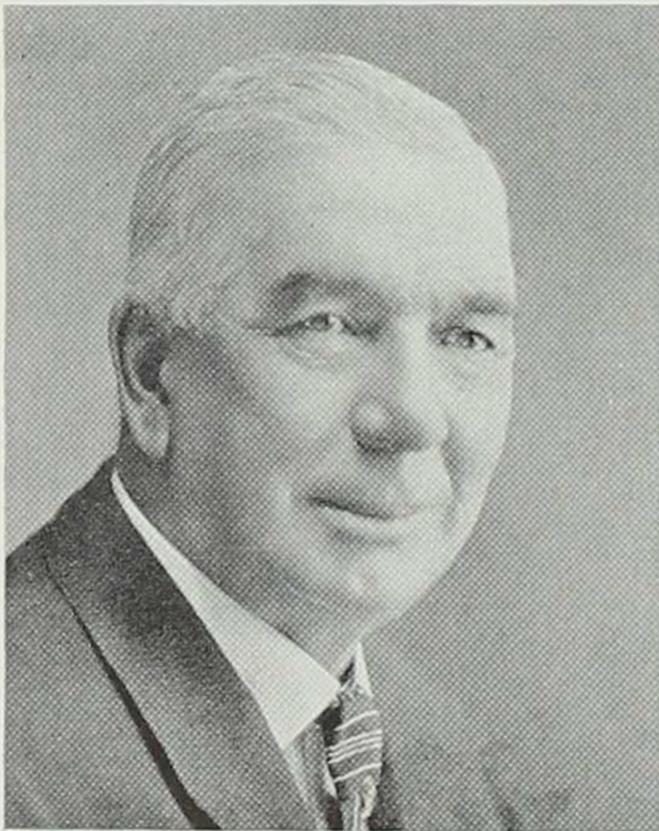
PRESIDENTS OF THE M & O



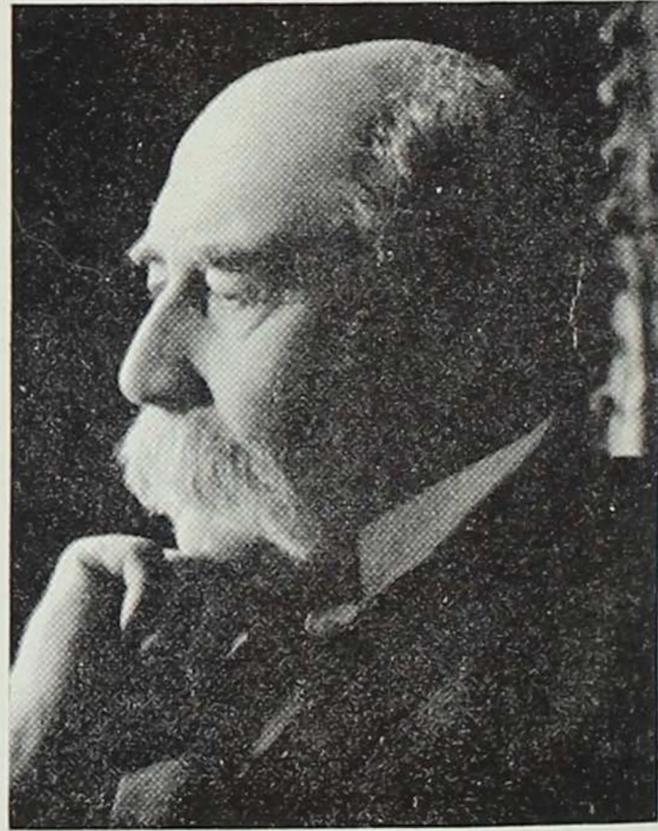
E. M. CARR



HUBERT CARR



ALBERT HOLLISTER



JOSEPH HUTCHINSON

land "American," from the late Atlantic Northern Railway in southwestern Iowa, was added to the roster. This veteran locomotive had taken to the rails in 1886 as the Chicago, Burlington & Northern's No. 3. In 1916 she was rebuilt in the Burlington's Galesburg Shops, and in 1929 she became the property of the Atlantic Northern. After being purchased by the M & O she was given new flues and put in tip-top running order.

The thirties saw many changes in the executive staff. Joseph Hutchinson died in 1935 after 30 years as president. He was succeeded by Hubert Carr. No stranger to the M & O, the younger Carr had become a director in 1910, general passenger agent in 1921, and, after the passing of Vice President E. H. Hoyt in 1926, had filled that position. Then, because of his father's failing health, Hubert Carr was elected Chairman of the General Managing Board in 1932.

Unlike the Major, Hubert Carr is tall and spare, but he has a merry twinkle in his eyes which is said to resemble his father's. Careerwise both Carrs followed much the same pattern in different eras and in altered circumstances. Born in Manchester September 9, 1877, young Hubert went to the State University of Iowa and then to Drake, where he received his LL.B. in 1901. Again, like his father, he practiced law in Manchester after receiving his sheepskin. In later years he took over much of his father's work on the *Democrat*

and was part-owner of the paper. He also served as president of the Manchester Electric Company. The family's strong interest in social welfare, which led the Major to hold the post of Commissioner of Insanity, carried over to the son, and he became a member of the Commission in Delaware County. The Carrs likewise were very active in the Democratic party.

During the second Carr regime the M & O received a pleasing windfall. The state embarked upon an important road construction program, repaving U.S. 20 in the vicinity of Manchester; and it fell to the M & O to deliver the materials. The M & O hired a locomotive from the Milwaukee Road and had a crew constantly at work moving machinery and supplies. "We spotted 651 cars in 57 days," Hubert Carr stated, "and realized a substantial profit on the operation."

In the latter part of the thirties the road purchased 90-pound second-hand rail from Hyman-Michaels to replace some of its 50-pounders. Its financial position was strengthened by junking engines Nos. 3 and 4, which had been made obsolete by the more newly-purchased motive power. Taken as a whole, the thirties saw money in the till, reasonably good traffic, and conservative growth.

FRANK P. DONOVAN, JR.

Railways and Folkways

It would be a mistake to limit an examination of the role of the M & O to its commercial aspects only. By its very nature the railway, up to World War I and possibly a decade thereafter, played an important part in the American scene and in rural folkways. Being community-owned and as close to public-operated as a private line could be, the M & O was the subject of Manchester's personal and friendly interest. Every week the little road's timetable would appear in the *Press* and the *Democrat*. At the end of the "ad" was that magic sentence: "Through tickets sold to all points in North America."

