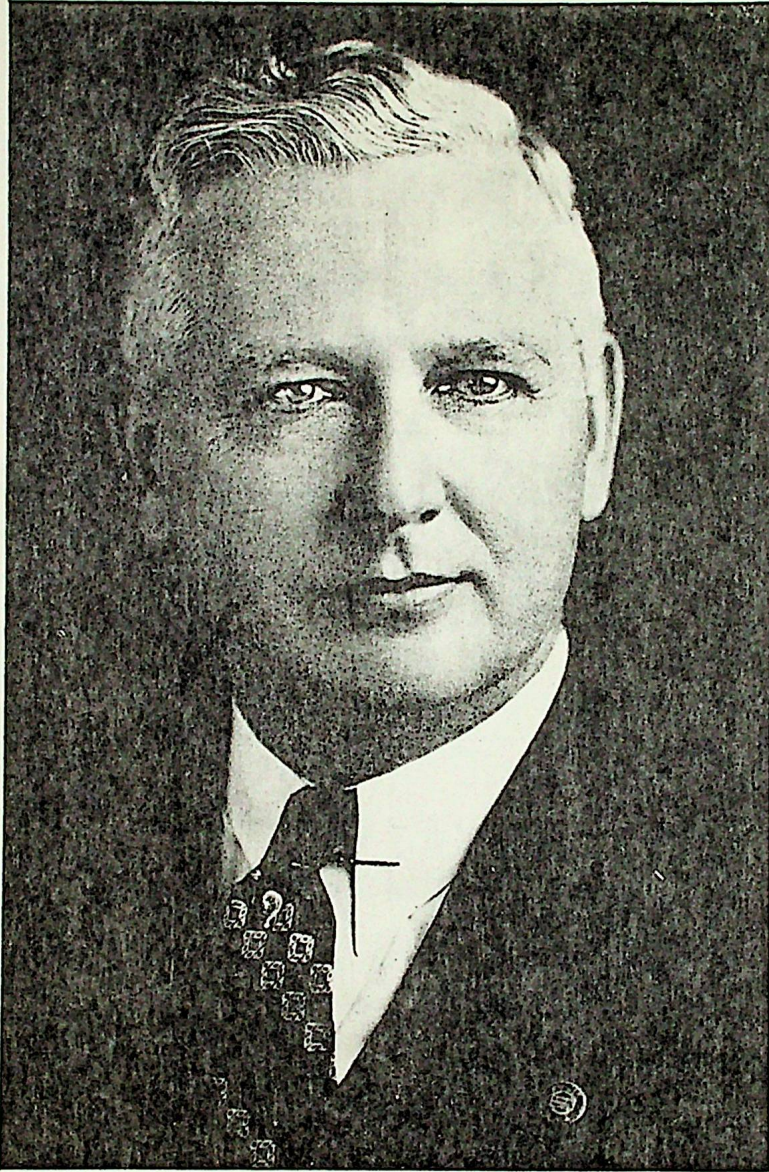


THE ST. LOUIS STORY: McCUNE GILL



PAUL JOSEPH NEFF

THE CHIEF EXECUTIVE officer of the Missouri Pacific Lines and the chairman of the board and president of the Missouri Pacific Bus Lines, both with headquarters in St. Louis, is Paul Joseph Neff. A man of outstanding reputation in the entire railroad world, Mr. Neff is identified in various leadership capacities with other transportation and affiliated businesses and is noted for his civic activities.

Mr. Neff was born in St. Louis on July 14, 1884, the son of William T. and Anna Elizabeth (Sills) Neff. His father, the son of State Senator Andrew Jackson Neff and a newspaperman, was a native of Winchester, Indiana. The future railroad president was graduated from Central High School, Kansas City, Missouri. In 1906 he received the degrees of Bachelor of Science in Mining and Civil Engineering at the University of Kansas in Lawrence. While at the university he was editor of the school paper, "K. U. Weekly," and was a member of Phi Delta Theta.

In February, 1907, Mr. Neff entered railway service as a rodman on the St. Louis-San Francisco Railway at Joplin. Later, until 1910, he served consecutively as transitman and assistant engineer; 1910-1917, engineer of construction, office of chief engineer at Memphis, Tennessee; St. Louis, Mo., and Springfield, Mo.; 1917-1918, district engineer, Springfield; 1918-1920, during Federal control of railroads, corporate chief engineer, St. Louis; all of the foregoing with the "Frisco" Lines; 1920-1921, general manager, Wichita Falls, Ranger and Fort Worth Railroad and Wichita Falls and Southern Railroad, Ranger, Texas; 1921-22, chief engineer, Texas Line, St. Louis-San Francisco RR, Fort Worth; 1922-25, assistant to the president, I.-G.N., Houston, Texas; 1925-26, assistant executive vice president, same road; 1926-1928, general superintendent, Eastern district, Missouri Pacific, St. Louis; September-November, 1928, assistant to the president, Missouri Pacific and vice president and general manager, Missouri Pacific Bus Lines, St. Louis; June 1, 1931-May 1, 1943, assistant to president, assistant vice president-traffic, Missouri Pacific and vice president and general manager, Missouri Pacific Bus Lines; May 1, 1943-June 1, 1946 senior executive assistant Missouri Pacific Lines, Houston, Texas. Since June 1, 1946, chief executive officer Missouri Pacific and chairman of the board and president Missouri Pacific Bus Lines.

In the early days when he was just beginning the climb to railroad fame—on April 9, 1910—and in Kansas City, Mr. Neff married Margaret Philbrook, daughter of Mr. and Mrs. O. W. Philbrook and native of New Sharon, Iowa. They have three daughters—Elizabeth, now Mrs. R. B. Erckman and mother of Paul Neff, Richard L. and Carol Elizabeth Erckman; Margaret Lee, now Mrs. E. H. Bosse, Jr., and mother of Noel Krenning Bosse; and Helen, now Mrs. Glenn Givens and mother of Randolph Douglas and Robert William Givens. Mr. and Mrs. P. J. Neff reside at 625 South Skinker Boulevard, St. Louis. They worship in the First Congregational Church.

Mr. Neff is a director in the Association of American Railroads; Association of Western Railroads; American Refrigerator Transit Company; Arkansas and Memphis Railway Bridge and Terminal Company; Asherton and Gulf Railway Company; Asphalt Belt Railway Company; Austin Dam and Suburban Railway Company; Beaumont, Sour Lake and Western Railway Company; Boonville, St. Louis and Southern Railway Company; Cairo and Thebes Railroad Company; Chester and Mount Vernon Railroad Company; Doniphan, Kensett and Searcy Railway; Fort Worth Belt Railway; Fort Smith Suburban Railway Company; Houston and Brazos Valley Railway Company; Houston North Shore Railway Company; Iberia, St. Mary and Eastern Railroad Company; International-Great Northern Railroad Company; Iron Mountain Railroad Company of Memphis; Kansas-Missouri Elevator Company; Missouri and Illinois Bridge and Belt Railroad Company; Missouri-Illinois Railroad Company; Missouri Pacific Railroad Corporation in Nebraska; Natchez and Louisiana Railroad Transfer Company; Mercantile Trust Company of St. Louis; National Bank of Commerce of Houston; New Iberia and Northern Railroad Company; New Orleans and Lower Coast Railroad Company; New Orleans, Texas and Mexico Railway Company; Orange and Northwestern Railroad Company; Pueblo Stock Yards Company; Railway Express Agency, Inc.; Rio Grande City Railway Company; St. Louis, Brownsville and Mexico Railway Company; San Antonio Southern Railway Company; San Antonio, Uvalde and Gulf Railroad Company; San Benito and Rio Grande Valley Railway Company; Southern Illinois and Missouri Bridge Company; Sugar Land Railway Company; Terminal Railroad Association of St. Louis; Texas and Pacific Railway Company; Texas-Pacific-Missouri Pacific Terminal Railroad of New Orleans; Trans-Mississippi Terminal Company; Union Terminal Railway Company and Westwego Ore Tipple, Inc.

In 1946, Mr. Neff was president of the Houston Chamber of Commerce and since 1947 he has been a member of the board of directors of the St. Louis Municipal Opera Association. He is a Congregationalist, Republican and a lover of such sports as golf, fishing and hunting. His clubs and other organizations include Traffic of St. Louis; American Society of Civil Engineers, American Railway Engineering Association; American Association of Railroad Ticket Agents; Racquet of St. Louis; Bellerive Country of St. Louis; Houston Club; River Oaks Country Club of Houston; Newcomen Society of England, American Branch; Bankers of New York; Chicago of Chicago and Phi Delta Theta Fraternity. Of erect carriage, he is unusually vigorous for a man of his age—and he is a man whose wisdom in the railroad world has had much to do with the progress of transportation in America.

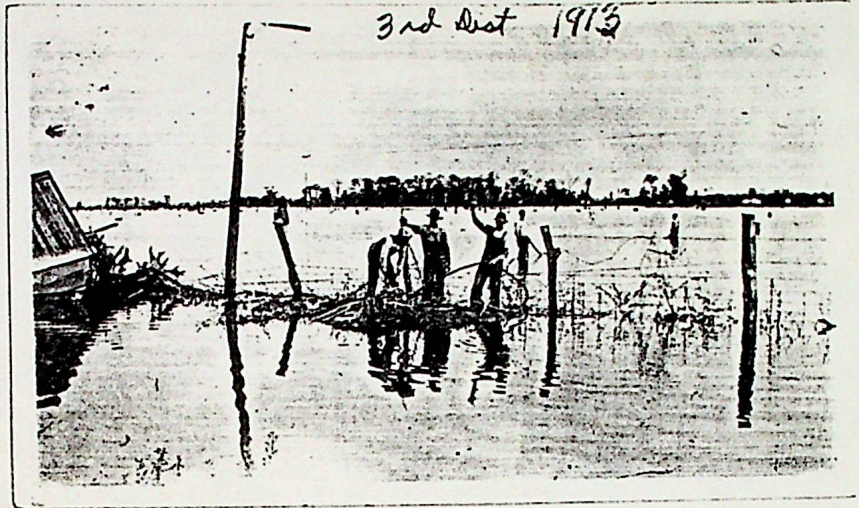
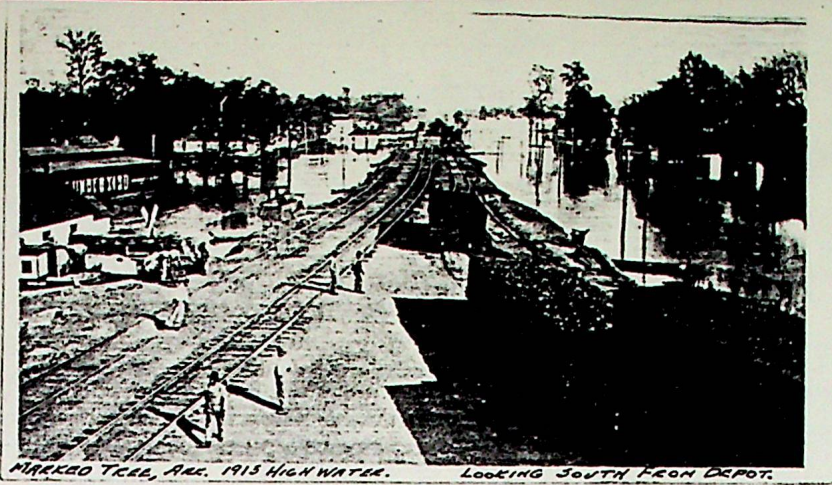
FROM PHOTOS
OF PAUL NEFF
AS YOUNG RODMAN

A RODMAN WALKED
THE RAILS OR
RODE A HANDCAR
TO DETERMINE
TRACK AND
OTHER NEEDS

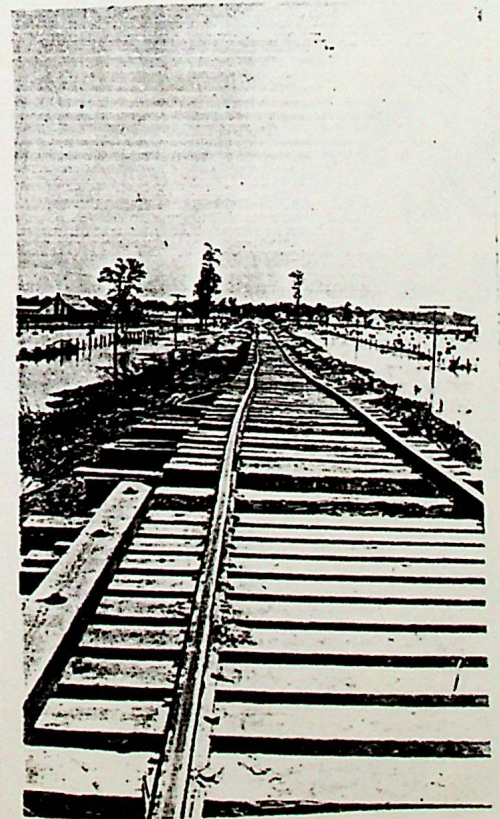
A LINEMAN
DETERMINED TRACK
LEVELS.

