

# APPENDIX

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## BASIC ONE-WAY PASSENGER FARES

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In 1916 passenger rates were on a five cent zone basis, length of zone being approximately three miles.

February 1, 1917, fares were changed to a basis of two cents a mile and the Company was relieved of commutation rates on franchise basis.

October 18, 1918, Interstate and Wisconsin Intrastate fares were increased to 2½ cents a mile, Illinois Intrastate rates remaining at 2 cents.

September 1, 1920, Interstate and Wisconsin Intrastate fares were increased to 2.7 cents a mile, ticket rate, and 3 cents a mile cash fare.

November 1, 1920, Interstate fares were increased to 3 cents a mile ticket fare, and 3.6 cents a mile cash fare.

March 25, 1927, Interstate fares were increased to 3.6 cents.

January 15, 1928, <sup>inter</sup>state fares increased from 3 cents to 3.6 cents.

December 1, 1933, all fares were reduced temporarily to 2 cents a mile and <sup>reduction was</sup> extended from time to time until September 30, 1936, when the 2 cents basis was published without expiration and is still in effect.

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## BETTER BUSINESS CAMPAIGN

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To increase the business of the Company and secure the active co-operation of its employes a "Better Business Campaign" was undertaken in 1926.

The Company's Traffic Department followed up the "tips" sent in by employes concerning possible chartered car movements by large groups, carload and less-than-carload freight movements and smaller business that might be secured for the Railroad.

In 1926 - 647 employes sent in 7,714 "tips"  
In 1927 - 815 employes sent in 16,654 "tips"

So successful and gratifying was this Better Business Campaign made by the Employes, that in 1928 the Better Business Department was made a permanent division of the Traffic Department.

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# Consolidated Balance Sheet, December 31, 1937

## ASSETS

### Investments

Property at book value at date of receivership,  
plus additions made by receivers, at cost:

Road and Equipment.....	\$43,377,291.84
Property Leased (Substations and Facilities).....	1,719,061.84

### Other Investments:

Sinking Fund, Cash.....	1,174.66
Deposits in Lieu of Mortgaged Property sold.....	10,554.20
Other Property not used in operations, at cost.....	391,032.09
Contracts, Notes, Accounts, etc., pertaining to transactions in Real Estate, at face value.....	4,179.16
Other Investments, at cost or at estimated value at date of Receivership.....	19,408.60
	<u>\$ 45,522,702.39</u>

### Current Assets:

Cash.....	\$ 103,534.19
Accounts Receivable.....	\$177,310.43
Due from Officers and Employees.....	11,889.54
	<u>\$189,199.97</u>
Less: Reserve for Doubtful Accounts	31,690.62
Materials and Supplies at book value.....	157,509.35
	<u>280,305.97</u>
	541,349.51

### Other Assets:

Replacement Fund, Howard to Dempster Street Line.....	67,428.77
Provident Funds.....	7,470.03
Deposits for Retirement of Three Year 6% Gold Notes due April 1, 1932.....	15,000.00
Deposits for Payment of Matured Principal and Interest on Funded Debt and Normal Income Tax Thereon (Per Contra)	49,041.60
Miscellaneous Special Deposits.....	4,000.00
	<u>142,940.40</u>

### Deferred Charges and Unadjusted Accounts:

Unexpired Insurance, Prepaid Rentals, Etc....	25,946.26
Unamortized Debt Discount and Expense.....	472,822.43
Unpaid Special Assessments on other than Right of Way Property.....	5,363.21
Miscellaneous Unadjusted Items.....	381.55
	<u>504,513.45</u>

\$46,711,505.75

Notes: 1. Dividends on preferred 7% cumulative prior lien stock are in arrears since September 30, 1931 in the amount of \$43.75 per share an aggregate \$3,495,362.50 at December 31, 1937.

2. Interest on income debentures, Series "A" due December 31, 1955 is cumulative at 6% per annum from December 31, 1930. This interest is payable from time to time only if and when declared by the Board of Directors, provided that all accrued and unpaid cumulative interest must be paid (1) before any dividends are paid on the Company's 6% non-cumulative preferred stock and common stock and (2) at maturity of the bonds. At December 31, 1937 the accrued and unpaid cumulative interest (which does not appear in the above balance sheet) amounted to \$1,050,000.



# LIABILITIES

## Capital Stock

Common Stock, Par Value \$100 per share-			
Authorized and issued, 50,000 shares..	\$ 5,000,000.00		
Less: In Treasury, 43 shares.....	<u>4,300.00</u>	\$4,995,700.00	
Preferred Stock 6% Non-Cumulative, par value \$100 per share-			
Authorized-76,842 shares	<u>\$7,684,200.00</u>		
Issued-76,254 shares.....	7,625,400.00		
Less: In Treasury, 43 shares.....	<u>4,300.00</u>	7,621,100.00	
Preferred Stock, 7% Cumulative Prior Lien, par value \$100 share-			
Authorized -100,000 shares \$10,000,000.00			
Issued - 80,000 shares..	8,000,000.00		
Less: In Treasury, 106 shares.....	<u>10,600.00</u>	<u>7,989,400.00</u>	\$20,606,200.00

## Receivers' Certificates of Indebtedness 2%:

Due in 1939.....	12,400.00	
Due in 1940.....	<u>12,400.00</u>	24,800.00

## Funded Debt (See attached statement)

Secured by Liens on Property -			
Past Due.....	4,711,700.00		
Due in 1938.....	301,650.00		
Due in 1939.....	274,612.67		
Due Subsequent to 1939.....	<u>10,811,500.00</u>	16,099,462.67	
Unsecured - "Income Debentures and Gold Notes -			
Past Due.....	1,665,613.41		
Due December 31, 1955.....	<u>2,500,000.00</u>	<u>4,165,613.41</u>	20,265,076.08

## Collateral Loans-Past Due (Secured by First and Refunding Gold Bonds of the Company, par value \$3,388,000):

Reconstruction Finance Corporation..	1,150,000.00	
Others.....	<u>1,145,980.58</u>	2,295,980.58

Accounts Payable at Date of Receivership  
and Accrued Interest on Funded Debt and  
Collateral Loans (Corporate):

Accounts Payable.....	1,684,752.21	
Accrued Interest on Funded Debt.....	5,163,521.71	
Accrued Interest on Collateral Loans.....	<u>764,875.66</u>	7,613,149.58

Current Liabilities:

Special Assessments, due January 2, 1939 and Prior....	48,168.35	
Accounts Payable.....	348,328.00	
Accrued Wages.....	72,970.30	
Accrued Taxes.....	387,297.53	
Accrued Interest.....	19,449.68	
Accrued Rental of Rolling Stock.....	7,194.25	
Receiver's Certificates of Indebtedness, 2% due May 5, 1938 and November 5, 1938.....	<u>12,400.00</u>	895,808.11

Matured Principal and Interest

on Funded Debt and Normal Income Tax

Thereon for which Funds are on deposit (Per Contra)....		49,041.60
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Deferred Liabilities and Unadjusted Accounts:

Special Assessments due subsequent to January 2, 1939..	7,706.17	
Accounts Payable due Subsequent to January 1, 1939.....	25,351.91	
Deposits by Protective Committee of Old Predecessor Company, Less Securities on Hand (\$11,600) Deposited by Committee.....	4,800.07	
Liability for Provident Funds.....	7,470.03	
Deposits for Industrial Sidings.....	2,307.15	
Miscellaneous Unadjusted Items... ..	<u>21,564.46</u>	69,199.79

Reserves:

Retirement.....	2,866,539.41	
Amortization of Franchises.....	40,888.27	
Injuries and Damages.....	143,730.41	
Plate Glass Insurance.....	<u>4,730.12</u>	3,055,888.21

Deficit.....

8,163,638.20  
\$46,711,505.75



## DIVIDENDS

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The Company paid dividends on the 100,000 shares of Chicago North Shore and Milwaukee Railroad Company's stock and the Chicago and Milwaukee Electric Railway Company's stock, combined as follows -

Dividend of 60% in year 1920  
Dividend of 70% in year 1921  
Dividend of 90% in year 1922

In accordance with agreement with Trustees for the bondholders of the Chicago & Milwaukee Electric Railroad Companies, one, the Illinois Company, and the other the Wisconsin Company, the dividends above mentioned were then paid over by the North Shore Railroad, to the First and Second Preferred Participation shareholders.