To be sure, its little engine pulling a lone coach or a brace of cars could not compare to the Illinois Central's Ten-Wheelers or powerful Pacifics. Nor could the M & O boast of Pullmans, diners, or brass-railed observation units. And it did not have the spit and polish of the IC's *Hawkeye Limited* or even *The Clipper*. But every local citizen blessed the fact the M & O ran almost to the corner of Main and Franklin — right in the heart of town. It connected with almost everything on rails at Oneida. It brought all the circuses to Manchester. It ran picnic trains and

county-fair specials, and excursions for the asking. It brought the mail from every direction. It had W. C. Beeman at the throttle, Harry Purvis "firing," and Lee Burbridge punching tickets, and the jovial Major running the whole business. What more could the community ask?

Since the road allowed each voter two free round-trips, nearly everyone in Manchester had had a train ride. When it came to promoting rail travel, the M & O was second to no other short line of comparable size. Hardly had the line commenced operation when it advertised a one-day excursion, on August 22, 1901, to Monticello. The trip featured a through train ("no change") in conjunction with the Milwaukee Road for \$1.25. Apparently that was a success because it was followed by another special a week later to Anamosa, ten miles further down the line. Four cars were ordered for the latter run.

Not to be outdone, the Great Western soon joined the M & O in the excursion trade. For 85¢ a head (children half-fare) the M & O-CGW teamed up to run an excursion without change to Dubuque, stopping only at Oneida and Almorat, on October 12th. Headquarters at Dubuque were at St. Luke's Church, where dinner was served for 25¢. Two Sundays later the Maple Leaf Route announced a special to Chicago for \$3.00, round-trip. The papers recorded 160 excursionists on the M & O-CGW odyssey.

Although diesels and air-conditioning were unknown, train travel had tremendous appeal. It opened new vistas and afforded much fun. With a shoe-box lunch, the whole family embarked upon a trip of high adventure. Windows open wide, one relaxed on big red plush seats without a care except for some cinders and an occasional bee. On the way home the Pintsch lamps gave a dim religious ray, which was just as well, for then the streaks of soot on Junior's Sunday shirt and sister's oversize hat were not so noticeable.

In winter the coaches might be drafty, but the pot-bellied stoves at either end were hot and glowing. If eating in the diner could be afforded, that was sheer paradise. Moreover, the Great Western specialized in "European Plan Meals," giving the most for the money and accenting both quality and quantity. For excursionists there was the train butcher who dispensed coffee, sandwiches, cake, and candy along with worldly wisdom. If prospects of an excursion looked lucrative, the hawker might even "work" the train both to and from Manchester. And there were the Pullmans. To the uninitiated and stay-at-homes, a Pullman ticket was regarded as the hallmark of an experienced traveler. Even the M & O boasted of a Pullman and a smiling dusky porter when it organized its annual winter tour to Los Angeles. Going via the Great Western to Kansas City, thence over the Sante Fe, it was a so-

cial event of note. For one day a year at least, it gave the M & O greater stature and class.

By 1905 catering to excursionists had become big business on this little railroad. The M & O advertised a ten per cent discount on round-trip fares to all stations on the Great Western within 166 miles, good for thirty days. With equal zeal the papers plugged the \$49.00 round-trip specials to Portland, Oregon, and the Ladies Aid Society's ice cream social at A. Hoag's in Oneida on Saturday, August 5, 1905: "Everyone Invited." The M & O had a 25¢ round-trip rate for the social.

Homeseekers and investors were invited to sign up for the "Canadian Excursion" to the Milestone district and eastern Assiniboia area, up in the "No. 1 hard wheat" country. The tariff: \$24.25; "Pullmans extra." The date: August 15, 1905. Then on the 29th J. A. Strickland, land agent, and the M & O-CGW got together with a "big special, after harvest excursion to South Dakota" leaving Manchester depot at 4:45 p.m. The tab: \$15.16, plus a dollar a day for tourist sleeper.

August was Fair month, too; and it featured extras to these popular functions. There was the State Fair at Des Moines with the CGW cooperating, and the Anamosa District Fair in that community with the Milwaukee quoting low rates. In addition, there was the National Encampment of the G. A. R. in Denver, August 30th to Sep-

tember 4th. The Great Western was in on that, and ever-ready to sell tickets, at a nominal fee, in conjunction with the M & O.

Cold weather saw end-of-the-year campaigns to woo passengers with "Winter Vacation Week End Rates" to Waterloo, Dubuque, and Chicago over the Great Western at "one way fare for the round trip." The CGW-M & O also "pushed" its budget plan (not less than 75 miles or over 150) travel at the rate of 1-1/3 fare for the round trip. The *Delaware County News* of December 13, 1905, advertised a similar rate for distant points for "students and teachers" during the Christmas and New Years holiday season "on presentation of certificate from Miss Amy Boggs, Superintendent of Schools, Manchester, Iowa."

"Best of all," recalls C. J. Boardway, "were the one-day jaunts up to Strawberry Point. We'd run right through, stopping only long enough to get clearance on the Milwaukee at Oneida Jct. and put white flags (signifying an extra train) on the engine. A Milwaukee engineer would ride in the cab as a 'pilot,' although our men knew the way almost as well as he."

On these occasions the old wooden open-platform coaches would be swarming with picnickers. Upon returning to Manchester the cars would be hurriedly cleaned of peanut shells, popcorn, and paper for the next day's service. Often there were beer bottles and sometimes a flask, but for

the most part the excursions were orderly and neighborly. "You'd have to watch out for the youngsters, though, with those open platforms," observed Boardway. "We tried to keep people inside the cars, but you know how it is with kids. Still, we never had an accident of any consequence."

Another source of revenue, more or less peculiar to the M & O, was the circus trains. In yesteryear nationally-advertised circuses included the smaller cities on their circuits. When they came to Manchester, they came "M & O." Running within a block of the Fair Grounds, the road was a must for the "big top." None, however, put on a better show or drew more people than did Hagenbeck & Wallace in 1915. Boardway remembers that outfit distinctly on account of its size and the trouble the road had in getting it in one day and out on the next.

"It came in four sections," he recounts with the measured words of one who had supervised its movements. "We used our two locomotives to double-head one section, and the Milwaukee loaned us six engines to take care of the other three. Every available track, from the 'doubling spur' at the top of the hill at Oneida, to 'Hockaday's,' near the middle of the line, not to mention the Quaker Mill siding, was chuck-full of cars. As for the Manchester yards . . . shucks, they couldn't hold more than a fraction of the circus.