THE FRISCO R.R.
1912-13

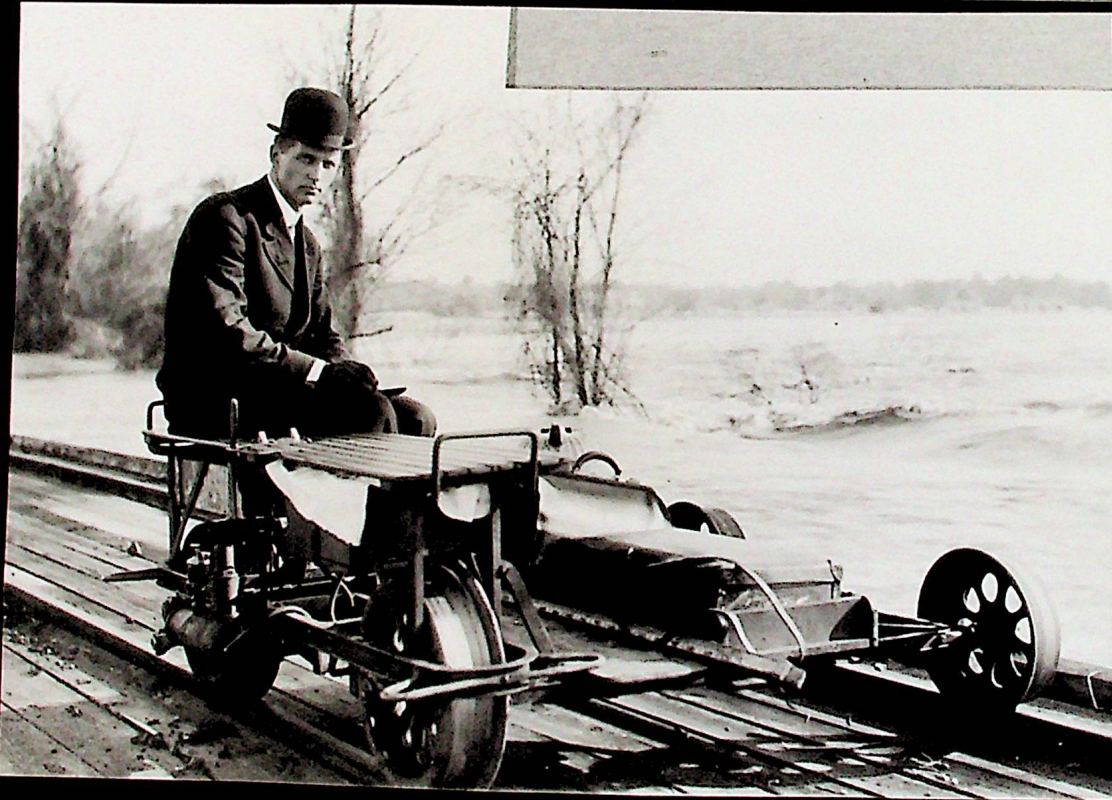
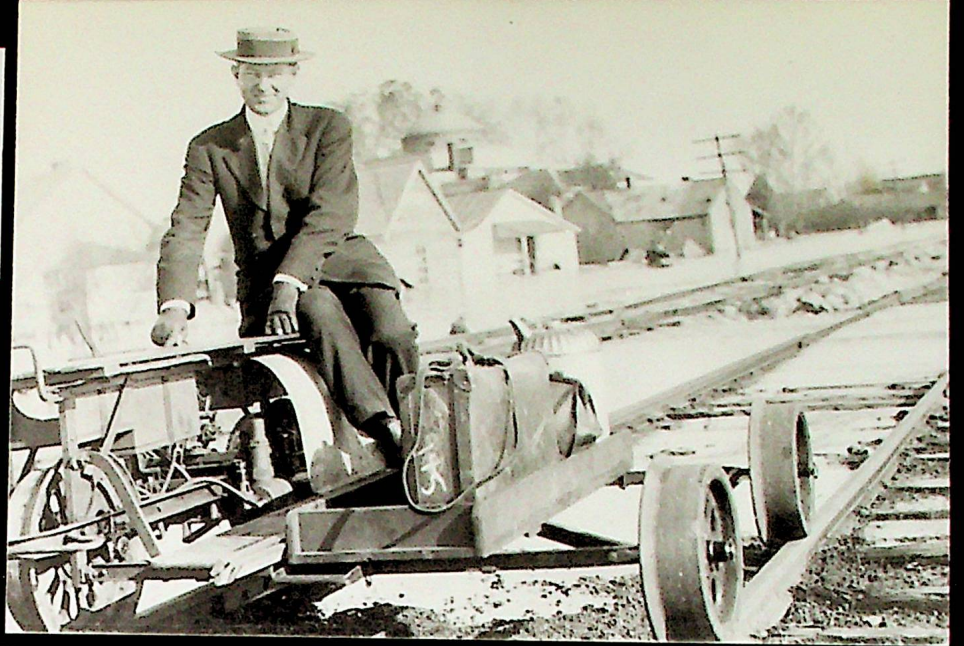
HIGH WATER IN
ARKANSAS AROUND
MARION, ARK. NEAR
THE HARVARD YARDS



4-10-12 WRECK AT PIKEY CREEK BRIDGE



PAUL NEFF (BELOW) AS RODMANS
ON FRISCO, 1912
JOHN SILLS (RT.) COUSIN OF
PAUL NEFF WAS DISTRICT
ENGINEER FOR FRISCO.

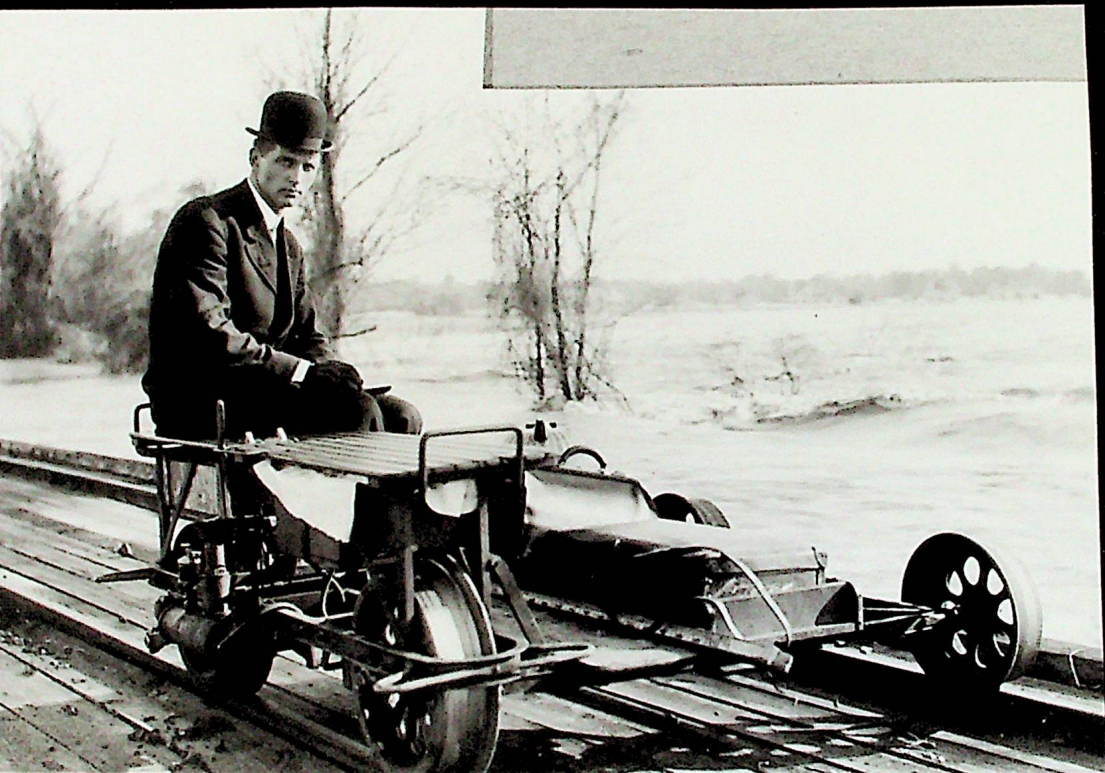


1922
SHOP STRIKE AT FORT WORTH
TEXAS. NEFF WAS GENERAL
MANAGER OF TEXAS LINES
FOR FRISCO AND RESPONSIBLE
FOR KEEPING THE TRAINS
RUNNING DURING THE TWO
WEEK STRIKE PERIOD.

NEFF (SECOND FROM LEFT)
HELPS CLEAN THE BOILERS.
AND SERVICE THEM,



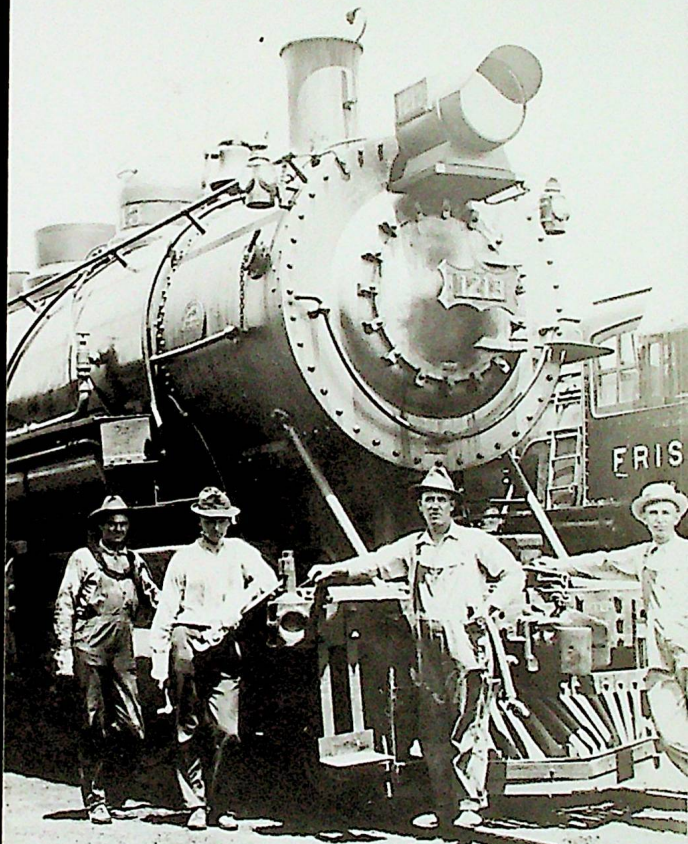
PAUL NEFF (BELOW) AS ROOMMAN
ON FRISCO, 1912
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Breckenridge

Tom L. Baxter, Editor-Owner

PR

POLITICS

\$2.00 Per Year in Advance

VOLUME 1 No. 2

EVERY FRIDAY

30,000 PEOPLE IN YEAR SAYS RAIL ROAD MAN

Future of Breckenridge Viewed Optimistically by Men in Position to Know

"We all believe that Breckenridge will be a city of 20,000 to 30,000 people in a year's time."

This P. J. Neff, general manager of the Wichita Falls, Ranger & Ft. Worth railroad, expressed himself to Pres. C. O. Hamill, of the Breckenridge Chamber of Commerce.

That such an optimistic belief is held by men so competent to judge is encouraging in the extreme to those who are banking and hoping on the future of Breckenridge.

The builders of the first railroad into Breckenridge may be relied upon as competent judges of the possibilities of this city. They have spent a vast amount of money in tapping the great resources of this field and they have full confidence in the development of the town and the surrounding territory. Their estimate of the growth of this place is not overdrawn. It is made from conservative conclusions and big business men who promote colossal business enterprises never go wrong to any considerable extent.

A pleasing feature of Mr. Neff's communication is the evident interest he and his associates felt in the town and its building for the future. The advice given is sound and logical, and certainly should be given proper con-

Mr. Neff's letter follows:
Ranger, Texas, June 17, 1920.
Mr. C. O. Hamill, President Chamber of Commerce, Breckenridge, Texas.
Dear Sir:

I understand the city of Breckenridge contemplates constructing a permanent bridge over Gonzales creek in the immediate future, but that the bridge as now planned is to be only 30 feet wide.

I hope you will pardon my making the suggestion that it would be a very serious mistake to construct this bridge with a width of less than 80 feet. We all believe Breckenridge will be a city of 20,000 to 30,000 people in a year's time. This bridge will carry the main traffic which is going to originate in the city itself when it expands to that size. A very large number of industries are going to locate both north and south of this bridge along our tracks and they will need ample space to make the turn from along tracks on to main road. To avoid congestion your approach should be shortened so as to leave 125 feet if possible between our track and the end of the viaduct, so that there will be ample space to turn into the roadway parallel with the track. The expense, will, of course, be a little greater, but I am sure that you will regret putting in bridges of less than I have suggested.

I hope you will pardon these suggestions, but have great faith in the future of your city and want to urge you to plan all of these improvements in a literal and comprehensive manner.

Very truly yours,
P. J. NEFF.

NEFF ON LEAVE OF ABSENCE DEC. 3, 1919 - JAN 15 - 1921
ON LEAVE FROM THE FRISCO, P. J. NEFF IS GENERAL MANAGER
OF BUILDING W. F. & FT. W. (WICHITA FALLS, RANGER & FT. WORTH R. R.)
THIS ROAD SERVED THE NEW OIL INDUSTRY. HOUSING WAS NOT
AVAILABLE FOR HIS FAMILY UNTIL LAST 6 MONTHS OF HIS STAY. HE SLEPT
IN HIS CAR OR RENTED A BED FOR AN 8 HR. SHIFT.

First Passenger Train Into Breckenridge
to Run Next Sunday.

TERMINAL FACILITIES BEING BUILT

Sleeping Car Service Between Breckenridge and Fort Worth
To Be Inaugurated on July 5.

At 7:42 p. m., on Monday, June 21, a certain locomotive steaming and panting, as one who had just finished a fatiguing journey, pausing to cry out with joy at having reached a coveted spot, sounded three long blasts from its whistle, which was to announce to the world that the first railroad had entered into the gates of the city of Breckenridge. At the same time this was the signal for one hundred and fifty laborers, who had been employed in the effort of bringing about this victorious entry, to cease their labors, and, with the inhabitants of this region, rejoice that a great task had been accomplished.