After the 1923 reorganization of the North Shore Railroad, the capital of the new Company, was composed of -

50,000 shares of Common stock, par value \$100.  
50,000 shares 6% Preferred Non-Cumulative stock,  
par value \$100.  
5,717 shares 7% Prior Lien Cumulative stock,  
par value \$100. (shares authorized, 15,000)

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105,717 shares  
issued and outstanding - par value -  
\$10,571,700.

Dividends at the rate  $1\frac{1}{2}\%$  on the Preferred stock and  $1\frac{3}{4}\%$  on the Prior Lien stock were paid at quarterly intervals each year from December 31, 1923 to September 30, 1931 inclusive.

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Financing  
1894 - 1937

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DATE ISSUED			PRINCIPAL	DUE DATE	DATE PAID OR RETIRED
6/25/1894	Bluff City Elec. St. Ry. Co.	\$100 Capital Stock	\$ 200,000.		3/21/1898
6/1/1896	Bluff City Elec. St. Ry. Co.	First Mortgage Bonds	50,000.		9/6/1897
9/1/1897	Bluff City Elec. St. Ry. Co.	First Mortgage Bonds	300,000.		7/12/1899
3/21/1898	North Shore Interurban Ry. Co.	Capital Stock	340,000.		4/22/1899
5/12/1898	North Shore Interurban Ry. Co.	Capital Stock	660,000.		4/22/1899
4/22 to 6/25/1899	Chicago & Milwaukee Elec. Ry. Co.	Loans Made	265,000.		7/12/1899
7/12/1899	Chicago & Milwaukee Elec. Ry. Co.	First Mortgage Bonds	1,080,000.	Year 1922	
8/3/1899	Chicago & Milwaukee Elec. Ry. Co.	Notes-Royal Trust Co. Cleveland Trust	150,000.) 450,000.)	Collateral \$1,080,000. of First Mortgage Bonds	Mortgage re- leased July 1916
3/20/1902	Chicago & Milwaukee Elec. RR. Co. Ill.	\$100 Capital Stock	300,000.		7/26/16
7/1/1902	Chicago & Milwaukee Elec. RR. Co. Ill.	First Mortgage Bonds	4,000,000.	Year 1919	Aug. 1916
2/14/1903	Chicago & Milwaukee Elec. RR. Co. Ill.	\$100 Capital Stock	4,700,000.		7/26/16
4/4/1907	Chicago & Milwaukee Elec. RR. Co. Ill.	\$100 Capital Stock	5,000,000.		7/26/1916
8/28/1907	Chicago & Milwaukee Elec. RR. Co. Ill.	Notes given for	500,000.		No record of disposition
1908-1916	Receiver, Chicago & Milw. Elec. RR. Co.	Receiver's Certificates	961,000.		Canceled 8/1916
Dec. 1904	Chicago & Milwaukee Elec. RR. Co. Wisc.	First Mortgage Bonds (Guaranteed by Ill. Co.)	10,000,000.	Year 1925	August 1916
1908-1916	Chicago & Milwaukee Elec. RR. Co. Wisc.	Receivers' Certificates Nos. 1 to 198 203 to 237	232,162.57		Canceled 7/1916
July & Aug. 1916	" " "		75,000.		Canceled 8/1916
6/1/16	Chicago North Shore & Milw. RR	5% Notes	1,500,000.		9/8/16
6/1/16	North Shore Racine & Milw. RR. Co.	5% Notes	964,000.		9/8/16
6/1/16	Chicago North Shore & Milw. RR	Not in excess of 6% First Mortgage	10,000,000.	7/1/36	Issued 5% \$4,060,000.
July 1916	Chicago North Shore & Milw. RR	\$100 Capital Stock	100,000.		Non-Participating shares issued against this \$100,000 of stock
July 1916	Chicago North Shore & Milw. RR	1st Preferred Participa- tion Shares	a- 50,000.		
July 1916	Chicago North Shore & Milw. RR	2nd Preferred Participa- tion Shares	a- 58,000.		
July 1916	Chicago North Shore & Milw. RR	Common Participation shares	a- 62,000.		



DATE ISSUED			PRINCIPAL	DUE DATE	DATE PAID OR RETIRED
8/1/16	Chicago North Shore & Milw RR	Not in excess of 6% General Mortgage	\$ 1,500,000.	8/1/36	\$1,180,000 5% which were paid Dec. 22, 1924 <i>retired</i>
8/1/16	Chicago North Shore & Milw RR	5½% Collateral Notes	600,000.	8/1/17	(\$200,000 Series "A" ( 400,000 Series "B"
1/1/17	Chicago North Shore & Milw RR	6% Equipment Notes Series "A"	170,000.	7/1/26	Last installment 1/1/27
7/1/17	Chicago North Shore & Milw RR	6% Serial Gold Notes	885,000.	(\$180,000. 7/1/18 ( 345,000. 7/1/19 ( 360,000. 7/1/20	July 1, 1918 July 1, 1919 July 1, 1920
6/15/18	Chicago North Shore & Milw RR	7% Collateral Gold Notes	385,000.	(\$125,000. 6/15/19 (\$260,000. 6/15/21	June 15, 1919 June 15, 1921
8/15/19	Chicago North Shore & Milw RR	6% Secured Gold Notes Series "A"	600,000.	8/15/20	8/15/20
8/1/19	Chicago North Shore & Milw RR	Equipment Trust Notes Series "B"	550,000.	(\$55,000 8/1/20 and ( 55,000 each yr (following to 8/1/29	8/1/29
6/11/20	Chicago North Shore & Milw RR	7% Ten Year Secured Sinking Fund Series "A" Notes	1,500,000.	6/1/30	Redeemed the \$1,262,400. issued on 1/23/25
6/15/21	Chicago North Shore & Milw RR	7% 15 Year secured Sinking Fund Series "B" Notes	500,000.	6/15/36	Redeemed the \$436,000. issued on 1/23/25
4/2/23	Chicago North Shore & Milw RR	6½% 3 Year Secured Sinking Fund Series "C" Notes	1,000,000.	4/1/26	Redeemed the \$932,200. issued on 1/23/25
7/1/22	Chicago North Shore & Milw RR	6% Equipment Trust Notes Series "C"	600,000.	7/1/32	7/1/32
4/2/23	Chicago North Shore & Milw RR	6% Equipment Trust Notes Series "D"	557,000.	4/2/33	( 46,200 (past due- 4/2/33
7/1/23	Chicago North Shore & Milw RR Co.	\$100 Prior Lien Stock 7%	1,500,000. ***		
7/1/23	Chicago North Shore & Milw RR Co	\$100 6% Non-Cumulative Preferred Stock -b-	5,000,000. **		(This stock issued to holders of non-corporate Participation Certificates referred to above indicated by -a- in reorganization of 7/1/23)