Why, we had an overflow on our main track extending half way through town. There were elephants, clowns, 'barkers' and circus paraphernalia all over the place." When asked about regular operation Boardway grinned, "We simply announced 'all trains annulled account of circus.' People understood. Nobody wanted to travel anyway; they were all at the circus!" The veteran traffic manager never said truer words, for Hagenbeck & Wallace drew about 9,000 people, the largest single assemblage ever recorded in Manchester.

On another occasion a circus special came to an unscheduled stop in the open country on the M & O. When no flagman hurried back to protect the rear, the circus trainmaster became alarmed. "Where's the flagman," he shouted, "the limited will plow into us." By the time Boardway got around to quieting the distraught trainmaster, others in the crew had told him, "There isn't any limited; your train is the only one on the line."

So much of an institution had the road become that Harry Utley called his new eating house on South Franklin (now occupied by Kephart's Pool Hall) the "M & O Restaurant." Though Captain John F. Merry, the general immigration agent for the powerful Illinois Central, was indubitably the town's "biggest" railroad officer and man of parts, Major Carr, more often than not, stole the

show. The latter had a folksy, dramatic way of recounting his experiences as a grass-roots railroader at Chicago traffic meetings and in the legislative halls of the ICC in Washington. He liked to tell the way some of the statesmen would become patronizing when they found out he represented an 8-mile line. With all the skill of an experienced raconteur he would retort: "The Manchester & Oneida may not be as long as other roads, gentlemen, but it's just as wide." The anecdote was told by short liners all over the country. Chairman Carr never claimed it had originated with him. He had used it, however, merely as a telling yarn, which it was.

If Manchester began to take the road for granted, there were circumstances which brought it into the limelight and made the town very much aware of its railway. One such event was the blizzard and the coal shortage in February, 1936. The temperature dropped to 20° below during what the Federal Weather Bureau reported as the longest cold wave in Iowa since 1819. Coal dealers found their yards practically empty, with railways and highways completely blocked. A severe fuel shortage threatened unless the blockade could be broken quickly. The M & O responded with forty men to clear the line. They worked day and night, shoveling, plowing and ramming the dry, packed snow. The windswept cuts on the Hakinson, Lindsay, and Cox farms, where snow banked

higher than at any other points, were the crucial tests. The men shoveled on, then stood aside to let the locomotive charge its metal-sheathed pilot against the drifts — more shoveling — another onslaught with wide-open throttle and drivers spinning. A foot or two, maybe five or six if they were lucky, and the process was repeated. Finally they got through to Oneida, where seven coal-filled gondolas (from the Great Western) awaited them. The *Manchester Democrat-Radio* subsequently recounted the feat under the heading "M. & O. Railway Saved the Day."

The role of a railroad in forming a small community is admirably illustrated in the birth, rise, and decline of Oneida. That hamlet came into existence because it was at the intersection of the Great Western and Milwaukee railroads. With the coming of the M & O, the junction grew in importance, and Oneida prospered. From the time the little road first linked up with the Great Western, the two carriers had a joint agency at Oneida station. The Milwaukee had its own depot south of town, but one could easily walk from the CGW-M & O station to Oneida Junction, as the Milwaukee called its stop. If necessary, the local drayman would assist in the transfer. At any rate, M & O trains pulled up to both depots and had car interchange by connecting trackage.

In the heyday of railroad travel Oneida was a busy spot with two operators, each working a 12-

hour trick at the CGW-M & O station, and one at the Milwaukee. Charles Kimber, retired joint agent at the former depot, remembers selling as much as \$1,200 worth of passenger tickets in a month. He likewise recalls the time when he flexed his muscles on some 50 loaded milk cans each day, for transfer from Manchester. The station never had eating facilities, but the nearby Ferris Hotel served good meals and took care of many a traveler who missed connections.

"Entering Manchester the back way" or "by the back door," was the expression used for coming into town from Oneida on the M & O, but it was far from an unpleasant experience. Ruth Suckow, the novelist who writes so feelingly about Iowa and Iowans, vividly recalls entering Manchester this way as a child. "The very small coach going through the wide farm country in the late afternoon," she reflects, "seemed very special to a girl of thirteen."

Largely because of its importance as a railroad transfer point, Oneida's population grew from 75 in 1900 to 200 by 1910. At its zenith it boasted two grocery stores, a bank, creamery, drugstore, blacksmith shop, livery stable, hardware store, pool hall, church, and hotel, together with a jeweler and a barber. In more leisurely days passengers waited for trains by strolling down to Plum Creek and watching the farm boys fish for bull-

heads, or sauntering up to the village to get a cool refreshing drink at the town-pump.

Oneida flourished because of the M & O. When the railroads largely gave way to the automobile for private transportation and partly to the truck for local and long distance hauling, Oneida declined. Finally, when the M & O ceased operation, Oneida retrogressed to a point where she was before Major Carr had brought in his railroad. Today the community has a combination store and post office, a church, a consolidated school, and a rest home. Its population has dropped to 75. Both the Great Western and the Milwaukee railroads have withdrawn all passenger trains. No longer are there agents, for both depots have been razed; not even a siding or interchange track remains. Now six-unit diesels pulling 150-car freight trains on the Great Western go by without stopping, and local freights on the weed-covered tracks of the Milwaukee pass by, too — without stopping.

But Manchester is only fifteen minutes away by automobile or truck.

FRANK P. DONOVAN, JR.

Closing the Back Door

The year 1940 found the M & O comfortably in the black. When the United States entered World War II at the end of 1941, things turned out more favorably for the M & O than they had done during the first world conflict. Without the bugaboo of government operation of America's railroads, there was seldom the discrimination against short lines that had taken place during the United States Railroad Administration days. To be sure, there were car shortages, spiraling labor and material costs, and frequent personnel changes. But such problems were faced by all railroads as well as general industry.

The third and last rechartering and refinancing of the M & O took place in 1940. The charters were good for 20 years; hence the second had been granted in 1920. At that time the company refunded its bonds by issuing new ones in the amount of \$65,000 at six per cent. With the third chartering in 1940 the road succeeded in reducing interest to five per cent on a \$32,500 issue. There was also a stipulation that part of the bonds were to be called in each year, the amount being \$1,000 annually. By the commendable practice of systematic redemption the bonds had been whittled

down from the \$65,000 originally issued in 1900 to \$22,500 by 1951.