Slowly this steam monster had wended its way, as the explorer advancing cautiously into hitherto uninhabited territory. Great beds of earth and stone had been built; towering hills had been cut in twain; massive rocks had been shattered that this engine of commerce and industrial expansion might penetrate a region and reach a spot where it was to aid very materially in the work of building a great city and developing a country which nature had bestowed mostly blank with acres for a mankind.

The coming of the first railroad had been watched for during the last few days and was expected at most any time. A large number of citizens were present when the formal entry was made and expressions of joy and satisfaction were heard on every hand.

Never was a place so handicapped for want of a railroad as has been Breckenridge and community. No greater hardships were suffered by the Argonauts of the frontier days than have been undergone by men who have come here and risked their all in the establishment of business concerns and in the work of developing this great oil field. And when one who was acquainted with the town and surroundings one year ago looks around and realizes what has been accomplished here under the dif-

ficulties, the question naturally arises, "How has it all been accomplished?" Then no wonder everybody in this town and the big oil field is rejoicing that the railroad is here.

Regular passenger service is to be established into Breckenridge next Sunday, June 27, and freight in carload lots will be handled for this place by the middle of the week. As soon as this immense volume of business can be disposed of sufficiently to permit the smaller way-bill consignments will be taken care of.

There are now approximately 12,000 carloads of materials and supplies in various parts of the country, it is said by railroad officials, waiting and destined to the city of Breckenridge. One company alone has 2,000 cars of casing booked.

Sleeping car service is to be inaugurated between this city and Fort Worth on July 5.

A McCabe track-laying machine had been diligently at work laying ties at the rate of 15 a minute and about three and a half rails in the same time. This machine preceded two flat cars of steel and three of ties. The locomotive, No. 191, followed, then came a tanker of water, with three cars of materials, while immediately behind the last car in the string was an unloaded flat car for the laborers.

At 4 o'clock on that momentous day in June things looked rather doubtful, and it was feared that this train was not going to get into the yards, because of the fact that the tank car had spread the rails and slipped off the track while in the middle of the cut, just south of the yard limits. But nothing daunted, these engineers and workmen. They methodically placed the obstructive vehicle of transportation where it belonged and with but one other hitch went on into the station yard.

About this track-laying device—were you one of the 500 who saw it work so diligently laying the iron road from the cut to the depot? If

(Continued on Page Five.)

W. F. R. & FT. W. ROAD
COMPLETED TO THIS CITY

Celebration to Open June 30 for Ten Days of Solid Enjoyment.

SPECIAL TRAINS TO BRING CROWDS

Illuminations and Decorations Will Make the City a Place of Beauty During this Gala Season.

Breckenridge is to have the biggest celebration ever pulled off in Stephens county and one of the biggest ever held in this section of the state, commencing June 30 and continuing ten days.

Everything looking to the big event is progressing along lines which insure a complete success in every detail.

Clark's Great Shows have been secured to furnish the greater portion of the attractions. This aggregation has been strongly recommended to the local committee as being strictly first-class and morally clean. They carry 200 hundred people and have 60 concessions. There will be shows of various kinds, novelty amusements, with thrills to suit the most daring. Each day, there will be a balloon ascension with parachute descents, and high aerial feats that will hold the vast crowds in rapt amazement.

The Clark shows carry a full band of talented musicians who play almost continuously at different places around the carnival grounds, both day and night. The Breckenridge band, which in a short time has mounted like a rocket high into the musical world, will add to the pleasures of those who enjoy the sound of the cornet, the trombone, the tuba, the clarinet, the swinet, the sweedle-swede and all these harmonious instruments which blend together in jazz, ragtime and popular airs. There'll be some music at this big show in Breckenridge.

Then there'll be red lemonade and honey-boy, and hokey-poke, and toy balloons, and little whips, and bouncing balls and all those things to put innocent hilarity into a frivolous folk. There'll be pep and perine, and the individual who can't enter into the season's spirit and have a hearty, good time, had best hie away to some cemetery and rest in peace until this storm of merriment has blown by and gone.

Location Not Selected.

The location for the carnival has not been definitely decided upon, but it is probable that it will be held along Elm street, leading east on Breckenridge

avenue. One advantage in this location is that it will give the vast throngs a splendid opportunity to see The Breckenridge American building, which is one of the most interesting places in the city. The American has kindly consented to give over the whole street to the celebration. The feeling is that a snake show or a hoochy-kooch would be more preferable to wrecked automobiles and other junk which decorates the street at present.

Will there be light for the carnival? Well, yes; muchly. And if any one is coming here with the expectation of pulling off anything shady he had better change his idea or stop outside the city limits. The committee who will do the heavy part of the light feature have arranged to have wiring done for an adequate number of lights and the local light and power company have kindly consented to furnish all the juice necessary free of charge. So there will be plenty of light.

The committee on decorations promise that if for only once in her whole life, on this occasion Breckenridge will be dressed in her honest-to-goodness glad rags. Of course, a great deal of this work will be up to the individual and it is truly hoped that every business man will stop his mad chase after the elusive buck long enough to give vent to personal and civic pride.

Reports have it that the Dorsey Rig and Lumber company is to come in for a prominent part on the program. This concern proposes to show just how fast a standard rig can be built, and the demonstration will be made on the carnival ground, within the sight of all present.

In short, Breckenridge is going to make things howl, and there is going to folks here from far and near. So if you are a loyal citizen, get busy now and coop up the springers, and get ready to feed your relatives who are coming to see the big show, and incidentally eat off of you while here.

Special Trains In...

The Wichita Falls, Ranger and Fort (Continued on Page Five.)

BIG ATTRACTIONS FOR CELEBRATION SECURED

(CONT)

WORTH RY. IS TO RUN SPECIAL EXCURSION TRAINS TO BRECKENRIDGE FOR THE CELEBRATION AND ASSIST IN THE ADVERTISING.

LETTER TO PRES. NAMLIN of C. of C. FROM P. J. NEFF GENL. MANAGER R.R.

SUGGEST DATE OF CELEBRATION AS JULY 5 WHEN THROUGH TRAIN SERVICE FROM FT. WORTH TO DUBLIN JOINS WITH FRISCO WILL BE FIRST. CLASS SERVICE REACHING BRECKENRIDGE 8:55 A.M.

THE ABOVE TAKEN FROM BACK OF SHEET SHOWING NEW PASSENGER TRAIN SCHEDULE - NEXT P.

ESTABLISHING THROUGH TRAIN SERVICE BETWEEN

Breckenridge, Texas and Dublin, Texas

VIA W. F. R. & FT. W. R. R.

WICHITA FALLS, RANGER & FORT WORTH RAILROAD

Effective Sunday, June 27, 1920

PASSENGER SCHEDULE AS FOLLOWS:

SOUTHWARD Read Up			NORTHWARD Read Down		
No. 4	No. 8		No. 7	No. 3	
10:25 a.m.	1:50 a.m.	Ar. Dublin Lv.	3:25 a.m.	1:30 p.m.	
9:40 a.m.		----- Nef		2:05 p.m.	
9:15 a.m.	12:25 a.m.	----- Jakehamon	4:40 a.m.	2:45 p.m.	
8:50 a.m.	11:50 a.m.	----- Edhobby	5:10 a.m.	3:15 p.m.	
	11:00 a.m.	----- Ranger Lv.	6:00 a.m.		
8:05 a.m.	10:30 a.m.	Ar. Ranger	6:30 a.m.	4:00 p.m.	
7:20 a.m.	9:40 a.m.	----- Frankell	7:20 a.m.	4:50 p.m.	
6:40 a.m.	9:00 a.m.	----- Breckwalker	7:50 a.m.	5:30 p.m.	
6:10 a.m.	8:30 p.m.	----- Breckenridge	8:30 a.m.	6:05 p.m.	

* Train No. 4 will not run on Monday, June 28, 1920.

x Train No. 7 will run from Ranger Sunday, June 27, 1920.

Daily freight service between above points.

For further information write

P. J. NEFF,

J. M. STRUPPER, G. F. & P. A.,

General Manager.

Ranger, Texas

MAILS IN AND OUT OVER RAILWAY IS NEXT JOY

Manager of Railroad Gives Encouragement for Hope

During his visit at The American office Thursday, General Freight and Passenger Agent J. W. Strupper of the Wichita Falls, Ranger & Ft. Worth railway gave much encouragement for the hope that mail service in and out of Breckenridge would be established during the coming week.

Patrons of the local postoffice will master McManus in his efforts to get doubtless pull all they can for Post-better mail service in and out of Breckenridge. At present the accommodation is anything but satisfactory and far from being what the town deserves and should have. Considering the business which is carried on in Breckenridge and the oil fields the postal accommodations in the way of transportation of mail to and from this city are simply a joke. Postmaster McManus has taken up the matter of getting a contract through with the Wichita Falls, Ranger and Ft. Worth railway for handling this business, and it is certainly hoped that he will be successful in his efforts.

At present there is but one outgoing and one incoming mail. All mail matter coming in before 6 p. m. will go out the next morning at 8 o'clock. On account of the usually impassable roads and road accidents there is hardly a time set for the incoming mails. But it is due between 6 and 8 p. m. Mails arriving before 7 o'clock will be put up in the boxes, but arriving after that hour will be placed the next morning. The entire shift of 10 department workers are on duty 11 hours daily. Mail is transported six days each week, no Sunday trip being made.

City delivery can be inaugurated as soon as suitable sidewalks are laid and houses numbered. As to the latter, many houses are already numbered and the street signs are placed. It is not known how soon mail matter will begin coming through by rail. Every effort possible is being made to have railroad delivery at once. The Interstate Commerce commission has our case in its hands now.

In last week's American it was stated that the Breckenridge postoffice would have new fixtures and furniture. This was to mean extra boxes, a canceling machine, typewriter, and adding machine. The old fixtures are to undergo a renovating, painting and polishing.

(Continued from Page One.)

not, and if you never saw one work before, the description by a layman will probably not sound so unmechanical. On the right-hand side of the cars, extending from the locomotive, was a long conveyor operated from the McCabe, and this carried the ties from the cars up to the very front where they were picked up and placed in their proper position with but half a dozen steps. On the left side, and extending only the length of two cars, was another conveyor, not unlike the other. This carried the steel rails up and with an elevator was lowered into position. A husky was immediately at hand to place a bolt and nut, another man placed steel mechanical spacers under the rails which temporarily did away with spiking them down. Then the signal was given for the train of cars to proceed forward a rail's length. The cycle begins over. All this happens in a little more than the time taken to tell it.

This city is to be a freight terminal. The Wichita Falls, Ranger & Fort Worth is to make Breckenridge a terminus. There are to be six tracks, counting the main line, in the south yards; there are to be 12 tracks in the north yards, and three tracks will cross the road at the depot. In all there will be 15 miles of track within the yards at Breckenridge.

Also in this road's yards there is already a water tank completed, a round house building, at present with four stalls and more to be added to it in time, and a turn-table. There are other facilities being built, too, that will be made known later.

Mr. Meagher is resident engineer and is living here. E. H. Hawn is superintendent of operations.

A rather young man may be found at the ticket window and an amiable fellow he is, too. George A. Fulton, a lineal descendant of Robert, of steam-fineal descendant of Robert, of steam-boat fame, is the gentleman at the window who will take your money in exchange for small pieces of bristol board. Agent Fulton is from Fort Worth and served four years there as freight claim agent for the Rock Island. He also has served in the capacity of station agent for ten years for the I. G. & N. at Trinity and Rockdale. He is quoted as saying: "We expect to handle carload freight by the middle of the week and passenger service will start Sunday, June 27. This train will be through to Dublin."

The official time card appears elsewhere in this paper.

SLOW BUT SURE WAS THIS TRAIN

New Road Shimmies a Little, But Gets There.

Passengers on Jake Hamon's special were accorded an extraordinary experience, not included in the regular fare, when the inbound morning train became stranded behind a freight wreck, Thursday. A derailed coal car caused all the difficulty.

When it became apparent there was little hope of pulling into Breck-walker for ten or twelve hours, the train crew improvised a flat-car passenger carry-all with a separate car accommodation for the stranded colored folks, and, amid a turmoil contributed by the grinding wheels against crooked, rusty rails, and the creaking and straining of overloaded freight cars, progress was made to the Breck-walker station.

The ever-industrious, or more aptly termed, over-industrious, service drivers arrived on the scene of the wreck as the over-burdened rescue train began its journey, and vigorously solicited business requesting fabulous fares. Finding no one willing to forsake the snake-line route for the inevitable rough and bumpy oil field roads, jitney drivers quickly lowered their prices to effect business, but were "joshed" off by the congenial passengers who appreciated the new railroad's effort to provide through transportation in any contingency.

Good will, the new road's stock in trade, jumped 100 per cent in the minds of those subjected to the unavoidable inconvenience. It can be safely predicted that such service will have its good effect and present a lasting impression on all new-comers of the future who will necessarily travel the road to Breckenridge.