DATE ISSUED			PRINCIPAL	DUE DATE	DATE PAID OR RETIRED
7/1/23	Chicago North Shore & Milw RR Co	\$100 6% Non-Cumulative Preferred Stock -c- (43 shares in Treasury)	\$ 2,625,400.** 4,300. \$ 2,621,100.		(These shares issued to holders of \$2,684,200. Five Year Non-Interest Bearing Notes in accord- ance with provision of agreement under which the notes were issued as of 7/1/23)
7/1/23	Chicago North Shore & Milw RRCO	\$100 Par Value Common Stock (43 shares in Treasury)	5,000,000.* 4,300. 4,995,700.		(This stock issued to holders of non-corporate Participation Certificates referred to above indicated by -b- in reorganization of 7/1/23)
7/1/23	Chicago North Shore & Milw RR Co	Five Year Non-Interest Bearing Notes	2,700,000.	7/1/28	\$58,613.41 Past due since 7/1/28
6/16/24	Chicago North Shore & Milw RR Co	One Year 6% Gold Notes	3,500,000.	6/15/25	1/8/25
11/30/24	Chicago North Shore & Milw RR Co	7% Prior Lien Stock	1,000,000.***		
5/1/25	Chicago North Shore & Milw RR Co	7% Prior Lien Stock	2,000,000.***		
12/1/25	Chicago North Shore & Milw RR Co	7% Prior Lien Stock	1,500,000.***		
1/2/26	Chicago North Shore & Milw RR Co	Equipment Trust Notes Series "E" -1 \$130,000. @ 4 1/2% 195,000. @ 5% 325,000. @ 5 1/2%	650,000.	1/1/27 to 1/1/26	\$188,000. past due from 1/1/34 to 1/1/36
5/15/26	Chicago North Shore & Milw RR Co	Series "E"-2 5 1/2%	80,000.	1/1/31	1/1/31
2/1/27	Chicago North Shore & Milw RR Co	7% Prior Lien Stock	1,000,000.***		
12/1/27	Chicago North Shore & Milw RR Co	5 1/2% Gold Notes	2,500,000.	2/1/30	2/1/30
		Equipment Trust Notes 5 1/2%			
		Series "F"-1	720,000.	12/1/42	\$306,000 Past due
4/1/29	Chicago North Shore & Milw RR Co	Series "F"-2	84,000.	12/1/42	35,700 Past Due
7/15/29	Chicago North Shore & Milw RR Co	6% Three Year Gold Notes	2,000,000.	4/1/32	\$75,000 past due 4/1/32
		7% Prior Lien Stock	1,000,000.***		
2/1/30	Chicago North Shore & Milw RR Co	6% Gold Notes	2,500,000.	1/1/32	1/1/31
1/18/30	Chicago North Shore & Milw RR Co	6% Equipment Trust Notes Series "G"	700,000.	1/1/45	\$208,000. past due 12/1/35 to 12/1/37
4/1/32	Chicago North Shore & Milw RR Co	7% Income Gold Notes			
	Authorized \$2,500,000.	3 Year	1,532,000.	4/1/35	
	Issued 1,540,000.				
	8,000 In Treasury				
12/1/30	Chicago North Shore & Milw RR Co	6% Income Debenture Notes Series "A"	2,500,000.	12/1/55	

A total principal amount of \$288,500. 6% Receiver's Certificates Nos. 1 to 52 inclusive have been issued in the period December 15, 1933 to December 31, 1937, and of this total amount \$251,300. principal has been repurchased and canceled. At December 31, 1937, the principal outstanding was \$37,200.

The Receivers 6% Certificates to the principal amount of \$600,000. were authorized under authorities as follows -

Federal Court Order entered October 10, 1933  
 Illinois Commerce Commission Order Docket #22653 entered October 18, 1933  
 Public Service Commission of Wisconsin Docket #2-SB-44 Order entered  
 October 21, 1933

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Summary of  
 Chicago North Shore and Milwaukee Railroad Company Stock Outstanding

* Common Shares	-	49,957 shares
** Preferred 6% Shares	-	76,211 "
*** Prior Lien 7% Shares	-	79,894 "
Total	-	<u>206,062 shares</u>

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First Mortgage Bonds  
 Issued under Trust Deed to  
 Continental and Commercial Trust and Savings Bank  
 Dated July 1, 1916

	<u>PRINCIPAL</u>	<u>Date Issued</u>	<u>Rate</u>	<u>Ill.C.C. Authority</u>	<u>R.R.Comm. Authority</u>	<u>Outstanding in Hands of Public</u>	<u>In Treasury or Pledged under 1st &amp; Refunding Mtg</u>
Series "A"	\$4,060,000.	Aug. 1916	5%	322		\$ 4,000,000.	\$ 60,000.
" "	940,000.	May 1917	5%	487	SB1152		940,000.
" "	370,000.	July 1918	5%	698	SB1279		370,000.
" "	709,600.	Aug. 1919	5%	881	SB1372		709,600.
" "	400.	June 1924	5%	1601	SB2001		400.
	<u>\$6,080,000.</u>					<u>\$ 4,000,000.</u>	<u>\$2,080,000.</u>
Series "B"	137,000.	7/17/20	6%	1058	SB1528		137,000.
" "	403,000.	11/5/20	6%	1108			403,000.
" "	98,000.	6/15/21	6%	1223	SB1680		98,000.
" "	188,000.	3/2/22	6%	1288	SB1732		188,000.
" "	541,000.	12/15/22	6%	1399	SB1845		541,000.
" "	272,000.	4/27/23	6%	1454	SB1876		272,000.
" "	89,000.	6/20/23	6%	1482	SB1897		89,000.
" "	1,692,000.	7/8/24	6%	1601	SB2001		1,692,000.
	<u>\$3,420,000.</u>					<u>\$ 4,000,000.</u>	<u>\$3,420,000.</u>
	<u>\$9,500,000.</u>					<u>\$ 4,000,000.</u>	<u>\$5,500,000.</u>



Bonds Purchased for  
Sinking Fund

	Series "B" 6%	Series "A" 5½%
Year 1926	\$ 144,000.	
1927	156,400.	\$ 92,300.
1928	93,300.	59,500.
1929	95,500.	116,200.
1930	128,300.	72,000.
1931	401,700.	112,700.
1932	428,600.	60,600.
Bonds Purchased	<u>\$ 1,447,900.</u>	<u>\$ 513,300.</u>
Bonds Issued	<u>9,950,000.</u>	<u>2,750,000.</u>
Bonds Outstanding	\$ 8,502,100.	\$ 2,236,700.
Less Amount Pledged on Loans	<u>555,800.</u>	<u>110,200.</u>
Outstanding with Public	\$ 7,946,300.	\$ 2,126,500.

First and Refunding Mortgage Bonds  
 Issued under Trust Deed to  
 Central Trust Company of Illinois  
 Dated October 1, 1924

		Principal	Dated Issued	Rate	Ill.C.C. Authority	R.R.Comm. Authority
1-2-25	Series "A"	\$ 7,000,000.	1/1/25	6%	1645	SB2033
1-2-25	" "	2,950,000.	7/8/25	6%	1711)	SB2077)
					1712)	SB2079)
		<u>\$ 9,950,000.</u>				
4-1-26	Series "B"	1,250,000.	4/1/26	5½%	1816	SB2177
4-1-26	" "	1,500,000.	10/6/26	5½%	1870	SB2213
4-1-26	" "	2,200,000.	4/10/29	5½%	2102	SB2392 In Treasury
	" "	522,000.	12/17/29	5½%	2153	SB2430 In Treasury
		<u>\$ 5,472,000.</u>				
		<u>\$15,422,000.</u>				

	<u>Gross Earnings</u>	<u>Operating Expenses</u>	<u>Net Earnings</u>
1898 - \$	20,802.	\$	\$
1899 -	84,365.		
1900 -	140,685.		
1901 -	171,172.		
1902 -	190,110.		
1903 -	193,326.		
1904 -	240,870.		60,354.
1905 -	302,663.		59,981.
*1906 -	441,265.		71,289.
*1907 -	556,848.		97,897.
*1908 -	597,977.	167,901.	110,189.
*1909 -	921,019.	498,241.	234,229.
*1910 -	945,152.	624,431.	210,196.
*1911 -	952,190.	662,969.	330,898.
*1912 -	960,108.	614,885.	359,269.
*1913 -	937,981.	600,093.	335,553.
*1914 -	958,661.	599,496.	354,183.
*1915 -	911,120.	613,930.	327,151.

	<u>Gross Income</u>		<u>Net Income or Decrease</u>
*7/26/16 to			
*12/31/17	710,236.	1,468,624.	345,469.
*1918 -	867,585.	1,856,038.	535,079.
*1919 -	773,235.	2,319,464.	431,839.
*1920 -	823,208.	3,229,048.	433,012.
*1921 -	852,734.	3,440,762.	389,720.
*1922 -	1,004,714.	3,777,592.	517,929.
*1923 -	1,239,473.	4,464,421.	686,865.
*1924 -	1,311,303.	4,650,030.	700,720.
*1925 -	1,613,622.	5,066,956.	780,630.
*1926 -	1,814,290.	5,644,846.	731,427.
*1927 -	1,794,405.	5,740,868.	496,044.
*1928 -	2,129,234.	5,928,425.	781,721.
*1929 -	2,168,324.	5,913,692.	723,066.
*1930 -	2,173,886.	5,638,471.	597,855.
*1931 -	635,636.	4,871,055.	746,579.
*1932 -	377,963.	4,081,686.	1,673,673.
*1933 -	21,838.	3,613,303.	1,285,123.
*1934 -	25,231.	3,657,716.	1,331,665.
*1935 -	154,160.	3,726,482.	1,381,747.
*1936 -	93,120.	3,976,296.	1,203,168.
*1937 -	13,201.	4,088,859.	1,179,767.