The postwar era saw the death of C. J. Seeds, the oldest officer on the road, who had served as treasurer or auditor continuously for forty-four years. His careful, methodical records were a delight to his fellow officers; and, although totally deaf, Seeds was one of the ablest on the management team. His successor was W. W. Matthews, cashier of the Farmers & Merchants Savings Bank and son of Lafayette Matthews, the county treasurer, who had served as the road's secretary for two decades. The other officers consisted of Vice President C. J. Hockaday, who headed the Delaware County Farm Mutual Insurance Company, Charles W. McCormick, partner in Stearns and McCormick's furniture store across the street from the depot, and F. B. Wilson, insurance agent and secretary of the school board. All except Matthews had been with the road a dozen years or more and were familiar with its problems.

President Carr prided himself on the road's personalized operation or, as he termed it, "service à la carte." When shippers had a car loaded and ready to roll they phoned the depot and No. 6 headed out of the enginehouse and highballed the shipment to Oneida. To meet competition of trucks, a pick-up-and-delivery service was instituted before World War II. It became increasingly obvious, however, that the line was fighting

a losing battle. Due to changing conditions, the daily freight service to Oneida over the Great Western had dwindled to a weekly local. What was the virtue of the M & O's tailor-made operation if a shipment lay over at the junction for several days? It was recorded that a carload of paper billed from Des Moines took exactly five weeks to arrive at Manchester. In contrast, a truck might back up to a loading dock in the morning and deliver its cargo anywhere up to 250 miles away by the next day. Slowly, yet inexorably, the "back door" to Manchester was closing.

Changes in the economic picture also militated against the railroad. When oil largely took the place of coal, it was piped to a nearby point and trucked to its destination. All these changes had come about slowly, yet the war's end brought them into full focus.

In 1945, C. J. Boardway, after thirty-eight years of railroading, took his well-earned retirement. He remained on the board (to which he had been elected in 1942), however; and retained a lively interest in the road. His place was filled by George B. Tesmer, the M & O's agent at Manchester who had formerly been with the Milwaukee Road.

The unfortunate purchase of engine No. 7, a powerful Mogul, from the Baltimore & Ohio did not help the M & O. Bought to assist No. 6, the 2-6-0 proved to be too heavy for the track.

That meant the sturdy "American" had to bear the burden alone. Its partner, the lanky No. 5, had previously been scrapped.

Fortunately, the road did not have to go to the expense of sending the veteran engine to Oelwein when it needed repairs, for they, in a sense, brought "Oelwein" to location. It had been the practice in later years to have the Great Western send engine parts by truck to Manchester. With the help of the CGW's machinist, Joseph Peters, and its boilermaker, Joseph DeTimmerman, the repair job was done in Manchester's own back yard. The two Joes came on weekends, when not on duty, and overhauled M & O's motive power at nominal cost.

Repairing the "American" was analogous to overhauling a Model T Ford today. By 1951 only two of the nation's railroads, the Chicago & Illinois Midland and the Huntington & Broad Top Mountain (Pennsylvania) featured this type of locomotive in regular passenger service. Even in freight operation there were few extant. The little Baltimore, Chesapeake & Atlantic on Maryland's "Eastern Shore" retained one or two, California's Stockton Terminal & Eastern another, and perhaps a half dozen more were gingerly shunting freight cars on grass-grown short lines.

Because of its rare and venerable motive power, the M & O attracted railroad fans and steam locomotive connoisseurs from all over America. Being

easily accessible from Chicago, with direct service on the Illinois Central, small groups might de-camp, camera in hand, to observe the workings of the storied Manchester & Oneida. Often the amused short-liners would let hobbyists ride in the cab; and some fans have been known to try their hands at the throttle and Johnson bar. Among the better-known railroad historians and engine picture collectors were M. C. Poor and Dan K. Peterson, whose photos are reproduced herein. Engine No. 6 is also pictorially embalmed for the benefit of posterity in Lucius Beebe's *Mixed Train Daily*.

Sentiment, however, is a thing apart from the hard facts of a workaday existence. The M & O had been gently slipping into the red until 1946, when it plummeted. That year it rolled up a net deficit of \$10,014. Succeeding years all showed deficits, curtailed operation and down-to-the-bone economizing. But it was no use. The road which had never defaulted on an obligation, never missed a bond payment, never sought solace in Section 77-B of the bankruptcy act, never been sold, re-organized or operated by a receiver, now called it quits.

The decision to abandon the road was made in the Carr law office, where the board and managing committee meetings had been held virtually since its inception. In the library on the second floor of the Victorian brick building, the directors

held a special meeting on April 16, 1951. A report was submitted which stated that the M & O "has not shown a profit for several years and that there is . . . a large deficit annually. Limited service offered by the connecting lines at Oneida renders it improbable that this road can be operated at a profit in the foreseeable future. It was, therefore, the considered opinion of the Directors that steps be taken to discontinue the operation of the Road." On a motion by Director T. H. Tracey, seconded by Auditor W. W. Matthews, President Carr was authorized "to take the necessary legal action to discontinue the business and liquidate the property of the Road."

It was a truly sad meeting. Overtly everything seemed the same. The rows of law books going back to the Massachusetts reports of 1804 and ending with the then current *North Western Reporter*, lined the shelves surrounding the board table. There, too, were the familiar bound volumes of *Harper's*, commencing with Vol. 1, No. 1, January 1850, and continuing to 1904. Behind the two-story building the meandering Maquoketa lazily flowed toward the Mississippi. Looking out the back windows the directors could see the M & O depot. But there were no quips from President Carr; Director Boardway kept strictly to the subject at hand, that of bringing the records up to date and of analyzing his findings. Even Secretary McCormick found no cause to smile.

At a subsequent stockholders meeting on June 1, it was unanimously voted to wind up the business of the corporation, pay all bills, and distribute the assets to the stockholders.

The matter of paying all bills was scrupulously followed by President Carr. As he put it, in answering a query regarding the disposal of the railroad: "I am now engaged at trying to do as good a job in taking it apart as my father and his friends did in putting it together."

Sealed bids were solicited for the rolling stock and other equipment, to be opened at 10 a.m. on November 2, 1951. Of the six bidders, the \$55,000 offer of the Hyman-Michaels Company of Chicago was the highest. It was accepted. There was even an inquiry from Walt Disney Productions looking toward the purchase of the rolling stock and rails, but it arrived too late.