RANGER, TEXAS 1920
NEFF - THIRD FROM LEFT

AS THE WICHITA FALLS, RANGER & FORT WORTH RAILROAD WAS BEING EXPANDED TO MEET THE DEMANDS OF THE NEW BOOMING OIL INDUSTRY, RANGER TEXAS (LOCATED SOUTH OF BRECKENRIDGE & SOUTH WEST OF DALLAS & FORT WORTH) HAD ALMOST NO FACILITIES FOR HOUSING THE RAILROAD CONSTRUCTION PERSONNEL, THEY SLEPT IN THEIR CARS OR RENTED AN EIGHT HOUR SHIFT FOR A HOTEL BED, A SHOWER CONSISTED OF A BOOTH WITH A SUSPENDED BUCKET OF WATER TO TIP BY A ROPE PULLEY AS NEEDED, BOTTLED WATER WAS USED FOR DRINKING AND COOKING AS SCORPIONS FREQUENTLY EMERGED FROM THE WATER TAPS, LAUNDRY WAS SENT OUT TO THE HILLS WHERE THERE WERE ARTESIAN WELLS THAT RAN CLEAR INSTEAD OF RUSTY. AFTER SIX MONTHS PAUL NEFF WAS FORTUNATE IN FINDING A COTTAGE TO HOUSE HIS FAMILY. IT WAS A ROUGH AND TUMBLED TOWN.

HOW CISCO ROAD HANDLES FR'GHT

In reply to an inquiry as to that road's present facilities for handling local freight shipments consigned to points along its route, the Cisco & Northwestern railway has sent the following information to a citizen of Breckenridge:

Effective at once we have made the following temporary agreement with the T. & P. for the handling of local merchandise until we can get our warehouse built.

Effective at once this station will arrange to receive local freight, destined to points on the C. & N. E. Ry.—that is Leeray, Parks, Camp and Breckenridge. At the time of receipt it should be explained to shipper that at present C. & N. E. is in operation to Leeray, Texas, only and that it will be necessary for consignees to transport beyond that point by dray, truck or otherwise. The C. & N. E. expects to be in Parks and Breckenridge soon.

Empty cars will be placed to T. & P. warehouse daily for this loading, and loading will close promptly at 3 p. m. in order that car may be switched out and delivered to C. & N. E. Ry. Dray tickets must be ready for delivery to C. & N. E. Ry. by 3 p. m. in order that same may be billed in time to be taken out on C. & N. E. train the following morning, which leaves Cisco at about 7 o'clock.

You will see by this arrangement that we are now in position to accept local merchandise shipments for Leeray and will be glad that you give this information to your people at Breckenridge who may want their freight sent as far as Leeray and that any freight billed to them at Cisco

should be billed by shippers "Care C. & N. E. Ry., at Cisco, to be carried to Leeray," or the T. & P. would not have authority to turn same over to us.

It will also be necessary that parties having local shipments to Leeray to be hauled to Breckenridge to give a written order to agent of C. & N. E. Ry., Leeray, for the delivery to draymen of this freight, as you understand that there are so many draymen in the oil fields that this is very necessary for the protection of both shipper, consignee as well as the railway company; and sometimes draymen, in order to make a full load, will take a chance by taking anything they may find, while some other draymen may have orders and contract to do this particular hauling, which would cause misunderstanding and trouble, the writer having had previous trouble along this line, and was called upon to pay driver of dray additional drayage on account of having to go back empty or light, and we want to avoid cases of this kind.

We are again laying steel and hope to push it to completion as fast as circumstances will permit. We expect to run a big excursion into Parks on July 5th—expect to be there before that time, but this is the date for the picnic.

At any time we can do anything for the people over there, please call on us and we will be glad to accommodate them. We expect to have passenger equipment in service next week.

Yours truly,

W. E. RICKS,
For the President.

St. Louis, February 16, 1922.

1580-13-2

Mr. W. D. Bassett:

While acting as Chief Engineer for the St. Louis-San Francisco Railway Company (Corporation) during Federal control, Mr. P. J. Neff, now division engineer of this Company at Fort Worth, was granted formal leave of absence for a period of six months from December 3rd, 1919. A copy of letter advising Mr. Neff of this fact, signed by Mr. Hamilton as Vice-President of the Corporation, is in your files. The granting of the leave of absence had my sanction at that time and it was further understood that Mr. Neff was to be granted extended leave of absence if necessary, or desirable. This on account of the peculiar nature of the mission upon which he was engaged while on leave of absence, and this Company's interest therein.

On January 15, 1921, Mr. Neff returned to active service with this Company, but as the records now stand the leave of absence above referred not having been formally extended, his service record shows a break from July 3, 1920 to January 15, 1921.

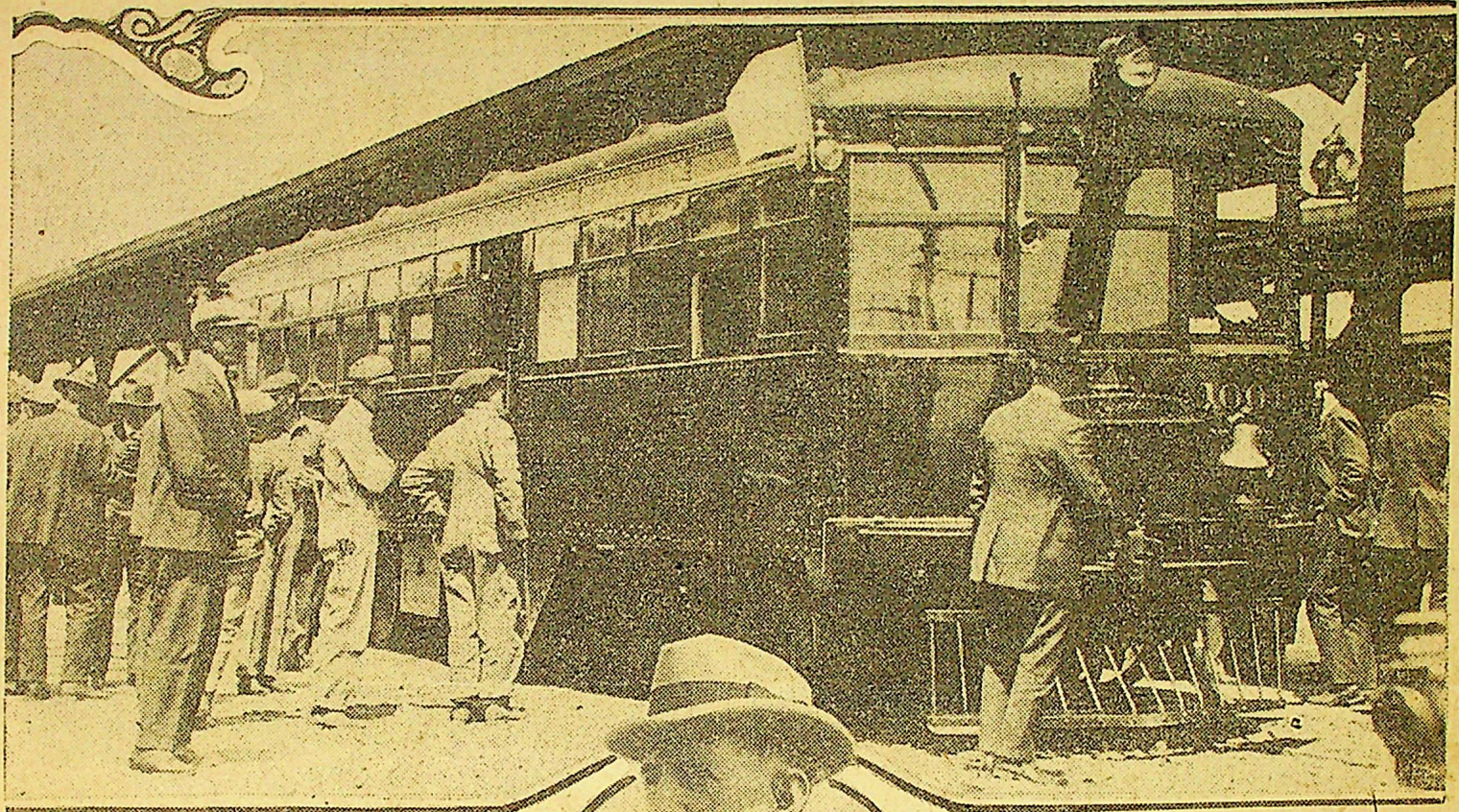
Please consider this letter as formal extension from July 3, 1920 to January 15, 1921, of the leave of absence granted Mr. Neff in Mr. Hamilton's letter of December 1, 1919 above referred to. This record is necessary to protect Mr. Neff's continuity of service and rights under the pension plan.

(Signed) J. M. KURN

(J. M. KURN)

Apr 6 1924

San Antonio-Austin Motor Car Service Starts April 13



Above is motor car 1001, photographed just as it came to a stop at the International & Great Northern station Tuesday afternoon last. Pictured below is T. A. Hamilton, president of the road.

I.-G. N. in Field to Supply Clean and Rapid Travel Between Two Cities and Intermediate Points—Will Be a Success Says Hamilton.

HERE is the last word in motor cars for passenger traffic on railroads. Two of these motor cars will go into service on the International-Great Northern Railroad next Sunday, April 13, operating between San Antonio and Austin. These motors will augment the service for local travel and there will be no curtailment in the regular trains. One of the motors will go north in the forenoon, probably around 11 or 11:30 o'clock, and the second car will start its trip from here around 4 o'clock in the afternoon.

The initial trip of Motor Car 1001 was made on Tuesday last from Austin to San Antonio and return. On board were members of the Texas Railroad Commission, officials of the road and press representatives. The trial run met all expectations of the commissioners and the officials, and the latter are sanguine that the new service will meet with a popular demand for smooth and dustless travel between the terminals and intermediate stations. In safety and comfort the cars supply everything that a much heavier and cumbersome railroad coach affords. The motor cars are of steel construction, supplied



with Westinghouse air brakes, electrically lighted, heated with hot air and have adequate toilet facilities. Entrance of the car is near the middle which will facilitate loading and unloading. There are three compartments. The center of the car will be given over largely to women and children, the rear compartment may be

used for smokers and if there are negro passengers on board they will ride in a separate section immediately in the rear of the motorman.

The notable features about the cars are the ability to stop quickly and get away with the same facility. Whenever occasion demands they can also move along with the speed of a

frightened jack rabbit, yet are always under control and easily handled. Rubber enters largely into the construction of the steel wheels and flexible material acting in the nature of a cushion to eliminate jars and noise, and this is a feature the officials believe will carry a very great appeal with the traveling public.

Motor cars are not a novelty with T. A. Hamilton, president of the road. Mr. Hamilton came to the I.-G. N. from the Frisco System and over there the motor cars have ever been a great success. He sees no reason why they should not develop equally as great a popularity between San Antonio and Austin.

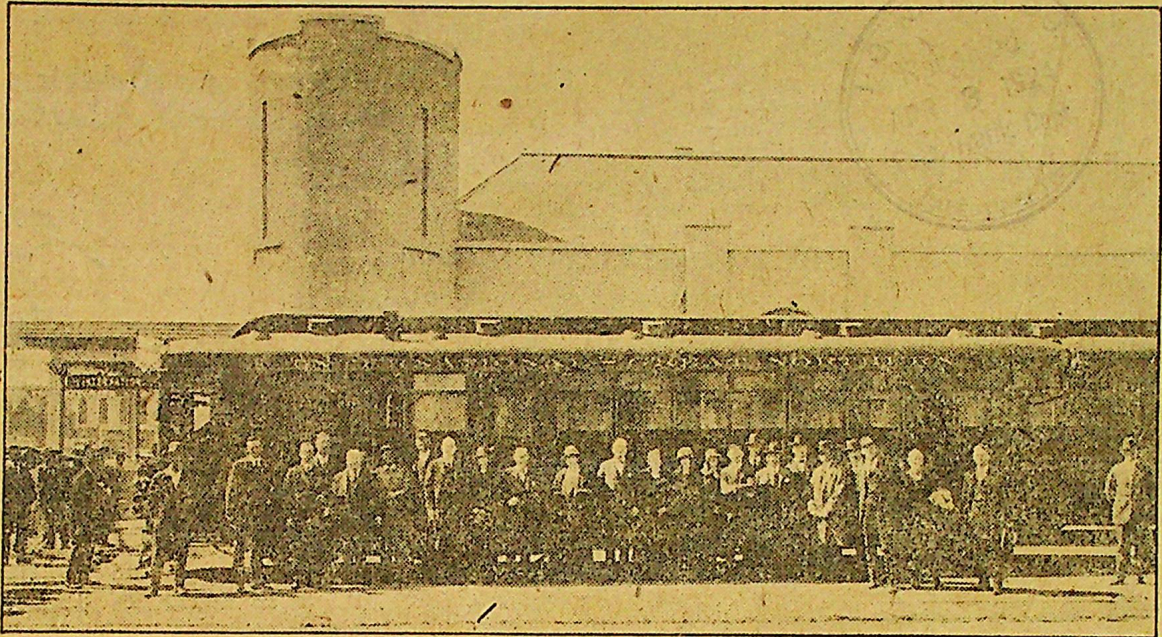
Among those on board the motor car Tuesday last were: Clarence E. Gilmore, chairman of the Railroad Commission, and Commissioners Walter W. Splawn and W. A. Nabors and Mesdames Gilmore, Nabors and Laton Stansberry.

The officials of the road included: The president, T. A. Hamilton, Horace Booth, traffic manager; F. L. Orr, division passenger agent; M. L. Morris, city ticket agent at Austin; T. W. Cabeen, inspector of transportation; H. L. Armstrong, general master mechanic; J. R. Jones, division superintendent; C. B. Porter, purchasing agent, and P. J. Neff, assistant to the president.

The time between terminals will be approximately two hours and forty-five minutes, and the cars will easily accommodate 50 persons in comfortable seats.