\* Poor's and Moody's Public Utilities 1912 and 1916.  
 \* Arthur Young Report.



# REVENUE PASSENGERS

1898 -	333,128
1899 -	968,365
1900 -	1,354,970
1901 -	1,466,799
1902 -	1,706,103
1903 -	1,970,700
1904 -	2,391,118
1905 -	3,320,222
1906 -	4,414,717
1907 -	4,944,414
1908 -	5,329,894
1909 -	6,460,914
1910 -	6,987,201
1911 -	7,054,723
1912 -	7,276,422
1913 -	7,215,358
1914 -	7,146,288
1915 -	6,812,518
C&MERY 1916 -	1,278,620
July 26, 1916 to	
Dec. 31, 1916 -	<u>3,539,554</u> CNS*4,818,174
* 1917 -	* 12,000,288
* 1918 -	* 11,875,249
* 1919 -	* 12,425,634
* 1920 -	* 15,521,637
* 1921 -	* 14,037,414
* 1922 -	* 13,618,741
* 1923 -	* 16,146,802
* 1924 -	* 17,149,133
* 1925 -	* 16,492,429
* 1926 -	* 17,639,823
* 1927 -	* 14,497,169
* 1928 -	* 13,908,174
* 1929 -	* 13,937,617
* 1930 -	* 12,190,402
* 1931 -	* 9,702,522
* 1932 -	* 7,780,160
* 1933 -	* 7,667,261
* 1934 -	* 8,998,550
* 1935 -	* 9,213,184
* 1936 -	* 10,085,856
* 1937 -	* 9,912,278

\* Monthly Financial Statement  
 . C&MERY and CNSRR combined



# NET OPERATING FREIGHT REVENUE

1909	-	\$	63,386.15*
1910	-		66,515.48*
1911	-		52,230.89*
1912	-		64,893.15*
1913	-		68,812.60*
1914	-		52,676.76*
1915	-		54,315.66*
1916	-		62,654.20*
1917	-		105,572.08*
1918	-		151,607.25*
1919	-		25,819.44*
1920	-		82,700.66*
1921	-		101,276.06*
1922	-		190,159.15*
1923	-		218,468.55*
1924	-		224,137.81*
1925	-		256,070.97*
1926	-		1,255,550.67*
1927	-		1,335,169.29*
1928	-		217,349.98*
1929	-		257,441.07*
1930	-		41,130.78*
1931	-		122,619.79*
1932	-		118,416.31*
1933	-		21,886.33*
1934	-		17,684.43*
1935	-		31,473.80**
1936	-		81,461.88*
1937	-		55,462.95*

- \* Monthly Merchandise Despatch Report
- \* Financial Statement compiled monthly by the Auditor

**CHICAGO NORTH SHORE AND MILWAUKEE RAILROAD COMPANY (IN RECEIVERSHIP)**  
AND SUBSIDIARY COMPANIES

**FUNDED DEBT, DECEMBER 31, 1937**

12

		In Hands of Public	Past Due	1938	1939	Maturity Subsequent to 1939	Date
Secured by Liens on Property:							
First Mortgage Gold Bonds—							
Series "A", 5%—Issued.....	\$5,967,800.00						
Less: Pledged as collateral to Chi- cago North Shore and Mil- waukee Railroad Company, First and Refunding Mortgage Gold Bonds.....	2,080,000.00	\$ 3,887,800.00	\$3,887,800.00				July 1, 1936
Series "B", 6%—Issued.....	\$3,420,000.00						
Less: Pledged as collateral to Chi- cago North Shore and Mil- waukee Railroad Company, First and Refunding Mortgage Gold Bonds.....	3,420,000.00	None					July 1, 1936
First and Refunding Mortgage Gold Bonds—							
Series "A", 6%—Issued.....	\$8,502,100.00						
Less: Pledged as collateral to Loans.....	555,800.00	7,946,300.00			\$ 7,946,300.00		Jan. 1, 1935
Series "B", 5½%—Issued.....	\$2,236,700.00						
Less: Pledged as collateral to Loans.....	110,200.00	2,126,500.00			2,126,500.00		Apr. 1, 1936
Series "C", 5½%—Issued.....	\$2,722,000.00						
Less: Pledged as collateral to Loans.....	2,722,000.00	None					Apr. 1, 1936

## MOTOR COACHES

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In August, 1922, the Company's service was extended, thru motor coach operation, into territory without adequate transportation facilities. Thru tickets on rail and bus lines were issued.

A fleet of twenty-seven Company owned motor buses operated on four routes. Additional coaches were rented for demands of unusually heavy days.

Four most attractive types of equipment were used, one being the parlor coach, which was reserved for the many special and chartered bus groups.

While the motor coaches rendered a special service, they were primarily feeders to the railroad.

The first route was established between Kenosha and Lake Geneva on August 12, 1922. The second route opened on December 23, 1922, operated between Kenosha and Waukegan.

The motor coach service was popular and increased the railroad business appreciably.

In 1924 a route was opened between Waukegan and Volo which later in that year was extended to McHenry. Another route was opened in 1924, between Waukegan and Antioch. Special bus ticket offices were maintained at Grays Lake, McHenry and Antioch.

In 1924 thirteen motor coaches, including parlor motor coach and an inter-city coach were added to the equipment. In this year Bert W. Arnold was appointed Manager of Motor Coach service.

Through motor coach service was established between Chicago and Milwaukee in the year 1925. Two round trips were made daily.



In addition to its city lines, the North Shore Railroad in 1925 was operating eleven motor coach routes providing convenient cross country transportation, for territory 35 miles distant from the Railroad's main line, in northern Illinois and southern Wisconsin. These lines acted as feeders to the railroad.

The eleven routes and the year each operation started were -

- Year 1922 - Kenosha to Lake Geneva  
Waukegan to Kenosha
- Year 1923 - Wilmette to Highland Park  
Wilmette to Waukegan and Lake  
County Hospital
- Year 1924 - Waukegan to Volo-Extension to  
McHenry  
Waukegan to Antioch
- Year 1925 - Kenosha to Milwaukee (interstate  
only)  
Chicago to Milwaukee (interstate  
only)  
Waukegan to Fox Lake (summer only)  
Kenosha to Slades Corners, Wisc.  
(summer only)  
Slades Corners to Genoa City, Wisc.  
(summer only)

In 1926 the Slades Corners to Genoa City Route was discontinued.

At this time the Railroad motor equipment consisted of 68 coaches.

The chartered motor coach business was a most successful part of this activity.

The North Shore Line motor buses and equipment for the service representing an investment of \$454,086.40, was sold January 1, 1927, under authority of the Illinois Commerce Commission, to The Metropolitan Motor Coach Co. The North Shore Railroad acquired a 45% interest in the stock of the Metropolitan Motor Coach Co.

Howard P. Savage, Assistant General Manager of the North Shore Line, was appointed



General Manager of the Metropolitan Company's system. The policy of the new Company was to continue to operate the coaches as feeders to the North Shore trains. The Metropolitan coaches were known as "Marigold Coaches."



Howard P. Savage  
General Manager  
of Metropolitan  
Motor Coach Company

The North Shore Railroad in 1930 purchased from the Metropolitan Company, the garage at Waukegan and eighteen motor coaches.

In 1930, Dr. Otto Gressens was appointed Assistant General Manager of the Metropolitan Motor Coach Company. The Metropolitan Company policy was to operate its coaches as feeders to the North Shore Railroad.