Permission having been received by the ICC and state regulatory authorities to terminate service, the last scheduled train ran on December 1, 1951. On that day about 1,500 people gathered at the depot to mark the closing ceremonies. The principal speaker was Hobart Cooley who recalled how as a boy he had put "nails, washers and 22 bullets on the track and occasionally a penny, but not very often, because a penny in those days was good for a handful of jelly beans at Stearns & McCormick's or Bill Lafferty's stores." He continued his nostalgic picture of the

"good old days," when Bill Philipp carried a shotgun in the engine cab to shoot pheasants and the times the road borrowed coaches for special occasions. He recalled the day the gasoline "dinkey" "jumped the track near Terrill Park from the backwaters."

Chamber of Commerce, county, and city officials also participated in the program. The ceremonies ended when President Carr stepped up to the microphone and gave the final order to Engineer Frank O'Leary and Fireman Jim Dows. It read:

Train Order No. 30

Frank O'Leary
Engineer No. 6

Proceed 1:30 P. M. — 12/1/51 on run to Oneida and return — On leaving Manchester sound whistle and bell repeatedly and let off steam. Let 'em know she is alive —

Hubert Carr
President

Several days later No. 6 again sounded its whistle but this time pulled a train of flat cars, while workmen busily dismantled the line. "It's like putting a noose around your neck and pulling yourself up," remarked one person witnessing the dismemberment.

For the next two years Carr was busy canceling bonds at face value, hunting up stockholders, and issuing 37 per cent liquidation dividends. Meanwhile every bill had been paid in full. So

well had the dismemberment been timed and executed that the road realized \$95,000 from its rolling stock, buildings, and real estate. Among the congratulatory letters received was one from the Illinois Central. Another letter came from the head of Iowa's tiny Tama & Toledo Railroad seeking advice on how to liquidate its road in light of the masterly way the M & O had wound up its affairs.

On January 18, 1956, the local papers carried an item on the Manchester & Oneida Railway under the title "Notice Of The Dissolution Of Corporation" stating that: "all liabilities have been paid and the assets of the corporation distributed to the stockholders, and said corporation is now dissolved."

Manchester's "back door" was closed for eternity.

FRANK P. DONOVAN, JR.

OFFICERS AND DIRECTORS OF THE MANCHESTER
& ONEIDA RAILWAY
1901-1951

(Compiled chiefly from annual reports of Iowa State
Commerce Commission)

OFFICERS

Presidents

E. M. Carr.....1901-1903
Albert Hollister1903-1905
Joseph Hutchinson....1906-1935
Hubert Carr1936-1951

Vice Presidents

S. A. Steadman.....1901
Albert Hollister1901-1902
M. F. LeRoy.....1902-1907
Albert Hollister1907-1908
R. R. Robinson.....1908-1912
E. H. Hoyt.....1912-1926
Hubert Carr1930-1934
C. R. Hockaday.....1934-1951

Secretaries

B. W. Jewell.....1901
Albert Hollister1902-1903
H. C. Haeberle.....1903-1908
Lafayette Matthews..1908-1928
Charles McCormick..1928-1951

Treasurers

C. J. Seeds1901-1905
L. L. Hoyt.....1906-1907
M. F. LeRoy.....1907-1914
A. R. LeRoy.....1914-1923
A. D. Long.....1923-1927
F. B. Wilson.....1927-1951

Auditors

Joseph Hutchinson....1901-1905
C. J. Seeds1906-1945
W. W. Matthews1945-1951

Traffic Managers

John L. Sullivan (general
manager)1901-1904
J. L. Kelsey.....1904-1907
E. E. Brewer1907-1910
C. J. Boardway.....1910-1912
F. L. Edwards.....1912
W. F. Grossman.....1913-1917
C. J. Boardway.....1917-1945
G. B. Tesmer.....1947-1949
W. W. Tesmer1949-1951

DIRECTORS

W. A. Abbott.....1901-1904 W. D. Hogan.....1901
A. S. Blair.....1901-1921 Albert Hollister1901-1908
E. M. Carr1901-1933 E. H. Hoyt.....1901-1926
W. L. Drew.....1901-1904 Joseph Hutchinson....1901-1935
William Hockaday....1901-1927 B. W. Jewell.....1901-1908

M. F. LeRoy.....	1901-1914	A. D. Long.....	1914-1926
J. W. Miles	1901-1903	Charles McCormick..	1917-1951
A. A. Morse.....	1901-1918	F. B. Blair.....	1921-1926
C. A. Peterson	1901	R. L. Terrill	1924-1927
C. J. Seeds	1901-1945	F. B. Wilson.....	1927-1951
S. A. Steadman.....	1901	Clarence Brown	1928-1933
W. N. Wolcott	1901-1906	G. H. Dunham.....	1928-1934
R. R. Robinson.....	1902	A. B. Hutchinson.....	1928-1951
H. C. Haeberle.....	1903-1910	C. J. Hockaday.....	1929-1950
J. J. Hoag.....	1904-1910	F. H. Arnold.....	1930-1935
Lafayette Matthews..	1904-1930	T. J. Matthews.....	1930-1943
L. L. Hoyt.....	1906-1912	D. A. Preussner.....	1930-1940
J. S. Jones.....	1908-1929	F. B. Dunham.....	1940-1951
R. W. Terrill	1908-1924	C. J. Boardway.....	1942-1951
Hubert Carr	1910-1951	W. W. Matthews....	1944-1951
W. H. Hutchinson....	1910-1933	Harry Lusk	1947-1949
G. W. Dunham.....	1912-1938	T. H. Tracey.....	1949-1951
A. R. LeRoy.....	1912-1930	Lloyd S. Hockaday....	1951

LOCOMOTIVE ROSTER OF THE MANCHESTER & ONEIDA RAILWAY

(Compiled with help of Richard Billings, Charles E. Fisher, Robert Graham,
M. C. Poor, F. R. Ritzman and S. R. Wood.)