SAN ANTONIO, TEX. - APRIL 3 (?) 1924

I-GN Inaugurates Motor Car Service to San Antonio



—Photo by Jordan

A party of state railroad commissioners and officials of the International-Great Northern railroad yesterday morning assembled in the motor car shown above and made the inaugural round trip to San Antonio and return, which formally placed this car in service. Beginning Sunday, April 13, the two motor cars ordered by the I-GN will be placed in regular passenger service. The cars will make the trip in 2 hours and 40 minutes each way.

President T. A. Hamilton and Vice President P. J. Neff of the I-GN were

hosts to the party yesterday. Chairman Clarence E. Gilmore and Dr. Walter Splawn and W. A. Nabors, members of the railroad commission, were among those who made the trial trip to San Antonio in the motor car. Others shown above, in the group who joined in the ride in the shiny new gasoline-driven car, included:

Mrs. Clarence E. Gilmore and Mrs. Laten Stanberry.

Horace Booth, traffic manager of the road; Frank L. Orr, assistant general agent; L. A. Gregory, superintendent of

transportation; J. R. Jones, division superintendent; P. J. Lawless, Milton Morris, city passenger and ticket agent; Mrs. W. A. Nabors, Mrs. W. P. Nabors, W. C. Grant, Associated Press correspondent; W. M. Thornton, Dallas News correspondent. Crew operating the car shown in the picture are: James Williamson, conductor; Maurice Monahan, engineer; R. J. Bremer, brakeman. V. W. Oswald, representing the firm which built the cars, accompanied Engineer Monahan.

RECORDS SHOW COST OF OPERATION WAS APPROX .30 PER MILE. REVENUE FOR FIRST SIX MONTHS AVERAGED .50 PER MILE
* NOTE FROM R.S. NELSON TO R.J. McDERMOTT (MO PAC) - 3-13-53

R. R. COMMISSIONERS TO BE GUESTS ON FIRST I-G. N. MOTOR CAR RUN

Members of the railroad commission Saturday accepted an invitation to make the first motor car trip by the International-Great Northern Railroad next Saturday morning, April 5, prior to the inauguration of a regular motor car service by that line between Austin and San Antonio.

The invitation came from T. A. Hamilton, president of the International-Great Northern, who, with other officials of the road, will make the trial trip. It is planned to leave

here Saturday morning and spend some time in San Antonio, returning the same afternoon. For the present, it is understood, there will be two round trips made daily by the motor car service, which comes as a supplement to the regular passenger service of the International.

Members of the railroad commission look with favor on the establishment of a motor car service on the various roads where such a proposition is feasible.

"The inauguration of this service on the International-Great Northern," said Railroad Commissioner Walter Splawn, "will greatly augment the train service out of Austin and San Antonio and will give a service on that line out of Austin every two and one-half hours."

AUSTIN STATESMAN
MARCH 30-1924

SAN ANTONIO, TX. - I.G.N. INAUGURATES MOTOR
COACH SERVICE APRIL 13, 1924.

CARS WERE ELECTRICALLY LIGHTED AND HAD
TWO ENGINES SO THAT IF ONE BROKE DOWN THE
OTHER COULD OPERATE. PRES. T. A. HAMILTON GOT IDEA
FROM FRISCO.
PAUL J. NEFF (ASST TO PRES.) T. A. HAMILTON - PRES.



Paul Neff
extreme left

T. A.
Hamilton
Pres.

SAN ANTONIO TEXAS.

I-GN Inaugerates motor Car Service to San Antonio.

April 13, 1924.

J. a. Hamilton - Pres. was man who brought P. J. Jeff to Houston as ~~vice~~^{assistant to} Pres. of I. G. N. They had known each other ~~since they were in Texas~~ via the Frisco.

Cars were electrically lighted & had 2 engines so that if one broke down - the other could operate.

Motor cars were used on the Frisco - that's where T. a. got the idea.

re greater than they've been in a long, long time.

I.-G. N. Officials Predict Success For Motor Car

International-Great Northern Railroad's new motor car, which will shortly be put in service between Austin and San Antonio, made a trial trip Tuesday, reaching San Antonio from Austin at 1:30 and leaving San Antonio on the return trip. On the car, in addition to officials of the International-Great Northern, were the three members of the Railroad Commission.

Although the car had been tested out and the type of cars has proven a success, the trip demonstrated still further that it was entirely suited to the service to which it will be put between San Antonio and Austin, according to the inspection party. The car is especially capable of getting under headway quickly on leaving a station. All those who made the first trip on the car were enthusiastic as to the convenience and service it will give.

Accompanying the officials of the road were Clarence E. Gilmore, Walter W. Splawn and W. A. Nabors, members of the Texas Railroad Commission, and Mrs. Gilmore, Mrs. Nabors and the daughter-in-law of Mr. and Mrs. Nabors, Mrs. Laten Stansberry, and Harry Landa.

In the party of officials of the International-Great Northern were President T. A. Hamilton, Horace Booth, traffic manager; F. L. Orr, assistant general passenger agent; T. W. Cabeen, inspector of transportation; H. L. Armstrong, general motor mechanic; M. L. Morris, ticket agent at Austin; J. R. Jones, division superintendent, and P. J. Neff, assistant to the president, and C. B. Porter, purchasing agent.

According to the present plans of the road, the new motor service will be put in operation on Sunday, April 13. There will be two motor cars of the same type and the schedule of service is now being worked out. They will each make the round trip every day, one from Austin and the other from San Antonio, and the schedules will be arranged so as to afford the greatest convenience to the public. The schedule will be arranged for about two hours and 50 minutes between the two terminals.

MOTOR CARS

Put on San Antonio Service Saturday.

Chairman Clarence E. Gilmore and members of the Texas railroad commission will next Saturday morning accompany President T. A. Hamilton of the International-Great Northern railroad, on a round trip to San Antonio, which will inaugurate a new type of passenger service between San Antonio and Austin, and will provide four additional trips each way daily between the two cities.

Two new motor cars, each having a capacity of 50 or more passengers, will be put in service beginning with the trip to be made by the state and railroad officials Saturday morning, it was announced.

Chairman Gilmore Saturday received a telegram from President Hamilton of the road, telling him that the inaugural trip will be made next Saturday, and asking that the commission arrange, having previously accepted the invitation to join the party in the initial trip in a motor car, to accompany him over the lines at that time. The party will leave Austin Saturday morning, returning here in the early afternoon.

During the week the train schedule of the I.-G. N. line will be completed to include the two motor cars.

A unique feature of the cars will be that an additional power unit, containing one of the powerful engines, will be kept in reserve, and the cars are so constructed that in case an engine require repairs, it can within a few minutes be disconnected and taken from the car and the extra engine attached.

AUSTIN STATESMAN
MAR. 31 - 1924

I.-G. N. MOTOR CAR TRIAL TRIP TOMORROW

Trial trip of the motor car transport on the International-Great Northern between Austin and San Antonio will be made Tuesday morning, it was announced Monday by the railroad commission. The trip was to have been made next Saturday, but Chairman Clarence E. Gilmore of the commission announced that it was found that it would be impracticable for the commission to go at that time. Schedule for the regular service is now being arranged.

Members of the railroad commission will accompany President T. E. Hamilton of the International-Great Northern and other officials of the company.

Dallas Welcomes President of Missouri Pacific



Tuesday was "Missouri Pacific" Day in Dallas, when President L. W. Baldwin of the Missouri Pacific Railway addressed the Dallas Chamber of Commerce at its annual meeting. Many prominent railway men of the city and Southwest greeted Mr. Baldwin and his party.

Here are shown a number of these, photographed at the Union Terminal. In the upper group, left to right, are Mr. Baldwin, C. E. Perkins, vice president of the Missouri Pacific; J. L. Lancaster, president of the Texas & Pacific Railway; Frank Andrews, general counsel of the Gulf Coast Lines; H. E. Stafford, vice president of the Missouri Pacific; C. W. Strain of the Gulf Coast Lines; P. ^{W.} Neff and Murrell I. Buckner, general manager of the Dallas Union Terminal.

In the lower picture President Lancaster of the Texas & Pacific is shown greeting the president of the Missouri Pacific.

(T. & P.) LANCASTER

(Mo. Pac.) L. W. BALDWIN News Staff

DALLAS, TEXAS - DEC. 9 - 1925

L. W. BALDWIN - PRES.

DEC. 9.
1925

DALLAS, TEX.
Prominent Rail Officials Here With Missouri Pacific Head



—Photo by Langley.

The above picture was snapped as a group of the railroad celebrities visiting Dallas Tuesday stepped from the private car of L. W. Baldwin, president of the Missouri Pacific railroad, to pose for Times Herald staff cameraman. J. L. Lancaster of Dallas, president of the Texas and Pacific railroad (third from left), had ridden up in his private car, which was placed on the tracks alongside that of Mr. Baldwin's. In the group, reading from left to right—L. W. Baldwin, Mr. Lancaster, C. E. Perkins, vice president Missouri Pacific; Frank Andrews, Houston, general counsel of the Gulf Coast Line; H. E. Stafford, executive vice president Missouri Pacific lines; C. W. Strain, P. G. Neff and Arthur L. Buckner, vice president and general manager Dallas Union Terminal.

W. G. CHOATE

Well known Texas railroad man, who has been appointed general manager of the Gulf Coast lines and International-Great Northern railroad, with offices in Houston. He has been engaged in railroad work since 1886.



MISSOURI PACIFIC PERSONNEL CHANGED

Co-ordination of Two Systems Brings Promotion to Several Officers of Lines.

Several important changes in the personnel of the operating and traffic departments of the Texas lines of the Missouri Pacific incident to the co-ordination of these lines, to be made June 1, was announced Thursday by H. R. Safford, executive vice president of the lines, with offices in Houston.

The principal changes involve the appointment of W. G. Choate, general manager of the Gulf Coast lines, as general manager of the Gulf Coast lines and International-Great Northern, with offices in Houston, and the appointment of C. W. Strain, general passenger agent of the Gulf Coast lines, to be passenger traffic manager of the combined lines, also with offices in Houston.

Mr. Choate has been engaged in railroad activities since 1886, when he entered the service of the Union Pacific, and is one of the best known railroad men in the South.

B. W. Procter has been made assistant general manager, with offices in Palestine.

These appointments were made directly by Mr. Safford, with the approval of L. W. Baldwin, president of the Missouri Pacific, St. Louis.

P. J. Neff, assistant executive vice president of the I.-G.-N., with offices in Houston, has been transferred to St. Louis and appointed general superintendent of the Eastern district of the Missouri Pacific.

To Mr. Neff much of the credit had been given for the success of the I.-G.-N. since its reorganization in 1922. His friends in Houston see in Mr. Neff's promotion a recognition of real ability.

L. A. David, at present general superintendent of the Eastern district of the Missouri Pacific at St. Louis, has been appointed as general superintendent of the Houston, Palestine and San Antonio divisions of the Texas lines, including the Houston terminals.

J. L. Kendall, present superintendent of the Joplin division of the M. P. at Nevada, has been named as superintendent of the DeQuincy division of the Gulf Coast lines at DeQuincy, La., succeeding G. G. Kennedy, who will be transferred to Kingsville in charge of the Kingsville division of the Gulf Coast lines.

Mr. Kennedy succeeds J. E. Callahan at Kingsville, who is transferred to Palestine as superintendent of the Houston division, succeeding J. B. Heifer, who will remain in Palestine as inspector of transportation.

Other changes announced by President Baldwin in conjunction with the announcements by Mr. Safford, include the transfer of C. H. Dunaway, at present superintendent of the Northern Kansas division at Atchison to Nevada, succeeding Kendall.

P. J. NEFF

Assistant executive vice president of the International-Great Northern, and S. A. U. and G. railroads, who has been appointed general superintendent of the Eastern district of the Missouri Pacific lines, with headquarters in St. Louis. The appointment becomes effective June 1.



ville, has been transferred in the same capacity to Little Rock: W. F. Murphy, assistant engineer at Hoisington, is to be transferred to Coffeyville as engineer, succeeding Knecht, and G. S. Smith is appointed assistant engineer of the Colorado division at Hoisington.

The new appointments, all of which become effective June 1, are characterized as being in accord with the general policy of the Missouri Pacific lines and International-Great Northern railroad, Texas properties of that system, bring about closer centralization of official operation of the Southern lines.

(CONT)

Dunaway is succeeded at Atchison by H. P. Galbreath, trainmaster of the Arkansas division at Little Rock, while E. W. Stanley, trainmaster of the Omaha division at Atchison, is transferred to the Arkansas division at Little Rock to succeed Galbreath, and O. M. Stevens is appointed trainmaster of the Omaha division at Atchison, succeeding Stanley.

Joe Davis, division engineer at Little Rock, has been appointed assistant superintendent at that point; H. B. Knecht, division engineer at Coffey-

(CONT)

Thursday, May 27, 1926

P. J. NEFF



I.-G. N. Official Is Promoted; Will Go North

P. J. Neff, assistant executive vice president of the International-Great Northern Railroad, has been appointed general superintendent of the Eastern district of the Missouri Pacific lines. Announcement to this effect was made Thursday by H. R. Safford, executive vice president of the Missouri Pacific. The appointment is effective June 1.

In his new position Mr. Neff will have jurisdiction over one of the most important districts of the Missouri Pacific system. His territory will include the St. Louis terminals, the Illinois, Eastern, Joplin, Missouri and White River divisions.

In going to his new headquarters in St. Louis, Mr. Neff is returning to the city where he was born in 1884.

He was graduated from the Kansas State University School of Mines in 1906, and received the degree of civil engineer from the same university in 1914.