Dr. Otto Gressens

From August 23 to September 1, 1930, during the National Air Race Meet at Curtis-Wright-Reynolds Airport near Glenview on the North Shore Line, thousands traveled to and from the Airport via the North Shore Line and Marigold coaches. On Sunday August 24, 1930, 6500 persons made the round trip and about 3000 persons made it daily while the Meet was in progress.

A Hospital Unit No.1, was maintained by the Company's Medical Department and Dr. Hart Ellis Fisher, Chief Surgeon, directed all first aid and medical service during the race program.

The motor coach "Hospital on Wheels.", a group of hospital tents equipped with beds, and an ambulance, were located directly in rear of the bleachers and close to the grandstand. There was on hand at all hours to meet emergencies a staff of physicians and nurses and a corps of first aid experts headed by David F. Whitelaw, First Aid Director of the North Shore Line Medical Department.

The Hospital Unit No. 1 was organized at the time of the Eucharistic Congress at Mundelein in the summer of 1926.

The motor coach operations of The Metropolitan Motor Coach Company in Waukegan and Northern Illinois were leased to the North Shore Railroad, from August 1, 1931 to July 31, 1938.

Compensation is paid for Certificate of Convenience from the Illinois Public Utilities Commission to the Metropolitan Company, governing the Northern Illinois routes.

The Waukegan City Lines and one other route are now operated by the North Shore Line.

Below is a tabulation of earnings and expenses of the motor coach lines, during the years they were operated by the North Shore Line.

<u>Year</u>	<u>Operating Revenue</u>	<u>Operating Expense</u>	<u>Revenue Inc. or Decr.</u>
*1922	\$13,150.67	\$ 25,829.97	\$ 12,679.30
1923	129,869.04	157,736.87	27,867.83
1924	206,466.77	248,837.05	42,370.38
1925	317,650.33	281,823.74	35,826.59
1926	303,166.76	269,265.71	33,901.05
1927	247,068.63	247,527.78	459.15
1928 )			
1929 )			
1930 )	Metropolitan Motor Coach Operation		
**1931	39,619.36	52,351.40	12,732.04
1932	65,281.61	84,538.92	19,257.31
1933	55,688.62	71,623.68	15,935.06
1934	59,877.48	67,510.94	7,633.46
1935	69,317.45	64,976.22	4,341.23
1936	85,719.76	73,248.18	12,471.58
1937	98,843.10	92,108.15	6,735.05

\*Operation commenced on August 12, 1922

\*\*From August 1, 1931 thru December 31, 1931



- ROLLING STOCK -

Early in 1895, when electric transportation was launched in the Townships of Waukegan and Shields, Illinois, the Bluff City Electric Street Railway Company's inventory of rolling stock listed - 2 second-hand single-truck street cars.

About 1898, 4 new motor cars and 2 single-truck trailers were purchased and operated by the Road, under its new name, Chicago & Milwaukee Electric Railway Company.

During the year, 1904, 12 large double-truck interurban passenger cars were added to the equipment - Nos. 23/28 purchased from the Jewett Car Company and Nos. 62/67 from Stephanson Company; also 30 flat cars and gravel cars.

In 1905, passenger cars Nos. 29/38 were purchased from the Saint Louis Car Company.

In 1906, 10 large interurban passenger cars - Nos. 117/124 and 126/127, were purchased from the Jewett Car Company.

As of January 1, 1908, the rolling stock consisted of -

- 74 passenger cars
- 125 freight cars
- 2 electric locomotives
- 10 steam locomotives
- Miscellaneous Equipment

The passenger cars shown in the above list are Nos. 3, 5, 6, 7, 8, 9, 10, 12, 13/17, 18, 19, 20, 23/28, 29/38, 46/55, 56, 57, 58/61, 62/67, 117/127, and 129/137; and the 2 electric locomotives Nos. 450 and 451.

There is no record available showing the numbers of the other rolling stock listed.

At the time of the organization of the Chicago North Shore and Milwaukee Railroad, in July, 1916, Walker & Cressler, Consulting Engineers, prepared an inventory of "Equipment", showing rolling stock as follows:

<u>Car Nos.</u>	<u>Type of Car</u>	<u>Builder</u>	<u>Date Built</u>	<u>No. of Cars</u>	<u>Destroyed or Retired</u>
11	Combination	J. G. Brill Co.	1902	1	1925
23/28	Passenger	Jewett Car Co.	1904	6	1930
29/38	"	St. Louis Car Co.	1905	10	1928
29					1927
30					1928
31/32					1923
33/36					1925
37/38					
62/67	"	Stephanson Co.	1904	6	1927
62					No record
63					1927
64/67					
75/82	"	American Car Co.	1910	8	June 29, 1936
75/77					1930
78					June 29, 1936
79/82					
117/124 }	"	Jewett Car Co.	1906	10	1930
126/127 }					1926
117					1930
118					June 29, 1936
119/120					June 29, 1936
121/124					
126/127					
128/137	"	Jewett Car Co.	1907	10	June 29, 1936
128					1930
132/135					
138/141	"	American Car Co.	1910	4	
150/164	"	J. G. Brill Co.	1915	15	
200/202	Combination	Jewett Car Co.	1909	3	
300/302	Pass. & Comb.	Jewett Car Co.	1909	3	
303/305	Passenger	American Car Co.	1910	3	
400/402	"	Jewett Car Co.	1909	3	
400	"				June 29, 1936
403	"	American Car Co.	1910	1	
500/509	"	St. Louis Car Co.	1909	10	
503, 505					March 28, 1938

By orders entered June 29, 1936 and March 28, 1938, the Federal Court authorized the Receiver for CNS&M RR Co. to salvage certain obsolete and worn out equipment

<u>Car Nos.</u>	<u>Type of Car</u>	<u>Builder</u>	<u>Date Built</u>	<u>No. of Cars</u>	<u>Destroyed Retired</u>
5	Express	J. G. Brill Co.	1902	1	March 28, 1938
6	Express	Ditto	1902	1	June 29, 1936
	Rebuilt 1910				
12	Express	"	1915	1	1925
	Overhauled 1915				
18	Express	McGuire-Cummings	1910	1	Retired; no date
1212/1223	Side Dump	Western Wheeled	1906	12	
1218/1219		Scraper Co			March 28, 1938
1224/1273	" "	Ditto	1907	50	March 28, 1938
1224/1231					March 28, 1938
1233/1247					March 28, 1938
1400/1417	Flat	Pullman Car Co.		18	
		3 in 1903			
		5 in 1904			
		10 in 1907			
1403, 1408					Retired; no date
2001	Flat) Formerly	Pullman Car Co	1907	3	
2010	" ) gondolas		1907		
2022	" ) converted		1907		
2000	" ) in 1912		1907		
2002/2009	Gondolas	" " "	1907	26	
2011/2021	"	" " "	1907		
2024/2029	"	" " "	1907		
2000					June 29, 1936
2002/2009					June 29, 1936
2011					June 29, 1936
2013/2017					June 29, 1936
2021, 2024,					June 29, 1936
2026, 2028/2029					June 29, 1936
2030/2059	T & O C cars purchased		1916	30	June 29, 1936
	2d and rebuilt				
3003/3012	Box - purchased 2d hand and rebuilt		1916	10	June 29, 1936
3004/3006					June 29, 1936
3008, 3010/3012					June 29, 1936
3000/3002	Box - purchased 2d hand		1907	3	1930-1931-1932
3	Snow Sweeper	McGuire-Cummings	1899	1	
	Rebuilt 1904				
21	Snow Sweeper	" "	1907	1	
70	Snow Sweeper	" "	1909	1	
601	Snow Plow	CNS&M RR shops	1910	1	
		built 40-ton gon-			
		dola			



<u>Car Nos.</u>	<u>Type of Cars</u>	<u>Builders</u>	<u>Date Built</u>	<u>No. of Cars</u>	<u>Destroyed or Retired</u>
602	Line Repair	Pullman Car Co	1900	1	1930
	Rebuilt in CNS&M	RR Shops	-1911		
604	Line Repair	CNS&M RR Shops	1916	1	
16	Passenger	Pullman Car Co	1900	1	1928
603	Sprinkler	McGuire-Cummings Mfg Co	1909	1	June 29, 1916
583	American Road Ditcher		1912	1	No Record
-	Pile Driver	Vulcan Iron Works	1902	1	Retired; no Record
-	Larry Cars	No Record	1904	3	No record
5	Flat;	J. G. Brill	1903	1	March 28, 1938
	formerly #5 engine tender; tank removed				
-	Gasoline	Mudge-Adams	1915	3	
	Motor Inspection				
-	Gasoline	Mudge-Adams	1914	1	
	Motor Section				
19	Gasoline	Buda	1914	1	June 29, 1936
	Motor Section				
	Gasoline	Rockford	1914	1	
-	Motor Section				

.....

