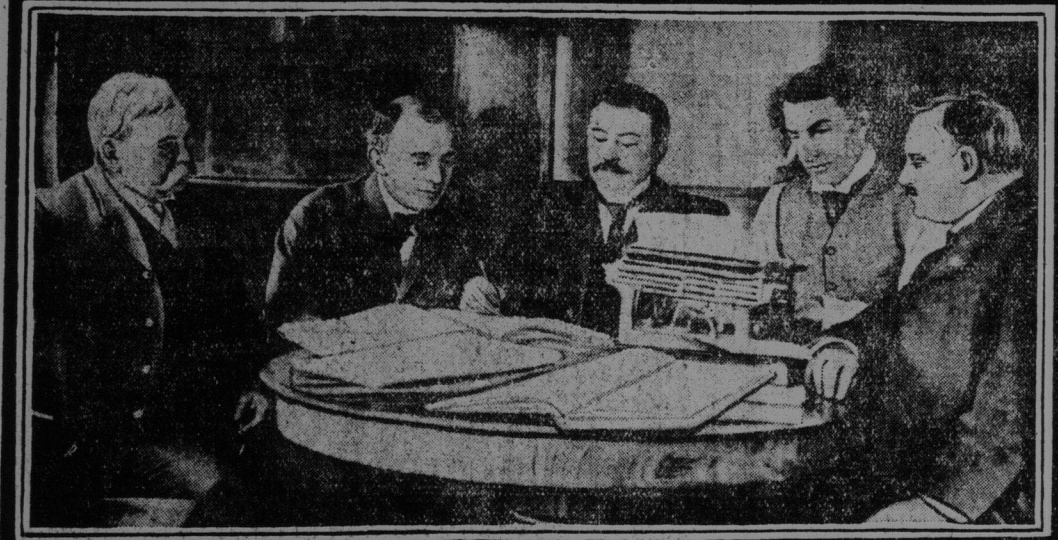


## DOING BUSINESS ON WHEELS—THE SYSTEM OF THE MODERN CIRCUS



A Meeting of the Directors in a Car



She Mends All the Costumes



Counting the Day's Receipts

So vast, yet so well systematized, are the details of the management of a great circus that the United States Government condescends to learn useful lessons from the business on wheels, of these enterprising captains of industry.

Secretary Taft recently detailed two army officers to study the methods employed in transporting and feeding the numerous employees of a circus, with a view of adopting worthy ideas for the army transportation and commissary services.

Perhaps the successful conduct of a "big show," however, is almost any other enterprise.

It carries its treasurer, cashiers, auditor, bookkeeper, doctor and dentist, its own butcher shop, barber shop, blacksmith shop, its tailoring and dressmaking department, its mammery, commissary department, includes even a refreshment car, with canteen service.

From \$50,000 to \$200,000 a day may be taken in by the large circus, there are innumerable accounts to be kept, a stream of bills to be paid. Yet so thorough is the system that no cent goes astray, no want is ever unsupplied, and the proprietors know exactly how their business stands every hour of the day.

Think for a moment of the enormous extent of the average large circus enterprise. One of those now on the road has 1270 people on its payroll.

In all, there are twenty-seven tents covering an area of twelve acres—with their apparently numberless accessories and equipments; eighty-five cars are required to transport the outfit. Twenty-six of these are Pullman sleepers—the 775 performers must rest as they journey from place to place. There are 675 horses to be cared for.

Keeping track of the money receipts and expenditures alone is a gigantic task. A typical day's income from two performances may be divided as follows: Thirty thousand admissions, at 50 and 25 cents, \$13,125; reserved seats and boxes, \$2000; refreshments, 21800; fairs, programmes, etc., \$400; side-show admissions, \$1200; total, \$18,625.

Shortly after the last performance is over these figures are classified and presented in the form of a comprehensive statement to the proprietors, together with a statement of all the numerous bills paid during the day. All these business details are attended to in the little box offices on wheels, where there is scarcely space for a man to turn his chair round.

"How much money have you made to-day?" the proprietor of a great circus was asked recently.

"Exactly \$41,000.35," he replied. It was then but little after midnight, and the circus was about ready to move on to the next stand.

"But," exclaimed the visitor, amazed, "how can you tell so accurately?"

