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BASEBALL SECRETS

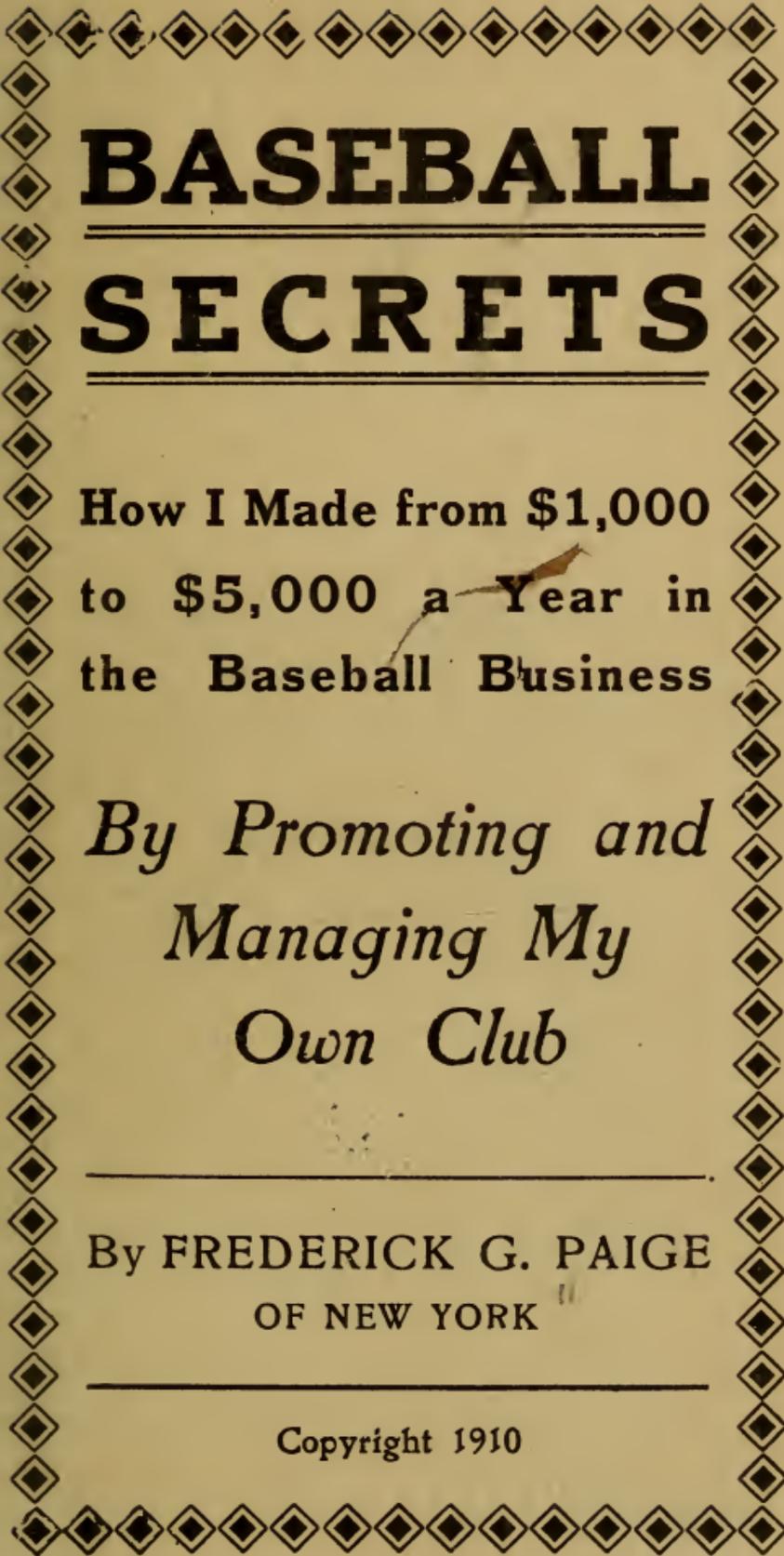
How I Made from \$1,000
to \$5,000 a Year in
the Baseball Business

*By Promoting and
Managing My
Own Club*

By FREDERICK G. PAIGE
OF NEW YORK

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BASEBALL

SECRETS

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FORWARD.

Whatever view we take of life, whatever the circumstances with which fate surrounded us, whatever our creed or nationality, each of us feels within himself that he was born for better things; that more of the comforts of life should be his, than he is now enjoying. This feeling of dissatisfaction with ones lot in life is a righteous one for it is ambition, that wonderful incentive for action which is responsible for the remarkable progress the world has made and is making in every field of research and endeavor. Each of us desires success and advancement in his undertakings, and while our views of what constitutes success may vary, we all court the attainment of our goal with the same zeal, sacrifice, and fortitude. Many of us feel that if we could but attain a position of independence, a position where our efforts would meet with an adequate and compensating reward; a position, the income of which would secure to us and those depending on us the ordinary comforts of life, that the millennium of happiness would certainly be attained.

Let us study and discuss for a moment the conditions which comfort the ordinary person in the more common walks of life—for of such is the world most nearly filled. We find him following an occupation for which he is unsuited in every way, and yet having assumed family cares, or burdens of a similar nature, he cannot leave it and seek something more to his liking. We find him occupying a position which he has logically out-grown, but in which there is no advancement except with influence, and he sees many an incompetent promoted and pushed forward to more salary and more agreeable duties because of favoritism and pull. We find him working hard at some honorable occupation, but one which utterly fails to provide the means for the proper

maintenance of those dependent upon him or prevents him from carrying out some cherished plan for his improvement and advancement. We find him laboring faithfully to perform the duties prescribed for him, but he chafes under overbearing and unsympathetic restraint; he is at the beck and call of a human monster, soulless and devoid of tact; he is a mere clog in the wheel; he is a nonentity stripped of individuality and all that an intelligent and normal person cherishes and holds dear. What wonder then, that he turns to more promising avenues of labor and endeavor, where a reward commensurates with his efforts and true worth may be easily attained, and prompt advancement along life's plane, the logical sequence.

From the standpoint of honesty and morality success may be said to crown ones life and career when he has attained that point where all the comforts and many of the luxuries of life are procurable; where his position is an assured one of independence; where his resources and abilities have full unrestricted play in bringing forth those latent qualities which are within every one of us, waiting to be developed and enlarged. In other words, we all want to add to our income provided we can do so in a manner that will be honorable, thus entering the ranks of the perfectly independent worker or business man, and enjoy an income much in excess of that paid in our regular vocation. In the following chapters of this little book I will endeavor to explain in a clear and simple way the methods of how I made from \$1,000 to \$5,000 a season in the baseball business in an honorable and legitimate way, so that any young man with ordinary intelligence can rise above an ill-paid position and establish a profitable business of his own in the conduction of which he can be perfectly independent. Baseball is becoming

more and more popular each year. Both of the big leagues are playing to larger crowds each season than ever before. The smaller cities are also turning out larger crowds, and never before in the history of baseball has there been a better opportunity to break into the baseball profession than at the present time.

Others are making money, and some are becoming independently rich each year from their baseball enterprises. For an example, I point to such men as Chas. Comiskey, of the Chicago American League Club, who I understand has made big money out of baseball, and started in as a player with practically nothing. Chas. W. Murphy, of the Chicago National League Club, is another man who has made a fortune out of baseball. About fifteen years ago Mr. Murphy was a drug clerk in Cincinnati, working for a salary of \$14.00 a week. He became interested in baseball and rapidly came to the front, eventually buying the Chicago National League Club. At the present time, I understand Mr. Murphy is rated to be worth half a million dollars, made out of baseball. Both of these men are thorough baseball men, and have done all within their power to elevate the game to its present high standing. I can name many others that have made big fortunes out of baseball, and many that have made small fortunes also. You have the same opportunity to become famous in the baseball world. Let me say right here if you decide to go into the baseball business, go into it in an honorable way. You will find you must be shrewd, if you want to succeed. Believe in yourself; believe in humanity; believe in the success of your undertakings; fear nothing or no one; love your work; work, hope, trust; keep in touch with to-day; teach yourself to be practicable and up-to-date, and sensible. You cannot fail

CHAPTER I.

HOW TO SELECT A GOOD BASEBALL TOWN.

One of the most important features for a baseball promoter is to select for himself a good baseball town. I have always found during my own experience that it was a good policy to make inquiries immediately after the close of the baseball season early in the fall for the selection of your town. As the old saying is "The early bird catches the worm." And then again you are catching the average baseball man while he is asleep. You will find it will be to your advantage in the baseball business to always be "Johnny on the spot." You never can tell who might try to pop in ahead of you. As a rule the average baseball man, and especially the unexperienced fellow, does not prepare himself for the following season until after the holidays have passed and sometimes not until the playing season is nearly at hand. It is a good idea to follow the newspapers, all over the country, closely, during the playing season, and learn the cities that are turning out good crowds playing independent baseball. Then try and secure the lease on the grounds in a town where they have been drawing good crowds playing independent or semi-professional baseball. It will pay you to investigate early. Perhaps the parties that leased the baseball park hold the lease for the one year only, and you may be able to secure the lease for the following year or term of years by paying a little more than the party that holds the lease at the present time. This, of course, depends on the time of the expiration of lease. If you can succeed in doing this then you will have a good, paying baseball town for the next season for merely a small payment down on the

lease of the baseball park to bind the bargain. At the present writing there are several good baseball cities laying idle, without league baseball, near enough together that good leagues can be organized. There are also several good baseball towns where strong independent baseball teams can be organized. A good way to select a good live baseball town is to look up the past baseball records of the city you intend to select. You can most always find this out by communicating with the editor of one of the daily newspapers, asking him to give you the name and address of the last baseball manager of his city. If you are unable to find out the name of the last baseball manager of that city through your correspondence with the newspapers, take up communication with the Street Railway Company. Always write to the general manager of the company, and almost invariably he can post you about the baseball facilities of the city, especially if the general manager or superintendent are baseball cranks and more especially so if they have had baseball before in their city, and carried the crowds too and from the baseball park. If you are still unable to find out anything definite from these two parties mentioned above, go to the manager of the Opera House in the city and find out from him what the theatrical record of the city has been in the past. Find out whether it is a good show town or not, or whether the people in that city are inclined to take to sports. If a town has not supported a baseball club in the past as it should, do not feel discouraged at that, perhaps it might be the fault with the past baseball management. If the people in that city are inclined to take to sports, such as football, horse races and is considered a good theatrical city, it is a ten-to-one shot you can make it a good baseball town by stir-

ring up the enthusiasm of the people through the newspapers, and also by following the instructions in this little book. I do not consider it good business judgment to travel all over the country in search of a baseball town. You can make all necessary arrangements at your own home by correspondence and thereby save a great deal of time and expense. When you are on the road \$100.00 is soon eaten up paying railroad fares and hotel bills, and other necessary expenses, and besides you may not accomplish anything in the end. I have always found, during my own experience that the best and most economical way is to select your town by correspondence. This can be done most always through correspondence with the newspaper men, for the newspaper men are most always glad to give you the full particulars concerning the baseball outlook in their city. Then again the newspaper men most always want their city represented by a good baseball club for many reasons. One good reason, because it furnishes the paper and baseball public with plenty of good baseball reading. Another good reason because you give all your advertising matter to the newspaper and during the course of a season the paper realizes quite a revenue financially from the baseball club. You must always give your printing to the newspapers, for they are the greatest resources you have. Remember they always boost your business, so help those who help you. When you communicate with the newspaper men asking information, it is considered good judgment to always enclose a two-cent stamp for a reply. After your correspondence with one of the above mentioned parties, and you are fully satisfied that you have selected the city you want and everything looks favorable to you, the next step is to secure baseball grounds or park.

CHAPTER II.

HOW TO SECURE A LEASE ON A BASEBALL PARK.

You will find that sometimes it will be very annoying and you may feel almost discouraged when you are trying to secure a lease on a baseball park in the city that you have your heart and soul set on selecting. There may be many obstacles in your way, but you must never feel discouraged. You must have plenty of pluck and perseverance. Let me say right here that you must learn to overcome obstacles in the baseball business.

I will point out in as brief as possible, two of the most important features you must learn to overcome pertaining to organizing a baseball club. First, "Learn to keep a secret above all things." You may have in mind a certain city that you think might turn out to be a good baseball town. If you have do not go around and talk about it to the other fellow, and especially do not mention it to any one else that is in the baseball business as a promoter. If you have a secret in the baseball business keep it to yourself, and if there is anything to be gained you want to be the one to reap the harvest. In almost every city of any size without league baseball you will find amateur clubs, or city league clubs, and if you want to organize a strong independent or league club to represent that city you will find that these clubs sometimes cause you considerable annoyance and trouble. A few years ago I organized one of the best independent baseball clubs in the country. The season previous the amateurs of this city had everything their own way and were playing a fair article of ball, "for their kind," and consequently were draw-

ing good crowds. I was told that 3,000 people witnessed one of their games that season. I afterward made it an appoint to see one of their games, and I found that they were drawing good crowds and I was told that the receipts for this game amounted to nearly \$500.00. This I considered good for a city of a little less than 15,000 population. They had a fine little baseball park in an elegant location, and I said to myself, I will try and secure the lease on that park for the following season, and place a professional club in that city. I went back to my home in New York and shortly afterward took up correspondence with the street car people of that city, and also the owner of the baseball park, and to tell you the truth I was unable to secure a lease on that park until nearly the first of March the following spring, and it was necessary for me to make a special trip to that city in order to secure the lease in the end, and I did so by out-bidding the amateur club. The lease cost something less than \$300.00 a season—a good, fair price for a city of its size—but it proved to be a profitable investment for me in the end. I organized a strong independent club consisting practically of college players and leaguers.

I gave all the amateur players who played on the amateur club the previous season a good fair trial for a position on my club and treated them fairly, but the people could quickly see they were not fast enough to keep pace with the experienced leaguers and college men, and the result was after a few games had been played, the amateur club was soon forgotten. You must always remember that the amateur clubs enjoy playing their games, and you must avoid throwing them down entirely if possible. You must help them along and keep the game alive and develop young players as much as possible, giving

them an opportunity to work up in the profession. Keep in harmony with them. You may want one of these players some day to help you out when you are short a man. Try and make some arrangement with them when they can have the use of your baseball park when your club is playing away from home. Rent it to them on the percentage basis and you will find you will receive a good sum by doing so in the course of a season. Get them all aboosting for you. Let them into your games free. Be friendly toward them, and you will find it will pay you greatly in the end. Now in regard to my opening game, I think I had nearly 2,000 people. The public enjoys seeing good, clean baseball and if you can show them an article of baseball better than they have had in the past they will support it. These two suggestions mentioned above are two obstacles you must learn to overcome. First. "Learn to keep a secret," and second, "Learn to keep in harmony and on friendly terms with the amateur players and the public." Now in regard to securing a lease on the baseball parks. Write to the general manager of the street railway company asking him to please forward to you the name and address of the party, owner of the baseball park in his city. That is of course if there is a baseball park in his city. In nine cases out of ten the general manager will forward to you the name and address of the party, owner of the park for he realizes that his company receives good financial returns from a good baseball club located in his city, especially if the park is located on the company's lines, and he will most always assist you in securing the lease on the park if necessary. After you have received the name and address of the owner of the park you must immediately take up correspondence with him, making him, what you think, a reasonable offer for the use of his park for a season or term of years. If he accepts your terms or does not accept

your terms it is most likely you will come to terms shortly, and after you both have come to satisfactory terms it is a good policy to make the payments of the lease in three installments, to read in three equal payments. One May 1st, one July 1st, and one Sept. 1st, or you can make them in monthly installments. The object in doing this is to make it easier for yourself and in case you should meet with a bad and rainy season and were not drawing sufficient crowds to warrant you carrying the club on much further and perhaps causing you to disband the club before the season closed you would not be at so much of a loss as if you paid it all down, say, April 1st, but there should be no occasion for this. If you have tried every way and cannot lease the baseball park from the owner who sometimes wants considerable more than it is worth, you can sometimes bring him to your terms by announcing through the local newspapers that you are going to build a new baseball park. Once upon a time I had correspondence with a party who owned a baseball park asking him his lowest terms for the lease of his baseball park for one year. He wrote back asking \$600.00. I came back at him stating that I did not want to buy the park, I merely wanted to lease it for one season, and made him what I thought the reasonable offer of \$100.00 for the season. To make a long story short, I paid no further attention to him after that. I made up my mind that his terms were too high for me to consider, and looked elsewhere, and made arrangements to locate in another city. In the meantime I received a letter from this party evidently coming down from off his perch. I paid no attention to him, and when the playing season was about at hand, I received another letter stating that he would lease me his baseball park for the season at my terms of \$100.00. I had another similar case once: A league was already organized and I was offered a franchise in this

league, and when I tried to secure the lease on the baseball park the party wanted \$600.00 a season, the same amount as the party mentioned above wanted. This also looked too high for me, so on this account I did not accept the franchise. Shortly afterward when the league was about ready to have their meeting, and this party had no one to take the park, as I understood, and perhaps lose the franchise also, I received a letter stating if I would accept the franchise and place a club in the city, and come to the league meeting I could have the park free.

I had made other arrangements by this time and accepted another franchise, so I had to decline the offer. As it turned out, I was sorry afterward that I did not accept that proposition. Another baseball man was offered the park free, I understand, to take the franchise, go there and place a club in the league, which he accepted, and succeeded in having a winning club and, I was told, that he was to the good by July 4th \$4,000. He played the season out, sold two or three players, and there is no question but what he realized big money on an investment of practically nothing. You might say nothing, only his carfare to get to the city.

These two parks mentioned above were located in cities, one of eleven thousand, and one eighteen thousand population, and I think that from one hundred to two hundred dollars is a fair price to pay for an ordinary baseball park in cities of that size, especially where they are not permitted to play Sunday baseball. Always wait it out if possible. Do not get anxious, you will find that the owner of the baseball park will almost invariably come to your terms, when you have made him a fair proposition. You must use your own judgment on this matter of course. If other parties are after the park get in on the ground floor, and close the deal as quickly as possible. Don't let the other fellow get in ahead of you.

CHAPTER III.

HOW TO COMMUNICATE WITH A STREET RAILWAY COMPANY FOR ASSISTANCE.

“MODEL LETTERS.”

For your own interest you should always extend many courtesies to the street railway people, providing that they assist you. Never allow yourself to do anything that will antagonize them. Always jolly them along. Remember that they are the people who sometimes build your park or meet you half way in building it, at least when it is necessary for you to build, but sometimes you may come in contact with a street railway company where the officials are inclined to want everything their own way and will not assist you to any extent. These are the fellows you must leave alone. Build your park yourself right in the centre of the city where they will receive no benefit from your games, that is if you can secure such a location to build on. The street railway company who are liberal and can see by a small investment the good returns ahead for their money invested, and they assist you, be sure and do all within your power to keep in that company's good graces. If things don't go to suit you some day during the playing season, for instance, the cars are not running regularly in bringing the crowds to the park, don't go up in the air and blame the superintendent. Remember there is something wrong somewhere, and that the superintendent has a great many things to contend with. Don't let him get down on you. Don't be continually finding fault, for if you do "It's all off." Jolly him along. Keep on good terms with him always. Hand him a good cigar occasionally. Pat him on the back, and tell him what a good fellow he is. This of course applies to smaller cities. It is for the interest of the street railway company to

draw the people to and from the park and they will do all within their power to handle the crowds to advantage for you, and also-advertise your games for you on their cars.

I will write in this chapter two good model letters that can be written to the general manager of the street railway company of any of the smaller cities that you have in mind, when you wish to organize a league or independent baseball club. For an illustration we will take the city of Scranton, Pa., and the territory in Eastern Pennsylvania, consisting of the cities in that section available for league or independent baseball. Letter number one will apply to organizing a league or professional baseball club where there are no baseball grounds or park in that city. Letter number two will apply to organizing an independent club where there are baseball grounds in that city. Of course you can make these letters read *visa-versa*, according to whether there are baseball grounds or park, or whether there are no baseball grounds or park, or whether you are organizing a league or independent baseball club.

LETTER NO. I.

General Manager Street Railway Co.,
Scranton, Pa.

Dear Sir: It is my intentions to organize a baseball league for the coming season in your section of the country, to include the following cities: Wilkesbarre, Allentown, Harrisburg, Lancaster, Reading, Lebanon, Wilmington, and I would like to include the city of Scranton in the circuit. I understand, at the present time, there are no available baseball grounds at Scranton. You, no doubt, are fully aware that a professional baseball club, located in your city, would give your company large returns financially, drawing the people to and from the baseball park. Without going into further details at this writing, I would like to ask if your company would build or donate anything

toward building a baseball park on your lines, a reasonable distance out, providing a suitable location can be secured? If you are interested in this proposition, kindly grant me an interview as early as possible, so as we can go over the situation definitely. Awaiting your immediate reply.

Very truly yours,
Signed.....

LETTER NO. 2.

General Manager Street Railway Co.,
Scranton, Pa.

Dear Sir: I am considering the proposition of placing in your city for the coming season one of the fastest independent baseball clubs in the country, to consist practically of college men. I understand that the baseball park at Scranton is located on your lines. If I am able to secure a lease of the baseball park and will place such a club in your city, would your company assist me financially? You, no doubt, are fully aware that your company would carry several thousand people to and from the baseball park during the season, and this would be a great financial benefit to you. The other cities in your section of the country are supporting strong independent clubs and there is no question but what a similar club located in Scranton and properly conducted would also be well supported. If your company can be interested in such a proposition and will assist me, kindly let me hear from you at once.

Very truly yours,
Signed.....

CHAPTER IV.

A GOOD PROPOSITION TO SUBMIT TO A STREET RAILWAY COM- PANY, IN ORDER TO SECURE THEIR ASSISTANCE IN BUILD- ING A BASEBALL PARK. *

After you have received encouraging communication from the street railway company, and everything looks favorable for you and they write you asking you to call for an interview, give them a good, straight, business-like talk. Prepare yourself for the occasion before-hand. It is a good policy to hand them your proposition in a neat typewritten form asking them to act upon it as quickly as possible, and to also please notify you when they want you to call again. Here is the proposition to present to the street railway company, made out in legal form. If you are organizing an independent club make it read one city only. I leave blank the cities you want to fill in, also the considerations, etc. This will apply to a city of 15,000 to 100,000 in population.

Get the president's name and address of the company and address to him properly:
Proposition.

In making a proposition to your company to build a baseball park on its lines to be used by the.....

(name of club)

of professional baseball players and members of the.....

(name of league)

of professional clubs, which comprises the following cities

(name of cities)

under protection of the National Association of Professional Baseball, which body oversees all professional baseball clubs and leagues throughout the United States and we are under their jurisdiction and direc-

tion, which alone assures this league a successful and lasting season as are all the other thirty-four leagues, at this writing, controlled by this association. These contracts are granted for a term of five years, to each club or franchise-holder. This system in which baseball is conducted today, assures any new league the National Association may grant protection, success year after year just as the other leagues throughout the country are having. There has hardly been a failure in any league for the past four or five years, which speaks for itself. This new league being organized which includes
(name of cities)

is on a strong basis. All the cities are in good hands, and promoted by men who understand how to keep the game alive. The grounds each year will be in active service from, say, April 1st to Oct. 1st, or later. I do not only use these grounds during the playing season of our own league, but in the spring I endeavor to arrange as many exhibition games as possible, especially with the larger clubs if I am able to secure them. After our regular baseball season is over, a number of the best football clubs are brought to the grounds, which is a constant revenue to the street car company in carrying the crowds to and from the park. Our professional season starts each year about
and closes about.....
We play
(number of games)

at home and as many games away from home. During the time the.....
(name of club)

..... is on the road I engage from time to time outside attractions which I have been accustomed of handling and know they are big drawing cards also, during the summer months. In that way the street car company carries big crowds without

investing any money to bring attractions along their lines. Taking the exhibition games played, also the football games before and after the regular professional season of the

(name of club of league)

and including the schedule of league games played by the.....