The following sheet shows rolling stock purchased and financed under Equipment Trusts since the reorganization and refinancing of the Chicago North Shore and Milwaukee Railroad in 1916 -

<u>Car Nos.</u>	<u>Type of Cars</u>	<u>Builder</u>	<u>Date Built</u>	<u>No. of Cars</u>	<u>Destroyed or Retired</u>
*404/406	Combination	Jewett Car Co	1917	3	
250/256	Pass.-Baggage	" " "	1917	7	
165/169	" "	" " "	1917	5	
170/182)	Pass.-Baggage	Cincinnati Car Co	1920	15	
407/408)	" "	" " "			
183/197	" "	" " "	1920	15	
203/214	Mdse Desp	" " "	1920	12	
316/325	Safety	" " "	1919	10	
316, 318/324					March 28, 1938
215/299	Mdse Desp	" " "	1922	15	
606	Line Motor	" " "	1922	1	
326/337	Safety	" " "	1922	12	
510/511	Passenger	" " "	1923	2	
700/706	" "	" " "	1923	7	
409	Dining	" " "	1923	1	
410/411	Parlor Car	" " "	1923	2	
230/239	Mdse Desp.	" " "	1924	10	
607	Derrick	" " "	1925	1	
**707/716	Passenger	" " "	1924	10	
454	Locomotive	General Electric Co.	1923	1	
6000/6019	Gondolas	Standard Steel Car Co	1923	20	
5000/5014	" "	American Car & Fdry Co	1923	15	
240/244	Refrigerator	Cincinnati Car Co	1926	5	
714/733	Passenger	" " "	1926	20	
415/417	Dining	" " "	1926	3	
737/751	Passenger	Pullman Car Co	1927	15	
418/419	Dining	" " "	1928	2	
420	Observation	" " "	1928	1	
351/360	Passenger	St. Louis Car Co.	1927	10	
455/456	Locomotives	General Electric Co	1928	2	
752/766	Passenger	Standard Steel Car Co	1929-1930	25	

\*Nos. 404/406 were rebuilt in 1924 or 1925 and re-numbered 734/736

\*\*Nos. 714/716 shown in Equipment Trust Series "D" were not built under that Trust;  
 Nos. 412/414 being built in lieu of Nos. 714/716 -  
 Nos. 714/716 were built under Equipment Trust Series "E"

SUMMARY OF ROLLING STOCK

Steel Interurban Motors	131
Steel Interurban Trailers	13
Wooden Interurban Motors	27
Wooden Interurban Trailers	7
Steel Interurban Diners	9
Steel Observation Trailers	<u>5</u>
Total Interurban Equipment	182
Waukegan One-Man City Cars	17
Waukegan One-Man Two-Man City Cars	<u>7</u>
Total Waukegan City Cars	24
C&ME Milwaukee One-Man City Cars	12
C&ME Milwaukee One-Man Two-Man City Cars	<u>8</u>
Total C&ME Milwaukee City Cars	20
Express Merchandise Despatch Cars	41
Express Merchandise Trail Flat Cars	14
Express Merchandise Despatch Refrigerator Cars	7
Freight and Express Locomotives	7
Miscellaneous Service Cars	<u>34</u>
Freight Cars	187
Speeders	24
Inspection Cars	1
Hand Velocipedes	4
Hand Cars	25
Push Cars	<u>28</u>
TOTAL ROLLING STOCK	598

As shown in  
Receivers' Inventory  
Dated April 19, 1933



Since beginning operation of the North Shore Line, it has been necessary to spend a great deal of money for rebuilding and remodelling the rolling stock; for the installation of safety appliances; and for general overhauling and replacement work, in order to maintain the rolling stock in safe and efficient operating condition.

The blue print on the next page shows a complete list of the rolling stock of the Chicago North Shore and Milwaukee Railroad Company, as of June 1, 1938.

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DESCRIPTION	M.O.B. Designation	CAR NUMBERS	No. Cars	CONST RUCTION	Built by
Passenger Cars	E.P.	* 129 to 131, 133, 134, 137	5	Wood-Motor	J.C.Co.
		* 138 to 141	4		A.C.Co.
		300 to 302	3		J.C.Co.
		303 to 305	3		A.C.Co.
		* 401 to 402	2		J.C.Co.
		* 403	1		A.C.Co.
		150 to 164	15	Steel-Mtr.	J.C.B.Co.
		165 to 169	5		J.C.Co.
		170 to 184	15		C.C.Co.
		700 to 733	34		C.C.Co.
		734 to 736	3		J.C.Co.
		737 to 751	15		P.C.Co.
		752 to 776	25		S.S.Co.
		510, 511	2		C.C.Co.
Obser.-Parlor	E.T.	185 to 197	13	Steel-Trl.	C.C.Co.
Obser.-Car	E.T.	410 to 413	4		C.C.Co.
Combination	E.C.	420	1		P.C.Co.
Dining	E.D.A.	250 to 256	7	Steel-Mtr.	J.C.Co.
Dining	E.D.A.	408, 409	2		C.C.Co.
Dining	E.D.A.	407, 414 to 417	5	Steel-Trl.	C.C.Co.
Dining	E.D.A.	418, 419	2		P.C.Co.
Safety	E.A.	351 to 360	10	Steel-Mtr.	St.L.C.Co.
Safety-Wauk	E.A.	313, 315	2		St.L.C.Co.
Safety-Wauk.	E.A.	317, 325	2		C.C.Co.
Safety-Mil.	E.A.	326 to 337	12		C.C.Co.
Safety-Wauk.(NoteE)	E.A.	500 to 509	8		St.L.C.Co.
SUBTOTAL			201		
Express	E.B.X.	200 to 202	3	Wood-Mtr.	J.C.Co.
Express	E.B.X.	203 to 239	37		C.C.Co.
TOTAL PASSENGER EQUIPMENT (As per T.C.R.E.R.)			241		
Freight Car Equipment					
Refrigerator(NoteA)	R.P.	240 to 244	5	Wood	
Box (Note D)	R.P.	3021, 3022	2	Wood	
Box	XM	3018 to 3020	3	Wood	
Side Dump 12 yd.(NoteE)	M.W.D.	1248 to 1273	26	Wood	
Side Dump 20 yd.	M.W.D.	1274 to 1293	20	Wood	
Flat (T.&T) 30 ton	M.W.D.	1400 to 1402	3	Wood	
Flat(T&T) 30 ton	M.W.D.	1406, 1407	2	Wood	
Flat(T&T) 30 ton	M.W.D.	1411 to 1414	4	Wood	
Flat(T&T) 30 ton	M.W.D.	1416, 1418	2	Wood	
Flat 30 ton	M.W.D.	1404, 1405	2	Wood	
Flat 30 ton	M.W.D.	1408, 1410, 1415, 1417	4	Wood	
Flat 40 ton	F.M.	1412	1	Wood	
Flat	F.M.	1500 to 1503	4	Steel	
Flat	F.M.	1504 to 1513	10	Steel	
Flat	F.M.	2022	1	Wood	
Flat	F.M.	2060	1	Wood	
Flat(T&T)	F.M.	2010, 2012, 2018, 2020, 2027	5	Wood	
Gondola (NoteE)	G.B.	2030 to 2059	28	Wood	
Gondola	G.K.	5000 to 5015	16	Comp.	
Gondola	G.S.	6000 to 6019	20	Steel	
Tank (Note B)	T.M.	4000	1	Steel	
Tank (Note C)	T.M.	4001	1	Steel	
TOTAL FREIGHT EQUIPMENT			161		
LOCOMOTIVE EQUIPMENT					
Electric		450 to 454	5	Steel	G.E.
Electric & Storage Battery		455 to 456	2	Steel	G.E.
TOTAL LOCOMOTIVES			7		
MISCELLANEOUS EQUIPMENT					
Caboose	N.E.	1002 to 1006	5	Wood	
Steam Shovel	M.W.S.	609	1		
Tool	M.S.T.	3003, 2056	2		
Lidgerwood Unloader	M.W.J.	2001	1		
Snow Plow	M.W.K.	601, 605	2		
Snow Sweeper	M.W.K.	608	1		
Snow Sweeper(Motor)	M.W.K.	3, 21, 70	3		
Derrick (Motor)	M.W.S.	607	1		
Derrick	M.W.S.	1420	1		
Line Car(Motor)		604, 606	2		
Line Car		610, 611, 612	3		
Section Gang & Trk Insp.	M.W.G.		20		
Hand Car (Push Car)	M.W.G.		20		
Hand Car	M.W.G.		22		
TOTAL MISCELLANEOUS EQUIPMENT			84		
RECAPITULATION OF CAR EQUIPMENT					
Plain Box			3		
Gondolas, Flat bottom			64		
Refrigerator			7		
Flat			39		
Tank			2		
Dump Cars			46		
Miscellaneous			84		
Locomotives			7		
TOTAL FREIGHT EQUIPMENT			252		
TOTAL PASSENGER EQUIPMENT			241		
GRAND TOTAL FREIGHT & PASSENGER EQUIPMENT			493		