GETS DAILY REPORTS. "Because," was the reply, "I have received my reports of the day's business from my ticket sellers, peanut

and candy sellers, fan and program dispensers and lemonade stands; my auditor and bookkeepers have checked them up and deducted the running expenses, calculated on the average day's disbursements for food, salaries, advertising, license and the other outlays, and the net profit has been reported to me, as is done every day we show."

The general agent who goes ahead to survey the route for a tour that has already been planned, is the advance agent of a show's prosperity. This work done, he must hurry back to examine every item sent in by the contracting agents. Few men in any business handle as much work as this general agent while he is hastening from place to place.

But he must be quiet about it, or otherwise the field he has worked so carefully may receive a hasty visit from the "freelance car" of an opposition circus, which will "underhill" his posters with some such glaring announcement as "Wait for the Big Show," followed by its own name and date.

An important factor in the circus system is the railroad contractor, who, upon receiving the route from the general agent, arranges for the various terminals for transportation of the advertising cars and the show itself. He too, must arrange for sidings at which to load, and frequently plans circus-day excursions from the surrounding country, for which he must make a guarantee to the railroad company.

And now the circus comes to town. So thorough have the plans been that there is scarcely ever a hitch. The circus trains are given right of way over all freights and everything except mail and passenger service. In movement, the transportation boss takes up the work where the railroad contractor left off.

He superintends the placing of the Pullmans and flats, and sees to the unloading and transportation to the circus ground. Already he has taken on the State and city license for the performance, and has ordered supplies.

During the season he must, among other things, buy 5000 bushels of potatoes, 200,000 loaves of bread, 25,000 pounds of coffee, 150,000 quarts of milk, thousands upon thousands of pounds of vegetables, 40,000 pounds of butter and mountains of other supplies, which go to make up a daily table supply as many hotels do not surpass.

The circus does not rely upon the towns where it shows for all these supplies—they are shipped daily, including about 2000 pounds of fresh meat, generally from Chicago. An attempt is always made to get fresh milk on the spot, but even that is not necessary, for several cases of condensed milk are received daily. Hay and grain for the animals are bought along the route. Over 2,000,000 pounds of ice are used in a season.

So thoroughly does the treasurer know, from daily reports, every item of expense outstanding that, when he reaches a town, bills are paid off with amazing speed. It is calculated that by 4 p.m. on the day of arrival every bill shall be paid and a new score started.

THE TREASURER'S OFFICE. On account of the vast amount of

money handled, the treasurer's office is always an interesting place in the equipment of this great business on wheels. No Pullman car for him; but right there in the big red ticket wagon, cramped in a corner back of the man who deals out the pasteboards and rakes in the coin, he directs the financial course of the great throbbing engine, never relaxing his hand from the throttle.

The wagon is divided into two compartments, and in the rear one the bookkeeper, bent over a board, makes out weekly, just as in any large city office, and the treasurer or his assistant, backed by a man with two revolvers in his belt, passes them out.

On very warm summer days the treasurer and bookkeeper forsake the stuffy quarters in the ticket wagon for the office tent, which is pitched a few feet away. Here the press agent, the days when anything, even the giving of a pass, could be done haphazard. Passes now are given only for actual value received, and to know positively that it has been received, the treasurer exacts minute reports.

For example, take the "window paper," a small item by a circus in a season. When a merchant permits a poster to be placed in his store window, he is given what he, as a rule, believes to be a pass. Possessing this, he sometimes tears down the poster when the advertising car has left town.

But he reckons without a quiet young man who drowses into town three days before a show day, and, armed with a list of window posters, goes about the streets checking them up. The climax comes when the merchant presents himself at the big tent entrance with his paper—which is only a provisional order for a ticket.

"Number 681" calls out the man at the gate. A man at a table back of him runs a forefinger down a list of figures and answers, "No good." The report tells him that "681" was torn down. There are protests, sometimes offers to fight, but out the merchant goes on to the greensward, where he has space and time to think over how and why it happened.

