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their own homes and post-office town with telephone communications. After ten years' experience we have learned a great many new things, and among them a great many things that we should not do.

the roads along which you propose to build your lines, and see how many positive and also prospective subscribers you are likely to have, and in building your 'phone line be sure to provide equipment, in the way of poles and cross-arms, that will carry the business in the future. Our experience has been that when the service is once installed, practically every country home wants it, will have it, and can use it profitably.

"The first thing to do if you are expecting to have much of a company or many subscribers, is to incorporate your company under the laws of your State. Thus you limit your liability to the stock subscribed, and  $als_0$  are entitled to privileges on the highway and over private properties that you would not have if you were a private concern.

"Build your lines of good, standard material, such as is used by large companies, putting in well-seasoned cedar, chestnut, or locust poles, not less than twenty-five feet long, and with a top diameter of at least five inches. If the line is to be cross-armed, six-inch top is small enough. You can more profitably on a five-inch top pole carry three circuits, by bracketing each pair onto the poles, than by using a cross-arm. We now make a practice of never putting on a cross-arm, unless it is a ten-pin one or what is common'y known as a "five-pair cross-arm." You will also get better service by using what is called the "metallic circuit," than by using single wire or ground circuit. It pays to have the best lines possible. Avoid at all times, if possible at all, hitching to trees, as they are, on country lines, a source of uncalled-for expense. The swaying of the tree breaks your connections and puts your lines out of business, thus necessitating often long trips for your linemen to hunt the trouble. Trouble on a telephone line in the country is more expensive than in the cities and