(name of club)

.....would make at the least estimate about one hundred games played on the home grounds. These games, say at the lowest estimate, will average six hundred people to a game would be a total of sixty thousand people. If you carry say only one-half of this crowd it would amount to \$3,000 and better.

There is no chance for a street car company to carry less than half of the people to and from the baseball park where the park is at the proper distance. This is not mentioning the other attractions to be had at the park during the absence of the.....

..... With all the
(name of club)

other attractions that can be brought to the park during the season should swell the attendance as much again. You can readily see that your company will realize a handsome revenue on the money invested.

I ask for a lease on the park for a term of 3 years, with a privilege of 5 years, with all privileges and for which I will pay a rental of

(the amount you agree to pay each year for lease)

Dollars a year. It will be to my advantage to have as many attractions at the park as possible, therefore the street car company will have the benefit of my experience and labor. If it should be the wish of the builders of these grounds, I will gladly oversee the building of them and see that they are properly arranged and up-to-date, and as baseball grounds should be for the convenience of the public. After the said baseball park is completed and placed

in proper order to begin the season, and any further improvements I desire to make, will do so at my own expense. I will also maintain and keep the park in good condition, and protect it in every way possible. I would be pleased to have your company take action on this proposition as quickly as possible, and if there is anything you do not fully understand in this proposition I will be pleased to go over the situation with you thoroughly in my next interview.

Signed

CHAPTER V.

HOW TO BUILD A BASEBALL PARK. THE SIZE, COST, ETC., ACCORD- ING TO THE POPULATION OF THE CITY.

In this chapter I will endeavor to give a conservative estimate of the cost of building a suitable baseball park according to the population of the city. Estimate is based on the price of materials and labor at the present time, of course, and this may vary a little either way, according to the section of the country you are building in. You will find that it will not be to your advantage to tie up any more money than is absolutely necessary in building a baseball park in the smaller cities. Remember you are not in the business for your health, but at the same time you must be honest, and strive to please the public and also give them something for their comfort. If you do this then they will come to see your show again.

ARTICLE I.

In article one of this chapter I will give an estimate on a baseball park suitable for a city from 5,000 to 15,000 in population, and if you will travel the country over and take a careful survey of the baseball parks in the cities of this size, you will readily see, at a glance that the baseball park I give an estimate on in this article is far better than the average baseball park you will find. All baseball parks in the smaller cities should be 400 feet square, if possible, or in other words 400 feet on each of the four sides. Inside of this space there will be ample room for playing, and the erection of the grand stand, and bleachers, and also large enough to accommodate those who desire to drive in rigs and autos to witness the games.

This park will also be much larger than the average baseball park. If you desire to do so, you can make your park smaller and measure the distance from the home plate to the right field fence, and set the right field fence 235 feet from the home plate. This is the shortest distance, I think, required by the baseball rules.

In laying out the grounds I would advise you to consult the "Spaulding Official Baseball Guide." You could set the left field fence 275 feet from the home plate. By doing this it would make about 1,400 lineal or running feet of fence around your baseball field. By building a park this size you would then have a park equally as large, if not larger than several minor league parks I have seen. At the present time the catcher stands up behind the batter, while he is in action, and consequently you can shorten your distance from the home plate to the grand stand. Eighteen years ago, when the catcher stood back until the third strike or when base-runners were on the bases, the distance from the home plate to the grand stand at that time was supposed to be ninety feet. For an illustration: One season recently I was on the Indianapolis American Association baseball grounds, and I should judge that the home plate on those grounds was about fifty feet at the most from the grand stand, possibly only 40 feet, and I know of several other parks where the distance is anywhere from forty to fifty feet. If you build a baseball park this size you would save the cost of building about 200 lineal feet of fence, but I would not advise you to do this unless you were compelled to build on a lot not allowing you to build any larger park, and that would be, of course, providing you were benefited by the location, for the nearer the centre of the city you can locate your park the more you will be benefited financially thereby.

I will again caution you that I mention this in case you are unable to secure a lot 400 feet square, and I will figure the cost of the whole park on the basis of a park 400 feet square. In smaller cities a fence seven feet high is sufficient, but in cities from 50,000 to 100,000 in population I would build my fence eight to ten feet high. I would not advise going to a high priced contractor to make arrangements for building your park, unless you are going to build such a park as I will describe in article three of this chapter, then you may need the assistance of a good contractor, but as for building parks in smaller cities I don't think it is absolutely necessary. Remember I am not knocking on the contractor, but advising you for your own financial good. The contractor is in business to make something, and he will undoubtedly give you a high estimate on the cost of building in order to make a good thing for himself. You can hire this work done about as cheap as he can and save his profits for yourself. The way to do is to go to some good honest union man that is a hustler, and will work by the day, and one that can get from one to six other union men to work with him. I say six in case you are compelled to build your park in a hurry, but two or three are sufficient. Tell him what you want, figure with him, and find out the wholesale price of lumber yourself. Pay him by the day and also what other help you have, and keep them all a hustling. Engineer your own work to suit yourself, and you will be surprised to learn how cheap you can build your park. Remember now, always hire "Union Men" for if you don't, the unions are liable to boycott you, and you will find yourself in a peck of trouble, which you can easily avoid by starting right and hiring nothing but "Union Labor."

One thousand dollars paid out for labor

will go a long way by this method. Buy your own lumber wherever you can buy it the cheapest. In the fence 1,600 lineal or running feet around the park and seven feet high there would be 10,200 square feet of lumber.. "Use rough hemlock," at \$20.00 per thousand would cost \$204.00. Posts set 6 feet apart around the park would require in all 266 posts at 15 cents each would amount to \$39.90. Two rows of "2 x 4s" around the park to support fence would require 3,200 feet of "2 x 4s" at a cost of 2 cents per foot would amount to \$64.00. At a rough estimate which should cover both, allowing \$10.00 for setting the posts and \$10.00 for the nails, would make the total cost, adding these two amounts together, \$327.90. This does not include the labor of putting the fence up. I will give a rough estimate of the labor which should not vary but a little either way on the total cost of labor in the fence and grand stand together. I would advise building a grandstand 50 feet long and 9 rows of seats high, each seat should be 16 inches high and 20 inches wide on all occasions, or "16 x 20" boarded in front with plank for the seats. This makes a comfortable seat. Stringers underneath, sufficient to support and make strong. Let me say here, that it is rather a difficult matter to give an exact estimate of the cost of constructing a grand stand for the reason is that in some sections of the country the law requires stands built stronger and more lumber used in the construction of stands than in some other sections of the country. Some places you can have stringers, or braces, 6 feet apart on stands of this size, while in other places they require them to be 2 to 3 feet apart, even on small stands. Therefore you can readily see it would be a difficult matter for me to give an exact estimate on the amount of lumber required in the construction of grand stands exactly,

but I will endeavor to give a conservative estimate, that will be sufficient and will not be far out of the way. Going back to the point where I left off at the seats and stringers. We will figure stringers 6 feet apart.

The next will come the passage way in front of the stand, this should be 4 feet wide and boarded. Both sides or ends of the stand should be boarded about 2 feet above the seats or to the height of the railing. The back of stand should be boarded to the height of top seat. From the top seat to the roof-plate should be a space of 4 feet. This height is sufficient in small stands. The roof should run up to a peak and single boarded, with cleats to cover the joints to keep rain out. The front of stand above the boarding should be properly screened above boarding with chicken wire to protect spectators. The boarding in front of stand should be 3 or four feet high. The posts to hold roof should be of strong "4 x 4s" 12 feet apart in front and six feet apart in back of stand and properly braced. The ticket office should be built underneath the stand at one end, which is most convenient and the two gates should be near at hand, one about 4 feet wide for the spectators and one about 12 feet wide for the convenience of rigs and autos that drive to the games. It would require a great deal of time and space to give an estimate of the amount of lumber used in every section, as stated above that it requires more lumber in some sections than in others, but you can have this carefully figured for you in a short time, but you will find that it will require between 5,000 and 6,000 feet of lumber to build this stand with the stringers 6 feet apart and properly braced. The length of the stand would be 50 feet and the width would be 19 feet including the passageway in front 4 feet. It is not necessary to elevate your

stand nowadays, but build direct from the ground resting on the cross stringers on the ground about 8 inches high which your walk or passageway will be. In the stand a better quality of lumber should be used, especially on the seats, and figuring on the average of \$30.00 per thousand, the lumber in such a grand stand would cost \$150.00 for 5,000 feet.

Now we have the cost of lumber used in the grand stand. Also cost of lumber, nails and setting of posts in the fence. Four men should put the fence and grand stand together in 6 days easily, and if you pay them \$3.00 per day each for their labor, the total cost for labor would be \$72.00, but we will allow, say, \$125.00 for labor, and also cost of nails used in the grand stand, which should be a sufficient amount to cover all. The total cost of stand would be \$275.00 complete. Your park would then cost you all told \$602.90, or \$600.00 in round numbers, without the grading. Some places where it is necessary to build you may find old grounds once used for baseball purposes and no grading will be required. Always select a piece of ground where you will have to do as little grading as possible. By placing the infield in good playing condition I would judge that on the average field or ordinary field where grading must be done, I mean where the ground is practically level, from \$50.00 to \$100.00 will be sufficient amount to cover the cost of the grading, and this amount should include or be sufficient to build a railing along the sides of the first and third base lines to keep the crowd back. This would complete your baseball park, and should be sufficiently good enough for cities of the size mentioned above, at a total cost of \$700.00 or a little less. I say less for that depends upon whether you have to lay out anything for grading or not. It is not really necessary to build bleachers. I have

used parks of this description without bleachers in small cities and found that the crowds attended the games just the same, when I was putting up a good grade of ball. In larger places use the bleachers. A few years ago this same kind of a park could be built for considerable less money. I remember I had built for me at one time by a contractor, a grand stand 86 feet long and 8 rows of seats high, each seat was 18 x 18 but not boarded in front or boarded at back of stand. I used chicken wire instead to keep the boys out. There were heavy plank used in the seats, and the roof was good and strong and the passageway was good, and the crowds came to the games just the same. This stand cost me exactly \$125.00, and this was made by a contractor at that, but such a stand built by the average contractor today would cost anywhere from two hundred to two hundred and fifty dollars.

ARTICLE II.

The cost of building a park in cities from 15,000 to 50,000 population. The dimensions of the ground space will be exactly the same as the one mentioned in article one, 400 feet square, and consequently, the cost of the fence will be the same without the cost of labor of putting it up or together, \$327.00 in round figures. The grand stand must be larger of course and bleachers must be added, and here is where you must use your own judgment in order to accommodate your crowds. If you are drawing big crowds of 2,000 to 3,000 people say on a Saturday or holiday you must increase the seating capacity of your grand stand, and also bleachers after you see that the crowds are coming your way, and arrange same sufficiently large enough to accommodate them. But to start with I would build a stand 50 feet in centre with 2 wings of 50 feet each running parallel

with the right and left field fences, and made exactly as the grand stand, described in article one, this chapter. If you found it to be not large enough to accommodate your people you could easily build on, and regulate to accommodate your crowds, as mentioned above. In the grand stand in article one, this chapter, I estimated that the cost for lumber, labor and nails was \$275.00. Therefore if you build a grand stand three times as large it will cost you three times as much, and should not be quite as much, or in other words the total cost of this grand stand should be \$725.00. You would save 150 feet of fence in building a stand of this kind for the rear of your stand would take the place of your fence, thereby taking something off the cost again. Let me say right here always set the back of your grand stand to the west or have the spectators backs toward the sun, when possible for you to do so, but never have your spectators facing the sun from the grand stand. Your bleachers should be 50 feet long on each side of the diamond, or 100 feet long on one side, say the "sunny side" of the field. The reason I say "sunny side" is because a great many fans will not sit in the sun for two hours to witness a ball game, and if your bleachers are on the "sunny side" it will have an attendancy to drive the spectators into the grand stand, thereby increasing your grand stand receipts. These bleachers should be 8 rows high, made out of 12 foot plank, 12 inches wide, one row of plank to the seat, and stringers underneath six feet apart "where allowed," also of plank strongly braced. The seats should be 20 inches high, built according to this, 100 feet long, there would be a little less than 3,000 feet of lumber used in the bleachers at \$25.00 per 1,000 would cost you \$75.00. One man should easily do this work in a week, and including the price of spikes, would make

the total cost for your bleachers say in round number \$100.00. The cost of your fence \$327.00. The cost of your grand stand, including everything, \$725.00, and the cost of your bleachers \$100.00. All added together would make the total cost of this park \$1,152.00, or in round numbers \$1,150.00, without the grading. The grading will have to be added to this according to the amount done, therefore I cannot give an estimate on that. You will notice I did not include the cost of a board fence in front of the bleachers. You will also notice that I did mention that you will save the cost of building 150 feet of fence taken up by the rear of the grand stand, and by deducting this cost of 150 feet of fence you will have considerable left from that amount, to apply on the building the fence in front of the bleachers. I think the neatest fence to use in front of the bleachers would be to have "2 x 4s" drove into the ground six feet apart and "2 x 4s" nailed on the top, with a baseboard, and good chicken wire 3 feet high tacked on properly. This, you will find, would be much neater in appearance, and also much stronger, than an ordinary board fence, which is always breaking by the balls striking against it.

ARTICLE III.

A baseball park for a city from 50,000 to 100,000 in population, should be a good one, and especially if you are fortunate enough to secure a good live baseball town that will appreciate a good ball club, and I might say allow you to play Sunday games. A city of this kind should turn out a crowd anywhere from 2,500 to 5,000 people on a good Sunday or holiday, with a special attraction, and you must have an available park to accommodate such a crowd. I would advise building a park 400 feet square, same as in the two articles mentioned above, but would build a grand stand and bleachers with a seating capacity to accommodate five thousand people or nearly

that number. The grand stand I would build to seat, say, two thousand people and bleachers to seat, say, three thousand people. Fence to be 8 or 10 feet high and 1,450 lineal or running feet, the other 150 feet of fence is added in the back of the grand stand, and two wings to make up the 1,600 feet around the park. This fence should be of a good, smooth, fair grade of lumber, so as your advertisements would show up nicely on it. The amount of money you should receive from advertising space on the fence, should more than pay the cost of building it. The fence 8 feet high by 1,450 lineal or running feet would make 11,600 feet of lumber in the fence. Use a good planed lumber in fence and have it tightly boarded. I will say lumber to cost \$32.00 per thousand would cost \$371.20 for boards in fence. I would use a good heavy post at a cost of say 30 cents each, set six feet apart. It would require 241 posts to go around the lot, at 30 cents each, would cost \$72.30 for the posts. The "2 x 4s" would be the same as in articles one and two or 1,450 lineal or running feet of two rows making 2,900 lineal or running feet in all at, say, 2 cents per foot, would cost \$58.00 for the "2 x 4s." Nails, say, \$10.00 would bring the total cost of all these added together \$511.50, without the labor, or in round numbers \$500.00. The labor would cost in the neighborhood of \$150.00 or, say, \$150.00 added to the \$500.00 would make the fence complete cost \$650.00. The grand stand should be a 60 foot center section, with 2 wings 50 foot each, and should have 20 rows of seats to accommodate 100 people to the row. The 20 rows would then seat 2,000 people. In the center section I would have chair backs attached to the seats, and charge extra for this section. The entrance for the center section should be directly in the rear of the center section. The entrance for the two side wings should be on the outside of each wing, on each side and with steps leading up if necessary. The ticket office should be lo-

cated in the center of the main section, to one side of the entrance, and directly underneath. The main entrance should be directly underneath the main stand. There will be sufficient room for the people to pass underneath the stand either to the right or left field bleachers, commonly called in baseball as they choose, or to the right or left wing of the grand stand. The passage way in front of this stand should be 5 feet wide. Heavy timbers should be used to make it good and strong in order to pass the inspection of the building inspectors. I mention in article one in this chapter it will require considerable more lumber to build a stand of this kind in some sections of the country than it will in other sections, therefore it would be hard for me to give an exact estimate or full details of all the lumber required in the stringers and braces, etc., to build such a stand, but I will endeavor to give a conservative estimate that will strike the average and also cover the amount of lumber required. It would be a good idea to have a competent contractor go over this with you, and draw you up a plan of this kind of a stand, so as to give you the correct idea. By reading this article over carefully and explaining it carefully to the contractor, he will understand what you want and can figure out just exactly what you want and the cost of building it, etc. Then you can go around and get bids on your grand stand and make arrangements with whoever you can get to build the cheapest. If you are not familiar in building a grand stand it may seem hard at first for you to catch onto my idea if you are not familiar with building a baseball park, but this will come to you readily by consulting a contractor on building. The roof should be a peaked roof, boarded with cheap lumber, and covered with a good grade of roofing paper. The back of stand should be boarded with a good grade of matched lumber. The seats should be 16 x 20 inches, and roof should be 5 feet high at back or from the last row of seats.

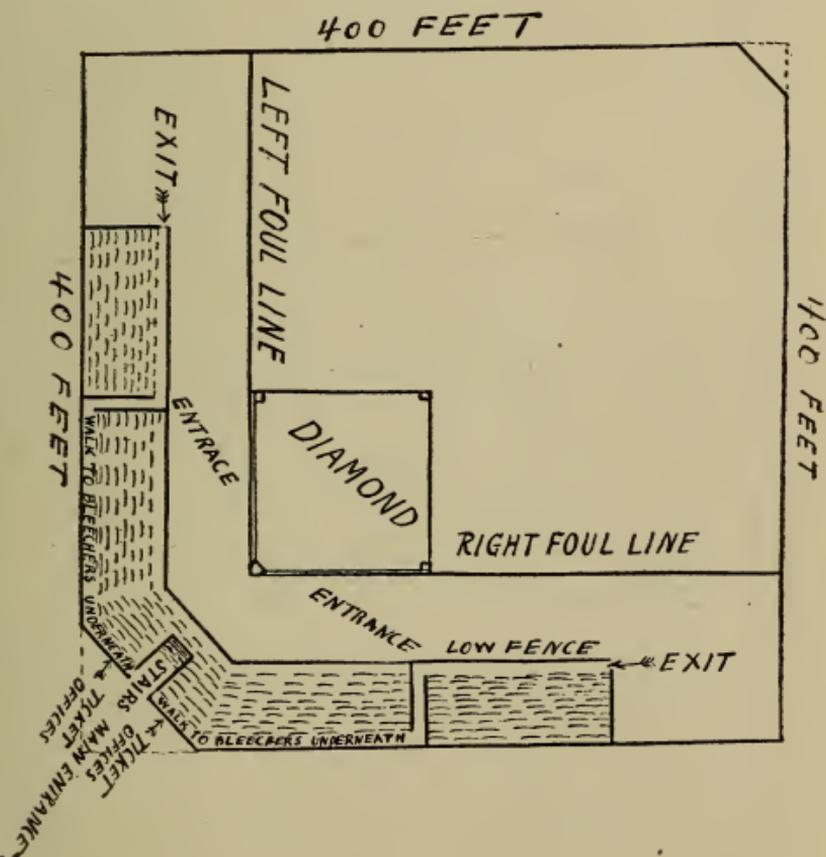
Heavy timbers "8 x 8" should be used to support the roof, both in front and back. In fact to build a stand of this kind it would require from 38,000 to 40,000 feet of lumber, say, 40,000 feet of lumber at an averaged price of \$25.00 per thousand would cost exactly \$1,000 for the lumber in such a grand stand. The labor, nails and roofing paper would cost from \$800.00 to \$1,000.00 more or in other words it would cost from \$1,800.00 to \$2,000.00 to build such a grand stand complete, or about one dollar a sitting is generally allowed. The grand stand and fence complete would then cost from \$2,550.00 to \$2,750.00 The bleachers should be 150 feet long and 12 rows high on each side of the diamond, with a wire fence in front as I described in article two in this chapter. For each side it would require seven thousand five hundred feet of lumber, or thereabouts, used in the bleachers, and say at an average cost of \$25.00 per thousand would cost \$187.50. The labor and nails should cost say \$75.00 making a total of \$262.50 for each side of bleachers or the two side complete would cost \$525.00. The cost of bleachers added to the cost of the fence and grand stand given above or \$2,550.00 to \$2,750.00 would make the total cost of the park complete, without the grading \$3,075.00 to \$3,275.00.

I think by going over this carefully with a contractor that does not want too much for his work, one that will work reasonable, you can get this park built for \$3,000.00 alright, and you would then have a daisy. You notice I say contractor in this case. The reason I mention this is because it is building on a large scale, and I sincerely think it would be advisable to co-operate with a contractor in this case, but for parks mentioned in articles one and two in this chapter, you can just as well engineer them yourself.

This park in this article is probably a little too good and expensive for the average city of 50,000 population to start in with, but would

be alright for a city from say 80,000 to 100,000 in population. In cities from 50,000 to 80,000 population you can cut down or regulate the size and seating capacity to from 2,000 to 3,000 and build according to your own judgment sufficiently large enough to accommodate your crowds. Don't build too large at first; go slow. See your way clear. Remember if your seating capacity is not sufficient you can easily build on. I would suggest that a park costing from \$1,500.00 to \$2,000.00 would be sufficient to start with in a city anywhere from 50,000 to 80,000 population.

Below I will give a rough draft surface plan so as to give you an idea of a suitable baseball park for a city anywhere from 50,000 to 100,000 in population. If you are located in a city of a smaller population, and compelled to build a baseball park you can cut the size



of your stands and bleachers down as describ-

ed in this chapter to accommodate your crowds.

A good way to get familiar with building in case you were going to build a park would be to go to some city about the size of the city you are located in, that has a nice, neat, up-to-date park. Size up the stands, bleachers and fence. Get the idea from that park and build from it and also use the ideas from this chapter. After you have seen a few other parks that are up-to-date it will give you an idea of just what you want, for seeing a park would give you a much better idea of what you want than reading, if you are not familiar with one. The above chapter is to give you a rough idea of just what you want. From the reading standpoint of view combined with observation you will have no difficulty in getting together a suitable park.

CHAPTER VI.

IMPORTANT METHODS TO KNOW AND ALSO "WHAT TO DO," WHEN YOU GO TO A CITY A STRANGER—TIME TO START, ETC.

When you have definitely decided upon the city in which you intend to organize a baseball club and, I will say, made all preliminary arrangements for the lease of baseball grounds, or if necessary made arrangements to build grounds, and you have accomplished all you could by correspondence, it will be very essential to know when it would be the proper time for you to go to the city you have selected for real action. I would suggest and found that during my own experience that any time from February 1st to March 1st is the most available time for you to start operations, and I will endeavor to point out in as brief as possible my reasons for thinking so. If it is your intentions to organize a league it will give you ample time to do so, and at the same time you will find enough to do to keep your time occupied by starting a little early. It will also give you ample opportunity to put on a couple of minstrel entertainments or any other good local talent play of some kind, whichever you choose, or even hold a series of dances for the financial benefit of the baseball club. The entertainments I will explain more fully in one of the following chapters under the head of entertainments. In starting early the people of the city will become fairly well acquainted with your ways and methods of doing business by the time the baseball season opens, or the regular championship season, which I think from May 15th to May 25th is about the best time for small leagues to open their season in the north, or even with an independent club, but the players should report for duty at least two weeks prior to this date

for practice and exhibition games, whether you have an independent or league club. You will not be an entire stranger to the public by this time. You will come in contact with the people and no doubt make many friends, and boosters for yourself. As stated above whether you organize a league or an independent club, you will have sufficient time to run off your entertainments, sell your season tickets, get out your score card advertising, solicit your advertising on fences, build your baseball park if it's necessary for you to build one, and have the business end of raising funds and collections made for the support of the club all completed and out of the way by the time the baseball players begin to arrive for duty. When they arrive you will find you will have your hands full attending to advertising your games, keeping the players working, and looking out for the financial interests and general run of business affairs that may come up during the playing season. Have your playing manager look after the ball players while on the field, and I would make this his duty to do so. It will relieve you of this responsibility. Right here I want to point out the most important feature of your future baseball success in any city you locate in. It will pay you to start right, and if you start right you surely can succeed. Don't think it is necessary for you to go into a town dressed up like a dude, for if you do the chances are they will put you down for a four-flusher and may keep shy of you. Dress fairly well and neat, in a business-like manner, but do not allow yourself to go shabby.