<i>No.</i>	<i>Type</i>	<i>Builder</i>	<i>Date</i>	<i>Note</i>
1	4-4-0		Purchased from Milwaukee Road.
2	4-4-0	Baldwin No. 4037Dec., 1876	Originally Madison & Portage No. 2, "Jas. Campbell"; later Milwaukee No. 226, then No. 1433. Sold to M&O in 1904.
3	4-4-0		Purchased from Milwaukee Road.
4	2-4-4T	Illinois Central1890	Originally Illinois Central No. 219, later renumbered 1419.
5	4-4-0	Rhode Island No. 1276Sept., 1882	Originally Chicago, Milwaukee & St. Paul No. 617, became Milwaukee No. 506 in April, 1899, and No. 704, Class H-7 in Dec., 1912. Sold to M&O in July, 1932.
6	4-4-0	Rhode Island No. 1630March, 1886	Originally Chicago, Burlington & Northern No. 3; became CB&N No. 918 in 1898; CB&Q No. 64 in 1904, Class A-I; rebuilt at Galesburg Shops in 1916 and became No. 379, Class A-2. Sold to Atlantic Northern in June, 1929 and became No. 2; sold to M&O in 1936.
7	2-6-0	Baldwin No. 17168Oct., 1899	Originally Chicago & Alton No. 333; later Baltimore & Ohio No. 2415. Purchased by M&O in 1946.

MANCHESTER & ONEIDA RAILWAY COMPANY,

TIME TABLE NO. 14.

Supersedes Time Table No. 13

Taking Effect 12:01 a. m. August 16, 1909.

EAST BOUND.					WEST BOUND.							
10	8	6	4	2	1	3	5	7	9	11		
P.M.	P.M.	A.M.	A.M.	A.M.	A.M.	A.M.	A.M.	P.M.	P.M.	P.M.		
4:45	2:00	8:45	7:35	5:05	Lv Manchester	Ar	6:15	8:30	9:45	3:45	5:50	4:30
5:10	2:25	9:10	8:00	5:30	Ar Oneida	Lv	5:50	8:10	9:20	2:40	5:25	4:05

Trains No. 3, 4, and 8 daily. No. 11, Sundays only. All others daily except Sunday.

Manchester & Oneida Connections with C. G. W. East.

M. & O. No. 2 connects with C. G. W. No. 32	Arrive Oneida	5:30 a. m.
	Dyersville	5:54 a. m.
	Dubuque	6:49 a. m.
	Sycamore	10:08 a. m.
	St. Charles	10:41 a. m.
	Chicago	11:45 a. m.
M. & O. No. 4 connects with C. G. W. No. 6	Arrive Oneida	8:09 a. m.
	Dyersville	8:30 a. m.
	Dubuque	9:30 a. m.
M. & O. No. 8 connects with C. G. W. No. 4	Arrive Oneida	4:05 p. m.
	Dyersville	4:24 p. m.
	Dubuque	5:18 p. m.
	Chicago	10:00 p. m.

Manchester & Oneida Connections with C. G. W. West.

M. & O. No. 2 connects with C. G. W. No. 5	Arrive Oneida	5:47 a. m.
	Oelwein	6:45 a. m.
	St. Paul	1:03 p. m.
	Minneapolis	1:35 p. m.
	Waterloo	8:10 a. m.
	Marshalltown	9:42 a. m.
	Marshalltown	8:30 p. m.
	Kansas City	7:20 a. m.
	Fort Dodge	7:45 p. m.
	St. Paul	9:11 p. m.
	Minneapolis	9:45 p. m.
M. & O. No. 8 connects with C. G. W. No. 3	Arrive Oneida	2:36 p. m.
	Oelwein	3:30 p. m.
	Waterloo	4:35 p. m.
	Marshalltown	6:25 p. m.
	Des Moines	8:30 p. m.
	Kansas City	7:20 a. m.
	Fort Dodge	7:45 p. m.
	St. Paul	9:11 p. m.
	Minneapolis	9:45 p. m.

Manchester & Oneida Connections with C. M. & St. P.

M. & O. No. 6 connects with C. M. & St. P. No. 22	Arrive Oneida Junc.	9:13 a. m.
	Calmar	12:10 p. m.
	Charles City	12:47 p. m.
	Mason City	1:45 p. m.
M. & O. No. 10 connects with C. M. & St. P. No. 21	Arrive Oneida Junc.	5:24 p. m.
	Monticello	6:20 p. m.
	Marion	7:50 p. m.
	Cedar Rapids	8:10 p. m.
	Davenport	10:00 p. m.

RULES.

- No. 1—All trains will wait at Oneida for other lines connections until forty-five (45) minutes of the time they are due to leave Manchester on their next regular train, except train three refer to rule three unless otherwise instructed.
- No. 2—No train or engine on the Manchester & Oneida Railway shall pass onto the tracks of the Chicago, Milwaukee & St. Paul Railway Co. or the Chicago Great Western Railways without written authority signed by the Superintendent or Chief Dispatcher of the tracks used.
- No. 3—Train No. 4 shall not wait at Oneida, Iowa, for C. G. W. No. 6 if reported any late.

C. J. BOARDWAY,
Traffic Manager.

Collection of C. V. Simon

KINKEAD-GILLESPIE CO., CHICAGO

ISSUED BY		VOID AFTER
CHICAGO, MILWAUKEE & ST. PAUL RAILWAY		JAN F
		MAR A
		MAY J
		JULY A
		SEPT O
		NOV D
		DAY
		2
		4
		6
		8
		10 1
		12 1
		14 1
		16 1
		18 1
		20 2
		22 2
		24 2
		26 2
		28 2
		30 3
		1909
		AND
		14 1
		16 1
		18 1
		20 2
		22 2

NON-TRANSFERABLE TICKET
GOOD SUBJECT TO THE FOLLOWING CONTRACT BETWEEN PURCHASER AND ALL LINES OVER WHICH THIS TICKET READS

FOR
ONE PASSAGE
TO
Manchester, Ia.

Via route designated in attached coupons bearing form and number shown below in this contract.

LIMIT. Passage must be completed before midnight of date punched in margin.

2ND CLASS
O
IF PUNCHED HERE

CLASS. This ticket is good for **First Class** Passage unless punched **Second Class.**

STOP-OVERS will be subject to tariff regulations.

NON-TRANSFERABLE. This Ticket is not transferable.

BAGGAGE will be transported subject to tariff regulations.

ALTERATIONS or punching more than one date in margin void this ticket.

RESPONSIBILITY. In selling this ticket for passage over other lines and in checking baggage on it, this Company acts only as agent and is not responsible beyond its own line.

FORM 728
J. A. Miller
Passenger Traffic Manager.