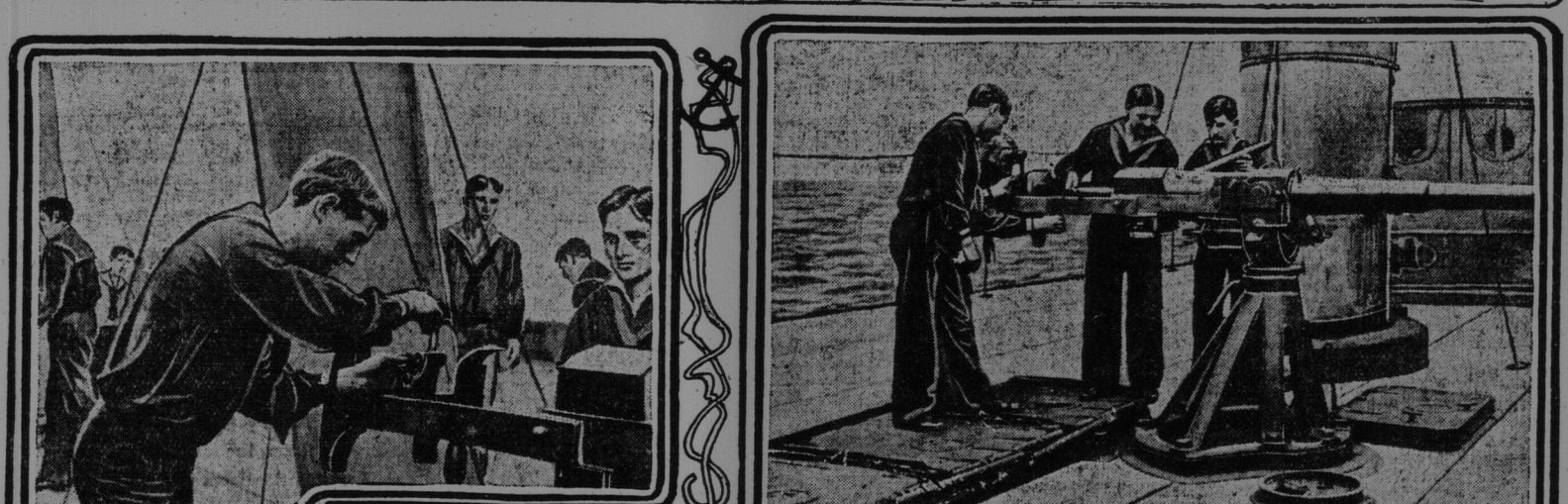
The special men who are on the ground on show days make reports on every phase of the work, from that of the cook wagon to the task of doctoring consumptive Hindus.

The harbor has set up shop near the horse tent; the blacksmith's forge is working merrily. The circus doctor, paid by the circus, is making his rounds. The circus detective is on the alert.

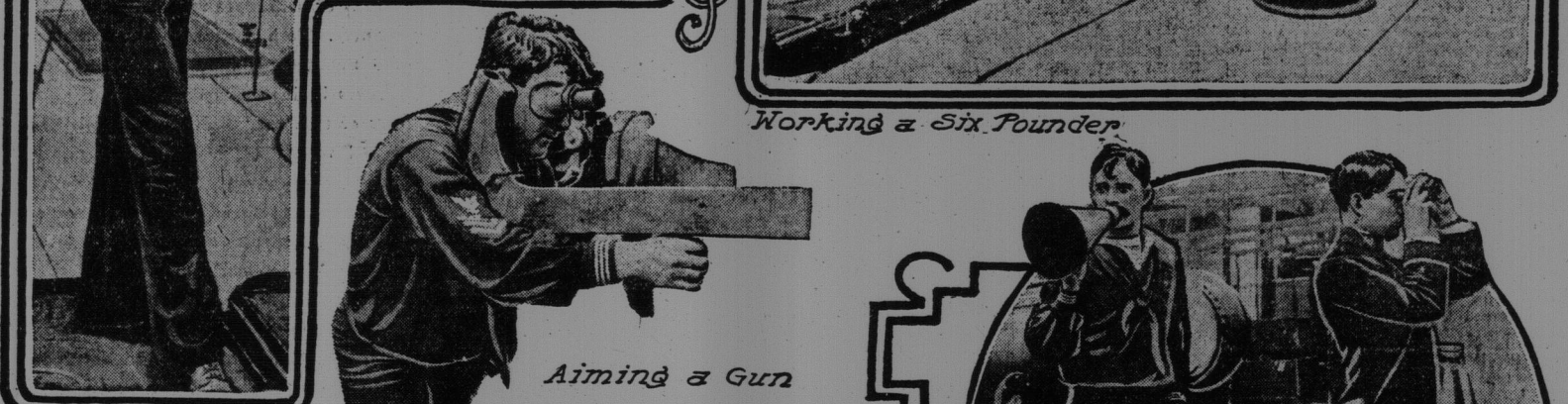
A canteen service, similar to that in the United States Army, is maintained by the big circus, for it is calculated that a certain amount of liquor given to each man daily conduces to better results than if men found it necessary to make skin-