In smaller towns always stop at the best hotel. In larger cities it does not matter so much, but always stop at a respectable hotel, and especially where the good sports congregate. The landlord will usually give you a reasonable monthly rate when you tell him who you are and what you are going to do. A baseball manager and baseball club stopping at a hotel usually brings a big business to the

hotel, and especially if the hotel has a bar in connection with it. The baseball fans congregate at the hotel usually to talk over baseball affairs with you and the players after the regular season has started. Always think well of yourself, and associate with the best people or no one. Do not be a saloon manager or loafer, for if you are you might just as well throw up the sponge, for it's all off with you in the estimation of the best people. They will soon find it out if you are and when you go around to sell your season tickets, or score card advertisements, or ask for support from the business men in any way, the chances are you will get the cold shoulder. A great many baseball managers in small leagues, I will not say promoters, for there are a very few at the present time, make this serious mistake as soon as they strike town. They pike for a saloon the first crack out of the box, to get pointers or information. Here you are introduced to a certain class of so-called sports, and you feel like asking them to have a drink with you in order to make yourself a good fellow, for if you do not ask them, they will call you a dead one, and go around knocking you right off the reel, and if you do treat them they will follow you around and play you for an easy mark every time they get an opportunity. They will also be of annoyance to you many a time. Consequently you can readily see if you cater to the saloon element it will cost you dearly in the end, and you will also lose the friendship of the other people, or as I term them "The monied people," who will assist you financially, when you come around. Now bear in mind, keep out of the saloons when you strike town. I do not mean to be a saloon knocker or anything of the sort, and any honest saloon man will tell you the same thing, but I am writing this from what experience I have seen of others, and also for the dollar and cents point of view, for you are in business for the money.

After you are ready to sell your season

tickets and advertisements, I would advise you to go to the best saloons and sell what you can, for their money all counts for you, and their money also counts as much as anybody's, but never go to the saloons until you have seen all the other merchants and big fellows first. Call on the saloons last, these fellows will fall in line aright, and when they see that the best people in the city are helping financially they will fall in line also and attend the games, you can rest assured. When you visit the saloon on a business proposition, go in in a business-like manner, explain your proposition to the proprietor only, and when you are through doing business get out. You will find you will come in contact with a good many sensible fellows in the saloon business, that will help you, and not expect you to hang around their place. They know that it hurts your reputation, and also hurts you in your business and the good fellow does not expect this of you if he takes any pride in his town at all. He wants you to carry yourself straight and furnish a winning club for the town, and let the other fellows do the drinking. Now it is not necessary for you to visit the saloons when you first strike town, and the best way to avoid them after you have arrived in town, and made arrangements with the hotel people you intend to stop with, and feel that you are comfortably located, I would suggest for you to make a call on all the newspaper men in the city, and be sure and not to slight any of them. Tell them your full intentions correctly, and a good live newspaper man should give you a write-up any where from one to two columns. At the same time find out from one of the newspaper men who is the father of baseball in the town, or the dyed-in-the-wool baseball crank that can give you all the baseball information you want. You will usually find some old fellow that is all right, and has had some baseball experience, that pretends to know all about baseball from A to Z, that will be glad to meet you. This fellow can

probably tell you the number of people the town has turned out to witness a ball game for the past 40 years, or anything else you want to know whether it has been league, amateur, or town lot ball. This fellow you want to make your confidential friend and daily visitor, as well as the newspapers. If he has the time he will take you around and introduce you to the good people and in that way you will soon get acquainted. When you are ready to sell your season tickets have him make out a list of, say, 100 names for you to call upon. The first 25 or 40 names on the list should be the dyed-in-the-wool baseball fans, or cranks around town that are sure to buy season tickets, and that will not turn you down. Have him go around with you and assist you whenever he can spare an hour or so a day. By working in this way you will soon have from 75 to 100 season tickets sold in the small cities and you will find it a pleasure to visit the business men on such an occasion. After you have been located in the town a short while and made the acquaintance of some of the best business men, your work will be fascinating and a great pleasure to you, which I point out in the following chapters, and you will feel perfectly at home.

CHAPTER VII.

HOW TO SECURE ASSISTANCE FROM THE NEWSPAPERS.

As I have mentioned in the previous chapter after you have arrived in town, it is a good idea to get to the newspaper men as quickly as possible. Have a confidential talk with the editor or city editor of each paper and explain your situation to him fully, concerning your baseball intentions. If you are working on a league talk league ball to him. If you are working on an independent club talk independent ball to him, and so on. If the editor is a baseball fan or crank, the expression used in baseball, the chances are he will greet you with open arms and he will give you many a valuable tip concerning baseball affairs around town. Here is where you will learn a great deal, and the newspaper men will be of great assistance to you in this respect. Bear in mind you must always jolly them along, they may publish an article some day that might not sit in your crop just right, for instance, when the club has lost about six games in a row. But you must come up smiling just the same, for you will find that the baseball business is a case of jolly all the time.

Never lose your temper. Be prepared to take everything in a good natured way, but keep a thinking all the time, and work out your own propositions. There will be plenty of people to make suggestions to you at any time you may listen to them, but use your own judgment based upon your own experience. The newspapers are usually ready to publish any article of merit, pertaining to baseball from day to day, and I would advise calling on the newspapers once every day, and give them what up-to-date baseball news you have. Perhaps there might be two or more papers in the town, say, both morning and evening papers. It is a good idea to divide the news

equally among the morning and evening papers, in order to keep harmony. Do not favor one any more than the other. Be friendly to all the fellows on the paper and they will boost your game for you for they want the news. It helps to sell their papers and also furnishes them with up-to-date baseball dope for the public. Most newspaper offices have a job printing department and I would advise having all your job printing done at the newspaper offices, for the newspapers are the ones that help build up your business, and in return you must give them your printing and also advertising in return for their kindness. This makes a good feeling all around. If you do this, and carry out these instructions the newspaper men will always stand ready to assist you.

CHAPTER VIII.

HOW TO KEEP THE NEWSPAPERS BOOSTING FROM DAY TO DAY AND THE NEWS YOU SHOULD GIVE THEM—THIS IS THE ONE IMPORTANT FEATURE TO SUC- CESS.

The most important feature for your own welfare and success in organizing a baseball club, is to keep the newspapers boosting the baseball question for you every day. I have learned from my own experience to always manage to give them some news every day. Do not miss a single day, if possible keep a boosting continuously; never let up; if you haven't any news to give them hatch up something from the imaginary pertaining to baseball facts. Get the sporting editor to help you. The public reads the papers and will certainly read your baseball dope in the papers. They will read this baseball news that is published each day, and after a few days will realize that they are going to have a baseball club in their city, and they will wonder who you are. They will look you up, and think that you are a hustler and all right, and that you mean business, and the fans will want to make your acquaintance. They will call on you at your hotel, to talk baseball with you, and you will find that you will be one of the most talked of men in the town. You will often overhear people say as you pass by, "There he goes, that's him," and you will really be surprised at the notoriety you will gain, providing you conduct yourself properly, but do not pay any attention to all this, attend strictly to business all the time and keep a hustling, and also keep the newspapers pushing out the news every day.

This is your best advertisement. "The proper advertising makes any business a success." As P. T. Barnum used to say, "If you have ten dollars to invest, invest nine of it in advertising," but in this case you will not have to invest any money in newspaper advertising. "You get it free."

As I said in one of the previous chapters the newspapers are always glad to get the news, and the reporters will be after you every day to learn if you have something for them. Now the best way to get good results from the newspapers, I have found, during my own experience, is to go to the city editor or a middle aged man of experience in baseball affairs, if the paper has such a man on its staff, and make some kind of an arrangement with him to take charge of the baseball situation for you, or give you the "write ups" as the newspaper men term it, each day. You most always can do this. It will pay you to open your heart a little to this man, and a good way to reimburse him for the boosting he is doing for you is to invite him to take dinner with you occasionally at your hotel, and also hand him a box of cigars occasionally if he smokes. You can also appoint him as official scorer or press agent for your club at a small salary for his kindness, especially so if you locate in a city from 50,000 to 100,000; put yourself out a little to make things pleasant for him, and you will soon see the results, especially after the games start and the crowds begin to attend. A good, live newspaper man of this kind should give you a write-up anywhere from one-half to a whole column every day until say, within a couple of weeks from the time the players report. Then you should get more newspaper space, and especially so after the players report. When the players report run the picture of each player in the papers, giving a history of

his work. Most every city newspaper has a young fellow "kid reporter" or "Mr. Wise Guv" as I call them, running around gathering up the news. These are especially found in the smaller cities. Do not, under any circumstances, tie yourself up with one of these fellows if you can possibly avoid it. If you can secure the services of the older or middle-aged man of experience, as I have mentioned above, to write your baseball news, "do it," but if you cannot secure the services of the middle-aged man you must do the next best thing. These young fellows as a rule make me think of a young green trotting horse; sometimes they will go along all right for awhile, and then they will make a break, and when they do break, they break in bad shape, and thus may prove to be very disastrous for you, therefore I am very anxious to warn you about this particular matter, so remember this particularly. I could recall several occasions where these young fellows have broke in bad shape for me, but the older and more experienced and level-headed newspaper men do not make these breaks; they usually move more carefully, so this is why I take precaution in advising you to tell your troubles to the head of the family. For an illustration I will devote a little space in telling you of a little experience I had on one occasion with one of these "kid reporters," which proved very disastrous to me financially. It was one of my first seasons in the baseball business and I did not know as much then as I do now about the ins and outs of the game, therefore I am now able to advise you to keep shy of these "kid reporters," whenever you can. This does not apply to all of these "kid reporters." Once in a great while you will find one that is alive, and will write what you tell him, and manage to keep things humming. I was under the impression that I

had selected a pretty fair baseball town for myself that season; I had sold some season tickets and got out a nice score card and had what I thought signed a pretty good ball club on paper, for an independent club, comparing it with the other clubs in the vicinity. However the season started, and I played two series of three games in each series at home, and won two out of the three games of each series, on each occasion, and those were with what were supposed to be two of the strongest clubs in that section. I felt proud of my club for their good work, and things looked quite rosy for me, for we had a good attendance at all of the games. Then the club played away from home for two games, winning one and losing one game. We came back home and played three games, winning two out of the three games again. I had then booked the club away from home for a long trip of twelve games. I am sure, including two Sunday games which would have been a big money maker for me, for at those towns they were turning out large crowds, especially on Sundays. I was to start on this trip about two days after we had played the last game at home as near as I can remember, and I was making arrangements to curtail expenses as much as possible on the trip, therefore I released two players, which I thought were not fast enough for the club, and took on a local man in place of one of them; I also traded a catcher for another player, a pitcher I think it was. I did not see the "kid reporter" the day this was going on, but I was told that the two players that I had released saw him that night and told him that the club had disbanded. I presume they were sore on account of being released, and wanted to do what damage they could to the club and to myself, as a great many ballplayers do, or try to do, when they are released. Therefore, you must al-

ways be prepared for this. Well, what do you think this "kid reporter" did? He never came around to see me and find out the facts of the case, or to see if there was any truth to it or not, but instead, swallowed what these ball players told him, and the result was he wrote a long article that was published next morning under a big headline in the morning paper. "Baseball club disbanded," which of course created a big sensation and also a big surprise to everybody. Other papers copied the article, and it was circulated all over the state, the following day. I immediately wired and also wrote the managers of all the clubs I had games booked with on this trip, explaining how a rattle-headed newspaper boy wrote such an article for publication, but I was too late for an article once published in a newspaper generally goes for the true facts, and probably nine out of ten people that read the article take it for granted whether it is the truth or not.

I think that I was to open on a Saturday and Sunday in a certain city, and as stated above called the manager of the club on the 'phone, trusting that I could secure these first two dates, anyway, for a starter, and that he would not cancel my dates with his club on account of the article being published. He told me that he read the account of my club disbanding to his surprise, and to make himself sure of a game for that Saturday and Sunday he immediately booked another club from a large city nearby to fill my engagement, and all the other clubs had likewise done the same. So you can easily see the position I was in, just on account of some num-skulled, five-dollars-a-week "kid reporter." He knew that he had done wrong and kept out of my sight, but I hunted him up, and what I told him. I'll bet he has not forgotten it to this day, but what redress did I get? I learned this

much right there and then, that I did not want any more "kid reporters" to attend to my baseball "write-ups" if I could possibly avoid it.

I have always made it an appoint to get to the newspapers first, when anything of this kind happens, then you are safe. I figured up what I would have made on that trip above expenses, providing the weather was favorable of course, and I think, as near as I can remember, it would have amounted to something between five and six hundred dollars clear profit; so you can see how much damage a foolish mistake in the newspaper will do, so I wish to insist upon you again to be sure and secure a competent man for your "write-ups."

The best way I have found to furnish newspapers with news, and also to keep them boosting every day, is to prepare your own articles, until your players report. You will have ample time evenings in your room at your hotel to do this. When your players report the papers should come out strong for baseball, but you must get them started, that's the main thing in your business. Take a writing pad and write on one side only, good and plain in your own way about 500 words or so, each night, and hand it to the newspaper man, that you have made arrangements with to give you your "write-ups." If it is a morning paper, hand him the news some time in the evening; if it's an evening paper hand him the news some time in the morning. Go over the facts in your own way, and he will rewrite them for you, and he should stretch such an article into one-half or a whole column. Sometimes you find the newspaper men very busy, and I have found that during my own experience it is a much better way to write out your own articles, but it is not absolutely necessary to do this; you can tell him what you

have if you wish, so long as you get some news to the paper.

A good way is to read the other newspapers in your vicinity that are publishing plenty of good baseball news, and you can get a good idea from those papers, and give your papers similar ideas. If you are organizing a league, or have a league franchise, you can give full details about the league meetings, and when you are building your baseball park you can also give full particulars about its progress each day, and when you begin to sign players, make it an appoint to give something about one player each day. Give his full history from the time he began to play ball; also manage to secure his photo for publication. This adds tone to the article and the cranks like to look over the pictures. Never give the history of more than one player at a time, say one each day for thirty days, providing you have thirty players signed for trial. This would furnish the public with plenty of baseball news; also adding the other news that comes up from day to day. You should receive at least a column each day. Have a good photograph of yourself, and also of your baseball park in the paper, and when all the players report for duty have a large group picture of all of them taken together. Have it placed on the front page of the paper just before the opening game, and when the season is on and your club selected and uniformed, have the club picture taken again and put in the paper with yourself in the center. You can make some arrangements with one of the local photographers to have the club picture printed on post cards and distributed at different selling agencies through the city, or sell the right and let some one else sell the post cards as you see fit, and you should realize a nice little sum by so doing without any work or expense to speak of on your part.

Read the "Sporting Life," and "Sporting

News," two good baseball papers published every Saturday and you will get the ideas and methods used by other managers and magnates throughout the country. When your games start it is a good idea to place a small standing advertisement in each of the daily papers. Select a good space as large as you think you can afford, right on the front page if you can secure space there. If you find that you are unable to keep a standing advertisement you must at least advertise each series of games to be played at home. A two-inch space across the top or bottom of the sporting page makes a very desirable "ad," and by advertising in this way always keeps the editor in good humor, and I would advise you to do this in cities where the rates are not too high, for the many kindnesses that the newspaper has extended to you. I selected for myself at one time a city of 15,000 population, and I was told by several parties that it was a good live town. I knew that there were several good independent ball clubs in the immediate vicinity, and thought the chances looked good to me for organizing a neat little league, so I made an investigation. I went to this city and found that I could lease the grounds, but it would require considerable expense to place them in proper playing condition. Then I called upon the newspaper men and they told me that they thought baseball wouldn't pay there. They said we had a club here a few years ago, and it disbanded early in the season. Why, one of them said a fellow was here last year and tried to start a club, but could not get it started. I knew that he did not know how to start and for that reason he did not make it a go. This was all true, I learned afterward. I quietly looked around, sized up the town; the people looked good and prosperous. I also learned that it was a good show town, that the people had money, and took kindly to

sports. I said to myself that there must be some reason for their last ball club disbanding early in the season. It must have been mis-managed. I found that the baseball park was in a very poor location, and the park was also too small, and the people had to walk about a quarter of a mile after getting off the street car; everything looked good to me there, under proper conditions, so I decided to stick and try my luck. I told this to the newspaper men, and asked them if they would publish all the baseball news I gave them, and boost the game. I would remain and take the chances and also organize the league and place a good club in the field to represent their city in the league. This, of course, they agreed to do, so I went at it, and I want to tell you I saw that they had plenty of news each day of some description, and what was the result from this newspaper boosting. I succeeded in organizing the league, and woke the town up to be a grand baseball town for its size. I switched the baseball grounds to the other side of the city, and located on the street car lines that took the people direct to the park. I managed to give plenty of news to the newspapers each day, as mentioned above.

When my players reported and I was ready to play my first game I had the people worked up to great enthusiasm, and I think the first Sunday game the attendance was a little over two thousand paid admissions; not so bad for a town of 15,000 population. The league is still in existence at this writing, and this town still has a good baseball club in the league. Now, if you follow these instructions and keep the newspapers boosting from day to day, and have a good club, I am sure you will have no trouble in drawing the crowds and making a success of the baseball business.

CHAPTER IX.

HOW TO ORGANIZE A LEAGUE AND HOW TO CALL THE PRELIMINARY MEETING.

ARTICLE I.

In organizing a baseball league always choose a territory where there are six or eight cities or towns of available size that were playing good independent ball the past season, if possible to select such a territory. Look the territory over carefully, follow the newspapers in that section and learn the baseball situation thoroughly in that section; also make it a special point to find out the city that is turning out the largest crowds, then try and secure the lease on the baseball park in that city for yourself, for the next season as I have described in one of the previous chapters of this book.

After you have leased the park in the city which you have selected for yourself, you are practically settled for the next season and nine points of the ten are in your favor, and you are then safe to go ahead and organize the league. Do not agitate a thing toward its organization until you are safe and sound, and have your grounds leased first and positively sure that you are "in first" on the baseball proposition in the city. This you want to attend to early in the fall immediately after the close of the baseball season, the time I would suggest to begin preparations for the following season. You can sometimes lease grounds by correspondence, or it may be necessary to visit the city you have in view, in order to do so. This, of course, is up to you to decide. After you have secured the lease of the park write to the president or manager of the clubs in the six or eight cities you have in mind to complete the circuit,

simply asking them if they are in favor of a league or independent ball. You will probably find that over half of them are in favor of a league. Probably some of them may hang back. It may require some time to get the exact sentiment of all parties concerned, but if you begin your correspondence early in the fall I am sure you will have ample time to learn the exact position they all take in the matter. Then directly after the holidays write to all the parties interested that you want in the league, inviting them to attend the preliminary meeting of the league. I would arrange the date of meeting to take place say from February 1st to February 15th. This is at your option and convenience to all concerned. I have known of promoters to travel over the circuit two or three times getting a line on the cities wanted in the circuit, but I do not advise doing this, and do not think it absolutely necessary. It can all be arranged satisfactorily by correspondence, especially in small leagues, thereby saving time and expense. It is a good scheme to have three or four fellows you know personally and can trust to join you in the organization of a league and each take a town in the league circuit. You then work together and have everything your own way.

If you are organizing a six club league, and have four with you including yourself, it is an easy matter to get two other clubs to come in. If you find you cannot organize an eight-club league, organize a six-club league. You will notice that there are several six-club leagues in the country, and it is far better to have six good towns that will play the season out. than to have an 8-club league with a couple of dead baseball towns that might cripple you to a great extent, or handicap the whole league. Therefore I suggest a 6-club league. Some of the clubs might feel that it was their

duty to carry the weak club along, in order to save the league from destruction. I do not advise this, they may be the means of breaking up the whole league. Do not carry any deadwood, if you can avoid it. Select the cities as near together as possible and do not have the jumps any larger than possible, for railroad fares eat up a lot of money sometimes if the jumps are too large. Sometimes a cozy little four-club league can be organized, many such leagues are now in existence.

ARTICLE II.

How to Call the Preliminary Meeting.

After you have written each of the presidents or managers of the various clubs in your proposed circuit, getting their opinion as to whether they are in favor of league or independent ball as I have mentioned in Article One of this chapter, you will find that probably the majority will want league ball, then the only way to do is to call a preliminary meeting, all get together and talk over the baseball situation concerning the proposed league; you may find a couple of contrary ones at the meeting that may want everything to go their way. You must persuade these fellows to get to thinking as you do, as quickly as possible, especially "if they are hard nuts to crack."

I have found during my own experience that the best way to bring them to their milk is to get up in the meeting and ask them to withdraw from the room. You being the one who invited them to attend have a perfect right to do so; simply say that you will go on and organize the league without them if necessary, and the majority of the clubs being with you, you are safe in making this move. It is usually a polite way to take a vote, and vote them out, then they will leave the room with no ill feeling

toward you. After you have them out they will not realize where they are at until it has all happened; they will then get their heads together out in the hall, thinking perhaps that their town will not have a club in the league, or that it may be without ball, and they do not want this to happen, and after discussing the situation among themselves, they will come knocking at the door, begging to come into the league, and will gladly do any old thing to comply with your wishes, if you will only take them into the league. I have had this same experience and worked this plan very successfully, and find it is the only way to handle these know-all sort of fellows at a baseball meeting.

After all this confusion has been settled, and all the details have been discussed, and everything working harmoniously again, and also everybody in favor of the league, the next step at the meeting is to elect officers, and I will point out the best way to do this in a small league, in the following chapter. Of course you understand at the present time most all baseball leagues are under the jurisdiction of the National Association of Professional Baseball Clubs. There is only one out-law league at this writing of any consequence, and I cannot predict the history of its outcome, as an out-law organization. I would not deem it advisable to organize an out-law league. If you choose to organize an independent league that consists practically of college men, and play during the summer, that is all right. I organized the Maine State League for the season of 1907, an independent league which consisted practically of college players. We could not go under protection and have the college players in our league. There is a rule in some of the colleges that bars the students from playing on the college team, if they play under organized ball, but the Maine col-

leges adopted a rule that the college players could play in the Maine league during the summer and be eligible to the college team also. This was simply an independent league catering to college men, and not interfering with any players under the National Association. The league played the season out in good standing. It is a good policy to organize a league consisting of college players. You usually get the better class of people interested then, and when they are interested, the league is usually a success.

If you organize a league under protection of the National Association, I want to point out to you the value of protection before I begin chapter ten, or how to select officers for the league. The following is an article that appeared in the "Sporting Life," in the fall of 1906, which gives the remarkable record of the National Association of that year, which I consider a good one, and want you to read it over carefully:

Value of Protection.

The prosperity of the major leagues in the exciting and eventful 1906 baseball season was duly reflected in the minor leagues, who collectively enjoyed an exceptionally prosperous season—as has indeed been the case annually since the organization of the all-embracing and beneficent National Association five years ago. Of the twenty-odd minor leagues, members of the National Association, which started the season, all but one finished in good shape for resumption of business in 1906. The Inter-State Association, which disbanded during the race, was the only pronounced failure of 1906. The five Class "A" leagues finished with the clubs that started the season; and all played out their schedules as started except the Pacific Coast League which had to make a wholesale shift owing to the San Francisco calamity. That this league played out the string in face of as-

sured loss accentuated the strength of the league and attested its faith in the future under National Agreement protection.