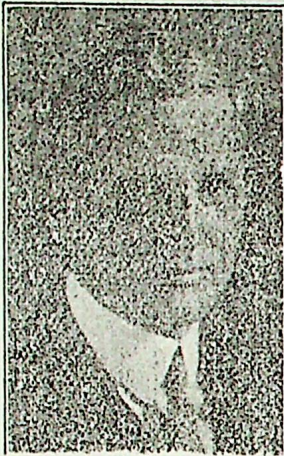
After a short time with the United Zinc Company of Joplin, Mo., he entered the railroad service in 1907. Beginning as rodman in the engineering department of the St. Louis-San Francisco Railway Company, he rose successively to the positions of assistant engineer, engineer on yard construction, assistant to the chief engineer, district engineer, corporate chief engineer and chief engineer of the Texas lines.

During the years 1919 and 1920 he was engaged in the construction of the Wichita Falls, Ranger and Gulf Railroad, and was general manager of that line and of the Wichita Falls and Southern Railway.

On December 1, 1922, Mr. Neff was made assistant to former President T. A. Hamilton of the International-Great Northern Railroad Company at Houston and on June 1, 1925, after this line had been taken over by the Missouri Pacific, was made assistant executive vice president. His jurisdiction in this office was extended over the San Antonio, Uvalde and Gulf Railroad, the Sugar Land Railway and the Asherton and Gulf Railroad when these three were acquired by Missouri Pacific.

To Mr. Neff has been given largely the credit for the great improvement made by the International-Great Northern since its reorganization in 1922. Although his time has been taken up principally with making his railroad a success, he has not been too busy to make a large number of friends in Houston and Texas. These friends see in Mr. Neff's promotion the recognition by President Baldwin of the man's ability and value to the railroad business.

PROMOTION FOR P. J. NEFF



PAUL J. NEFF.

The accompanying cut represents Paul J. Neff, newly appointed assistant to L. W. Baldwin, president of the Missouri Pacific Railroad company. Mr. Neff's position is a new one and one which promises to be pre-eminently active in the operation and study of the needs of a great railroad system like the Missouri Pacific. His particular duties to start with will be the study of buses and trucking activities which come in competition with railroad transportation.

Mr. Neff was selected for this position on account of the activities he has filled in railroad building and development in the last several years. He commenced his railroad work with the Frisco in 1907. He spent the most of his years with the Frisco, but through the transfer of the Texas Coast lines he passed to the general superintendency of the Missouri Pacific lines. His new appointment by L. W. Baldwin came as a reward for his services.

Mr. Neff worked his way through the public schools of Kansas City, also through the engineering department of the Kansas State University, and from there into active railroad work. He learned to operate a Linotype machine at the Drovers Telegram during his summer vacations.

Mr. Neff's father is a retired Methodist minister. His home for several years has been Butler, Mo.

Mr. Neff's friends will be glad to learn of his success as a railroad man and will watch with interest new railroad developments which he may inaugurate to regain a good deal of the business that has been lost by the advent of the automotive trucks and buses.

1929

THE AMERICAN REPUBLIC

Former Frisco Rodman Is Now Director of 300 Motor Coaches Of Missouri Transportation Company

The outstanding success of Paul J. Neff, in developing the Missouri Transportation Company in less than a year from a mere idea to an organization operating more than 300 motor coaches in four states has brought to light the fact that he started his raetic career in Springfield with the Frisco railway. The greater part of his training was received on the Frisco lines.

Mr. Neff started out here in 1907 in the engineering department under J. M. Sills, district engineer, in about as humble a position as could be found—that of rodman. It was not long however, before he became a transit man.

Promotion came rapidly to the young man and 1911 found him advanced to the position of assistant to the engineer in chief, who at that time was M. C. Byers.

Made Chief Engineer.

Remaining on that job until 1916 Neff obtained the experience which enabled him to give more than satisfactory service when he was named district engineer with headquarters in Springfield.

When all railroads were placed under federal control in 1918, Mr. Neff was moved to St. Louis to become chief engineer for the railway company.

Leaving the Frisco in December, 1919, he went to the Fort Worth, Ranger and Wichita Falls as chief engineer with headquarters in Fort Worth, Tex. Later he held an important position on the International and Great Northern when that railroad was absorbed by the Missouri Pacific.

A handsome young man, with an energetic and pleasing personality and a knack for getting things done, the rise of Neff in the Missouri Pacific system was rapid. Nine months ago he was assistant to L. W. Baldwin, president of the railway.

Mr. Baldwin's first move, after deciding to augment the service of the railroad by adequate motor coach lines, was to place his assistant in charge as vice-president and general manager of the subsidiary transportation company.

All who have kept in touch with the rapid progress made by the new organization regard its success as a distinctly noteworthy achievement. The transition from infancy to full-grown and far-flung proportions in a short nine-months' period is attributed to the efficiency methods used.

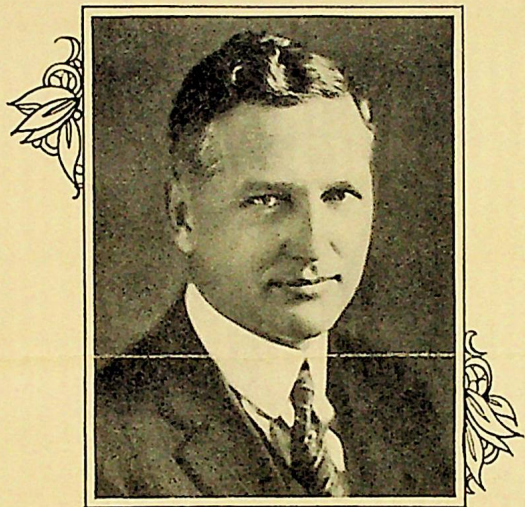
Mr. Neff took with him into the new field of transportation the same ideas of theory and practice that were responsible for his success in railroad work.

The Missouri Pacific Transportation Company began to take definite form shortly after its incorporation last winter.

Existing motor coach lines in Missouri Pacific territory, where the transportation company desired to begin its operations, were purchased outright, and applications were filed with the state commissions to operate on certain designated highways where no service then was being given.

Now the company covers 2,857 miles of highway in four states with its 300 motor busses and plans are moving forward for further extension of its ramifications.

INTRODUCING ~



P. J. NEFF

Assistant Vice President
Passenger Traffic



P. J. NEFF

Reorganization and co-ordination of the Passenger Traffic Department of the Missouri Pacific Lines will be made, effective, June 1, 1931.

P. J. Neff, assistant to President and Vice President and general manager of the Missouri Pacific Transportation Company—Missouri Pacific Motor Coach subsidiary—has also been appointed assistant vice president, in charge of passenger traffic with headquarters at St. Louis.

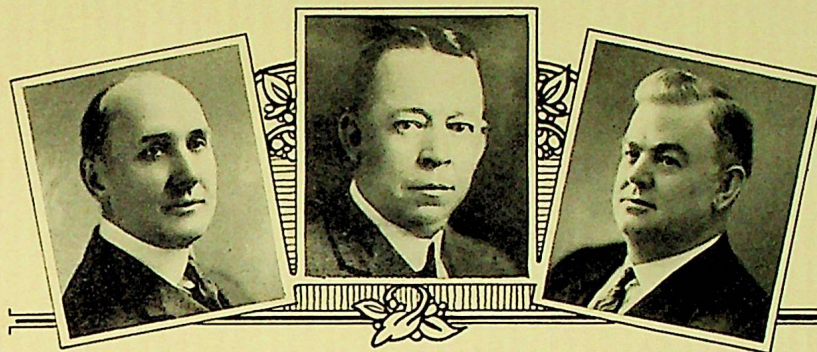
C. W. Strain who has been passenger traffic manager of the Texas lines of the Missouri Pacific and C. K. Bothwell, General Passenger Agent at Little Rock, Arkansas, will be transferred to St. Louis, as Assistant Passenger Traffic Managers for the system. The jurisdiction of J. G. Hollenbeck, who has been assistant passenger traffic manager for the Missouri Pacific only, headquarters at St. Louis, will be extended over the system. A. D. Bell, who has been passenger traffic manager at St. Louis will be transferred to Houston to succeed Mr. Strain as assistant passenger traffic manager for the Texas lines.

Mr. Neff, a native of St. Louis, is a graduate of the University of Kansas where he received a degree in civil engineering in 1906. He is 47 years old and while his railroad experience covers a period of 25 years, his rise has been exceptionally rapid. His early railroad work was with the St. Louis and San Francisco in the engineering department. By 1918 he had been successively promoted through various positions to that of corporate chief engineer. In 1919 and 1920 he was engaged in the construction of railroads in Texas, and in 1921 and 1922 he was made chief engineer of the Texas Lines of the Frisco. From 1922 to 1925 he was assistant to president of the International-Great Northern Railroad and with the acquisition of that line along with the Gulf Coast Lines by the Missouri Pacific he became assistant executive vice president under Mr. Safford at Houston.

He was transferred to St. Louis June 1, 1926, as general superintendent in charge of the Eastern District of the Missouri Pacific and on September 1, 1928, he was made assistant to President Baldwin. In that capacity he planned and organized the Missouri Pacific Transportation Company, the motor coach subsidiary, which now owns and operates approximately 4,000 miles of motor coach lines. He has continued as assistant to president as well as vice president and general manager of the M. P. T. Co., and will continue in those capacities in addition to his duties as assistant vice president in charge of passenger traffic for the entire Missouri Pacific system.

H. R. SAFFORD
Executive Vice President
Gulf Coast Lines — Int. Great Northern
Houston, Texas

C. E. PERKINS
Vice President — Traffic
Missouri Pacific R. R.
St. Louis, Mo.



J. G. HOLLENBECK

C. W. STRAIN

C. K. BOTHWELL

J. G. HOLLENBECK

Mr. Hollenbeck started railroading as an office boy with what is now the Big Four Route, and later became ticket agent and traveling passenger agent for the Indiana, Decatur and Western R. R. Then he served with the Florida East Coast Ry. for two years, when he was made district passenger agent of the L. & N. at Atlanta, Ga. January 1, 1907, he was appointed division passenger agent of that company, and April 1, 1908, he accepted the position of general agent passenger department of the Missouri Pacific R. R. at Cincinnati. In 1909, he was made assistant general passenger agent of the Missouri Pacific, with headquarters at Little Rock; January 1, 1913, promoted to general passenger agent with headquarters at St. Louis, and July 15, 1926, appointed assistant passenger traffic manager.

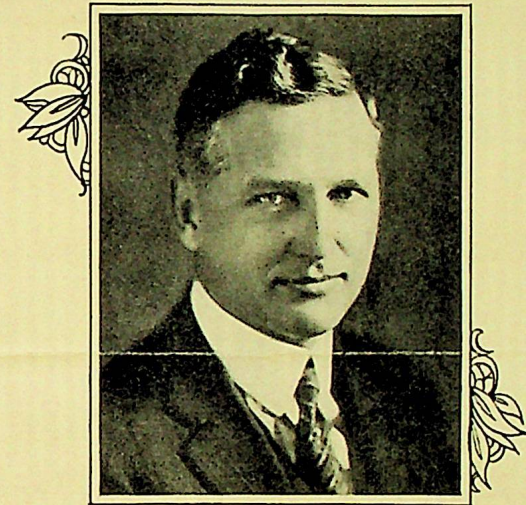
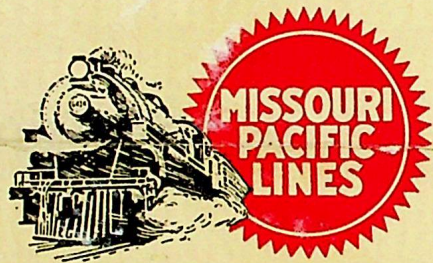
C. W. STRAIN

Mr. Strain began his railroad career with the Frisco in 1888 as agent-operator. In 1894 he became city passenger agent for that railroad at Kansas City, which position he held until 1902, when he was appointed southwestern passenger agent at Dallas. In 1912, he was promoted to general passenger agent of the Frisco Lines in Texas and Louisiana, with headquarters in Houston. This position included passenger jurisdiction over the Gulf Coast Lines, then a part of the Frisco. When the Gulf Coast Lines became an independent railroad, Mr. Strain remained in the post of general passenger agent and continued in that capacity upon the acquisition of that company by the Missouri Pacific. June 1, 1926, he was appointed passenger traffic manager of the Gulf Coast Lines—International Great Northern R. R.

C. K. BOTHWELL

Mr. Bothwell began his railroad career March 30, 1896, as a freight checker with the Missouri Pacific at Sedalia, Mo. For the next few years he served in various capacities as cashier, ticket clerk and ticket agent. On April 28, 1902, he became passenger and ticket agent at Ft. Scott, Kansas. Five years later he was transferred to Wichita as general agent, passenger department, and on December 1, 1918, was promoted to division passenger agent at Little Rock. He served in this position until he was appointed assistant general passenger agent, in 1922, and general passenger agent in July, 1926.

INTRODUCING~



P. J. NEFF

Assistant Vice President
Passenger Traffic



Missouri Pacific Lines
NOV 25 1930
Office of President
File.....

Mr. Neff.

Herbert Fitzpatrick spoke to me about reports he had from associated lawyers to the effect that you had made an unusually fine impression from every viewpoint in the handling of yourself in the bus and truck investigation. I thought you would be pleased to know this.

At New York - November 22nd, 1930.

LMB.

(BALDWIN L.W.)