ishes to nearly saloons. The re-

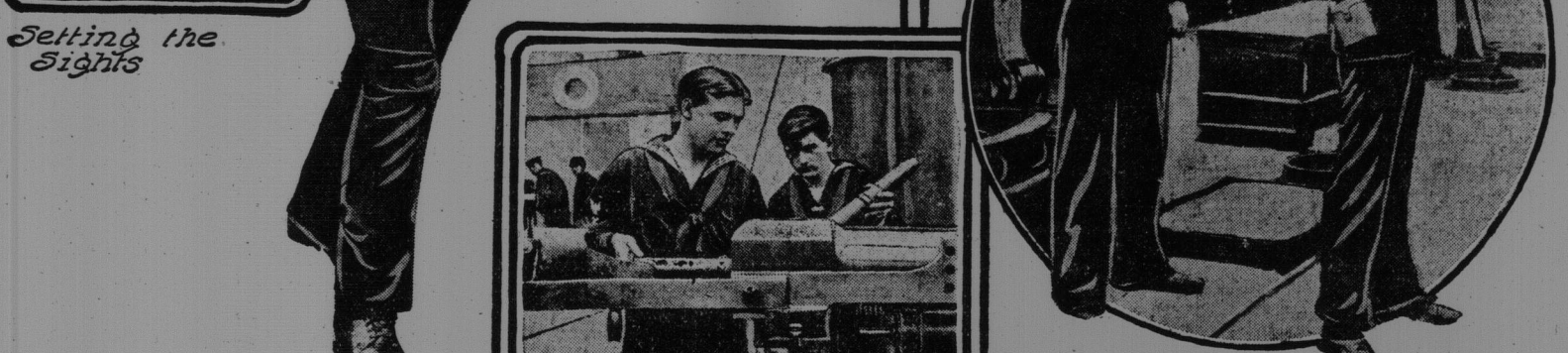
## The Best Big Gun Marksmen on Earth—How Our Sailors are Trained



Working a Six Pounder



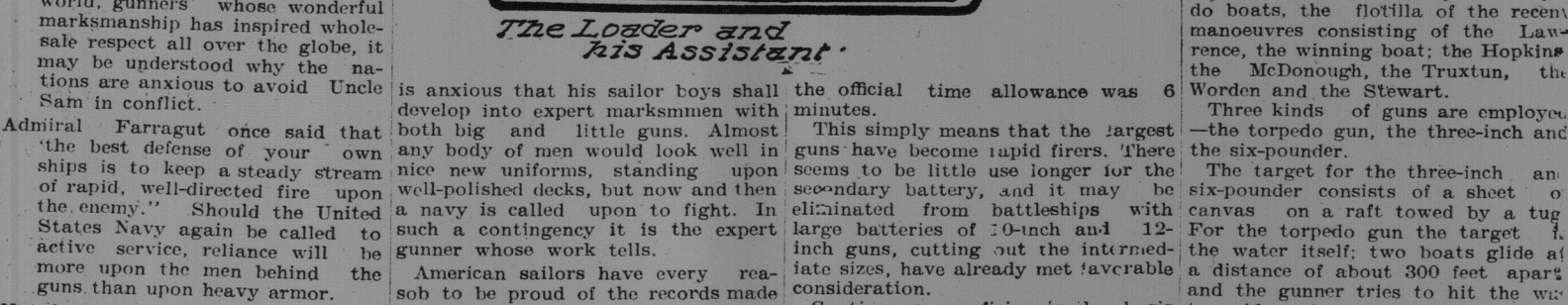
Aiming a Gun



Setting the Sights



The Loader and his Assistant



An Officer Spotting the Target—Assistant Passing his Order

Sometime during the coming summer Rear Admiral Evans will command the most powerful fleet of fighting vessels ever assembled under the American flag. Twelve battleships, five of them new, six armored cruisers and sea warriors of other types will compose this mighty modern squadron.