The prosperity of the Class "A" leagues was reflected in the National Association leagues of lower rank. The New York, New England, Connecticut, South Atlantic, Indiana-Illinois-Iowa, Central, Northwestern, Cotton States, Iowa, Hudson River, South Michigan and Virginia leagues (the two last-named in their first season) all went through the season without a club change! In the entire field there were but three changes—the Ohio-Pennsylvania League transferring the Zanesville team to Marion; the Western Association shifting St. Joseph's club to Hutchinson, and the Inter-State League exchanging Hornellsville for Patton.

This is a wonderful record in view of the vast territory covered by these leagues, and the many difficulties which all minor leagues must inevitably encounter and surmount. The permanence of the minor leagues is proof of their prosperity; but this pleasing state of affairs is largely attributable to the National Association, which not only affords protection to capital invested in minor league ball, thus making for permanence, but also compels discipline in the ranks, thus assuring to the public the absolute integrity of the sport.

In view of its past achievements, present prosperity, and future blessings, the National Association has become absolutely indispensable to the successful conduct and financial protection of minor league baseball, and the minor magnate who would dare lift a hand to impair its efficiency, attack its integrity, or imperil its existence is an enemy of and a traitor to the national game itself. May the National Association live long and prosper always!

You will notice that in the above article it says: "Of the twenty-odd minor league

members of the National Association which started the season, all but one finished in good shape for the resumption of business in 1906. The Inter-State Association which disbanded during the race was the only pronounced failure of 1906."

I want to say right here that if the party that wrote this article knew the particulars concerning the Inter-State Association affairs, and its organization as I do, he could have easily given the reason for its failure, and I also want to add to this, and I make no hesitation in writing it either, that in the first place, in my opinion, the league did not have a competent baseball man at its head.

I was interested in that league at its start, and I regret very much indeed to mention it. At the very first meeting I attended I looked upon the whole affair as a joke, and predicted that it would be a 4th of July affair, and my prediction was not far out of the way. I think they lasted a few days after July 4th. With a competent baseball man of experience in handling leagues for a president, and a properly drawn-up schedule of, say, one hundred games, or not over one hundred and twenty games, and the proper selection of umpires, and a league conducted in the manner that the New York State, the Connecticut State, or the New England leagues have been conducted, I feel confident in saying that had this been done the Inter-State Association would have been in existence longer than it was. The South-Michigan league that was organized at the same time, and fighting the Inter-State for territorial rights, is ready to start its fourth season now with at least five of same cities the Inter-State Association had in its circuit, so you can see that it was due to poor judgment in conducting the affairs of the Inter-State Association; while on the other hand the South-Michigan league officials take five of the

same cities and make a fine success of it. It is due to competent men being connected with the league. It is all in the way you go at it. Why just think of it, the Inter-State Association had a schedule almost as long as the National and American leagues had, and instead of games being arranged in series of two or three games in each series most of the games were arranged in series of four games to a series. How ridiculous for a league consisting of small cities, instead of the clubs opening the season with the club which was the nearest at hand, and also its most rival club, or money maker. The schedule was so arranged for the club at the extreme northern end to play the club at the extreme southern end of the circuit, an enormous jump, which was not necessary at all, and meetings, why they held enough meetings to organize three leagues of that size, and I could name many other ridiculous things that occurred in this league that would have driven any league to the wall. Any level-headed man can readily see from these facts, why the Inter-State Association was the only pronounced failure during the season of 1906. Personally I think the league was organized for the special benefit of two men merely for the individual graft they could get out of it regardless of what the outcome would be.

CHAPTER X.

HOW TO SELECT OFFICERS FOR THE LEAGUE.

It is not a difficult matter to select officers for the league and the best way to do after you are all together is to talk over the question of who you want for the president of the league, if there is a competent business man of good business judgment in attendance, one that will be interested and also a franchise holder, and one that can especially curtail expenses, and not want to be calling meetings all the time. Get the sanction of the other members in attendance. Get up yourself, make a little brief speech, pointing out the good qualities of your league, etc., etc., and also make a motion for this man to act as president of the league. Some one, no doubt, will second the motion, and when the motion has been seconded and carried, ask this man to take the chair and proceed with the meeting in the proper way. If you have no one in attendance at the meeting that wants to act as president of the league, then you yourself act as temporary president until you can secure some good man to take the job. I would advise getting some good, live newspaper man, one that has had past baseball experience to take the position at a small salary, providing such a man can be secured. It is better for the welfare of the league to have some one to act as president that is interested financially in one of the clubs of the league, especially the first year. Then he will work his best to make the league a success and will not want a salary for his work. This will apply to small leagues under class D, or small independent leagues. In the larger leagues I would advise securing the services of a competent baseball man, one that has had considerable experience as president of other

leagues in the past, and one that has made a success of his work providing such a man can be found to accept the position at a reasonable salary.

After your president has been elected then you want to choose a secretary-treasurer. There will be some one at the meeting capable of acting in this capacity. Pick out a man that is a good penman and has some knowledge of secretary work, if such a man is present. One man is all that is necessary to have for the position of secretary-treasurer. After he has been elected you are ready for business. Sometimes in a small league one man for the offices of president, secretary-treasurer is all that is required. When your league officers are elected, and your league is organized, then you must not forget to apply for protection to the National Association of baseball clubs, which I mention in Chapter Nine. It will be the duty of the president of the league to do this by writing to the secretary of the National Association, whose address is. Mr. John H. Farrell, Auburn, N. Y. He holds the office at this writing, and has held that office ever since the National Association was formed. He will give full particulars concerning the classification of your league according to the population of the cities in your circuit; also the cost, etc., and all other requirements, and if the league has been accepted as a member of the association, each member of the league will receive league contracts for signing players, and a book of by-laws of the Association. After the officers have been elected it is necessary to hold only one more meeting, and that is the schedule meeting. Hold this meeting, say about three or four weeks after the preliminary meeting. After the schedule meeting is held then you are ready to play ball as far as meetings are concerned. I have known leagues to be organized, and the schedule

drawn up all at one meeting, and every detail of business done, and placed in first-class shape, ready to play ball when the season opened, and this was all done in one of the best little Class D leagues ever organized.

CHAPTER XI.

THE ADVANTAGES AND DISADVANTAGES OF FUTURE LEAGUE MEETINGS.

It is not necessary to be calling meetings every week or two in order to bring matters pertaining to the league to a focus. Two meetings are sufficient prior to the opening of the league season, namely the preliminary meeting and the schedule meeting. You will observe that all leagues that have been the most successful in the past, call the least number of meetings. Men that are interested in other business enterprises cannot afford to take the time required to attend baseball meetings too frequently. Besides there would be considerable expense attached, especially so if there was some distance to travel, therefore I claim two meetings are sufficient to organize the average small league. In a league it is advisable to work in harmony with one another as much as possible, and find out how you all stand at the first two meetings, and you must also work in harmony with the president of the league, providing he is trying to run things on the level. If you have a president that is a good business man and up-to-date he will see the folly of calling too many meetings. So you can readily see the advantage of as few meetings as possible. It certainly would be, in my opinion, very much to the disadvantage in many ways, and also would be folly to hold more than the two meetings for an ordinary small league, prior to the opening of the season. And any average business man could accomplish all the business that is necessary in the two meetings, therefore saving time and further expense.

CHAPTER XII.

ARTICLE I.

HOW TO DRAW UP A SCHEDULE,
GUARANTEES, ETC.—HOW TO
APPOINT UMPIRES.

ARTICLE II.

HOW TO ADOPT A CONSTITUTION
AND BY-LAWS—A GOOD CONSTI-
TUTION FOR A SMALL LEAGUE
TO ADOPT.

ARTICLE I.

At the second meeting of the league which should be called the schedule meeting, it is absolutely necessary that all clubs be represented. I would suggest calling this meeting at the most central point of the circuit, so as to make it convenient for all parties, and also arrange to hold the meeting at the best hotel in the city. By so doing it will add prestige. Occupy a large room in the hotel and have a large table and chairs placed in the room. All gather around the table. The president should get out a large sheet of paper, say, a couple of feet square, for the making out of the official schedule. If you have a six club league draw seven equal squares across the top of the sheet, beginning in the upper left hand corner, and also seven squares down the sheet, beginning in the upper left hand corner. Begin in the second square at the upper left hand corner and follow across the paper to the right, marking each square at the top for six spaces with the name of the club underneath "at home" for all the clubs represented in the league, six in all. Then begin in the second square underneath the upper left hand corner and run down the sheet marking each club away from home or "abroad."

You will notice that after you begin to fill

in the schedule that it will leave the squares from the upper left hand corner to the lower right hand corner blank. It would be a good idea for you to secure an old schedule from some leading newspaper if you do not clearly understand what I mean or have never seen a schedule, then you can get the correct idea from that. In a small league a schedule of 100 games is sufficient, or 120 games at the most. A 100 game schedule would give you 50 games at home and 50 games abroad. A 120 game schedule would give you 60 games at home and 60 games abroad. Always arrange the schedule so that each club will play an equal number of games with each other if possible. In preparing the schedule each member of the league should know the distances between all the cities in the circuit, and try and arrange, as far as possible, that each club will have to travel the shortest distance possible during the playing season. Each member of the league present wants with him sufficient paper to make a copy of the schedule as you are making it out so as to have your copy correspond correctly with the official schedule held by the president of the league. Each member will probably know what club they desire to open the season with, so put these opening dates down first, for a starter, in the squares to correspond whether you open the season "at home" or "abroad." If you open abroad you should then open at home in return with the nearest club at hand or the same club you opened abroad with, or more so, your most bitter rival, for this no doubt would be your best money maker. You must all have an opening day at home and I would advise as early an opening at home as can be arranged after the season starts. After you have all arranged your opening dates I would book the games in two series each both at home and abroad and I would not book at home games for more than two series at any one time, and do not be away from home any longer than you can possibly avoid. Two

series of two games each series are plenty in leagues of this kind.

Try and pick out the best days for your club to be at home, that is the days that will likely be patronized the best, and arrange your schedule accordingly. Keep on going with the dates until you have completed the 50 games at home and the 50 games abroad with all of the clubs, and be sure that you have the equal number of games arranged both at home and abroad. A schedule of this kind would cover a period of time say from May 15th to Sept. 15th, thereabouts or in other words would give you a playing season of four months period, not including Sunday games. Sometimes it's a good policy for a small league to close the season on "Labor Day." I think this is the best way for a new league to do in making out the schedule, by so doing no member will have any kick coming if he gets the worst of it. Divide the holidays equally, or play where you think the most money would be made in playing the games on those days. Some leagues have had their schedules made out by a schedule maker who is usually paid a small sum for his work, but I have found that this does not always prove satisfactory to all, especially in the new league. Sometimes the president of the league makes out a couple of schedules, and submits them to the league at the schedule meeting for the league members approval. This is a good idea and especially so after the league has been in existence for one or more seasons. I would advise the guarantees to be \$50.00 in a league of this kind with a rain guarantee of \$25.00, and an equal division of the gate receipts on holidays in all cases. If you are playing Sunday games in your league divide the Sunday receipts also, namely the gate receipts only, the grand stand receipts not included. If the cities are about an equal size follow the straight guarantee policy, but if there are three large cities in your league of, say, 40,000 to 60,000 population and three small cities, say,

10,000 to 20,000 I think the gate receipts should be divided equally for every game played, by so doing the larger cities would help support the smaller ones, consequently keeping the league alive. Of course the \$50.00 guarantee applies in all games played just the same with the privilege of 50% of the gate receipts only. You should pay close attention to the attendance, that is the people that pass the gate. Take up your own tickets at the gate or have your secretary attend to it, and settle correctly with the club you are playing with whether it be on the road or at home according to the admission paid. A series of two games each series is sufficient for such a league. The New York State and New England leagues are model leagues, and I understand they have played in series of two games to a series, but I cannot say at this writing whether they follow this plan or not.

THE UMPIRES.

It is not a difficult matter to secure umpires, but it is a difficult matter to secure competent umpires. The president of the league will have full jurisdiction over the umpires, and will pay them according to the amount specified in the league constitution and by-laws. For a newly organized small league, I think it advisable to pay the umpires immediately after each game for their work. This does away with a lot of trouble. Umpires can be secured for \$6.00 per game for their services, and they pay their own expenses, which is a sufficient amount in a small league, especially where the jumps are not large. This will be \$6.00 for every game umpired and \$3.00 in case of rain or postponement of games. In larger leagues that have been in existence a few years the umpires are usually paid a salary by the month for their work and the salary regulated according to the classification of the league.

ARTICLE II.

In the spring of 1905 I organized the Inter-State league, and had I not taken hold of the baseball situation in that section of the country, I doubt if the Inter-State league would have been in existence at the present writing. The league is still doing business at this writing, and is one of the best little Class D leagues in the country. We organized under Class D, and adopted practically the following constitution that I give in this chapter but I shall add a few amendments to this constitution, thereby covering practically everything necessary, and I cheerfully recommend this constitution to be good enough for any small league to adopt at the start.

CONSTITUTION.

Article I. Name and Object.

This league shall be called The Inter-State League of Professional Baseball Clubs. Its object shall be to promote and perpetuate the game of baseball, to surround it with such safeguards as will justify public confidence in its integrity and methods; to protect and advance the mutual interests of professional ball players, and to provide for and regulate the games for the championship of this league.

The league shall consist of the baseball clubs of Olean, N. Y.; Jamestown, N. Y.; Erie, Pa.; Bradford, Pa.; Kane, Pa., and Coudersport, Pa., and such other clubs as may from time to time be admitted.

ARTICLE II.

The officers of the league shall consist of a president, secretary-treasurer and six directors. One director shall represent each club holding a franchise in the league, and shall be elected at the first regular meeting of the league in each year by vote of one representative from each club holding a franchise.

ARTICLE III.

The president shall preside at all meetings

of the league, preserve order and enforce the laws thereof. He shall countersign all orders for the payment of money, direct the calling of all meetings, decide all questions of interest to the league when not in session, appoint umpires subject to the approval of the board of directors, and appoint officers *pro tem* and committees not otherwise provided for. He shall have direction and supervision of the league when not in session and keep a record of all work done and report same to first meeting of board of directors thereafter.

ARTICLE IV.

The general secretary-treasurer shall keep a record of all meetings of the board of directors, and shall receive all the money from each of the clubs holding a franchise. He shall disburse all moneys from the treasury and draw all orders for payment of same. He shall keep a record of all players and their contracts with each club of the league, and require the manager of each club to furnish a certified copy of contract with each player and disburse all moneys as ordered to by the president and board of directors, and perform such other duties as may devolve upon him.

L ARTICLE V.

The directors shall consist of one representative from each club, and shall have control of all matters of interest to the league. They shall have power to decide questions appealed from the different clubs, fill all vacancies accruing with persons recommended by club from which vacancy occurs, act upon any complaint or charge brought against any club, and shall settle such other business as may be brought before them by the president, secretary-treasurer or individual clubs.

ARTICLE VI.

The salary limit per month shall be seven hundred fifty dollars (\$750.00), exclusive of the manager's salary. Any violation of this proven against any club holding a franchise, the club shall be fined not less than \$50.00 or

more than \$100.00 or disfranchisement, or either or both at the discretion of the board of directors.

ARTICLE VII.

The membership of any club in this league may be terminated: (1) By failure to present its nine at the time and place specified for any championship game, unless caused by unavoidable delay or accident in traveling. (2) By allowing open betting or pool selling on its grounds or in any buildings owned or occupied by it. (3) By playing any game of ball with any club that is disqualified or ineligible under this constitution. (4) By offering, agreeing, conspiring or attempting to lose any **game of ball**, or failure to immediately suspend any player who shall be proven guilty of offering, agreeing, conspiring or attempting to lose any **game of ball**, or of being interested in any pool or wager against his own club. (5) By disbandment of its organization or team. (6) By failing or refusing to fulfill its contract obligation. (7) By failing or refusing to comply with any lawful demand of the board of directors. (8) By wilfully violating any provision of this constitution or rules made in pursuance thereof. (9) By leaving the field of play before the full game has been played, except in case of rain or as provided by the rules.

ARTICLE VIII.

Any player jumping contract with any club in the league shall not be signed by any other club in the league without the written consent of the club from which he jumped. Players suspended can only be reinstated by the club which suspended them. All players shall be disciplined in accordance with the contract from the league. Rowdy baseball playing and gambling will not be allowed, and any player may be removed from the game by the umpire or fined for rowdy actions. The fine shall not be less than \$5.00 or more than \$25.00 and shall be paid into the treasury of the league.

ARTICLE IX.

The necessary funds of the league shall be derived from a membership fee of not less than \$25.00 and from such other assessments as the league may find necessary, and from fines collected from clubs and players. Fines and other funds shall be paid to the secretary-treasurer of the league.

ARTICLE X.

Visiting clubs shall be given a guarantee of \$50.00 per game with a rain guarantee of \$25.00 excepting on holidays which shall be divided by fifty per cent. of the gate receipts to each club. In case a game is postponed by rain, the rain guarantee of \$25.00 shall be paid the visiting club, and the game played off at its next appearance and only \$25.00 paid for this game at the time played.

Clubs selling season tickets and issuing passes shall require the holders thereof to present them at the ticket office and procure regular admission tickets for same for games played on holidays. Basis of division of fifty per cent. shall be from the tickets received at the gate. Visiting clubs may put man on gate to take tickets for all games on the percentage basis.

ARTICLE XI.

A schedule committee shall be appointed who shall draw up a schedule of games, which shall be adopted by the board of directors, which committee shall consist of representatives from each club holding a franchise.

ARTICLE XII.

The president shall appoint three umpires to be approved by the board of directors who shall preside at the games. He may also appoint extra umpires if the league deems it necessary. The umpire shall have full control of the game, and no club shall permit players or manager to interfere or delay the game in any way, but shall continue the game under protest if such be warranted. The umpire will

notify the president who will notify the directors, and they will decide the case at their next regular meeting. Any club who shall call its club from the field shall be fined \$100.00 or disfranchisement, or both according to the vote of directors, no matter what the trouble may be. The salary of the umpires shall be paid at the rate of \$6.00 a game paid from the funds of the club where the games are scheduled. In case of a game being postponed by rain the umpires shall receive \$3.00, one-half, and the remaining \$3.00 when the game is played off at the club's next appearance. Umpires must appear on the field in a regular umpire's blue uniform and present themselves to the manager of the home club at least one half hour before time of play.

This constitution shall govern all meetings and can be amended at a regular meeting at which each club is represented by a director, and by a two-thirds majority vote. The Inter-State League shall be affiliated with the National Association of Professional Baseball Leagues, and under the National Association.

The following shall be the order of business unless suspended by a two-thirds vote of the club members:

- (1) Reading minutes of last meeting.
- (2) Report of board of directors.
- (3) Report of committee.
- (4) Election of new members.
- (5) Amendments of constitution.
- (6) Amendment of playing rules.
- (7) Election of officers.
- (8) Miscellaneous business.
- (9) Adjournment.

CHAPTER XIII.

ARTICLE I.

HOW TO SIGN PLAYERS FOR A BASEBALL CLUB.

ARTICLE II.

HOW TO GET A BIG BASEBALL MAIL WITH HUNDREDS OF LET- TERS.

ARTICLE I.

It is very essential for your financial welfare to have a winning baseball club representing your city, providing you can secure a winning combination, and I would advise you to use every effort in order to do so. What I mean by a winning club, I mean to say, a club that stands one, two or three in the league race for the pennant, that is if you are playing league ball, but if you have a club playing independent ball try and have a club that is winning the majority of its games. The public enjoys a winner, but at the same time I would not advise having a club that is winning all the time. If you have a club that beats every thing gally west that comes along you will find in time the attendance will drop off greatly. The public will say that the other clubs are not fast enough. Keep the clubs as evenly matched as possible. This creates interest and the patronage will boom. Keep your club one, two or three in the league race, and as evenly matched with the leaders as possible, and if you do this I am sure that you will be satisfied with your gate receipts in most any town or city. It is about as bad to have a club beating every thing in sight as it is to have a club that is losing every thing in sight. Therefore I want to state emphatically again, try and keep your club in one, two, three order or fighting for first place all the while if you want the best returns. If you succeed in ac-

completing this you will find that the crowds will be on deck and with you, and the newspapers will also do a large amount of boosting for you and all this will be great advertising in your favor. After you have organized the league or an independent club as the case may be, that you may intend to run, the newspapers in the section of the country where you are located in a radius of many miles will take up the interests of your league and publish the details of interest from time to time.

These papers will, no doubt, devote considerable space for the interests of your league or club, consequently this will attract the attention of many ball players and you will receive many letters daily from these players making application for a position on your club. These letters will come mostly from "amateurs" and "old leaguers" or better known as "has beens" that have seen their best days on the diamond, and they will try and catch on with a newly organized small league or independent club. Do not throw these fellows down. I think it advisable to carry a few of these men sometimes, providing they are not too old and have the right habits. You can use an old experienced catcher with a fairly good arm, and also a first baseman to a good advantage. They will steady the younger players on the team, and some times work wonders in developing a young bunch of players.

All the letters that you receive be sure and read them over carefully. I would suggest while selecting your club to pick out players that have had a little experience, say, for small leagues or independent clubs. Try and select players from 18 to 26 years of age that are of good weight and height if possible, or you might try and sign a good stocky lively lot of fellows, also full of ginger with good arms, good runners that are intelligent. Sign players that play with their heads and not with their hands and feet, and especially ones that will listen to what you have to say or what

your manager has to say. I would advise signing one or more old heads of experience, one as a catcher and one as a first baseman for the club that understands their business, and capable of handling and developing young players. Such a man or men will be the backbone of your club, and will keep the club playing steady and also the pitchers working right. I would make one of these fellows playing manager and captain of the club. Try and secure two good left handed pitchers, both big fellows with speed and good control of the ball, and two good heady right handed pitchers also if possible.

I like to see big fellows pitching. For first base sign another old head that is a corking good hitter, and one that can catch in case the regular catcher gets hurt or laid up in any way. These two players could exchange positions when necessary. Your infielders, second base, third base and short-stop should be a lively lot of players, full of ginger all the time, and active on their feet and not afraid to talk or take any chances. They should be good base runners, hitters and bunters, and accurate throwers ready to take advantage of everything. Your outfield should consist of two good sluggers and they should be able to cover a lot of ground, one in left field and one in center field. You can play a pitcher in right field, always play the one that is the best hitter when he is not pitching, but I do not approve of playing good pitchers in the outfield unless it is in a small league or independent club. This would give you twelve men on your club and a well balanced club at that, and if the old head for your manager-captain would drill the proper spirit and team play into a bunch of players of this kind and manage to keep harmony in the ranks, I am sure that you would have a winning combination, and would not have much trouble in keeping your club near the top of the race. It will be quite a difficult proposition to sign such a club by correspondence, however, some-

times such a thing can be accomplished. If you have never seen the players in action that you are signing, and if you never have had the actual experience in signing players I will endeavor to point out to you the best way to sign such a club by corespondence.