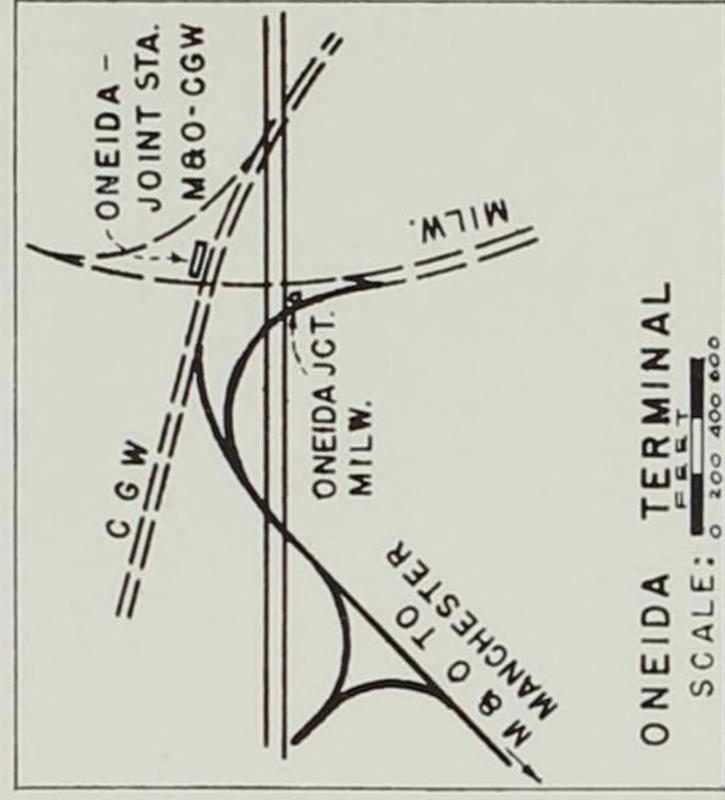
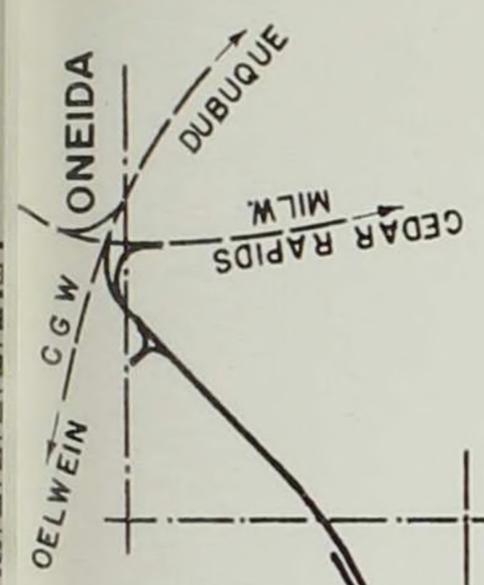
126 971

MANCHESTER & ONEIDA RAILWAY		
ONEIDA JUNCTION TO MANCHESTER		
2ND CLASS O IF PUNCHED HERE	Subject to Conditions of Contract.	FORM 728
Issued by CHICAGO, MILWAUKEE & ST. PAUL RY.		
Via CM&SP, M&O		

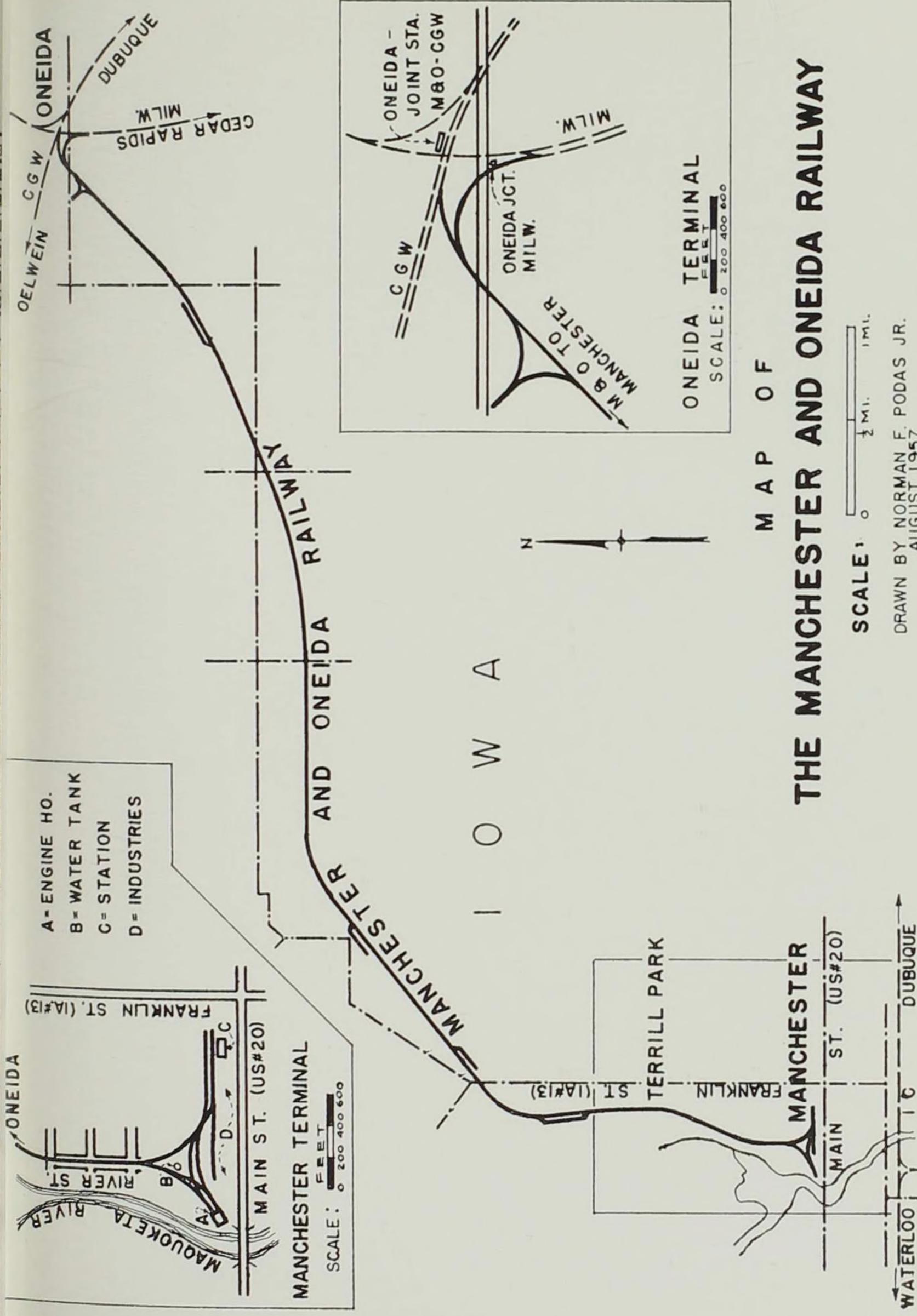
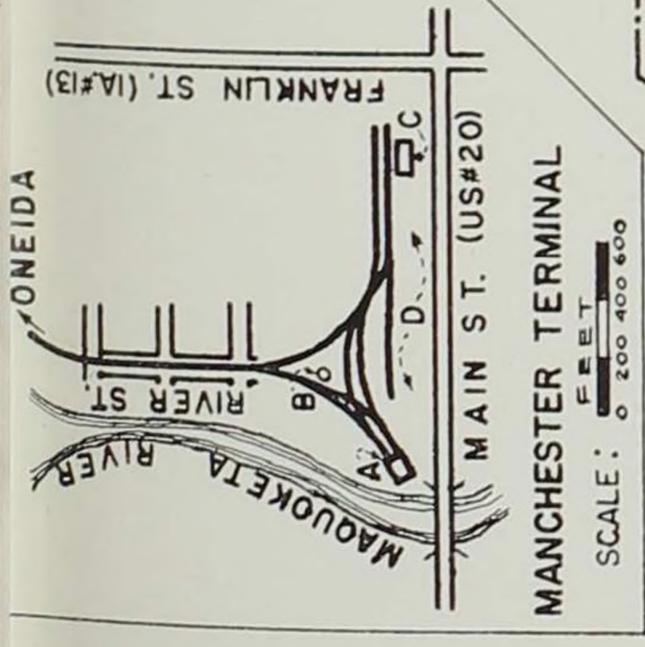
126 971