When it is remembered that back of the guns of this fleet will stand the crack naval shots of the world, gunners whose wonderful marksmanship has inspired whole-sale respect all over the globe, it may be understood why the nations are anxious to avoid Uncle Sam in conflict.

Admiral Farragut once said that the best defense of your own ships is to keep a steady stream of rapid, well-directed fire upon the enemy. Should the United States Navy again be called upon to active service, reliance will be more upon the men behind the guns than upon heavy armor.

Not long ago the battleship squadron returned from its annual spring gunnery practice off Guantanamo, Cuba. Records made then were forwarded to the Navy Department, and were extremely gratifying to all concerned. They show that the American gunner can outshoot the world.

Uncle Sam is a great believer in school. He never permits his naval boys to feel that they have stopped learning; that there is not another height of attainment just beyond to be climbed. Every spring, therefore, he gives officers and enlisted men alike a thorough explanation in practical work.

In the fall there is another examination, but it is to test ship's advancement made by the personnel of the service is considered in the spring trials.

Gun practice in Southern waters during the spring months by no means marks the limits of the school term. Which governs the fluctuations of the service to retirement, but the annual examinations show the standing of the pupils and indicate the efficacy of the system.

More than anything else Uncle Sam's

refreshments are kept in a Pullman car, which is constantly guarded. While en route and during the performance repairs to costumes of actors and animals are required, and a number of seamstresses are kept constantly busy.

The owners of a circus travel with it, if they are of the staving sort, and keeping their fingers on a bull which governs the fluctuations of the business thermometer.

In their private cars the managers and chief executive heads hold a conference daily, at which they scrutinize the reports of the various agents and calculate on business from the next day to the end of the season.

Here is really where the policy of the show is shaped; but it is the general agent, speeding to some other field, who must carry the policy into effect. Telegraph wires keep him constantly in touch with those daily conferences.

Some time ago, as the result of a conference, a general agent was wired to come on from San Francisco to New York, and was given less than mail time to make the trip, but he made it.

is anxious that his sailor boys shall develop into expert marksmen with both big and little guns. Almost any body of men would look well in nice new uniforms, standing upon well-polished decks, but now and then a navy is called upon to fight. In such a contingency it is the expert gunner whose work tells.

American sailors have every reason to be proud of the records made by the crew of the British frigate Shannon, when she was captured by the Chesapeake in Boston Bay. Captain Brooke, of the Shannon, was one of the few English commanders who compelled gun practice. Against the Chesapeake in Boston Bay, the Spanish warships out of commission. Gunnery even the running fight off Santiago, the Don's ships were swept by such a terrific and accurate hail of missiles that his men could not stand at their posts.

When China began engaged with her war with Japan she offered \$500 a month to expert gunners for her navy. It was then too late. Gunners must be trained long and carefully, and those capable of responding on equal or better terms to the shots of the Japs were tied up in their own navies.

Not only is the honor of superiority in gunnery highly prized by the ship's crew holding the record, but expertness brings a considerable financial reward. Gun pointers who make records receive from \$2 to \$10 a month in addition to their regular pay.

Almost any man in the navy who is able to shoot at all well wins something, so anxious are the authorities to encourage marksmanship. Congress appropriates about \$200,000 to be awarded each year in cash prizes, and this money is distributed as generally as possible to foster friendly rivalry.

Naval armament is divided into three classes—"heavy," which includes the 8-inch and larger guns; "intermediate," those from 4-inch to 7-inch, inclusive; and "secondary," meaning all guns under 4-inch. Almost as soon as they go aboard ship the enlisted men begin taking lessons in handling such guns.

It is rightly regarded as a great achievement when a 13-inch gun can be loaded and fired in 38 seconds, as has been done on the Alabama. Five years before that record was made

the effectiveness of such good aim can be appreciated. In war many of the shots that do not count in practice would strike home.