Note A) 240 to 244 have ice generating machines.

B 8,000 gallon capacity

C 10,000 gallon capacity.

D Electrical refrigeration-Not available for regular R.R. service.

E The following car numbers are vacant: 503, 505, 1409, 2013, 2014, 2015, 2016, 2017, 2019, 2021, 1403, 2023, 2024, 2025, 2026, 2028, 2029, 2054, 2056.

(Equipment retired by Court Order No. 12299 not listed)

Office of the Master Mechanic Note \* 129, 130, 133, 134, 137, 138, 139, 140, 141, 401, 402, 403 leased to C.A. & E. in 1936.

June 1, 1938

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## EMPLOYEES SAFETY ORGANIZATION AND THE SAFETY BUREAU

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The North Shore Line in 1917 established its Employees Safety Organization. This Department was supervised by the Safety Director Mr. C. G. Goodsell. Excellent work was done in the way of accident prevention. The department was systematically operated with the same exactness and recognition enjoyed by other departments of the Railroad. The settlement of personal injury and property damage claims in 1922 amounted to 1.82% of gross earnings. There was one accident for every 16,081 car miles operated. This was an outstanding accomplishment considering every trivial accident was recorded, and much credit ~~was~~ was due to the Employees' Safety Organization.

The Bureau of Safety, a well known organization specializing in the safety of public utility operation, was constantly engaged in supervising the safety work, until the Safety Director was appointed. However, the Bureau afterward continued to keep a member of its staff working in co-operation with the Safety Director.

In 1923 a total of 205 safety meetings were held at which papers on various phases of operation were read by motormen, conductors, shop mechanics and other employees. Under the direction of the Company's safety engineer, and with the co-operation of the Central Bureau of Safety, every school in Racine, Kenosha, North Chicago and Highwood was visited and talks given to the pupils on the subject of safety. Milwaukee was visited also, and about 30,000 school children in all were reached on the subject of safety. Accident prevention talks were made before many civic groups and parent-teacher associations.

Most of the safety meetings of employe groups were held after the days' work, at places convenient for the men. To overcome the difficulty getting trackmen, who were scattered



all along the road, to attend the meetings, the North Shore fitted up an old wooden passenger car suitably for meetings of those men. This Safety Car, as it was known, picked up a group of the men along the route, then switched to a nearby sidetrack, where the Safety Director delivered a short talk. Then the men were returned to their places and the safety car moved on to pick up another gang of the workers, continuing until all were reached. The response of these track laborers to safety teaching was such as to more than compensate the Road for the expense involved and the effort made.

To assure the safety of service rendered has been the aim of the new management since 1916. This fact has had the appreciation of employees and the public.

The annual meetings of employees were a considerable aid in improving the cordial Employee-Company relations.

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## SALARIES AND WAGES

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In departments in which employees are organized in unions, the principle of collective bargaining is recognized. Wages and working conditions are established through joint conference.

In departments where no union organization exists a liberal policy is followed. Wages and working conditions are made as agreeable to employees as is consistent with conservative management.

The North Shore Line from 1916 to date has had no labor difficulties to interfere with its continuous operation.. Employees work without protest, night and day during emergencies to give the accustomed service to the public. Hundreds of letters received every year from patrons, commend the good work of the employees, their courtesy and alertness.

The management on August 1, 1919, increased wages over \$30,000 a month. On June 1, 1920 an increase of approximately \$28,000 a month was made.

A general decrease in salaries and wages was effective June 16, 1921.

In 1931 strictest economy was practiced in every department to offset insofar as possible the unfavorable economic conditions. Salaries of officers and members of the clerical and supervisory force, were reduced  $7\frac{1}{2}\%$  to 15%.

Wages of employees were decreased 10% effective March 1, 1932.

Effective January 1, 1936 restoration of  $2\frac{1}{2}\%$  of the reduction was made.

An agreement, dated January 19, 1937 was executed by the Receivers with Division 900 of the Amalgamated Association of Street, Electric

Railway and Motor Coach Employes of America covering the period to June 1, 1938. Under that agreement the remaining amount of the reduction was to be restored by July 1, 1937.

Under the "Unemployment Insurance" provision of the Federal Social Security Act, approximately \$19,000. was included in "Taxes" representing one percent of the total amount of wages payable for the year 1936.

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RICHARD S. AMIS  
General Passenger Agent  
for the Receiver

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Mr. Amis was born in Barrington, Illinois. He attended grammar school and high school at Dundee, Illinois.

In January 1916, he commenced work with the Chicago & Northwestern Railway Company at Dundee, Illinois, as a clerk, acted as Cashier for that Railroad at Morrison, Illinois and at Racine, Wisconsin; was Chief Clerk at Janesville, Wisconsin and left his position as Traveling Agent at Philadelphia, Pennsylvania to become General Agent of the Chicago North Shore and Milwaukee Railroad Company in November 1925.

In September 1926, he was appointed Assistant General Passenger Agent at Milwaukee, and in November 1926 was made General Passenger Agent. He continues in that capacity under the Receiver.

Mr. Amis lives in 2740 Woodbine Avenue, Evanston.

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BERT W. ARNOLD  
Assistant to the Vice President  
in Charge of Operation

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Mr. Arnold was born in Clyde, Ohio, and began his climb in railroad circles as call boy for the Wheeling and Lake Erie Railroad, later serving as a telegrapher and despatcher. He was connected with the Illinois Traction System for eleven years as Division Superintendent and Superintendent of Transportation. He joined the Eastern Wisconsin Electric Company in 1917 as General Manager of this organization operating city railways in Oshkosh - Sheboygan and Fond du Lac and interurban lines between Sheboygan - Elkhart Lake, Fond du Lac and Neenah.

January 1, 1924 Mr. Arnold entered the employ of the North Shore Line as Manager of its Motor Coach Department; was appointed General Manager in March 1926; and Assistant to the Vice President in Charge of Operation for Chicago North Shore and Milwaukee Railroad Company, October 25th, the same year.

He was active in the general interest of Public Utility organizations; was chairman of the railway section of the Wisconsin Utilities Association for two years.

Mr. Arnold lived in Milwaukee. He died at Saint Mary's Hospital, Milwaukee, on ~~after a protracted illness~~ October 20, 1929.

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JOHN ROBERT BLACKHALL  
Manager for the  
Receiver

Mr. Blackhall was born in Caraquet, New Brunswick, Canada, and after a grade school education, was in 1886 employed by a firm of wholesale fish dealers. Within a short time he was its buyer.

In 1889 he worked as a carpenter for a building contractor, and as inside wireman for The Western Union Telegraph Company, in Portland, Maine.