When you receive a letter from a player and his record looks good to you on paper, or in other words by his tell in his letter, write him back asking him to give you the name of the club that he played with last season providing he did not mention the club to you in his letter. Have him forward on a dozen or so clippings of games with the tabulated scores of games that he participated in if he can procure them for you. Amateurs as a rule are great fellows to carry clippings of previous games they have taken part in, and no doubt he can forward such clippings on to you for your approval. If you are unable to secure clippings from him write some one in the town where he played, and you can usually get a good line on your man from the sporting editor of the newspapers, who are usually a fairly good judge of ball players in their vicinity. Find out in some way what his record as a ball player has been aside from what he writes you. If he batted well and fielded well on the club that made a good reputation the past season and was considered one of the stars of that club I would advise signing this player for a trial on your club. This is about the best way to sign amateurs, and be sure that you get legitimate clippings or recommendations of the player's past record. Sometimes parties will write you recommending a player friend of theirs. I do not take much stock in this way, in fact I have been buncod in this way many times myself, so I would advise having the player show his credentials. Look the clippings over carefully and try and pick out the strong batters. The above will apply to players that have not participated in games under organized baseball and that have no official records in the

baseball guides. When a player writes and tells you that he has played with such and such a club and in such and such a league last season, and that his batting average was so and so, and his fielding average so and so, all that will be necessary for you to do in order to see if he is telling the truth, will be to consult the Spaulding Baseball Guide, and find out just what his record is in the league he states that he played in the previous season. Turn to the league that he played in and look him up. The Spaulding Baseball Guide I think publishes the record of all players that participate in games under organized baseball and also most of the college games. Therefore you can find the record of any player you want to look up that took part in games played in organized baseball the year previous of the issue of the guide, and no player can flim-flam you or gold brick you in this respect.

Try and sign a good, clean lot of fellows and particularly those that are not booze fighters if you want to make a hit in your town. The time has come when the public will not stand for rowdyism among ball players on or off the field. In a town from 5,000 to 20,000 population it is a good policy to sign a bunch of college and ex-college players that have a good college baseball reputation. You may have to pay a little more money for the services of such players but it will pay you sufficiently in the end if they deliver the goods, and especially so if you have an independent club in a city the size of the above mentioned.

Always keep your club well uniformed, and up-to-date. This creates a good impression. A small league or independent club usually has for its salary limit as a starter anywhere from \$750.00 to \$1,000.00 a month. A club with a salary of \$1,000.00 to \$1,200.00 a month for the entire club's salary should give you a pretty good club for a small city these days, and properly balanced and handled should get the patronage in most any small league or independent town. If you wish to organize a

stronger league in, say, cities from 25,000 to 75,000 population I would advise starting with a salary limit of, say, \$1,500.00 to \$1,800.00. This limit can be increased from time to time if desired, and the larger the cities the larger the salary limit of your club should be. This goes according to classification under organized baseball and full details can be had by writing the secretary of the National Association when you get ready to organize your league.

In baseball you want to start in a small way and gain the actual experience, then you can go higher and venture out. Therefore I state that cities ranging anywhere from 8,000 or 10,000 to 50,000 in population I would not exceed a limit of \$750.00 or \$850.00 on the start. I have known good leagues to start with a salary limit of \$750.00, but this was eventually increased from time to time after the first year.

When the public demands faster ball then will be time enough to increase your salary limit a little. Keep the clubs well balanced if possible and do not pay out all the money in salaries to the players. I would also like to add that when you sign a player always be sure and sign him on trial, especially if you do not know the player and the quality of ball that he can dish up. If the player makes good in the trial then you can arrange terms satisfactory to both parties and offer him a regular contract.

ARTICLE II.

HOW TO GET A BIG BASEBALL MAIL WITH HUNDREDS OF LETTERS.

This may sound big to you but I want to tell you it's the actual truth based upon my own experience, when I say that I have received over six hundred letters from one small advertisement in a sporting paper, and to tell the truth I grew mighty tired reading them.

If you advertise for players in one or more sporting papers the landlord of the hotel with whom you are staying will think that you are in the mail order business by the large amount of mail you will receive daily. It creates quite an impression to have a large bunch of mail handed you every morning when you go down to the office, or in fact about every time the mail carrier comes in he will have something for you, and at the same time you naturally feel good natured over it. Now if you want to receive a good big mail just place a small advertisement in the *Sporting Life* and also one in the *Sporting News*, two weekly baseball publications, which will cost but a small amount each week for both advertisements. The advertisements should read as follows: The one for a newly organized club should read:

Wanted—Good hustling experienced baseball players for the newly organized.....
..... of the
..... (name of club here)
.....
..... (name of league)
league. Also capable playing manager. Address
..... (your name and address)

If you are organizing a fast independent baseball club have the advertisement read like this:

Wanted—Good hustling and temperate baseball players for the fast.....
..... (name of club here)
Independent Baseball Club. Good salaries paid. College men please write.....
..... (your name and address)

In this last advertisement you will observe that I do not say college men preferred. However, if you choose to sign an entire team consisting solely of college players have the advertisement read college men preferred. Send either one of the above advertisements according to the kind of club you are organiz-

ing, of course. One advertisement to the *Sporting Life*, Philadelphia, Pa., and one advertisement to the *Sporting News*, St. Louis, Mo., and, say, let the advertisement run four consecutive issues and I'll guarantee that you will get mighty tired reading the letters that you will receive in answer to the advertisements. If, however, you are not satisfied with the letters received and want a still larger mail why just write to half a dozen sporting editors on some of the largest city dailies nearest you, simply saying that you are organizing such and such a club and ask if he will please make an announcement of it in his paper stating that you would like to hear from capable ball players for your club. This is good news for the paper and generally the sporting editor will gladly run this article on the sporting page. If you do this your box at the hotel will have to be increased in size in order to hold your mail, and if you continue this policy I'll guarantee that you will receive many hundreds of letters and get mighty tired of reading them.

CHAPTER XIV.

HOW TO RAISE MONEY BY THE SALE OF SEASON TICKETS—A GOOD PROPOSITION.

The season ticket proposition for raising money for a baseball club I consider one of the best in small cities for various reasons. In the first place you give the purchaser something in return for his money subscribed, and consequently you have some foundation to talk on when you start out to raise money by this method. Perhaps you may be practically an entire stranger to the public where you are, and if you were and started out to raise funds the skeptical ones might be a little inquisitive, and ask you various questions as to what you intend to do with the money, etc., etc. These wise guys are usually very few and far between, I have found during my own experience, but what few I have run up against I have most always found them to be "N. G.," consequently I dropped them like I would a hot potato. Never give these fellows any inside information. Some of these wise ones will have the nerve to ask, why don't you have a secretary appointed to handle the funds? Never allow this to be done, for if you do you are practically throwing your business into the hands of others, and then every one will know your business as well as yourself. You can avoid this by telling them that you are capable of handling your own money and acting as your own secretary. Therefore I believe that the sale of season tickets as a donation for the club from the business men is as good a way as any to raise funds, possibly aside from advertisements, and at the same time does away with a lot of foolish questions being asked by a certain element. It is simply a business transaction pure and simple, and if a man takes a ticket in return from you for his donation of, say, ten, fifteen or twenty-five dollars for the season he surely gets value

received providing the club goes through the whole season, but if the club was compelled to disband about the middle of the season owing to rainy and bad weather or lack of patronage he gets one-half its value anyway, and you should sell your season tickets on the condition and thorough understanding that you accept his money as a donation toward the support of the baseball club and give him a season ticket in return for same but that you do not guarantee anything and that you will not be responsible for the club playing the entire season in case the patronage is not sufficient to support the club or rainy weather keeps the people away and you are compelled to disband the club thereby. Explaining this and having it in writing you take no responsibility, the party that donates takes the chances. What good live business man would not donate something toward the support of the baseball club in his city nowadays? However, if you are located in a good live town there is no danger of the club not going through the entire season, conditions favorable, but I merely wish to point this out in order to place yourself on the right side. I would advise making the price of season tickets ten dollars for a small league, that is where a fifty game schedule is drawn up to be played at home. Also for independent clubs I would make the price ten dollars for a ticket. In a larger league charge more for a ticket, charge according to the classification of the league and the number of games played. The business man that donates for a season ticket as a rule does not attend over half the games played, and I have known men to make a donation and they never witnessed a single game. They simply donate something for the good of the club and also in order to have a club located in their city for the advertisement the club would give the city. Make these season tickets that are sold for ten dollars good for the gate admission only, and not for the grand stand and do not make them

transferable. If you do someone will be in the game every day on the ticket, that is days that there are games. Have it distinctly understood that they are cheap at that price and that you cannot afford to make them transferable, unless it is to some one of the purchaser's family, but if there are two members or more in a firm that take a ticket why I think it advisable to let any one member of the firm use the ticket on days of games, but not more than one should use it. Some clubs issue season tickets where they play, say, seventy home games and ask twenty-five dollars for them. These tickets usually entitle the holder to gate admission and a grand stand seat. I do not think it advisable to ask more than ten dollars for a ticket unless you have a franchise in a league of fairly good sized cities, say, around one hundred thousand in population or so. I will give you a good form for a season ticket, one that is simple, neat and inexpensive. They should not cost over \$2.00 or \$2.50 for the first one hundred. Have them printed on a six-ply water-proof card board. For an illustration we will say that you are the owner of the Scranton Baseball Club of the New York league.

FORM AND WORDING ON TICKET.

Scranton Baseball Club, New York State League, season of 1908.

This ticket entitles the bearer to all home games played by the Scranton Baseball Club during the season of 1908.

NOT TRANSFERABLE.

Admit Mr.....
(name of purchaser here)

No.....
(number here) (your name as pres. or mgr.)

You can have a large date of the year printed in the center of the ticket in type about one inch high and of a bright color. This will make your ticket show up nicely. Have the card about four or four and half inches by two inches regulation size on thick

water-proof card board. Give the above form to the printer and he will arrange an attractive ticket for you. I have known season tickets to be issued in book form fifty tickets in the book to correspond with the fifty games scheduled in the league, so when the party holder presents the book at the gate the ticket is torn out to correspond with the game. I would not advise this method for the books are much more expensive, and besides cause a lot of trouble and confusion. I have found during my own experience where such books are issued, and in case the party holder should miss a game he invariably would try and take some friend in at the gate on the ticket he had missed, or even hand his book to some one so as they could get the benefit of it.

Suppose you have a big game on for a Saturday or a holiday and a large crowd is outside the gates in a hurry to get in, and a few of these fellows come along with their books and want to bring in a friend or two with tickets missed. You cannot afford to let them in. You cannot afford to argue with them. You cannot afford to take the time to tear them off, so there you are. I think these books are a great inconvenience, cause a lot of trouble and if you give the visiting club half the gate receipts on a holiday you are big money out if you allow these missed tickets to pass your gate. Only one can go in on the card board ticket, and no missed games show on that, so this is why I think the card board ticket is the only one. The best and most convenient way is to have a simple card board ticket made out according to the form given above with the name of the purchaser written plainly and as you sold these tickets yourself you will know just who holds these tickets and no one can work you on the gate providing you are there and if you are not instruct your assistant to look after this also. You must watch this very carefully.

In a city from 10,000 to 20,000 population a man that would be considered a fair salesman

or hustler should sell 75 to 100 or more season tickets. In a city from 20,000 to 50,000 population such a man should sell 100 to 150 tickets or more. This of course depends upon your own personal ability and appearance as a hustler and salesman and also in your getting out among the fans and being a good mixer. It's up to you in this case as to your ability as a man and salesman. Remember you cannot sell tickets by sitting in your hotel or your room, or looking out the window in the hotel lobby as I have known some to do. If you go out each day and work faithfully, call on every business man and also professional men and I would suggest for you to secure the services of some young man well acquainted, and especially one that has good prestige in the town to go around with you at first and introduce you to the good people. I am confident that you can dispose of many tickets in this way. If however, you find that you lack the nerve and consider yourself not qualified for the job the best thing for you to do would be to secure the services of a good reliable advertising man, one of experience that is familiar with program work, to sell tickets and raise money for you. You can hire this man on the percentage basis giving him, say, twenty-five per cent. of what he brings in, and he to do all soliciting and collecting. In this way you will have no trouble in disposing of your tickets. Whether you solicit yourself or whether you hire the work done it is usually a good way to secure a list of, say, fifty or one hundred names of the dyed-in-the-wool baseball fans from some local ball crank that knows them all before starting out, and be sure and call on every one of them. Do not miss a one, and if you succeed in selling to half that are on the list you are doing finely. It is a good policy when you sell a ticket to a man to ask him if he can't sight you to some friend of his that would be liable to help you out by taking a ticket. Nine times out of ten they can and by working in this

way you will succeed. If you locate in a town, say, February 1st or 15th, I would advise starting out about a month later with your list. Your club will be organized by this time and you will be signing the players, and the people will be somewhat acquainted with you then, and have faith that there is to be a club in their city, consequently you will be able to dispose of your tickets easier, but in case you did not locate in the city until, say, March 1st or 15th, I would make it a point to start selling tickets about one month or so before players reported. This will give you ample time to solicit and make collections before they arrive and have this work out of the way.

I would not advise getting your tickets printed and sell them outright. It's usually a hard proposition to tackle, but at the same time it can be done for there is always some one who is willing to help out. The best way to do is to go to some lawyer's office and have his stenographer strike off on legal cap paper and neatly typewritten and a cover put on about four or five sheets of paper sufficient to have the signatures of a hundred or so names, and be sure and have the tickets made payable about a week or ten days before your players report, thus giving you time to make your collections. This is by far the best and easiest method to solicit the ticket proposition. If your players report, say, on April 25th, make the tickets payable April 15th. If your players report May 10th, make the tickets payable May 1st, and use this form for the heading of your list and neatly written, the same as any subscription list should be:

FORM.

We, the undersigned, do hereby agree to subscribe the amount of
(price here)
payable April 15th, for the support of the
.....
(name of club here)

in the
(name of league here)

In return for the said donation the.....
.....
(name of club here)

will give the undersigned one season ticket
which entitles him to all the home games
played by the
(name of club here)

during the season of
(date of year here)

This is all that is necessary and is a good form providing you are simply renting a ball park, but if you are building a new park or going to considerable expense remodeling an old one, I would add something like this to the form:

Said money subscribed by the business men is for the organization and equipment of club, transportation of players, building park or repairing park, grading ground, etc.

By adding the above will give the correct idea of what you intend to do with the money subscribed and business men would help out more readily providing they knew the funds were to go toward such purposes.

I would take the list to the mayor of the city and have him sign it first for a starter. Be sure and give him his ticket gratis for you will want him to make a brief speech at your opening and you will feel duty bound to give him the ticket gratis on this account. Then go to the dyed-in-the-wool fans among the other city officials and get what names you can on the list, not giving any more free tickets unless you give one to the chief of police. You want as few dead heads as possible and no one else should get a ticket gratis aside from the two mentioned above. Have a capable young man assist you and introduce you to the people and by working diligently I am sure that you will get there.

CHAPTER XV.

HOW TO RAISE MONEY BY SUBSCRIPTION.

The method of raising money by subscription applies principally to where stock companies are formed in the smaller towns and cities for the support of the local baseball club. These companies are usually called baseball associations and invariably incorporated, but a man locating in a city as an entire stranger and making the baseball business his only enterprise for financial returns, I do not deem it advisable to raise money on the subscription plan only in one way, and that way I will endeavor to describe in this chapter. If you raise money on the subscription plan I would not advise raising money by the sale of season tickets also. You will find that when you start out to raise money by the ordinary subscription plan and are asking for a fairly good-sized donation, payable, say, prior to the opening of the season, you may find obstacles in your way in the line of questions being fired at you, and the first crack out of the box, those you solicit will ask: Why don't you have a stock company organized? and why don't you have a secretary appointed to handle the funds, and what do you intend to do with the money, etc., etc., and a dozen more whys and wherefores, and ifs and ans, and you will find yourself up against it all the time, and if you pursue this course you will feel embarrassed. This is why I recommend the season ticket proposition in preference to the subscription plan, and I think it is by far the better method, especially where one is a stranger and alone in organizing his club, and more especially so if he has to go to the expense of building a new ball park, or remodeling an old park. The business men expect you must have some assistance,

and will stand ready to help you in this respect. They certainly do not expect you to furnish a small city with baseball entirely at your own expense. If the city is a large one and the patronage of the games warrant big financial returns, and is sure to be a big money-maker, it would be different. You would not ask for donations in this case, but if you are located in a small city and wish to raise money on the subscription plan, I advocate the following plan strongly, and I think it is a corking good one too, as you will see for yourself, and applies to where you have no ball park to build, simply where you lease a park at a reasonable rental and have no further expenses. The actual playing season in a small league or independent club usually covers a period of about four months in the north—say from May 15th to September 15th. I would advise you to get out the ordinary subscription paper plan in a neatly typewritten form with a strong heading, "which form and heading I'll give later in this chapter," and when you go around soliciting, ask the business men to subscribe as liberally as possible toward the support of the club for the season. Have the donations made payable, say in four installments, or payable the first or fifteenth of every month, as you choose, or in other words you collect from the business men your monthly donations, say, for instance, May 15th, June 15th, July 15th and Aug. 15th. Some business men would donate ten dollars and even more each month, some five dollars, some two, some three, etc. Take any amount you can get, even down to fifty cents a month. Call on every one to help out, and you can probably raise five hundred dollars and even more, payable to you each month in this way. If you have this amount to bank on each month, and we figure your club salary at \$800.00 a month, you would have more than half the

amount of your club's salary coming in each month on your subscription plan. In a city of 20,000 or 30,000 population, you should raise on the monthly subscription plan nearly enough money to meet the salary of your players, and the money coming in at the gate aside from guarantees should be practically velvet for you. For when the club would be playing away from home you should receive enough money from guarantees to cover hotel and railroad expenses, and leave a balance besides. You will find by working on this plan it will prove to be a corking good money-maker for you in a city of 15,000 to 30,000 population, and if your club is a winner and you are furnishing good ball, and even if the club is costing \$1,000.00 a month, it should be self-supporting from the gate receipts in any live town. It should even do better, it should be a money-maker even without Sunday games, but we will figure that you are breaking even with the gate receipts, and you are having \$700.00 a month coming in from your subscription list. In the four months you would realize \$2,800.00, not saying anything about the money you would realize from your score card advertisements, fence advertisements, score board advertisements, refreshment privileges and other concessions, and also the money that you would receive from your exhibition games prior to when your salaries begin, and including these should swell your net profits from \$1,000 to \$2,000 more for the season in a city the size above mentioned, thus making your net earnings for the season anywhere from \$3,800 to \$4,800, and in a city from 10,000 to 20,000 larger, your net earnings would be larger in proportion. You can see for yourself by following this method that if a man is capable, and a hustler, he can make good money for himself by this plan, and therefore, I sincerely think it is the

only wise plan to follow in raising funds on the subscription proposition, and a live and up-to-date man should clear for himself in a city from 15,000 to 50,000 population anywhere from \$1,500 to \$5,000 a season clear profit.

As for an illustration I will mention others who have accomplished this fact. When I organized the Inter-State league, which league included the city of Erie, Pa., in its circuit, the parties that were awarded the Erie franchise at that time, I was told, had no baseball experience then, only in a small amateur way, and I might say practically none whatever, only the experience of running a few amateur Sunday games. They were induced to come into the league not knowing whether league ball would pay or not, but were told it would, and were given the necessary pointers, and they went ahead and tried their luck. They succeeded in raising about enough money to build a fine new ball park. They played the season out, and for their season's work I was told by good authority that they cleared between \$8,000 and \$9,000 that season, and owned the ball park besides, worth probably \$2,500 to \$3,000—not so bad for a starter with practically no experience or capital of their own invested for a season's work.

The manager of the Lynchburg, Va., club in the Virginia league, a city of 20,000 population at the time, started there with no capital, and did not even raise any money so I was told, simply depended upon his gate receipts for his finances; he cleared \$4,000 the first year, I was told, and had his franchise besides which he could have sold anywhere from \$2,500 to \$5,000 that fall for cash, so you can see what others have done. I could name many more instances like these two mentioned above where big money has been made from small cities on practically no capital invested, and some

cases no capital at all invested to start with; the money being raised from the business men to start with and the business men are usually ready to assist financially in helping you get your ball club started.

Here is the form I would advise for you to use on your subscription list, providing you decide to solicit donations on the monthly installment or subscription plan mentioned above in this chapter:

Form for Subscription List.

We, the undersigned, do hereby subscribe the amount set opposite our respective names for the support of the.....

(name of

.....during the season of club here)

.....and agree to pay said (year here)

amount for four consecutive months as follows: May 15th, June 15th, July 15th and Aug. 15th, when called upon to do so.

..... (name of subscriber here) (amount here)

CHAPTER XVI.

HOW TO RAISE MONEY ON ADVERTISEMENTS—THE COST OF FENCE ADVERTISING. AND SCORE CARD ADVERTISING—THE MOST PROFITABLE KIND OF A SCORE CARD TO USE, AND HOW TO GET IT UP.

There are two good methods of raising money by advertisements: One by securing advertisements on the fence around the ball park, and the other by soliciting advertisements for the score card, both of these I consider good methods of raising funds, and at the same time this form of advertising gives the business man value received for his money invested.

Most any business man that advertises will take an advertisement either on the fence or score card, and very often on both, I have found, but you must not ask too much for the space in cities from 10,000 up to \$50,000 in population. I have found during my own experience, as I have made a careful study of the baseball advertising proposition, as to which would be the most satisfactory means of getting the most money out of it. First, I will take up fence advertising. Now, do not go to the merchants and try and sell him an advertisement on the fence for any old price you can get, in order to sell it; have a standard price and make this one price to all. I would not advise selling the merchant merely a bare fence space for so much money, thus leaving the merchants to hire his own painting done. As a rule he will not have sufficient time to chase out to the ball park and look after everything attached to the work, and probably in the end, providing you follow this method, only

a few advertisements will be scattered here and there on your fence and this will look very badly indeed. The best way is for you to simply sell the space with all work and painting of advertisements complete. By this method it will please the merchants and be far more satisfactory all around, and you should not anticipate much trouble in disposing of advertisements in this way, as you will observe the advertisements that are on the fences of other ball parks in the various cities. I would advise making a uniform price of \$1.00 to \$1.50 a running or lineal foot, providing that the fence is not over 8 feet high, and make this price to everybody, no matter what size space the party takes. The nearer the grand stand and gates, or the best locations on the fence ask the highest prices for these spaces, as they are considered the most valuable. I would advise having a simple little contract printed and arranged to suit yourself, and simply saying that you sell Mr. So and So, so many lineal or running feet of advertising on the fence at the baseball park, and that you furnish all work of painting and everything complete at the rate of \$1.00 or \$1.50 a lineal foot, good for one year, payable as soon as the work is completed. Have the merchant sign this contract to protect yourself. Take the above wording to your printer and he will get out a nice neat little contract for you at a small cost.

After your contracts are ready I would advise having a neat prospectus or dummy drawn up showing the inside space of your fence at the ball park that you offer for sale, and also a prospectus of the outside of the fence marking it off into sections of 10 feet each section. This will give the merchant an idea of the plan of your park, and he can select his space easily from it. Perhaps he may desire to go out to the ball park in order to get a correct view of

where he wants his advertisement placed. This, of course, will be up to you to show him. You would have 800 lineal feet of available advertising space to sell on the inside of your ball park; that is if your park is 400 feet square as described in one of the early chapters of this book, or in other words you would have the left field and right field sections of the fence for sale, which should be 400 feet to each section. Everyone in the grand stand and bleachers would be able to get a nice view of these two sections, therefore you should be able to sell this space readily at the price mentioned above. You would have 800 lineal feet, or in other words, all told, 80 spaces of 10 feet to a space. Providing you succeeded in selling all these spaces at the rate of \$1.00 to \$1.50 a lineal foot you should realize on all the inside space of your fence \$1,000.

