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### THE SPANISH RIVER MILLS.

'HE accompanying is a cut of the mill property ot the Spanish River Lumber Company, on the Spanish River. The limits in connection with this mill aggregate almost 400 square miles fairly timbered with pine. Both mill site and 300 square miles of the timbered lands originally belonged to Mr. John Cameton. He erected the first mill in 1864. From him the property passed into the hands of Mr. M. Smith, and later to Mr. John Chaffy, whose heirs sold it to Messrs. Arnold & Fulsom, of Albany, N.Y. They erected entirely new mills on the old site, introducing modern equipment and largely increasing the capacity. Both lath and lumber are manufactured, the annual product of the latter aggregating 25,000,000 ft. The new mill was erected in 1883, and has been running steadily since that time, and quite a settlement has sprung up around it. Steam power is employed entirely. Facilities for transportation are provided by three steam barges owned by the proprietors of the mills. Between So and 100 men are constantly employed. The senior members of the firm are both dead, but their interests are represented in the company by their sons.

#### THE SAW MILL.

BY EDWARD A. OLDHAM. CONOMY is one of the cardinal virtues with the progressive lumber manufacturer of the present day. But there has been a time in the not very remote past when very little stress was laid upon this subject, and there are even instances, today, where this matter is totally disregarded, but the men who disregard it are not within the category of progressive, and as an accompanying result, they are not overly prosperous in their business. Year after year their noses become closer to the traditional grindstone, and they lay

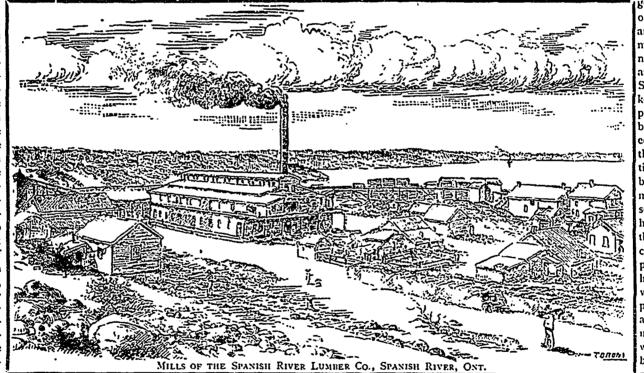
awake nights wondering where the fault lies.

Too few business men have an eye to the small leaks in their business This has been very generally the case with new mill men, until experience has taught them many a costly lesson, by which they have benefited. The saw-mill man must of necessity be a utilitarian. He must learn how to utilize every atom of everything turned out by his mill; he must study intently the small economies of his business, and stop up the litt e insidious leaks that gradually eat up the profits, and in time begin their ravages upon the business itself.

I am not going to write a technical article on this subject. That is not what is needed. Saw-mill men are not always technical in their training. They have to be approached  $\cdot n$  a practical, common-sense sort of way, with appeals to their pocket as well as to their reason.

Probably no better way can be found to comprehensively illustrate the importance of carefully attending to the small economies of a saw-mill than by drawing a parallel between two man representing the two extremes of the subject. They both went into a lumber region about the same time, obtained about the same timber advantages, had about the same amount of capital; as far as two men could be they were on a level and equipped to make an equal start. Having been in the business elsewhere, their experience of course taught them as to the first steps necessary to be taken. In a short while they had their plants erected, their teams in operation, and their log pile well supplied with good stocks, to make a start with. They thawed up almost simultaneously, and for quite a while were neck to neck in the race : gradually, however, it became evident that A, we'll call him, was in the lead somewhat. He added more hands and later on he put on a night force. Soon another planer had to be added. then a small dry house, which finally had to succumb to a more modern dry kiln. It was noticed that more empty freight cars were constantly standing on the side tracks that led to his mill than were seen on the siding of his rival not far distant. And so on, could .we enumerate the different tangible evidences of the expansion of his business, while there were equally as many indications attesting the fact that B was still pegging away at about the same rate of speed as on the day

latter replied that weatherboarding and such like, from other mills, came dry as a bone, while his was not so well seasoned, and purchasers invariably gave preference and more money for the dryer and lighter lumber. A, clear-headed as usual, grasped the idea in an instant. By drying his lumber he could not only secure a better price, but he could save money in freight; so it didn't take him long to decide upon putting up a dry kiln. Not long after he found that the boiler and engine he had pulled his machinery sluggishly, and it occurred to him that several horse-power additional would send his machinery buzzing along at a livelier rate, and thereby enable him to saw more feet of lumber in the day than formerly. He therefore put some of his earnings into a new engine and boiler of increased capacity. The outcome of it was that he had likewise to add to his force of men to keep pace with the productive power of his plant. All this while his competitor B was contenting himself with the same outfit he started with, and was plodding along in about the same pace as when he first begun. Through the indifference of his hands, time had habitually been lost, and the output of his mill had consequently been curtailed, depriving him of so many dollars profit. He



got out of funds on one or two occasions, and had to stand his men off. At this they naturally demurred, and grew discontented. Some left, and others kept on the alert to get positions elsewhere. B believed in that kind of economy that curtailed the wages of his operatives, and he drove bad bargains with his men, deceiving himself into believing that he was saving money thereby. His wiser competitor being a practical workman himself, knew the full value of labor, and paid a good price for a good man, promising the latter better wages if he became a better workman. Each man stood on his in-

both mills started out upon the race for priority. The situation was interesting enough for a man in the business, but to a thoughtful layman it afforded an extra degree of fascination. I began to study the two men. I visited their respective mills. I talked with each about the business of saw-milling in general, and his in particular. I drew each of them out and became acquainted with their methods. The first discovery that set me to thinking was that A was a subscriber to several lumber journals. His conversation told me that he was keeping pace with the advancement of sawmilling, the advent of new improvements in processes and appliances, and with the relative profit to be gained by shipping to this or that market. On the other hand I found B took no lumber paper, and to my profound astonishment, was not aware that such papers were published. He was an intelligent man, too, with apparent zeal for the building up of his business.

A discovered one day that he was not getting the highest market price for his planed stuff. He inquired of his agent in the city what the matter was, and the dividual worth, and each man very naturally strove to make his individual worth greater

The next thing I learned was that A was his own sawyer most of the time, while B not only never touched this part of his business, but left it in charge of another, and for days never went near his mill, being occupied at his office a good distance off. A, by working himself, saved the amount of a sawyer's salary, had the work executed more satisfactorily, got better work and more of it out of his men. Around both mills there soon began to accumulate a vast heap of sawdust. It got to be quite an item of expense hauling it away from beneath the saw to a point fifty or sixty feet distant. A determined upon utilizing this idle factor as fuel, so he wrote to one of his lumber journals and told the editor he wanted grates that would enable him to burn this granulated fuel beneath his boilers, and through this channel he got into correspondence with manufacturers who sold him the kind of grating he desired, and in a short while he was handling his sawdust only a few feet, whereas before he .... handling it sixty feet. Be-