In 1890 he commenced work as a lineman with a New York engineering firm and in 1904 was its Superintendent of Electric Railway Construction, when he left to become General

Manager of the Chicago & Joliet Electric Railway Company, at Joliet, Illinois. In 1925 he was elected Vice President of that Company, which office he held until October 1, 1927. Then he resigned to join the Chicago North Shore and Milwaukee Railroad Company as its General Manager. He was Manager for the Railroad Company's Receivers at the time of his death on January 23, 1935.

Mr. Blackhall was recognized as a leading authority on electric railroad operation, having made outstanding contributions to the advancement of electric transportation; some of which were a practically noiseless truck for street cars, reducing the average weight of car per passenger almost one-half; and an aluminum body for street cars, which was predicted would revolutionize the street car industry.





RALPH ROBINSON BRADLEY  
General Counsel for the Receiver

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Mr. Bradley was born in Chicago, attended its public schools, the University of Michigan, and Northwestern University Law School; was admitted to the bar in 1893, and is the senior member of the law firm of Goodrich, Vincent & Bradley. He is a member of the American, Illinois and Chicago bar Associations.

He has been General Counsel for the Chicago North Shore and Milwaukee Railroad Company since 1916 and for the Receiver since 1932.

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Britton I. Budd,  
President of North  
Shore Line. Con-  
gratulating George  
E. Hummel, Motorman  
on first train run  
over Niles Center  
Extension February  
1, 1925.

Elgin Railroad Company. In 1932 Mr. Budd was appointed a Co-Receiver for the Chicago Rapid Transit Company, Chicago North Shore and Milwaukee Railroad Company, and Chicago Aurora and Elgin Railroad Company.

In 1923, Mr. Budd was elected President of the Public Service Company of Northern Illinois, which position he still occupies.

Britton Ihrie Budd was born in San Francisco, California; educated in the Chicago public schools and Shattuck Military Academy, Faribault, Minnesota. He has an L.L.D. Degree from DePaul University, Chicago.

Mr. Budd entered the service of the Metropolitan West Side Elevated Railway Company, Chicago, in 1895; in 1910 was elected its President; in 1911 became President of the Northwestern Elevated Railroad Company and of the South Side Elevated Railroad Company, and Chief Executive for the Receiver of the Chicago and Oak Park Elevated Railroad Company. In 1916, he was elected President of the Chicago North Shore and Milwaukee Railroad, and in 1924, President of the Chicago Rapid Transit Company, the Company formed by consolidation of the Elevated Railroads in Chicago. In 1926 he was elected President of the Chicago Aurora and

Mr. Budd was President of the Evanston Niles Center Bus Company from May 31, 1935 to January 13, 1937. He is Trustee of - Saint Luke's Hospital, John Crerar Library and DePaul University.

He was Trustee, and Member of the Executive Committee of the Century of Progress Exposition at Chicago 1933-1934. He is a member of the Advisory Counsel of the Cook County Hospital and is on the Advisory Committee of the Chicago Stock Exchange.

Mr. Budd is a director and member of the Executive Committee of the American Red Cross; Vice President and Director of the Chicago Black Horse Troop Association; was President of the American Electric Railway Association 1923-1924; and during 1917-1918 served as Captain, Major, and ~~Lieutenant~~ Colonel of the 11th Regiment, Illinois National Guard.

The United States District Court, thru Federal Judge Wilkerson, in 1937 accepted Mr. Budd's resignation as a Co-Trustee of the Chicago Rapid Transit Company and as Co-Receiver of Chicago North Shore and Milwaukee Railroad Company and as Co-Receiver of Chicago Aurora and Elgin Railroad Company.

Following is an excerpt from Judge Wilkerson's acceptance of Mr. Budd's resignation -

"I am very sorry that you have reached the conclusion that you must give up the position of Trustee of the Elevated and other transit companies. I understand entirely your reasons for so doing; and, of course, am obliged to accept your decision... You have served the Court faithfully in some very difficult matters; and I am glad that your interest will continue and that we may call upon you for advise and assistance..."

On January 12, 1938, the Employees of the



Chicago Rapid Transit Company, expressed their regret that Mr. Budd had resigned, as follows:

"Now that you have been called to greater responsibilities, and have severed your official connection with the Chicago Rapid Transit Company, we, who have had the honor of being associated with you, beg leave to offer you this testimonial of our regard.

Never was there a leader more just, more loyal to those who worked with him, or more loved by those who served under him.

We are proud of what you have accomplished not only in the business world but as one of Chicago's first citizens in civic and charitable fields.

As you go on to greater tasks, it is enough for us if the knowledge of our admiration, respect, loyalty and devotion, gives you encouragement."

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R. FLOYD CLINCH  
Vice President

R. Floyd Clinch was a member of the first Board of Directors of the Chicago North Shore and Milwaukee Railroad, a member of the Executive Committee and Vice President of the Company.

He was born in Georgia, the son of Colonel Duncan L. Clinch of the Confederate Army, and the grandson of General Duncan L. Clinch who served in the War of 1812. He was educated in private schools in Georgia and at a military academy in Pennsylvania.

In 1883, he came to Chicago and became associated with the Joliet Steel Company. In 1889, he and John R. Crerar organized the Crerar Clinch Coal Company.

At the time of his death, November 7, 1930 Mr. Clinch was -

Director and Vice President of -  
Chicago North Shore and Milwaukee Railroad Company  
Chicago Rapid Transit Company  
Chicago Aurora and Elgin Railroad Company

Director of Central Trust Company of Ill.  
President of  
Michigan Transit Company  
Traverse City State Bank of Traverse City, Michigan  
Hannah and Lay Mercantile Company

Receiver of the Chicago Auditorium Assoc.

Mr. Clinch's home was in Winnetka, Illinois.



HENRY C. CORDELL  
Master Mechanic for the Receiver

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Mr. Cordell, Master Mechanic, was born in Sweden, where he attended grammar school, and a special school. He came to the United States in August, 1893, and went to work for Freestate House Moving Company on The Metropolitan West Side Elevated Railway Company right of way. He subsequently advanced from apprentice for the Featherstone Foundry & Machine Company to Machine Shop Foreman of that Company. (1893-1903). During part of the period 1903 to 1905, he was machinist successively for Gallagher & Speck, and the Chicago and Northwestern Ry. Co. During the latter part of 1905, he started work as foreman of the Wilson Avenue Shop of the Northwestern Elevated Railroad Company and from 1909 to 1916 was its Master Mechanic.

During the fall of 1916, he was engaged by the Chicago North Shore and Milwaukee Railroad.

Mr. Cordell lives in Wilmette.

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BERNARD JOSEPH FALLON  
Executive Officer for the Receiver

Mr. Bernard J. Fallon was born in Rutland, Illinois, was educated at Holy Angels School and graduated from DeLaSalle Institute, Chicago.

In 1907, he resigned from the Engineering Department of the Chicago Burlington and Quincy Railroad Company, where he had been employed since 1899, to accept the position of Engineer, Maintenance-of-Way for The Metropolitan West Side Elevated Railway Company. In 1909, he was advanced to the office of Assistant General Manager of the Company. From 1911 to 1920, Mr. Fallon was Engineer, Maintenance-of-Way for the elevated railroads in Chicago, and in 1921, became General Manager. He was elected Vice President in Charge of Operation for the Chicago Rapid Transit Company in 1925, and the Chicago Aurora and Elgin Railroad Company, and the Chicago North Shore and Milwaukee Railroad Company. In 1932, he was appointed Executive Officer for the Receivers of each of the three railroad companies. In 1937, he became Executive Officer for the Trustee of Chicago Rapid Transit Company.

Mr. Fallon was elected a Director of the Metropolitan Motor Coach Company, December 30, 1926. He became Vice President on November 21, 1927, and was elected President on January 20, 1933.

On January 30, 1929, Mr. Fallon was elected a Director and Vice President of the Evanston and Niles Center Bus Company, and became President and General Manager on January 18, 1937.

Mr. Fallon is a member of the Western Society of Engineers, Chicago Association of Commerce, Chicago Historical Society, Chicago Athletic Association, and Chicago Engineers Club.

He lives at 2845 Sheridan Place,  
Evanston, Illinois.

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