Some merchants would probably take 30 feet, some 50 feet of space, and in a city of say 25,000 to 40,000 you should be able to easily dispose of the entire 800 feet of space. I would advise securing the services of some hustling painter quick to slap on one coat work, which would be good enough to hold for one season according to terms of your contract with the merchants. This work should cost from twenty-five cents to thirty cents a lineal foot. I have had this work done for twenty-five cents a foot and never paid over thirty-five cents a foot on a fence 8 feet high. I would not secure a dobber, but hire a good man that can cut out nice letters and get a sign up that will look attractive and show up in good shape when completed. This painter will always have a man that can fill in, and the two of them will cover a lot of space in a day. If you should succeed in filling the entire eight hundred feet of space, and should realize the sum of one thousand

dollars we will figure for the advertisements therefrom, and we will figure that you pay the painter thirty cents a foot for his work, he to furnish all paint, you would pay the painter all told \$240.00. This deducted from the \$1,000.00 would leave you a clear profit of \$760.00. You can also sell advertising space on the outside of the fence especially so where your ball park is in a central location along two principal streets. This should double the figures given above in any good live city. This is a careful estimate of what should be accomplished in a city the size above mentioned.

In larger cities from 50,000 population and up where your fence is more than 8 feet high I would ask more money a lineal foot for the fence space for the advertisement and also sell the advertisements both on the inside and outside of the fence. Big money should be realized by a hustler on fence advertising in the larger cities, and the location would help materially. You have probably noticed the large amount of fence advertisements around baseball parks in cities of 50,000 population and larger. These all pay large returns. The brewers are usually good for this class of advertising; also cigar manufacturers and distillers. It rests with you to a great extent as to your ability to sell advertising space and in some cities the business men advertise more liberally than in others, and for this reason it would be a difficult proposition to state exactly the amount of space an ordinary man should sell. When the fence space is filled you can usually collect yearly for these advertisements, bringing in nice returns on the money invested. In some cities the Business Men's Association prohibit its members from taking advertisements of any kind, but by attending the Business Men's Association meeting you can usually arrange to have your proposi-

tion indorsed by the association, thus giving you the right to solicit advertisements from the merchants for the benefit of the baseball.

ARTICLE II.

The best kind of a score card and also the most profitable one for you to get out in cities ranging anywhere from 10,000 to 50,000 in population is one printed on an ordinary grade of Manila or score card paper cut 12 x 18 inches in size when not folded. This paper can be obtained from any first-class printing establishment. When this sheet is folded in the center you will have 4 equal pages of 9 x 12 inches in size. I would advise ruling the spaces for advertisements on each page so as they will be 4 x 4 inches in size; by so doing you would have on 2 sides of the score card six spaces 4 inches square, and in the center of the page would be a space 1 x 4 inches. These two pages must be used for the front and back pages. The two pages for the score space of the home club, and also the visiting club should be the two center pages and ruled a little different. Have the spaces the same size, 4 inches square, but the score space should be in the center of the card, and should be 6 inches long and 4 inches high, giving you at each end a space of 4 inches high and 1½ inches wide; on each of these two pages you would have 4 spaces 4 inches square and 2 spaces at each end of the score space 4 x 1½ inches, or 4 spaces in all. I will give a diagram of how the 2 sides of the card should be drawn up, and when folded together you would have 2 pages of each or 4 pages in all:

Two Center Pages for Score Space.

Front and Back Pages.

The above is a diagram of how the 2 different pages should be drawn up and the large corner spaces you see should all be 4 x 4 inches in size. On the front page in the center space you want printed Official Score Card, name of your club, season of year, your name as president and manager of club. On the back page in the center space I would have the schedule of games printed; that is, all the games you are to play during the season. All told, on the 4 sides of the card for advertising space you would have 20 spaces 4 inches square, and 4 spaces 4 x 1½ inches. I would advise selling these 4-inch spaces for \$25.00 each on a guaranteed circulation of 10,000 copies. This would give you for the 20 spaces \$500.00, and I would sell the spaces at each end of the score space for \$12.50 each, and these 4 spaces at those figures would bring you \$50.00 more, and the total amount for the entire card would bring you \$550.00. The cost of printing such a card in 10,000 lots should cost anywhere from \$50.00 to \$60.00. Thus leaving you a net profit in the neighborhood of \$500.00. If, however, you cannot succeed in selling spaces at \$25.00 I would divide them in two and sell half for \$12.50, or a quarter space for \$6.25, but I would figure on realizing at the rate of \$25.00 for the 4-inch spaces; this, however is optional to you. You can sell them cheaper if you desire. In a city of 40,000 or 50,000 population the score card could be doubled in size, thus having 8 pages in all instead of 4 pages, but you only want 2 spaces for the score space just the same, as above, remember, and these 2 score spaces should be the two center pages on the card. All the other six pages should have six spaces 4 x 4 inches in size, the same as on the front page of the above diagram. By selling your spaces (4 x 4 inches) on a card of 8 pages at \$25.00, also the end

spaces, you would realize \$1,100.00 from the advertisements. I have filled an 8-page score card, the size of the above mentioned in a city of 45,000 population at the time, and after the price of printing was deducted I realized a clear profit of about \$1,000.00. I sold some (4 x 4) spaces at \$30.00; some at \$25.00, and split some of them for \$12.50. I paid for the printing of 10,000 8-page score cards, and they were wired together good and strong, too. I paid \$100.00 cash for printing them, so you can see the profit there is in score card advertising in some cities.

In an ordinary town of 10,000 to 30,000 population you should be able to fill a 4-page score card easily. The larger the town the more advertisements you can secure; this you will have to use your own judgment on, and go accordingly. The merchants advertise more readily on this class of advertising in some cities than others, and the price of printing will be a little higher in some places than others. When you get ready to solicit your advertisements go to the printers and get estimates on the work of printing the cards in 10,000 lots (always go to a Union printer and have the Union Label on the card), in fact have nothing but union labor at all times. When you have arranged with the printer to do the work have a neat dummy drawn up. The printer will cut a sheet the size of your card and advise you as to this. Solicit your advertisements with the understanding that they are payable upon publication of the card, or just prior to your first game of ball, the same as your season tickets. Do not have the cards printed until you have collected the money, but have the printer set the form up and run off, say, 100 cards so as you can go around and give one to each party that took the advertisement, and collect if satisfactory to him. If you run the cards all off first there may be

some merchants mean enough not to give you a cent as they will think they have got something for nothing. Others will keep you running after your money half the summer. Make them pay up before you print them unless you see that a man is on the level and wants a week or even a month's time to pay. You will have to use your own judgment and take a chance with him, in this case. If you find that you are not qualified to solicit advertisements, I would advise you to secure the services of a good advertising man to do the work for you on a commission basis. Pay him 25 per cent. of what he brings in to you the same as I have outlined in one of the previous chapters under season tickets.

If you secure a capable man he will hustle these advertisements out for you in jig time. You can sell these score cards at the games at five cents each. The cost of setting the batting order up should be \$1.00 each time, or for each game played.

You can arrange with your printer to do this. You can hire boys to sell score cards at the games for one cent each, leaving you a profit of 4 cents on each card not counting the cost of setting up the batting order. Therefore 10,000 cards at 4 cents each would give you a profit of \$400.00, and we will figure that you play 50 home games you will have to have the batting order set up 50 times, at a cost of \$1.00 each time. The total cost would be \$50.00. This amount deducted from the \$400.00 would leave you a net profit of \$350.00 for the sale of your score cards alone, so you can readily see the profit there is on the score card proposition. In cities of over 50,000 population I would advise getting a score card up in book form, the same as you will see at the ball parks for sale in the larger cities. These books are usually 6 x 9 inches in size, and the price of adver-

tising would go anywhere from \$25.00 to \$100.00 a page for the season according to the size of city, and circulation of books issued. The larger the circulation the higher the price per page for advertisements.

These advertisements in such cities are sold in various ways. Sometimes are sold for the series of games only. That is while the home club is playing at home a series of games with another club. Sometimes they are sold by the week or month, and sometimes sold by the inch space for a given length of time, in fact they are worked in various ways. The club owners in large cities usually sell the advertising privilege outright to the highest reliable bidder for so much cash for the season. This relieves the club owners of any further trouble with the score card, but I would not advise doing this in cities of 50,000 population or less, for you can solicit your own advertisements and realize far more in this way and you also have the profit of the sales at the games also. A business man will most always assist you for the benefit of the baseball club, and when you are soliciting advertisements for the benefit of the club you have something back of you to work on. It is not as if you were going around with some little 2x4 advertising scheme. If you hustle around and keep pegging away you will not have a great deal of trouble in getting advertisements, but at the same time it will depend largely upon your ability as an advertising salesman, as to the amount of money you can raise. However, if you cannot succeed, why hire the work done by a competent advertising man on the percentage basis as mentioned above and I am sure that you will be satisfied with the results.

CHAPTER XVII.

HOW TO RAISE MONEY BY ENTERTAINMENTS, SUCH AS MINSTREL SHOWS, LOCAL TALENT PLAYS, DANCES AND PRIZE CONTESTS.

When you are promoting a baseball club in the smaller cities you should avail yourself of every opportunity possible in order to raise as many funds as you can for the financial success of the club. During the months say, part of February, and the month of March and part of April, you will have sufficient time to put these entertainments on and realize a tidy sum for a starter that will pay you well for the amount of work attached to it. I would make it an appoint to put on one good minstrel show for two nights in succession in preference to any other entertainment, and the best way to do this is to secure the services of some good man that has had the actual experience in the line of handling such an entertainment, and one who makes this his business, and thoroughly understands what he is doing. I would arrange with him to take full charge of the affair, and I would give him a percentage of the receipts after deducting all of the expenses first. You should pay such a man for his services anywhere from 40 to 50 per cent. and not over 50 per cent. of the net earnings for his work, but try and get him for 40 per cent., but they usually will want half. I have known cases where the party that put the entertainment on would get 50 per cent. before the expenses were taken out, but do not let them fool you, or work you in this way. Never pay them over 50 per cent, after the expenses are deducted first. Some of these fellows will try and work you and want it all. You can get good men to work on the even basis propo-

sition with you. The party whoever you arrange to take charge of the entertainment can give you full details of the affair and attend to all the work himself for you, but where you divide the net profits I would advise for you to help out wherever you can, and where he is working on the percentage basis it will be for his interest as well as your own to curtail expenses as much as possible. You can make arrangements and engage the opera house and be sure and engage same as cheap as possible. You can also assist in getting out the program, and all other work that will come up from time to time. The advertisements you solicit for your program should net you \$100.00 or more alone for the two nights. You should sell advertisements for \$2.00 a space of 3 inches square, and sell half that space for \$1.00. I would use a copy of any good program used for such an entertainment, and arrange your program to be large enough to accommodate at least 75 spaces, 3 inches square, for \$2.00 advertisements, and work this according to the size of the city you are in. Your share of the receipts should run any where from \$150.00 to \$500.00 for the two nights. This would be according to the size of the city of course, and also as to whether you had available weather. A drama could be put on and, no doubt, create a big sensation, providing the right man had charge of such an entertainment, but I do not think it would prove to be any better money maker in the end than the minstrel show on account of the heavy expenses attached to it. In case you should decide to put on a drama in preference to the minstrel show, you must make it an appoint to secure the services of a polished man of experience, and especially one who understands his business thoroughly, and I must add particularly a stranger of good appearance. Sometimes

a good local man can be secured to help you put on your show, whether it be a minstrel or a drama, but I strongly advise securing a stranger in preference to the local man. However you may do as you choose in regard to this, but I am sure if you secure the services of a capable man you will be satisfied with your returns, and let me express again most emphatically, never pay any one over 50 per cent. of the net profits for his work. Dances sometimes bring in fairly good returns, but I personally do not favor dances for the financial results. I think they have a tendency to cheapen the affair. But if you decide to put on a series of dances I would suggest to put on say, one a week for six or eight weeks prior to the opening of the ball season. I would rent the most available hall for such a purpose, engage an inexpensive orchestra, and advertise and boom it quite extensively. You can put tickets on sale at various places. If you are located in a city that the people take kindly to dancing, you may pick up some money by this method, but it will not be anything like other methods of raising money.

A prize contest, I think, is a corking good method of raising funds. This is done by the sale of tickets, and I will endeavor to explain this method as fully as possible. First, I would purchase some nice present suitable for a young lady not to cost less than \$50.00, and I would get the consent of some popular merchant to place this present in his window for exhibition. I would also advertise strongly in the local papers that you are going to give this present away free to the most popular young lady selling the most number of tickets to your opening game. Get one thousand tickets printed and have them sold at 25 cents each. Find out who some of the popular young ladies of the city are, and especially those interested in baseball. Call on these young

ladies and see if you cannot interest them to enter the contest. When you have four or five that sanction their willingness to do so, then go to the local newspapers and tell them what you intend to do for the benefit of the baseball club. The papers, no doubt, will be only too glad to run this contest for you and should boost it in good shape for it is good advertising for the papers. You can also announce in the papers that you would like to hear from other young ladies willing to enter the contest. In this way you will find plenty of young ladies eager to try for the \$50.00 present.

I would give each contestant fifty tickets at the start and when those are sold you can hand them more as fast as they sell them, and as they begin to sell and hand in to you their returns, go to the newspaper and have their number published from day to day. The newspaper people will understand the form to set up for such a contest and will also know how to boost it along, and, no doubt, you have seen similar contests in other papers (but not baseball contests) and the newspaper men can assist you and, no doubt, make many good suggestions on account of your contest being for the benefit of the baseball club.

The returns should be published daily and after a while this will create quite an interest. Use no favoritism and never have published the number of tickets a young lady has sold until she has turned over the money to you for the number of tickets sold. And you must keep a correct check on each one separately. Some young ladies may have others selling for her. This is all right of course, as long as she, personally turns over the sales to you. With the newspapers boosting and different parties selling in order to push

their friend to the front you will find great interest will be taken in this contest.

I would advise starting this contest about four or five weeks prior to your opening exhibition game and do not run the contest more than four weeks. I would arrange to have the present given to the winner of the contest at the first opening exhibition game, and try and arrange with the mayor to present the present to the young lady winning the contest, at this opening game. This would have an attendency to draw a good crowd and see the first appearance of the ball club. Those who purchased the tickets from the young ladies must be entitled to admission to this game only, and instruct them to sell the tickets for this game only.

You will note that I say first exhibition game. The reason for this is because it will prove to be a good money maker. You can engage some nearby club to play this game at a small guarantee and do not by any means give a percentage of your tickets to them. If you are playing independent ball make it the first game also with a small guarantee to the visiting club with no percentage of gate receipts. If you are playing league ball and run this off at your first league game the visiting club will expect the league percentage of your tickets coming in at the gate and you will be simply throwing away your good money to some other club.

If however the league games are played on a straight guarantee with no percentage of receipts to the visiting club you can have this run off at your first league game if you choose.

The girls should sell one thousand tickets at twenty-five cents each for you by this method easily.

This would give you \$250.00, deducting the \$50.00, the price of the present, you would have a clear profit of \$200.00 and should the girls succeed in selling two thou-

sand tickets you would have a clear profit of \$450.00 after paying for the present.

Now just a word. Do not go and buy some little cheap affair and pay five or ten dollars for it, thinking perhaps that you will make more out of it. Be sure and get something nice so as every young lady will want it, and appreciate it, and also get the people interested in working for you. I would advise starting this contest immediately after the entertainment you have put on, as previously mentioned in this chapter.

You should have sufficient money from the net earnings of your entertainment to purchase a nice present.

Have the entertainment as early as you can after locating in the city. With the prize contest your only expense will be the cost of your present, and the printing of your tickets, and I would advise that you have only your entertainment and this prize contest for means of raising funds for the support of the ball club aside from sale of tickets and advertising and I sincerely believe that if a man will interest himself properly and attend strictly to business, and if he is located in a city any where from 10,000 to 30,000 population he should realize good money from receipts of the entertainment and prize contest, and your time will be well occupied together with selling your season tickets and advertisements.

CHAPTER XVIII.

HOW TO ADVERTISE BASEBALL GAMES IN ORDER TO DRAW THE BEST CROWDS—THE KIND OF TICKETS AND RAIN CHECKS TO USE—PRICES TO CHARGE, ETC.

In the baseball business you cannot advertise your games too strongly. Advertise continually but at the same time advertise judiciously. Make every cent that you put into your advertising count. Managers have different methods of advertising games aside from the newspaper boosting which is gratis to you and also considered the strongest form of advertising the games.

I have made a careful study of this form of advertising and have found during my own experience that the best method to pursue for economical advertising, and at the same time a method which has proved to be a grand success with me, and these methods of advertising will apply to cities and towns ranging anywhere from 5,000 to 50,000 population. The methods are as follows: If you can make satisfactory arrangements with the city officials, but I want to caution you that in some places there is a city ordinance prohibiting this method, you can find out if it is prohibited or not. In most places it is not prohibited. I would have a large banner painted and hung across the main street or the principal thoroughfare of the town near a prominent corner where every one can get a good view of it for several blocks away. Have this banner made out of good strong white canvas and neatly lettered in black and red and worded as follows: Baseball today, with the name of your club vs. the club you are playing that day, name of park where game is to be played, and time of game—3:30 for instance. Have the painter block the letters out as large as possible and especially the word baseball

should stand out prominently. The place where the visiting club is painted on the banner, and when another club is to play you can have an extra strip of canvas painted with the name of the club on it and simply pin it over this space, and do so for each club appearing. Be sure and have this sign hung out every day that you have a game at home. If you are located in a city of 40,000 or 50,000 population you can have a couple of these signs made and hung across two of the principal streets. They will pay for their cost many times over, and I consider this a great method of advertising ball games, but be sure and have them made large. Don't have a little piece of cloth 3 x 12 that the wind will keep curled up half the time and no one can tell what it is. Have a large sign painted 10 or 12 feet square, one that the people can see for a quarter of a mile away. The public will soon get educated to the fact that when they see the big sign out there is to be a ball game, and it will also attract the attention of strangers in the city and you will catch many of them that you would not get without this sign. Everything considered for the money invested this is the cheapest and best form of advertising you can put out to get results and draw the people, and some clubs have nothing else to advertise their games aside from the newspaper boosting they get. You can also have two or more small signs painted. These signs should be three feet square and simply worded: Baseball today, 3:30 P. M., painted in black on a white cloth and tacked to a wooden frame, and made so as boys can carry them. On days of games have the boys carry these signs around town from about 10:30 to 3:30 o'clock in the afternoon, paying them something reasonable for their work. These signs together with the big sign are mighty convenient on days of threatening rain, or rainy days that should clear up about noon or shortly after. In case of rain and you should decide to play you could get the big sign out, also the

small signs and have the boys hustle them about town and the people will see them and know for certain there is to be a game and you will get the people in this way where if you did not have the signs out the people would not know whether you intended to play or not.

Never fool the public, always pull off the game if possible and this sign advertising is the best of all. Another good method of advertising the games is on a 4 or 6 ply railroad card board cut 11 x 14 inches in size, and I would have printed any where from 200 to 400 of these for each series of games according to the size of the city. This number will be sufficient to distribute in the principal store windows, hotels, clubs, etc. I would also advertise each series of games in this way and each series I would have a different color of card board as long as the colors last, and you can also have a different color of ink from time to time. Your printer should be able to get up an attractive card for you. I would have printed on these the following: Baseball, name of your club vs. name of visiting club, the date, name of park where played, time of game, price of general admission, grand stand admission, children's admission, umpire's name. The above form is sufficient, but you can add a small notice on the bottom if you wish, merely speaking of the rivalry of the clubs playing, or the good points of the visiting club, or your latest addition of new players, etc., or any thing interesting that may attract attention. These cards will not tumble down if put up properly and they are attractive, and you will notice that many of the large theatrical companies are using this form of window-advertising, consequently it must be a good one.

Three-thirty in the afternoon is a convenient time to start the games in small cities and 4 o'clock in the larger ones. I would make the price twenty-five cents general admission to everyone except children, and charge them

ten cents, season ticket holders admitted on their tickets of course. If you are in a small city of less than 15,000 population I would charge ten cents to the grand stand, and in a city from 15,000 to 30,000 population I would charge fifteen cents to the grand stand, and a city from 30,000 population up I would charge twenty-five cents to the grand stand, not including the box seats. This, of course, applies to minor league cities, nothing larger. If you were located in a city that the ladies did not attend the games I would try and make some inducement to get them to come out; such as admitting them to the grand stand free and also admitting them to the games one day a week free, and I would make this free day on a Friday when the club is playing at home. When the ladies do attend the games strongly I would charge them the same price as gentlemen at the gate and grand stand. In larger cities where you have a park as I described in one of the previous chapters of this book you could charge twenty-five cents to the center section of the grand stand and fifteen cents to each side section if you choose. This is optional to you, of course. Getting back to advertising I wish to state that where you are permitted to do it a corking good method of advertising the games is chalking the side walks. You can have your all-around man or helper do this work. Give men a small pail of whiting, mix it in water and take a medium sized paint brush, and paint the following on all the principal street corners where you can: Baseball today, you club vs. visiting club, 3:30 P. M.

In some places there is a city ordinance prohibiting the chalking of sidewalks, but in the smaller cities it is not always allowed. This is a grand form of advertising the games as all who pass can see the sign. A polite way to do is to merely step inside the store where you intend to paint the sign and ask the merchant if he has any objections if you

paint a small baseball advertisement on the walk. By doing this it will create a good impression and the chances are you will not get turned down.

Another good method of advertising is to have signs hung on the front of all the street cars. Have the sign painted as large as possible and you can arrange with the superintendent of the street railway company for this. Have the signs to read as follows: Baseball today, name of park where played, 3:30 P. M. The street car company should go to the expense of having these signs made for you.

The above five methods are considered cracker-jack methods for advertising ball games, and along with your newspaper boosting, will be sufficient advertising in any town of 100,000 population or less and should draw the crowds if there is any baseball life in the town at all, and at the same time it is not an expensive method of advertising, and I would advise you to follow these methods. You can also carry a small space in the daily newspapers for each series of games if you wish. By doing so it will keep the newspaper men feeling good natured for the free boosting you are getting. For any special occasion you can carry an extra space for a couple of issues.

There has been several forms of baseball tickets in use and managers have figured and planned on which is the best form to use to avoid fraud at the gates, and one could point out the good and bad qualities of all and I could also write many tiresome pages on this subject, but everything considered and as I have already mentioned in one of the previous chapters, that you must make it a point to watch the gate yourself while the tickets are sold and see what is going on. I would advise using the old fashioned, water-proof card board ticket for gate and grand stand admissions in any city of 50,000 population or less. These tickets are easy to

handle, and you, no doubt, have noticed that the large shows like Barnum and Ringling Bros., use this form of ticket. If they were not considered the proper things these shows would not use them, and probably there are more people pass their gates in one season than all the people that pass the gates of the entire National League games for a season. Consequently I would advise using the straight water-proof card board ticket, made in a convenient size to handle.

The Globe Ticket Company, of Philadelphia, Pa., can get out a nice ticket for you. Your local printer can do this also. These tickets are not expensive and will last the entire season. A good many clubs use the race tickets, same as you have seen at the nickel theatres. One disadvantage with these tickets I find they are too small, and again there are so many similiar tickets in use, that a gate man is liable to take a 5 cent theatre ticket of the same color in place of the baseball ticket at the gate if he does not keep his eyes open. These roll tickets are numbered and are easy to check up after the game, that is the only redeeming feature of the ticket in my opinion. The card board ticket has to be counted, but it does not take a man long to count one thousand tickets, and I personally prefer the card board ticket, besides they are much cheaper and a much nicer looking ticket. It will be necessary for you to issue three forms of tickets printed on three different colored card board and the wording on the tickets should be as follows. You can arrange the price of admission to suit yourself and the printer will set the form up so as to make the ticket attractive. Here are the three forms to have printed on the tickets:

Name of your club.

Season of.....
(date of year)

Grand stand ticket, Admission 15c.

Admit one.

Your name as president of club.

Name of your club.
Season of.....
(date of year)

Gate ticket, Admission 25c.

Admit one.

Your name as president of club.

Name of your club.
Season of.....
(date of year)

Children's ticket, Admission 10c.

Admit one.