Instructions in gunnery are not confined to the larger vessels and to the men handling the big guns alone. Cruisers, gunboats and torpedo craft also engage in target practice.

In practice such as that of Guantanamo there are usually six torpedo boats, the flotilla of the room manoeuvres consisting of the Lawrence, the winning boat; the Hopkins, the McDonough, the Truxtun, the Worden and the Stewart.

Three kinds of guns are employed, the torpedo gun, the three-inch and the six-pounder.

The target for the three-inch and six-pounder consists of a sheet of canvas on a raft towed by a tug. For the torpedo gun the target is the water itself; two boats glide at a distance of about 300 feet apart and the gunner tries to hit the water midway between them.

On more than one occasion a mark or boat has been hit, and the oil servers, standing there with their field glasses, have been obliged to take to life preservers.

Excepting for the absence of a warhead, the torpedo employed in practice is the same as that which deals death in battle. In the cases of the other guns the shells are the same as are used in action.

Imagine the decks cleared for action, the men standing at the guns, the commanding officer on deck with his glass to the telescope the gunner at his side, the white target bobbing up and down toward the horizon.

Each boat is given a time allowance of forty-five minutes, and the test is to fire the greatest number of hits in that time.

Both the boat and the target are under way, which necessitates a constant changing of sights and keeps the gunner on the alert.

While to the gunner is given most of the credit for success, his task of aiming the gun at the target and pulling the trigger is by no means sufficient in itself. Much depends upon every man, even to the loader and the assistant, who stands back of him handing him the shells.

His eyes to the telescope the gunner watches the target, swerving the gun to right or left, up or down, as occasion necessitates. On the glass are two lines intersecting at right angles in the centre, and it is the gunner's object to keep that intersection on the target. When he thinks he has it there he fires.

Glass to eyes, the commanding officer observes whether the shell strikes, whether on the target or the water. He makes rapid deductions. Perhaps a rising wind has deflected the shell, or a chance of distance between the boat and the target may have affected the shot. Quickly determining the cause, if the shell has missed, the officer decides whether the sights should be lowered or raised for the next shot. He communicates his decision to the sailor immediately behind him, who in turn promptly repeats it through his megaphone to the gun crew.

In the recent practice at Guantanamo, First-class Gunner marksman, H. Olsen, who was the man of the crew, won the

official time allowance was 6 minutes. This simply means that the largest guns have become rapid fire. There seems to be little use longer for the secondary battery, and it may be eliminated from battleships with large batteries of 8-inch and 12-inch guns, cutting out the intermediate sizes, have already met favorable consideration.

Continuous gun firing is the basis of present-day instruction in naval marksmanship. This is the art of keeping a weapon trained on the target under all conditions.

It is only at certain times that shells are fired at targets. Were this done at every practice of a gun crew the expense would run to prohibitive figures. During the spring practice off Guantanamo shells are used, but in most of the practice during the remainder of the year training exercises consist principally of loading and pointing.

Expertness in "dummy" firing, however, enables a gunner to make many hits in actual work. "Continuous aim," practice is helped along by a small target to move across the face of the gun with a combined vertical and horizontal motion.

The pointer must make the gun follow the target. When the sights rest on the bull's eye he presses a button. This causes a pencil to dot the target and constitutes a "shot." In the Morris tube system, also employed in the navy, a small shooting gallery rifle is fitted on the big gun, and it does the work of the pencil.

Such exercises are for training in gun pointing when no actual shots are fired. In addition, the men are given practice with the loading machines, as, next to accuracy of aim, quickness of firing is essential in battle.

In sea practice, when shells are fired, two kinds of targets are used, or, rather, similar targets are used in two ways. In one case the target is stationary, anchored about 2000 yards away, and the gunners aim at it while the ship is moving. In the other case ship and target are moving in opposite directions, the target being towed by another ship.

These targets are usually square pieces of sailcloth hung upright upon rafts. A black bull's eye in the centre and squares bordered by black lines mark the value of the hits. The ships, cleared for action and with every man at his station, steam past the target at a speed of ten or twelve knots an hour and fire upon them at a distance of 2000 yards or more.

Remembering that these targets are much smaller than a fighting vessel,

the effectiveness of such good aim can be appreciated. In war many of the shots that do not count in practice would strike home.

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