PAUL J. NEFF

the man whose perseverance and indomitable will to win brought success so rapidly

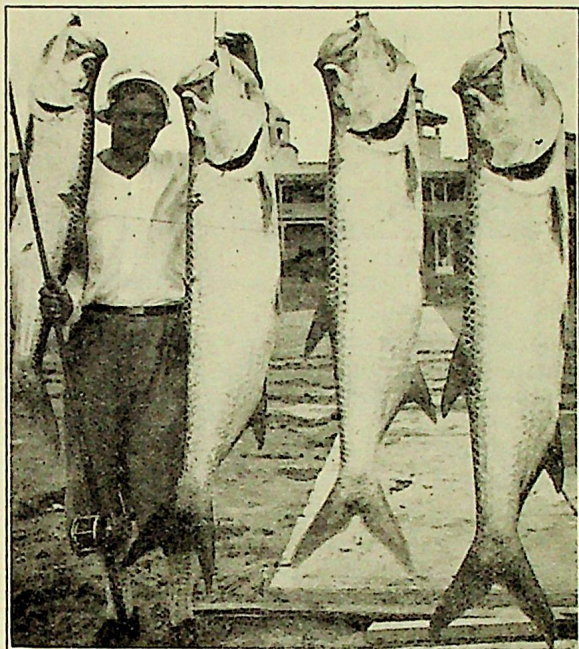
HIS FRIENDS COULDN'T "KEEP TRACK OF" HIS PROMOTIONS

His intimates simply call him Paul, his devoted wife preserves an early American custom by addressing him as "Mr. Neff", while the "boys", who consider themselves real railroaders, affectionately label him "Powerhouse Paul".

So, if you are around one of the terminals and a railroader starts conversing with you about "Powerhouse Paul", they are respectfully referring to none other than Paul J. Neff, assistant vice-president-passenger traffic. His colorful sobriquet covers his characteristics like a blanket, for Mr. Neff is none other than the energy that has for years rushed hundreds upon hundreds of trains and motor coaches across the finish line "ON TIME".

From the above description, one is led to believe that Paul Neff is the personification of a Simon Legree. Such an impression is ridiculously erroneous.

Also on trip was C. U. Baker, Secretary of the state of Missouri.



Tarpon fishing is his hobby and the railway executives' fishing championship his ambition.

mental in Paul Neff becoming a railroad executive. He had attempted to matriculate in the University of Kansas' engineering department but needed a few collegiate points to enter. He decided that the quickest and most reliable medium by which to gain those credits was practical experience.

So he sought and got employment as a rodman with the engineering corps of the Frisco Railroad and put in several months in that capacity. The rest was easy.

Paul J. Neff is a native son. He was born in St. Louis, July 14, 1884. At a tender age, he moved with his par-

ents to Kansas City where he received his early education in the public schools. After graduating from the grade schools, he put in several months working in order to "prep" himself for college.

While attending the University of Arkansas, Paul Neff did not compete for positions on athletic teams because of the confinement of those long study periods and his duty as editor of the college paper. He merely dabbled in baseball and football as a diversion and for

(Continued on page 70)

The accompanying article, dealing with the career of P. J. Neff, is one of a series by Jas. S. Davant, Jr., special representative of the Missouri Pacific Lines Magazine, intended to better acquaint the readers of our Magazine with various members of the Missouri Pacific Lines' Family. A crayon sketch of Mr. Neff, drawn by Mr. Davant, appears elsewhere in this issue. Other articles of the series will appear in coming issues of the magazine.

—THE EDITORS.

Upon meeting this upper and congenial executive, one is impressed by the physique and physical condition of this six-footer. His every characteristic is that of an athlete who revels in hot competition.

He has the ear-marks of a true scrapper and no doubt he is, for it was none other than Paul Neff who ran the percentage of the Missouri Pacific passenger trains and buses running on time from the uncomplimentary average of 75% to near 100%, the present average, in a very short space of time.

Entry into railroad work was not the ultimate result of a boyhood dream nor the influence of a friend or relative, connected with railroading. It was the youthful determination to become a mining engineer that was instru-



MISSOURI PACIFIC LINES

ST. LOUIS. MO., MAY 1, 1943

EFFECTIVE THIS DATE, MR. P. J. NEFF
IS APPOINTED SENIOR EXECUTIVE ASSISTANT IN CHARGE
OF THE GULF COAST LINES AND INTERNATIONAL - GREAT
NORTHERN RAILROAD AND EXECUTIVE ASSISTANT ON
MISSOURI PACIFIC RAILROAD, WITH HEADQUARTERS AT
HOUSTON, TEXAS, SUCCEEDING MR. H. R. SAFFORD,
DECEASED.

L. W. BALDWIN
CHIEF EXECUTIVE OFFICER

Paul Neff Arrives to Assume Duties as 'Head Man' for Mopac

Succeeds H. R. Safford, Who Died April 10 in Arkansas.

A broken arm sustained in a Kansas University football game was indirectly responsible for making a railroad man out of Paul J. Neff, new "head man" for the Texas-Louisiana properties of the Missouri Pacific Lines, who Saturday was being welcomed back to Texas by old friends.

Mr. Neff, who succeeds H. R. Safford, senior executive assistant of the Missouri Pacific Lines, who died in Hot Springs, Ark., April 10, began his railroad career in 1907 when he took a job as rodman with the Frisco Railroad to make up engineering credits lost when he had to miss field experience because of his broken arm.

He had been studying to become a mining engineer but a taste of railroading changed that. "Once a railroad man, always one," he remarked Saturday. He just missed being a newspaperman, too, as his father and grandfather and five uncles were owners of livestock dailies for which he set type as a lad.

"I helped to install a linotype in the Kansas City plant," he said. "Yes, I believe I still know the type cases," he replied in answer to the question.

Lived Here 17 Years Ago.

Mr. Neff lived here 17 years ago and likes to think of himself as a Texan. "In fact, when we moved away from here my three little daughters cried. Yesterday I sent them wires telling them to dry their eyes for now they can be Texans again," he remarked, explaining that the "little girls" are now married and mothers.

Mrs. Neff is now visiting with one and is due to arrive soon to help select the new home. Temporarily they will have an apartment at the Lamar Hotel.

Mr. Neff received his appointment to the Houston office after completing one of his most interesting wartime assignments, that



PAUL J. NEFF.

of working out the details for a major portion of President Roosevelt's trip to army bases, naval bases and war plants. As a matter of fact, he was with the chief executive for 10 days on his trip through Texas.

Traveled 2000 Miles Over Mopac.

"We were greatly honored to have the president travel 2000 miles over our railroad," said Mr. Neff, "and for me it was a most interesting experience."

The trip of 7200 miles included the 2000 miles on the Missouri Pacific and the other 5200 miles on 20 other roads, the executive explained with no little pride.

Mr. Neff was called to Washington to work out the details and all arrangements were made secretly and in a person-to-person manner. "The division superintendents and other officials did not know the plans they were making covered the movement of so distinguished a personage," Mr. Neff said.

Tall, well developed and sun tanned, Mr. Neff has close cropped grayish hair, twinkling blue eyes and a friendly manner. He is youngish, easily approached and seemed keenly delighted with the congratulatory messages and flowers sent him upon his arrival at his office in the Union Station.

"No need to rush off," he told a friend. "I have plenty of time if you have. I'm so glad to hear from my old friends."

Visit With Engineer.

His visit with a grizzled engineer, who exclaimed, "We are mighty proud to have one of our Texas boys come back as boss," was interrupted by a telephone call from Bishop Clinton S. Quin to welcome him back home.

"All this proves what I've been telling people up north for years

Former Texan Spends Day Being Greeted by Old Friends.

—that you can't beat Texans for hospitality and friendliness. I gathered much of my experience in railroading in Texas and I like to look upon myself as a native.

"Anyway, I'm delighted to be back here although I'm sorta stunned by Houston phenomenal growth and development during the last 17 years. Houston has forged way ahead of the most flamboyant predictions we boosters were making for it in the early twenties, and from what I know of its present prospects it seems to be just getting a good start," he said.

Better Job for U. S.

Mr. Neff said no special improvements of the I.-G. N. or Gulf Coast Lines were in contemplation except for the primary purpose of "doing a better job for Uncle Sam." He expressed pride in the way the railroads are moving so many of the armed forces, munitions and supplies and continuing to serve the nation's civilian population.

"Railroaders are putting all they have into their work. A recent check-up showed that absenteeism is practically nonexistent. Perhaps one reason is that their duties bring them in close contact with the war; they see troops, tanks and guns moving; they see trainloads of raw materials moving to war plants and they realize that the entire war effort is dependent upon adequate transportation."

Mr. Neff spoke feelingly of his predecessor, with whom he had been associated for years, saying, "Mr. Safford was not only one of the ablest railroad executives any of us have ever known, but he was one of the most beloved and popular men in our or any other railroad."

While Mr. Neff insists railroading is his hobby, he said he goes tarpon fishing whenever he can sneak off for a little recreation.

MISSOURI PACIFIC RAILROAD COMPANY
MISSOURI PACIFIC RAILROAD CORPORATION IN NEBRASKA
INTERNATIONAL - GREAT NORTHERN RAILROAD COMPANY
NEW ORLEANS, TEXAS AND MEXICO RAILWAY COMPANY
THE BEAUMONT, SOUR LAKE AND WESTERN RAILWAY COMPANY
THE ST. LOUIS, BROWNSVILLE AND MEXICO RAILWAY COMPANY
SAN ANTONIO, UVALDE AND GULF RAILROAD COMPANY
HOUSTON NORTH SHORE RAILWAY COMPANY

GUY A. THOMPSON,
TRUSTEE

L. W. BALDWIN,
CHIEF EXECUTIVE OFFICER

SAINT LOUIS 3, MISSOURI

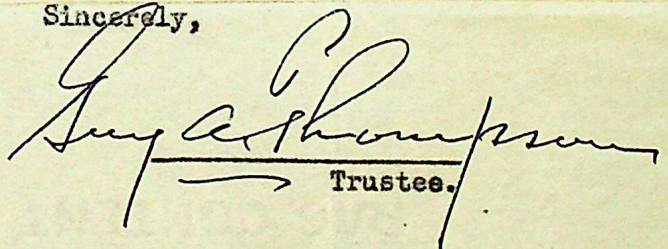
May 20, 1946

Mr. P. J. Neff:

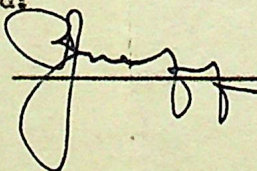
You are hereby appointed Chief Executive Officer for the Trustee of the Missouri Pacific Lines in bankruptcy, effective June 1, 1946, to succeed in that position the late Mr. L. W. Baldwin, at a salary from said roads in bankruptcy at the rate of \$50,000. per year.

It is anticipated that effective June 1, 1946, you will become President of the Missouri Pacific Transportation Company at a salary at the rate of \$7,000. per year and of the Missouri-Illinois Railroad Company at a salary at the rate of \$3,000. per year.

Sincerely,


Trustee.

Accepted:

 5-20-46

Paul J. Neff Succeeds L. W. Baldwin

New Missouri Pacific executive head had engineering training and experience and also a broad background in other fields of railroading

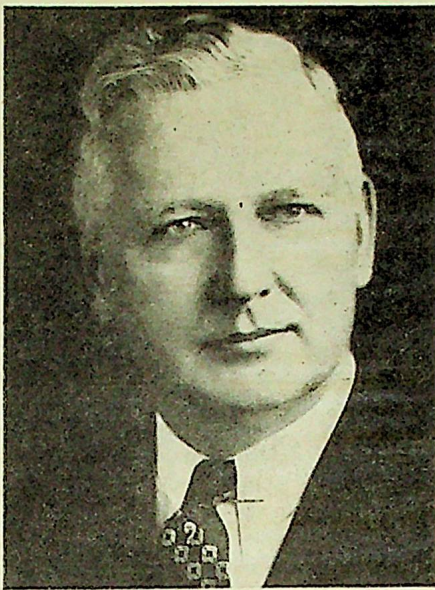
EFFECTIVE June 1, Paul J. Neff, who has been senior executive assistant in charge of the Gulf Coast Lines and the International-Great Northern, as well as executive assistant of the Missouri Pacific proper, was named chief executive officer of the Missouri Pacific Lines, succeeding L. W. Baldwin, whose death was reported in the May 18 issue of the *Railway Age*. He will transfer his headquarters from Houston, Tex., to St. Louis, Mo. Few executives have had more general training for the task of directing a 10,000-mile railway system.

Mr. Neff was born at St. Louis, Mo., on July 14, 1884, and was graduated in civil engineering at the University of Kansas in 1906. His railway experience began in February, 1907, when he was employed as a rodman for the St. Louis-San Francisco at Joplin, Mo. Later he served as transitman and assistant engineer for the same road at Springfield, Mo., and as assistant engineer and engineer of construction at Memphis, Tenn., St. Louis and Springfield, and as district engineer at the latter point.

On the Frisco

From September, 1918, to December, 1919, Mr. Neff served as corporate chief engineer of the Frisco during the period of federal control of the railways. From January, 1920, to December, 1922, he served successively as general manager of the Wichita Falls, Ranger & Ft. Worth and the Wichita Falls & Southern, with headquarters at Ranger, Tex., and as chief engineer of the Texas lines of the Frisco at Ft. Worth, Tex.

Mr. Neff first entered the service of what are now the Missouri Pacific Lines as assistant to the president of the International-Great Northern at Houston, Tex., and in February, 1925, he was appointed assistant executive vice-president, with the same headquarters. In June, 1926, he was appointed general superintendent of the Eastern district of the Missouri Pacific at St. Louis. On September 1, 1928, when it was decided to form a highway subsidiary, he became assistant to the president in charge of the development of this subsidiary and a few months later was appointed vice-president and general manager of the Missouri Pacific Transportation Company.