Your name as president of club.

Rain checks you must have to protect yourself, and be sure and get these out for every game. Some clubs sell a ticket with rain check attached. These are usually printed on a good two ply paper about 4 or 6 inches long and an inch wide. When you enter the gate the gate keeper tears off the admission ticket, which is perforated, making it easy to tear off and gives the rain check or stub to you, the same as at a theatre. The gate keeper holds the other half of the tickets, so as he can check up and see how many admissions have passed him. In large cities they have the turnstiles to tell the number of people that pass the gates. You can procure a rain check from any of the large baseball clubs in order to get an idea of what you want, but you will find that they have an advertisement on the back and about the same wording as the form of rain check I will mention later in this chapter. I have found during my own experience and I sincerely believe that using the water-proof card board ticket and a separate rain check would be the best method to follow in cities of 50,000 population or less. I always go to some merchant that advertises extensively and give him the right to place his advertisement on the back of the rain check, providing that he will furnish what rain checks I want free of charge. By so doing your rain checks cost you nothing and at the same time it is good advertising for the merchant. His advertisement

will appear on one side and you will want printed on your side the following:

Form for Rain Check.

Name of your club.

Season of.....
(date of year)

Rain check. Gate or grand stand.

Number of game played. If 4 1-2 innings have been played this rain check is void. If 4 1-2 innings have not been played this rain check is good for the next home game only.

Your name signed as president of club.

You will notice that in the above form I mention number of game. You must have the rain check numbered according to the game played. For instance, if you are playing your third game of ball you want your rain checks marked No. 3. If it's your 20th game of ball you want your rain checks marked No. 20, in large figures and so on up. Have a sufficient number of rain checks printed for each game, so as to give one to each person that passes the gate or grand stand, and if the party buys a grand stand ticket you want your rain checks marked grand stand for those who go in the grand stand. You can have boys stand just inside the gate and grand stand and hand them out. Some baseball clubs issue a rain check stating if three full innings have been played this rain check is void, but if you do this I would advise you to have a sign or notice printed and posted up just outside the ticket office to this effect, where every one can see it and in case your game should be stopped at the end of the third inning the patrons would have no kick coming about the rain checks. You should also have a sign painted that no gambling shall be allowed on these grounds, and also a sign that no profanity allowed on these grounds and enforce these rules. I think if you follow the ticket and rain check proposition as outlined above you will find them entirely satisfactory.

CHAPTER XIX.

HOW TO BUILD A SCORE BOARD THAT IS A MONEY MAKER AND ATTRACTIVE.

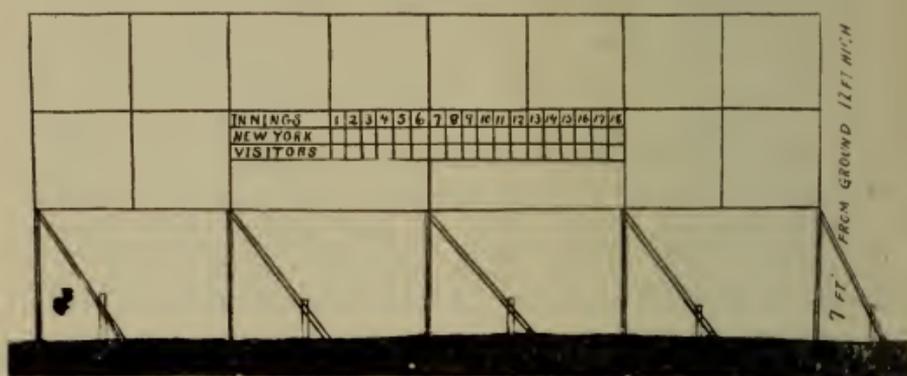
No doubt you have been in attendance at some of the baseball games in the smaller towns and cities, and while you were sitting in the grand stand you have noticed a boy marking up the score of the game over back of not being able to see the figures plainly. kept on a little board about 3 x 6 and very often clubs in good leagues do not have a much larger score board than this, consequently the patrons of the game are disgusted on account of not being able to see the figures plainly. Now why not have a good sized score board, one that everybody can see plainly from the stands and bleachers, and also one that will be a money maker as well. I will endeavor to map out in as brief as possible an ideal score board and also give a diagram of same. This board can be used in any small city of 75,000 or less and at the same time considerable money can be realized from the sale of advertisements on this board. I have used this same size board to a great advantage.

The board should be placed in the most conspicuous place on the field, either back of first or third bases, which ever would be the most convenient place for the patrons to see plainly and it should also be placed in such a position as not to interfere with the players fielding the ball during the game. This board should be built so as to rest 7 feet above the ground, that is the lower edge should be that high

from the ground and run up 12 feet and rest on strong 4 x 4s, 12 feet apart and properly braced. The exact surface space of the board should be 48 feet long and 12 feet high. Draw a line directly through the center of the board lengthwise and divide the spaces above this line equally into 6 feet square spaces. You would have 8 equal spaces 6 feet square above the centre line straight across the board, below the center line mark out two spaces 6 feet square in the lower right hand corner, and also in the lower left hand corner. All told this would give you 12 spaces 6 feet square on the board as you will see by the diagram. In the bottom center you will have left 4 spaces 6 feet square, draw a line directly through the center of these 4 spaces lengthwise, and below this line you will have two more spaces for advertisements, each 3 feet high by 12 feet long. All told you will have 14 spaces for advertisements as shown by diagram. In the center of the board the score space should be drawn, thus giving the spaces around the score space for the advertisements. The score spaces would be 24 feet long and 3 feet high, this should be divided into 3 equal divisions 24 feet long and one foot high running lengthwise across the center of the board. The first 6 feet beginning on the left hand side should be utilized with the word "innings" on the top. The name of your club in the second space and the word "visitors" in the bottom space. The remaining 18 feet across the board should be divided equally into one foot squares making in all 18 squares after each of the words innings, name of your club and also visitors, straight across the board after the word innings. These spaces should be numbered from one to eighteen and the spaces below the numbers should be left blank to place the score of the game of the home club and also the visiting club. Nine spaces will be all that is required unless the game should go more than the nine full innings. Here is the dia-

gram of the board so as to give you the correct idea :

48 feet



The score space in the center should be marked off as shown above. You will notice I used the word New York for the home club. Where ever you are located use the name of your club in this space and visitors underneath as shown above. This board should rest on 4 x 4s, 12 feet apart and be of a height at least 7 feet from the ground.

You can use whiting to paint in the score, simply wet the whiting and paint it on with a brush. Always making a good large plain figure. The advertising spaces 6 feet square should be sold for twenty-five dollars each and the 14 spaces at those figures would bring you three hundred fifty dollars. This board could be built out of No. 2 pine and hemlock posts, and should not exceed in cost fifty dollars. I have built this same size board for forty dollars. Boards twelve feet long and a foot wide should be used, planed smoothly on the front side and a strong wide board cleat should be nailed on the back between the posts so as to hold the boards in place. The boards must be nailed tightly together and properly braced in the back and made good and strong. The cost of painting this board, including the priming coat and one coat work afterward with fancy back ground for each advertisement, also nice neat block letters should not exceed fifty dollars. Allowing one

hundred dollars for the board complete you would have a clear profit of two hundred fifty dollars. I have built this same size board complete in first-class workmanship for eighty dollars. I would advise selling exclusive rights on this board thus getting a higher price for the space and the merchants will take the ads. more readily if they know that their advertisement is the only one of its kind to be on the board. What I mean by exclusive right only, have one druggist, one clothier, one hatter, one hardware, one furniture store, one department store, etc. If you did not feel disposed to build such a large board you could cut it short 12 feet taking off two advertisements on each end and making 10 advertisements instead of 14. This board when completed and neatly painted will be one of the best and neatest score boards to be seen on any small baseball park.

CHAPTER XX.

THE AMOUNT OF MONEY A GOOD SOLICITOR SHOULD RAISE IN A CITY OF 10,000, 25,000 OR 50,000 POPULATION.

A man of ordinary business ability, that is a man who has had experience in soliciting advertisements, and also a man who is capable of approaching a business man in a business-like manner should get along nicely in raising funds for a baseball club, and I will endeavor to give you a conservative estimate of what such a man should do. This, however, depends greatly on the baseball merits of the city, for in some places you will find that the business men will subscribe much more liberally than in others, consequently it would be a rather difficult proposition to state the exact amount a man should raise in any city owing to various conditions, but I will give a conservative estimate of what a good man should do in a good town where the people would want baseball. I would say that such a man should raise, that is including all funds from entertainments of every kind, prize contests, all forms of advertising, season tickets, etc., as previously mentioned in this book. In a city from ten thousand to twenty-five thousand population anywhere from \$1,000.00 to \$2,500.00, and in a city of 25,000 to 50,000 population he should raise anywhere from \$1,500.00 to \$3,500.00. This of course will rest with you as to your ability to raise money on the different propositions, but if you find that you are lacking in ability you must secure the services of some good man to work for you as I have already mentioned in previous chapters. If a man works faithfully, and has the ability, I am confident he can do all that is mentioned in this chapter.

CHAPTER XXI.

HOW TO PLAN EXHIBITION GAMES. HOW TO MAKE THE MOST MONEY FROM THEM.

Exhibition games, particularly in a new league or with a new independent club, always prove to be good money makers, providing you display good judgment in giving guarantees and also in arranging the dates of games. This, of course, applies to available weather. I would advise having the exhibition games extend for a period of eighteen days, that is the players report for work or practice games during the eighteen day trial season. Those who make good are placed on the salary list and retained on the club after that time expires. During the eighteen day trial season you would merely have to pay for the players' board. This is a customary method that goes with baseball clubs. I would advise having the players provided for in a suitable hotel where the cost of board would not exceed from five to seven dollars a week. Sometimes in the smaller cities you can arrange with one or two good boarding houses to accommodate the players at a rate of about \$4.50 per week, providing you are unable to secure reasonable rates from the hotels. You will find it to your financial advantage to have the players taken care of as cheap as possible but at the same time have them located in a suitable place. Never put them in a place where you would be ashamed to stop yourself.

I would always have the players report either on a Thursday or Friday and your first exhibition game should be played on a Saturday. If they report Thursday it will give them Friday to work out, and the eighteen day exhibition or trial season should begin on a Thursday, by so doing it would give you three Saturdays and three

Sundays before the salaries would begin, and I would not have at any time over twelve or fourteen players on my list for trial in a small league or independent club. A large string of players hanging around is expensive and will eat up money mighty fast. Many minor league managers make the great mistake by carrying too much dead wood, and do not figure carefully enough in order to curtail expenses for their club owners. Some managers do not care what the expense is as long as they draw their own salary. Fourteen players' board at the rate of five dollars a week would amount to seventy dollars for the week. Twelve players' board at five dollars a week would amount to sixty dollars for the week. I would not have over twelve men on the list at any time. As fast as I saw that a man was not making good I would release him and have one in his place. By working in this way you should have a good club together by the expiration of the eighteen day exhibition season. This of course applies to a small league or independent club. If you are located in a good Saturday or Sunday town that will turn out good crowds, and if you are fortunate enough to have good weather, these three Saturday and three Sunday games should prove to be good money makers. I would advise playing Saturdays and Sundays, and only one mid-week day game at home during the exhibition season. The mid-week day game should be either on a Wednesday or Thursday which ever day would be the better for you.

If you do not play Sunday ball at home try and arrange Sunday games away from home with some of the towns playing Sunday ball in your league. If there are no towns playing Sunday ball in your league try and arrange games with nearby clubs that do play Sunday games, outside of

your league providing such clubs in your vicinity are playing independent Sunday games. These Sunday games would help considerable. If you have a good Saturday town be sure and play every Saturday at home. If you have either a good Saturday or a good Sunday town that will turn out good crowds try and book as good attractions as possible and as cheap as possible. I would advise giving them a straight guarantee anywhere from forty to seventy-five dollars with no privilege of the gate receipts. Here is where you make the money. If you give half away that comes in at your gate the less money you will have for yourself. Consequently you will lose a lot of money if you followed that method as figures will show. I would not give half of my receipts to any club unless it was to a National or American League club, providing I played them exhibition games during the summer. You would be justified in giving these clubs half for they would be a great attraction and drawing card for you. Your first exhibition game of the season you should advertise well and get a club that you are sure to defeat. If you can get some nearby college team cheap and also well known to your city the chances are you will get a good crowd to this game on account of it being your first game, and the people will be anxious to see the first appearance of your club. College clubs usually draw well in exhibition games in small cities. I would try and book as many games away from home as possible on the days that you are not playing at home. Now just a few figures so as to give you an idea. We will figure that you are located in a good Saturday or Sunday town and have three good exhibition games at home during the trial season, and we will figure that your entire receipts, both gate and grand stand, amount in round figures to \$400.00 each game. The three games

alone would give you \$1,200.00. If you paid the visiting club a guarantee of \$75.00 which is a sufficient guarantee, and you can get clubs for \$50.00, you would pay out in the three games \$225.00, thus leaving you after the guarantees had been paid \$975.00 for your share of the receipts. Now suppose some manager works you for one-half of your receipts you would give up \$600.00, good money for the three games alone or one-half of the \$1,200.00, thus losing \$375.00 more than you would if you had booked the games on a straight \$75.00 guarantee, or in other words you would have made \$375.00 for yourself if you gave the \$75.00 guarantee. Never allow any small club manager or especially traveling club manager to work you for half your gate receipts, especially if you have a town that is turning out good crowds. You can get good clubs suitable for small leagues or independent clubs for a guarantee of forty or fifty dollars for week days and seventy-five dollars for Sunday games. There are several traveling clubs that will try and tell you that they have the only attraction, etc., etc., and will try and book games with you and get one-half your gate receipts. If you have a good town that is turning out good crowds do not by any means give half your good money away, if you do you are foolishly giving your just earnings to some one else. Suppose that you have a good Saturday and also a good Sunday town playing to good crowds both Saturdays and Sundays and the town has a population of, say, 50,000 with three exhibition games on Saturdays and three exhibition games on Sundays, providing the weather was favorable, and that the above dates were filled with good clubs on a guarantee of \$75.00, just see what a money maker it would be, which is the great advantage of exhibition games prior to the start of the league season, and if you were running

an independent club I would also have an eighteen day exhibition period prior to when salaries start. By so doing it gives you a grand opportunity to make money at the start of the season on account of not having any salaries to pay. The board of the players is the principal outlay and the money you make is practically all velvet to you, therefore you must grasp every opportunity to save expenses and not give any more out of your gate receipts than is absolutely necessary. "A penny saved is as good as a penny earned."

These games are a great advantage to you, especially so in a new league or a newly organized independent club. In an old established league the people, as a rule, do not turn out to the exhibition games prior to the opening of the league season. They prefer to wait until the league season opens. This does not apply to all cities. Some cities turn out good to the exhibition games, but in a newly organized league or independent club the games will be just as well patronized at first as at any time of the year. I have found during my own experience, consequently a good money maker for you. If you are in a small league or running an independent club I would advise you to try and book as many National or American League clubs as possible to play exhibition games with your club after June 15th. You would probably have to give such clubs a good guarantee with the privilege of fifty per cent. of your receipts. You can well afford to give these clubs one-half of what comes in. You can charge 50 cents admission at the gate and 25 cents to the grand stand to everybody in most any small towns for these exhibition games. Suppose that you are located in a city of 15,000 to 40,000 population and had one of these clubs booked and they drew a crowd anywhere from 1,800 to 4,000 people to the game. We will figure on a crowd

of 2,500 people, say, at 50 cents. This would net you at the gate \$1,250.00, not counting grand stand receipts. Your share of the one-half gate receipts would amount to \$625.00 and probably \$250.00 more for you in the grand stand receipts, so you can see this is where you would make the money by playing these large clubs. I have seen a crowd of over 2,000 people paid admissions attend a game of this kind where the Chicago Nationals played an independent club in a city of 10,000 people and I presume these figures have been increased in many places where National or American League clubs have played exhibition games with the local club. The public, in a good live ball town, would patronize these games liberally for they would be anxious to see these clubs play. If you should be located in a city any where from 25,000 to 75,000 population or more and run an independent club and merely played Sundays and Holiday games with good attractions for your Sunday games you should make big money by this method.

Suppose that you were located near some of the large cities where National or American League clubs did not play Sunday ball and you were permitted to play Sunday ball in your city, no doubt you could arrange games with these clubs and make a handsome profit. Perhaps you might have a good town where you are playing independent ball on some direct route where some of the National or American League clubs would pass through your city in making their jumps from place to place. You could, no doubt, arrange with some of them to stop off and play in your city if they had an open date, but if you had a good Sunday town and you were playing independent ball and located so as you could give good attractions and furnish the public with good ball you certainly would have a grand money maker.

CHAPTER XXII.

HOW TO PREPARE FOR THE OPENING GAME, THE ADVERTISING, ETC.

Every precaution should be used in order to make the opening game a grand success, both financially and otherwise. What I mean by the opening game, I mean the opening of the regular season, not the exhibition season. This will apply no matter whether you are playing league or independent ball. For this official opening I would make a special request to the merchants to make the occasion a half holiday. This can often times be arranged by an appeal through the local newspapers. No doubt you can also arrange with several of the manufacturing concerns to close during the afternoon or part of the afternoon of the date of the game. I would also go to each of the business men and try and arrange with them to hang the American flag out in front of their places of business, or what other little decorating they may choose to do. This of course will add tone to the occasion. You can also make such a request through the newspapers. Have all your advertising matter out in ship shape for this occasion, as I have previously mentioned in one of the chapters. In addition to this I would advise securing the services of the local band in full uniform for the occasion. Be sure and have at least fifteen pieces turn out so as to make a good showing. In connection with this I would have a large automobile parade. You can do all this at a very little expense. The band should be the only cost, and they should be willing to come out reasonable. Go to those who have automobiles and ask them if they will donate their machine for the parade. Most any liberal and enterprising citizen will gladly do this in order to help things along,

or you can make some prominent business man master of ceremonies for the afternoon. Try and get a dyed-in-the-wool baseball crank that stands in well with the other business men to do this for you. You may offer him a season ticket for his kindness. He will be able to get enough autos donated for the occasion. This parade should start at some prominent place on the main street and go over the principal streets of the city for fully half an hour or more before going to the ball park and then go direct to the ball park, and you should see that it is so arranged for the parade to start on scheduled time and arrive at the park about one half hour before the time you have set for the game to start. The band should head the parade and be stationed in two large automobiles driven side by side, or they can go afoot. The mayor and some of the other city officials should ride in the next auto. Then the two managers and club officials of both participating ball clubs should come next. Then the ball players of each club last. I would not have over two players in each auto along with the driver of the machine, so as to string the parade out as long as possible. By following this method you will have an attractive parade. When you arrive at the ball park, no doubt, the crowd will be practically all there. Have the band and the two ball clubs go onto the field and go way out to the center field fence and march platoon file with the band leading the clubs, directly toward the grand stand. By keeping a straight line this will afford a handsome view to the spectators, with the clubs especially in their new uniforms. When the clubs stop in front of the grand stand at this time it is advisable to have the mayor stand in the center and make a brief speech pertaining to baseball and the advantages it gives to a city. This can also be done just prior to the starting of the game. Sometimes the mayor will pitch the

first ball, especially so if he is a ball crank. All this adds fun for the occasion, otherwise he can toss the new ball to the umpire, and open the game in this way. Simply shout "Play Ball."

Keep the band at the park during the entire game, and have them play occasionally to liven things up.

I would suggest that you call on the mayor at his office at least two weeks before the date of your opening game and arrange with him to make the speech on this occasion, thus giving him ample opportunity to adjust matters so as he can be present. Don't wait until the last minute to see him for he might have some engagement at the time you would want him and then you are disappointed. I have always found during my own experience that the mayors of the different cities are only too glad to be on hand for such an occasion. Be sure and see that the mayor is provided for transportation home in an auto after the game. Do not be afraid to extend favors for his kindness extended to you. If you run a prize contest you can have the prize presented at this opening game by the mayor, if you choose, but as I previously mentioned in one of the former chapters I would not think of issuing tickets for a prize contest good for this grand opening unless the visiting club played on a straight guarantee. For your exhibition season opening I merely would have plenty of advertising matter printed, and simply advertise it strongly as the grand opening of the exhibition season, with the names of the participating clubs, etc., but use the five methods of advertising the games as I described under chapter of advertising.

For this regular season opening I would follow the five methods of advertising also and have it put out in ship shape for the occasion. I would also boost in the newspaper for the occasion, and I would also have printed about five hundred half sheet posters in bril-

liant colors and posted wherever you can get them up, and worded about as follows: Grand opening, baseball season with band concert. Mayor will
(name of mayor

pitch the first ball. Name of clubs participating, name of park where played, date, time of game, prices of admission, umpire. This will want to be printed in as large a type as possible and your printer will be able to get up a handsome bill for you. Be sure and have them put up in conspicuous places. I would make it a point to follow the above instructions as near as possible and if you do I am confident that you will get a good turn out in any live town.

CHAPTER XXIII.

THE ADVANTAGE OF HOLDING MEETINGS EVERY NIGHT WITH THE BALL PLAYERS.

I want to call your attention to the object of holding meetings every night with the ball players during the first part of the season. No doubt if you follow the baseball business for a livelihood you will come in contact with a good many ball players who will try and make things as uncomfortable for you as they possibly can, and especially so if you are a club owner or manager. This class of ball player is known as the mischief maker or disorganizer to the manager or club owner, and of course does not apply to all ball players, but you will find these fellows occasionally. By holding these nightly meetings you can get a line on the methods and ways of many players, and at this meeting you can give them a confidential and heart to heart talk in regard to harmony and team play on the club and you must have harmony and you must insist upon it, and when you find that you have in the ranks a mischief maker or a disorganizer, the quicker you fire this fellow the better, no matter how good a player he may be, for the time has come that no matter how good the man is in a small league it's a mighty easy proposition to fill his place. In order to produce a winning combination now-a-days you must have intelligent and heady players, that is players that work with their heads and not with their hands and feet, and also players who are not afraid of work. I would have the players out to the ball park every morning working out for two or three hours, weather permitting. Keep them practising signals and team work every morning until they accomplish the team work to perfection even if it requires half the season to do it. They might just as well be

at the ball park as sitting around the hotel or some other place.

I would advise calling meetings every night at eight o'clock for at least four or six weeks after the regular season begins or even longer if necessary. You can hold these meetings in your room at the hotel if you are located at the hotel. If you are not you must secure an available place to hold the meetings. At this meeting talk over the plays of the day. If a player made bad mistakes tell him where he was wrong and tell him how such and such plays should be made. Talk over every thing of team interest that is for the welfare of the club. Talk over team play and signals at this meeting until every man on the team has the signals down pat. Talk intelligently to the players and let them understand from the start that you are the boss, and that they must abide by your rulings or your playing manager's rulings. Your playing manager will be able to give the players a code of signals to follow. These signals should be put down in writing after the team is settled or selected, after the exhibition season and each player should study them carefully and know what is expected of him at all times. These meetings of discussion help to keep the players together every night. After the meetings are over with they will not have so much of a chance to ramble around.

I would insist strongly upon a rule that a player must retire at a reasonable time every night so as he can give his best efforts in the game the next day. A great many young players have many foolish habits and want to do as they like and they also think they are awfully abused if you lay down a few rules that are for their own good. Some players form the habit of drink, some the habit of card playing that keeps them up over half the night, some the habit of dancing that keeps them out, some have the women on their brains, etc., and you must guard against all of these. I do not wish to state

that you must have all Sunday school boys on the club. It's all right to allow a man to have a good time, but it must not be to excess and he must not abuse the privilege you grant him. You must use discretion in your rules and methods of handling the players, and the rules you lay down let the player understand that he must live up to them. Never allow the players to run things as they choose for if you do you will find that you will have a mighty hard time producing a winning combination and you will be at lager heads with your players all the time and they will put you on the "Bingo" if they can and will also call you an easy mark. I would hold these meetings every night, especially well into the season, until the club gets a going well. This keeps the players together and I notice that when this is done they usually hold together better after the meeting and usually go home and direct to bed. You can cut the number of meetings down to a couple a week after the season is well along, providing everything is working well, but at the start and also during the exhibition season be sure and hold the meetings every night and work with your playing manager on this plan until you have drilled the team work and harmony into the club so that every man understands who is who, and what is what.