Collection of James Pot...

AFTER
 FEB
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 JUN
 AUG
 OCT
 DEC
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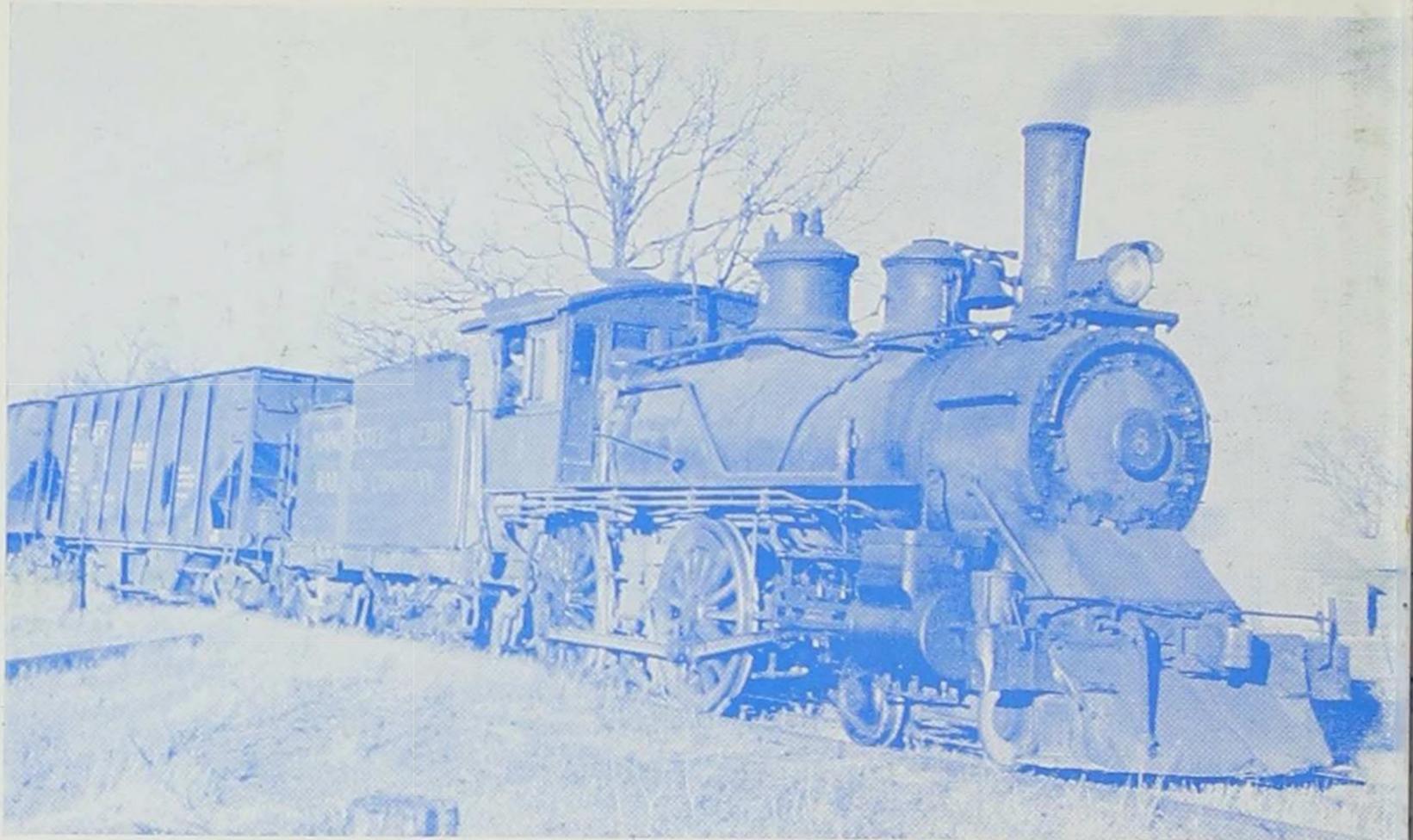
- A = ENGINE HO.
- B = WATER TANK
- C = STATION
- D = INDUSTRIES



MAP OF THE MANCHESTER AND ONEIDA RAILWAY

SCALE: 0 1/2 mi. 1 mi.

DRAWN BY NORMAN F. PODAS JR. AUGUST 1957



Cedar Rapids Gazette photo

M & O freight train arriving in Manchester. The sheathed pilot served as snow plow in fighting heavy drifts.



Dubuque Telegraph-Herald photo

Engineer Walter Schadey in cab and Fireman Floyd Brooks in gangway of No. 6, the last locomotive to operate on the M & O.