Paul J. Neff

In May, 1931, Mr. Neff was promoted to assistant vice-president of the Missouri Pacific Lines in charge of passenger traffic, and in February, 1934, he was advanced to assistant chief traffic officer - passenger, which position he held in addition to that of vice-president and general manager of the highway subsidiary until May 1, 1943, when he was transferred to Houston as senior executive assistant.

With this broad background of engineering, operating, traffic and executive experience, Mr. Neff brings a wide experience to the duties so well performed for more than two decades by his predecessor. L. W. Baldwin literally as well as figuratively lifted the Missouri Pacific out of the mud. When he took over the direction of the Missouri Pacific Lines it was not up to the standard of many of its neighbors, either physically or in morale. He has relinquished to Mr. Neff the leadership of an efficient, well-built railway with excellent morale—one with a record for handling the nation's war-time transportation, as described in the *Railway Age* for February 2, 1946.

The freight revenues of the Missouri Pacific proper increased from \$73,915,000 in 1940 to a peak of \$176,531,000 in 1944, and fell only to \$167,194,000 in 1945. Mr. Neff himself was in charge

of the passenger department during the period when passenger revenues increased from \$5,302,000 in 1940 to \$37,890,000 in 1943. A further war-time increase to \$43,402,000 was shown in 1944, and in 1945 the passenger revenues amounted to \$34,087,000. Under Mr. Baldwin's direction the Missouri Pacific proper transmuted \$10,083,018 of its 1940 gross into net railway operating income; and had \$34,574,379 of net railway operating income in 1943; and \$23,659,000 in 1945.

Revenues Increased

Meanwhile, the subsidiary properties of which Mr. Neff was in direct charge were establishing record revenue and income figures. On the Gulf Coast Lines freight revenue amounted to \$13,320,000 in 1940 and passenger revenue to \$447,861. In 1944 freight revenues on this line increased to \$42,974,000 and passenger revenues to \$4,237,589, the latter figure being more than 9 times as much as was earned in 1940. During 1944 the Gulf Coast Lines translated \$6,591,588 of its revenue into net operating income. On the International-Great Northern, freight revenues of \$9,089,000 and passenger revenues of \$873,000 in 1940 were increased to records of \$21,787,000 and \$6,225,000, respectively, in 1944. During the latter year the net railway operating income amounted to \$3,452,721.

The operating ratio on the Missouri Pacific proper was reduced from 77 per cent in 1940 to a low of 54.49 per cent in 1943, and, for 1945, the figure was 69 per cent. On the Gulf Coast Lines the operating ratio was reduced from 71.45 per cent in 1940 to a low of 48.06 per cent in 1943 and was 64 per cent in 1945. On the I.-G. N. the operating ratio was reduced from 87.05 per cent in 1940 to a low of 63.23 per cent in 1943, and for 1945 was 74 per cent.

LATE TRAVELLERS LOSE A MINUTE.—As of Wednesday, May 1, all clocks of the L. M. S. and L. N. E. R. in England show the correct time. Hitherto it has been the practice on both railways to maintain clocks outside stations a minute or two fast, whereas those inside were kept at right time, the object being to hasten the tardy traveller and so assist in the punctual dispatch of trains.

MISSOURI PACIFIC'S NEW CHIEF WAS A SCHOOLBOY HERE

ANOTHER man who, as a boy, learned the game of give and take on the playgrounds of Kansas City's public schools has climbed to the top in the railroad industry.

He is Paul J. Neff, recently named chief executive officer of the Missouri Pacific, succeeding the late L. W. Baldwin. Like Fred Gurley of the Santa Fe and the late Hale Holden of the Burlington and Southern Pacific, Neff spent his boyhood, or most of it, in Kansas City where he attended Woodland school and later, Westport and Central high schools.

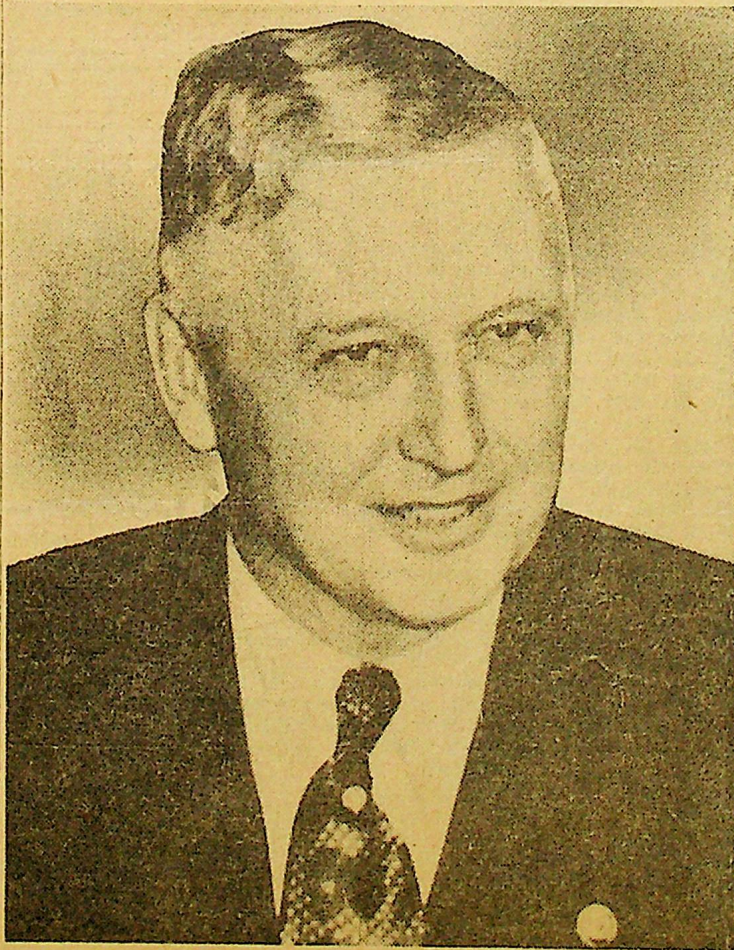
His father, Will T. Neff, now living in Butler, Mo., moved here in 1893 when Neff was nine years old. One of Paul Neff's uncles, J. H. Neff, who was mayor of Kansas City in 1904-05, had founded the Daily Drover's Telegram. Two other uncles, Walter P. Neff and George H. Neff, became associated with J. H. Neff in that enterprise.

With that kind of family connections it was but natural for young Paul Neff, as soon as he was old enough, to become a printer's devil. He later worked as a reporter and as a linotype operator.

When he was graduated from high school it was the most natural thing in the world to enroll in the University of Kansas. Most of his friends here were doing that at the time. Among them were the late Ray DeLano, lawyer who was killed in an airplane crash near Corpus Christi, Tex., a few years ago; Albert I. Beach, mayor of Kansas City from 1926 to 1930; J. C. Nichols and T. J. Strickler, vice-president and general manager of the Kansas City Gas company.

At old K. U., Neff was, among other things, editor of the college newspaper. In that capacity he engineered an operation that changed the paper from a weekly to a daily, now the University Daily Kansan. At that time the paper was controlled by the votes of students who held subscriptions of one year or more.

The Days at Old Woodland and Later at Central and Westport Recalled by Paul J. Neff, Who Later Went to K. U., Played Football and Eventually Gave Up Engineering for a Railroad Job.



PAUL J. NEFF, NEW CHIEF EXECUTIVE OFFICER OF THE MISSOURI PACIFIC RAILROAD, WHO SPENT MOST OF HIS BOYHOOD IN KANSAS CITY AND HIS YOUTH AT K. U.

CONT NEXT PAGE



MR. NEFF IS ADVANCED TO CHAIRMAN OF THE BOARD OF DIRECTORS. OF MISSOURI PACIFIC

THE APPOINTMENT of Mr. Neff as President on March 2, 1956, even though he was beyond retirement age was, in effect, a part of completing the Plan of Reorganization in order to give the Directors sufficient time to become acquainted with the railroad and its problems.

Mr. Neff reported to the Directors on May 15 that he felt these objectives had now been reached. At their request he has agreed to serve as Chairman of the Board and to give to the members the benefit of his knowledge and experience acquired during his thirty-two years of service with our railroad.

PAUL J. NEFF

ENTERED RAILROAD SERVICE
FEBRUARY 1907 — CAME TO
MISSOURI PACIFIC IN 1922.

WHEN I was elected the 20th president of the Missouri Pacific on March 2, 1956, it made me very happy to have the privilege of heading our reorganized railroad following its 23 years of trusteeship. I was glad, too, to have the opportunity of putting into practical effect the Agreed System Plan of Reorganization and helping the new Board to become familiar with the property and its personnel. These things being accomplished prior to the stockholders meeting on May 14-15, I informed the Board I would like to be relieved of the duties of president.

The Board of Directors has made a wise decision in electing Mr. Russell L. Dearmont as president. He was acquainted with the company's corporate weaknesses which put it into bankruptcy and he helped create its new strength. He is a man of high ideals, warm personality, considerate of others, has a keen analytical mind, remarkable memory, and great executive and administrative ability. With such a leader, coupled with the confidence and cooperation you have always given in the past, the modern, progressive Missouri Pacific will continue to be a great railroad in a great part of America.

Chairman, Board of Directors

"THE RAILROAD WORLD ... HAS LOST A GREAT LEADER ..."

RUSSELL L. DEARMONT

I AM DEEPLY GRIEVED to hear of Mr. Neff's passing. The new Missouri Pacific is a lasting monument to the genius and courage of this great executive and his colleagues. His name will always be a cherished tradition of the railroad. I stand reverently within the shadows that envelop the family. . ."

Those words of a telegram received by Mr. Dearmont following announcement of Mr. Neff's death on June 8, perhaps epitomize the thoughts, the feelings, the sentiments that coursed through countless scores of persons the nation over as the word spread in the hours after Mr. Neff's passing.

Personal expressions of sympathy poured in on the family; messages of condolences were addressed to Mr. Dearmont's office, while radio, television and the press further disseminated the news and added tributes of their own. Thus did the nation, and especially our industry, react to the passing of Paul Joseph Neff.

Funeral services were conducted at First Congregational Church in St. Louis in the afternoon of June 11. In attendance were all the company officers representing every department of the railroad in St. Louis, as well as line officials from every segment of our far-flung properties. Presidents of other railroads with offices in St. Louis were likewise at the funeral, together with a number of rail executives from out of the city, and business, professional men and civic leaders joined in the final tribute they could pay to one whose influence had meant so much, in one way or another, to them personally, or in the field of endeavor from which they had come.

Services were conducted by the pastor, Dr. Paul S. McElroy, in the church which the Neff family had long

called their spiritual home, and from which the remains were removed by Pallbearers F. E. Bates, L. A. Gregory, R. P. Hart, G. W. Holmes, H. M. Johnson, C. D. Peet, H. L. Schaeffer and A. A. Taylor. Forty-one St. Louisans from among Mr. Neff's business, social and church friends were asked to serve as honorary pallbearers. Interment was private in Valhalla Cemetery in St. Louis.

Precisely at 2:30 p.m., St. Louis daylight time, all Missouri Pacific activity halted for one minute; trains were stopped and all employes in the vast family were to stand in reverent silence wherever they happened to be, all in a gesture of farewell to the man who had given so much of his life to their railroad and who had guided its destiny with unswerving devotion during the past 11 years.

Certainly Mr. Dearmont captured the essence of what was in the hearts and minds of Mr. Neff's associates, the big and little people all over the railroad, when he said: "The railroad world in general and the Missouri Pacific in particular, has lost a great leader in the death of Paul Neff. His 50-year railroad career, particularly his accomplishments during the 11 years he served as chief executive and president, place him among the greatest of the twenty presidents who served Missouri Pacific railroad."

Expressing, in a way, the collective feeling of railroaders the country over, was this telegram to Mr. Dearmont from W. T. Faricy, president of the Association of American Railroads:

"... Paul Neff was a fine man in every respect, and his high courage was always an inspiration to all of us. I share your sense of loss in his passing. . ."

And so do all of us on the Missouri Pacific. . .

Below is the text of a resolution adopted by the Board of Directors, an engrossed transcript of which, signed by the members, was presented to Mrs. Neff.

Paul Joseph Neff

WHEREAS, word has been received of the unexpected death on June 8, 1957 of our Chairman of the Board, Mr. Paul Joseph Neff; and

WHEREAS, it was less than a month ago that, at his election, he relinquished the office of President of this Company and accepted the Chairmanship of the Board, thereby making available the benefit of his broad experience and knowledge acquired during thirty-two years of service with this Company; and

WHEREAS, it is recognized that he assumed the position of Chief Executive at a time when the responsibilities of management were most difficult by reason of complicated post-war problems and the company's reorganization, to the challenges of which he responded with characteristic energy, foresight and courage; and

WHEREAS, this Company's present financial stability, excellent physical condition and the efficiency of its service stand as a tribute to his unsparing effort, foresighted planning and inspired leadership; and

WHEREAS, Mr. Neff stood in the minds of his associates on this Board, his fellow workers, and the railroad industry as an inspiration and symbol of all that is highest in his chosen field of endeavor; and

WHEREAS, this Board now desires to make an appropriate expression on this occasion:

NOW, THEREFORE, Be It Resolved that the Board of Directors record its deep sorrow and sense of loss in the death of Mr. Paul Joseph Neff, an admired and revered executive, gentleman and friend, and its desire to extend to his family their sorrow at his death and extend to them their deepest sympathy in their bereavement; and

BE IT FURTHER RESOLVED, that a copy of this resolution, suitably engrossed and signed by the Directors be presented to Mrs. Paul Joseph Neff as a memorial.