CHAPTER XXIV.

THE KIND OF A LETTER A BASEBALL PLAYER SHOULD WRITE TO A CLUB OWNER OR MANAGER THAT WILL ATTRACT ATTENTION.

A FEW POINTERS FOR YOUNG PLAYERS.

Many a young ball player with the determination and ambition to start out to join the professional ranks falls flat when he attempts to write the different club owners or managers for trial, not knowing just how to word his letter to the best advantage and invariably his letter is treated as a joke and thrown in the waste basket without being given the least consideration, no matter how good the writer may prove to be as a player. In this chapter and also the following one I will endeavor to point out to the average player where he is lame in writing a club owner or manager for a trial or a position on the club. Trusting that the player may be benefitted by my method of correspondence to club owners and managers, and I also sincerely trust that it will be an aid to young players in paving the way to correct correspondence with club officials. In the first place through polite correspondence, when you write a club official asking for a position on the club that requires a reply, I must state most emphatically, be sure and enclose a stamp. By so doing any intelligent club owner or manager should extend courtesy enough to at least notify you as to whether he can give you a trial or not, and he certainly should have the courtesy to answer your letter. You must take into consideration of course that club owners and managers receive hundreds of letters every season from aspiring ball players desiring trials,

and especially so in the early part of the season. These club owners and managers when they sign a player for trial by correspondence not known to them, are usually guided by the letters they receive in order to select their players, providing they are signing a player of unknown quality. Therefore I must say that the letter you write will cut a lot of ice as to whether you are selected or not, and a properly written letter will land you the job about eight times out of ten if the club owner is really anxious to sign a man. When you are signed by correspondence you must be sure and tell the truth and do not write a long, tiresome letter concerning yourself that no one cares to read. If your batting average the previous season was 250 do not write it was 666, and if your fielding average was 700 do not make it 999. Always tell exactly just what it was. Some players will write that their batting average was in the vicinity of 666 and their fielding average was in the vicinity of 999, etc. This would never get you a job. Any intelligent manager would sign a player ten times quicker if he wrote that his batting average was 240 and his fielding average was 760. But if you are fortunate enough to have a better average, so much the better for you. I would always make it a point to save a few clippings of the work you accomplished the previous season, so as you can furnish credentials if you are called upon to do so. A great many young ball players never get a good start or go into fast company as it is called in baseball circles, and they often wonder why.

They also often see their friends go to the front in fast company. They have played with them on the same amateur teams and did equally as good work, and they also considered themselves just as good players as their friends, but they wondered why they didn't get there. I will tell you just why a good many of them do not. In the first place these players are of unknown quality,

and when they receive a letter, that is providing they do receive one from a club owner or manager asking them their lowest terms for a trial, oftentimes they place the terms so high at the start that no club owner or manager will even consider them, consequently they are dropped like a hot potato from further correspondence by the club owner or manager and perhaps they may never get another opportunity to sign with a good club. Now don't you think it advisable to make the terms low at first, and I would suggest exceedingly low for the first year in order to get a start? If you play the first season in good form and deliver the goods any fair-minded club owner will treat you right in regard to salary the second year and you will soon find yourself at the head, providing you deliver the goods. If you wish to come to the front wouldn't this method be far better than holding out for a big salary at the start and have no club owner pay any attention to you? Another bad feature the young ball player of today has. If a club owner writes him asking his lowest terms he will most always reply giving his terms as so much and transportation. Or if the club should sign a young player they usually wire to the club, "Please send transportation." The word transportation is growing to be a big word with the young ball player of today, and a good many managers become disgusted with this. If I was a young player desiring to get a start in baseball I would cut out the transportation business and when I had an opportunity to sign with a good club I would sign and also notify the club officials that I would be on deck the time they wanted me to report and not think of transportation, although I would not travel any great distance, for if you cannot make good in a league near home you cannot make good any where. If I was compelled to work all winter in order to earn enough money to get there I would do it. This word transportation is a

detriment to baseball, both to the club owner and to the player. Why should a club be compelled to pay transportation to a player to where he was going to work? It's merely and simply a custom, that's all, that the baseball player has taken advantage of, and the club owners are foolish enough to stand for it. Now suppose, for instance, that you were a clerk in a bank living in New York and had an opportunity to go to work for another bank in Chicago, would you ask that Chicago bank to wire you transportation? Or suppose, for instance, that you were a mechanic working in one city and secured a job in another city, would you ask for your transportation? Why if you did the party that hired you would think you were crazy, therefore I cannot see why a club should be compelled to give transportation. I think it would be alright for the club to advance transportation to the player but the amount advanced should come out of the player's salary. I merely wish to call the attention of the young player about this habit of transportation, and I sincerely think if he would cut this word out, and make it a point to be on deck at the time the club requires his services the chances are it would aid him considerably in getting a start, and I also wish to call the attention of the club owner and ask if he does not think it's a case of work in the baseball business.

In the following chapter I will endeavor to give a few model letters that I would advise the young player to follow. These letters will cover all that is necessary to say and will be to the point and with a stamp enclosed they will attract the attention of most any intelligent club owner or manager.

CHAPTER XXV.

MODEL LETTERS.

"SEVEN FORMS" FOR AMATEUR LEAGUE AND COLLEGE PLAYERS TO FOLLOW.

In this chapter I will draw up a few good forms of model letters thus giving you my opinion of the way I would communicate with a club owner or manager providing I was looking for a position on a club as a player. This, however, will give you the opportunity to choose for yourself in regard to the form of letter you desire to write to a club owner or manager. Of course you may have to verify your letter some according to your own situation, as to the position you play, your own age, height, weight, and your record as a player, etc. Be sure and always represent things just as they are. These forms of letters are merely to give you the correct idea of how to write. In these model letters I will leave the name and address of the club owner or manager in blank, and you may fill in the blank space to correspond with the club to which you are writing your letter. I will also leave at the close of the letter blank where your signature and also your address should go. This you sign the same as you would sign in any ordinary letter. You will also note that I date all letters from New York City. You of course must date your letters from the city where you are writing.

FORM I.

A GOOD FORM FOR AN AMATEUR INFIELDER TO USE.

New York City, March 20, 1910.

Mr.
(name of president here)

President Baseball
(Name of club here)

Club.
(name of city and state here)

Dear Sir: I understand that you require the services of a good infielder on your club. I wish to say that I have played for the past two seasons on one of the fastest amateur teams in the vicinity of New York City, always batting above the 300 mark, and fielding equally as well. If you will kindly give me an opportunity to show my worth I will be only too glad to pay my transportation to your city at any time you request. The writer is a young man 22 years of age, 5 feet 9 inches in height, weighing 170 pounds, and a left handed batter. Am considered very fast on my feet. I am enclosing a stamp trusting to have an early and favorable reply.

Yours very truly,

.....
(your name here)

.....
(your address here)

FORM II.

FOR AN AMATEUR OUTFIELDER TO USE.

New York City, Feb. 4, 1910.

Mr.....
(name of manager here)

Mgr. Baseball
(name of club here)

Club.

.....
(name of city and state here)

Dear Sir: I would like to ask if you could give a fast hard hitting outfielder a trial on your club. For the past three seasons I have played with very fast amateur clubs, these clubs defeating several of the best traveling teams on the road today, and my batting and base running were the features of the games. I am confident that I can make good with your club if given an opportunity. I am a young man of good habits, 21 years of age, 5 feet 11 inches in height, and weigh 180 pounds. Am a right handed batter, fast on the

bases and can cover a lot of ground. Enclosed you will please find a few clippings of my work against good teams, also a stamp. Trusting to have an immediate reply I am

Yours respectfully,

.....
(your name here)

.....
(your address here)

**FORM III.
FOR AN AMATEUR PITCHER TO USE.**

New York City, May 6, 1910.

Mr.
(name of manager here)

Mgr. Baseball
(name of club here)

Club.

.....
(name of city here)

Dear Sir: I read your advertisement in
..... of
(name of paper here)

yesterday's issue in regard to your club desiring the services of a first-class pitcher, therefore I would like to make application for the position. I am a young man 20 years of age, 6 feet in height, and weigh 190 pounds. Am a right handed pitcher with great speed, excellent control, and also have a good spit ball. I will not go into details of what I can do, however, if you will give me a trial I am confident that I can deliver the goods. Awaiting your early reply, I am

Yours truly,

.....
(your name here)

.....
(your address here)

FORM IV.

FOR AN AMATEUR CATCHER TO USE.

New York City, Feb. 2, 1910.

Mr.
(name of manager here)

Mgr. Baseball
(name of club here)

Club.
(name of city here)

Dear Sir: Could you use a good hitting, change catcher on your club this spring? I have played the past few seasons on very fast amateur clubs, also strong independent clubs playing summer ball. My batting average was in the neighborhood of 275. I am a strong accurate thrower. I can also alternate at first base, and play the outfield in good shape. Am 22 years of age, 5 feet 11 inches in height and weigh 175 pounds. In regard to my ability I can refer you to I
(name your references here)

will enclose a stamp trusting to hear from you at your earliest convenience.

Yours very truly,

.....
(your name here)

.....
(your address here)

FORM V.

This is a form for an experienced league player to use who is looking for a job. I will word the letter to read as if you were an infielder. If you play some other position you must change the wording in your letter to read correspondingly with the position you play.

New York City, March 20, 1910.

Mr.
(name of manager here)

Mgr. Baseball
(name of club here)

Club.
(name of city here)

Dear Sir: I notice that you are now sign-

ing your club for the coming season. As yet I have not signed with any club. Last season I was with.....
(name of club here)

and was given my release at the close of the season upon my own request, therefore I am free to sign with any club desiring my services. During my career I have played with the following clubs.....
(name

.....
the clubs that you have played with here)
.....

and can refer you to the president or manager of any of the above clubs as to my ability. Am strictly temperate, and always batted around the 300 mark. Have a good arm and fast on the bases. Am 29 years of age, 5 feet 8 inches high, and a left handed hitter. I would be pleased to have you state your best terms for the season. Trusting to hear from you at once.

Yours very truly,

.....
(your name here)

.....
(your address here)

FORM VI.

A form suitable for a college pitcher to use. If you are a college player playing some other position word your letter to read according to the position you play.

New York City, July 1, 1910.

Mr.
(name of president here)

President Baseball
(name of club here)

Club.
(name of city here)

Dear Sir: I understand that you would like to secure another first-class pitcher for your club. I have just finished my college

year and would like to join some good club immediately. For the past three years I have pitched on the college versity team winning the majority of my games, and I am confident that I can make good on your club. If you are interested in college ball you no doubt have read an account of my work, and it is on account of my good work at college that I would like to join the professional ranks. The writer is 23 years of age, 6 feet high, a left handed pitcher with terrific speed, excellent control, and a good change of pace, also considered a good batter. I will enclose a stamp, trusting that you will favor me with an immediate reply I am

Yours very truly,

.....
(your name here)

.....
(your address here)

FORM VII.

A LETTER OF ACCEPTANCE.

New York City, May 8, 1910.

Mr.
(name of president here)

President Baseball
(name of club here)

.....
(name of city here)

Dear Sir: I am in receipt of your esteemed favor of the 7th inst. The terms mentioned in your letter are entirely satisfactory to me; and I will sign a contract at any time you request. When you notify me to report I will be on hand promptly and will also be in good condition so as to give you my best services. Thanking you for your kindness extended to me I am

Yours very truly,

.....
(your name here)

CHAPTER XXVI.

THE DIFFERENCE BETWEEN LEAGUE AND INDEPENDENT BASEBALL.

The difference between league and independent ball is merely this: At the present time there are in the neighborhood of thirty odd leagues under the jurisdiction of the National Association of Professional Baseball Clubs. These leagues are governed by what is known as organized ball. If you are organizing a league in a new territory consisting of good towns, that is towns anywhere from 20,000 to 75,000 in population I would advise making application to the National Association and become a member of that organization, but on the other hand if you are organizing a league and cater practically to college players it is not necessary to belong to the National Association or organized ball. Your league then would be known as an independent organization and you would make fully as much money if not more with a league consisting of fast college players playing independently as you would by being a member of the National Association. This applies to such leagues as the Maine State league organized in 1907, an independent organization. In this league there were in the neighborhood of fifty college men playing ball during the summer.

At the present writing there are several good colleges when after the college season closes, the students play summer ball. Of course the colleges known as the "Big Six," namely Yale, Harvard, Princeton, Dartmouth, Cornell and Pennsylvania, do not permit their players to play summer ball for a salary under any circumstances owing to professionalism. Although outside of the "Big Six" players can be secured for summer ball from most any

college in the east. If you are under the jurisdiction of the National Association you cannot get these college players for summer ball during their college course, but you can get them to play where you have an independent league or an independent club, therefore I wish to state to you that you must use your own discretion as to whether you prefer an independent league or a league under the jurisdiction of the National Association. You could start with an independent league if you choose and you can make application to the National Association at any time you prefer for protection.

I have organized leagues of both kinds, and have found that the small independent league consisting of college players was the most profitable for me. If you are connected with an independent league you must not harbor any players who are with clubs under the National Association. If you do you will be termed an "outlaw" by the members of organized ball. Of course this is no disgrace, but I would not advise interferring with such players for it's not necessary, but it will be "dollars to doughnuts" that the clubs under organized ball in nearby territory will try and steal your good players. Good college players can be secured reasonable and a good fast team of college players will put up just as good an article of ball at the present time as most any minor league team in the country, and if you have this kind of a team you can always interest the best class of people in the city to assist you financially and you will also get the crowds. With such a league you would not be compelled to start the season until about the middle of June and you could close on Labor Day, thus giving a sufficiently long enough season to please every one. You would also avoid the cold bad weather in the early spring. A few exhibition games could be

arranged prior to the league opening, and I would advise having the first exhibition game on Decoration Day. You could, no doubt, arrange to have a few of the college men play on that date, and fill in the balance of the club with local men. By so doing you could take advantage of the big holiday and get the benefit of the day's receipts. You can also carry one or more good local players through the summer season if you wish. If you are organizing an independent club in a small town, I mean a club not associated with league ball, I would also advise having a few good college players on the club. You could also use one or more good local men. Independent clubs can be made to pay a good profit if they are managed properly. In the first place you must secure good attractions for the holidays and also your best week day games. Always give as small a guarantee to the visiting club as possible, thus keeping the bulk of the heavy receipts for yourself. I have known clubs to go to the wall by this poor feature. The visiting club would work the manager for a big guarantee with the privilege of fifty per cent. of the receipts. This will kill any club unless they are drawing extraordinary crowds. The more you give away out of your receipts the less you have for yourself. The one bad feature with independent ball is the cancellation of games. For instance you might have a good attraction booked for one of your big days and at the last moment you might receive word from the manager of the club that the game is cancelled. I have known this to happen many times, especially so with these traveling teams going about the country. I have known them to book games in good faith and then they would look around for something better and if they secured it they would cancel your game in a jiffy, no matter how much it inconvenienced you and no

matter how much your loss might be. Keep your eye on these fellows. This is the one bad feature of independent ball and it has a tendency to keep a manager worried a great deal, as to whether the visiting club will show up or not.

Another bad feature with an independent club is to control the ball players, especially the amateurs and young college players. College players especially like to run things to suit themselves, but they will work hard on the field and give their best efforts. They may be inclined to dictate the financial end to you. Here is where you must put your foot down. Always sign a ball player on trial and if he makes good offer him a contract. Never have a ball player work for you unless he is on trial and when his salary starts have him under contract at once. When the contract is signed everything is in your favor and if a player gets fresh you can tell him where to get off at. These contracts are written especially for the club owner, and you can procure a sample contract from most any manager under organized ball, and have your contracts to read practically the same, changing to the name of your league or club as the case may be. Many players are always looking for more money and will have letters and telegrams from other clubs to show you where they have been offered more money, etc., than you are paying them. This may have an attendency to annoy you, and the best way to protect yourself against this annoyance for fear they may jump you at any time is to always hold back about two weeks' salary on them in any independent club or independent league. This protects you some, and if they do jump you will simply have to secure a man in their place. Make your contracts payable the first and fifteenth of each month and never allow a player to dictate to you as to what you must do. Have them sign a contract and

live up to it, and you run the club to suit yourself.

If it were not for these two bad features I personally had just as soon have a good independent club playing independent ball in a small town or large city as to have a league club. The good feature about a league club under organized ball you have no worry as to whether the club will show up or not. You can always depend upon the club being on hand the day the game is scheduled unless the club is compelled to disband, and this does not happen very often in league ball, and there is not much danger of a player jumping you. So these are the redeeming features of league ball.

If you have never had any actual experience in baseball I would advise for you to study this book carefully and I would advise starting an independent club in a small town or city first so as you may grow accustomed to the ins and outs of the game; and by so doing it would qualify you for future work. One year or more experience with a good independent club would get you started right, and you could then branch out higher and by careful study, no doubt, make a grand success of the business. Many of our most prominent baseball men of today started in just this very same way.

CHAPTER XXVII.

HOW TO ORGANIZE A STOCK CO. THE ADVANTAGE YOU MIGHT GAIN BY SO DOING.

If you are located in a town any where from 5,000 to 100,000 in population I would not advise organizing a stock company at the start of the season. I would advise following the instructions in the early chapters of this book for at least one month after the regular season had started. You could, no doubt, tell by that time how things were going, and after that time if you thought the chances were slim for you in making money from the gate it might be to your advantage to form a stock company then, and work the remainder of the season on a salary basis, and I would advise doing so in this way; you could no doubt arrange with a few of the dyed-in-the-wool baseball fans among the business men of influence in the city to take hold of the situation for you. I am sure that you would anticipate no difficulty in doing this providing that you had conducted matters properly during your stay in the city. In most any town there is public spirit enough to help any enterprise along where it advertises the city. These men should get out with a stock sheet or subscription list and raise sufficient funds to carry things along in good shape. In this instance I would advise giving them full control of the club. I would do so with the thorough understanding that they retain you as manager of the club for the balance of the season on a salary. A written contract to this effect I advise necessary to protect yourself. Your salary as manager for a small league should be at least \$200.00 a month but this you must arrange to suit yourself. You, of course would turn over to the new company the lease on the ball

park, uniforms, franchise, and all other necessary equipment that goes with the franchise that you have on hand necessary to run the club, which of course is worth considerable. If you have built a new ball park I would advise selling this outright for what you thought it was worth. This method can be used to a good advantage to yourself. Sometimes business men are crazy to get control of a franchise. On the other hand if you found that you had a good town and were fortunate enough to have a winning club and were making money, I would not advise organizing a stock company under any consideration. If, however, you had a good opportunity to sell your franchise outright at a good figure this, of course, would be up to you.

If you organized a stock company with the assistance of the business men as above mentioned and was retained as manager at a reasonable salary, and in addition to what you had already made up to the present time of selling the club, you should be able to realize good returns for your work for the season and by so doing it might be to your advantage to organize a company in some cases. This, of course, you must act upon your best judgment as to how things are going for you. If, however, you are located in a town of 25,000 to 100,000 population and preferred to organize a stock company at the start of the season in order to protect yourself, thinking that you could do better, I would advise doing so in this way: You, of course, must hold full control of the franchise at all times, that is, hold the controlling interest of the shares of stock issued together with the lease on the park so as to avoid a freeze out. I would get out a stock sheet or a stock subscription blank which could be made on any typewritten paper, drawn up in good form and should be worded and headed as follows:

STOCK SUBSCRIPTION.

We, the undersigned, do hereby subscribe for the number of shares of stock set opposite our respective names in a company to be incorporated with a capital stock of \$..... for the purpose of organizing and establishing a baseball club to represent the city of and we agree to pay for said shares at the rate of \$1.00 per share when called upon to do so.

Name of subscribers	No. of shares subscribed for	Amount
.....
.....
.....
.....
.....
.....

The above is a good form to use to solicit subscriptions for stock. I would advise selling shares at one dollar a share in small towns. You could get a good many to go in at these figures where if the shares were ten, twenty-five or one hundred dollars you could not interest the "small fry." A good many young men, clerks, etc., who would assist in helping you would subscribe for stock if the shares were one dollar, where you probably could not get them if you asked a higher price, but you should sell many a share by asking the small price. Many would subscribe any where from 1 to 5 shares where if you were asking more you would not touch this class. Go after the big people first, such as big manufacturers, hotels where you have your club stop and also hotels that get the visiting clubs. These should subscribe liberally and they should take at least 50 shares. Some business men would take 25, some 10 and so on. You could incorporate for \$2,500.00 or

\$5,000.00 just as you choose but in a small town \$2,500.00 or \$5,000.0 would be sufficient. It would be necessary for you to go to some attorney, one who can be depended upon, and have him make out the necessary papers for you and advise you as to incorporation fees and full details pertaining to the matter. I understand the incorporation laws differ in many of the states, therefore I am not able to go into details in regard to them. Your attorney can explain all this to you in regard to fees and also his charges in making out the necessary papers. The attorney's fees should not be very much for his personal work, and he will advise you the method to pursue no matter where you are located. Try and secure the services of a lawyer that is a baseball fan, if possible. The chances are he will let you off light.

Your salary as manager would have to be agreed upon for your work, and you would also have to be organized properly, with a President, Secretary, Treasurer and a board of directors elected. If the company found they were not satisfied with your administration, which they might if you were unfortunate in producing a losing club, they would, no doubt, as is often the case, try and make things miserable for you, and they might try and freeze you out too. This is often the case in baseball. Where if you have control of the stock and the lease on the ball park and the franchise in your name, you can make them come to your figures, providing they are not too steep, and you can sell out your interests to them to a good advantage. If you are located in a city of one hundred thousand or more in population and secured a franchise and had a lease on the baseball park you would, no doubt, make good money by organizing a stock company and holding control of the stock and franchise. In this case I would advise securing the services

of a good stock promoter to sell the stock and ask a good price for it, say, \$100.00 a share. I would also secure the services of a reliable lawyer to advise me in regard to incorporating, the amount, etc., and also the full particulars pertaining to same. Have him work with you for your interests and you can appoint him your attorney of the club to look after your interests. If you have control of such a franchise you, no doubt, would act as the President of the club, and secure the services of a good playing manager to handle the players on the field.

CHAPTER XXVIII.

WHEN TO SELL A FRANCHISE AND WHEN NOT TO SELL.

By giving a conservative estimate in this chapter I will figure that we are located in a town of twenty or thirty thousand inhabitants and that the town is considered a good ball town and I will figure that we raised \$1,000.00 from the sale of tickets and \$1,000.00 on advertising; from your entertainments, prize contests, etc., that we realized \$500.00 more; this would give us a total of \$2,500.00 money raised. Suppose that we had no ball park to build we merely leased the park already built in good condition, our new uniforms, equipment of club, balls, bases, bats, etc., and providing we advanced some money to players for transportation also including our first payment on the lease of park, should not exceed \$300.00. This deducted from amount raised would leave a balance of \$2,200.00 in the bank.

Now I will figure that we are favored with good weather and that our exhibition games for two weeks netted us from \$500.00 to \$1,000.00 above all expenses. This would increase our bank account any where from \$2,700.00 to \$3,200.00. Now I will figure that we had bad weather set in for a month or so and the best we could do was to break even with the running expenses of the club from the gate receipts all this while. We being fortunate in having a good club that was standing one, two or three in the race, some one came along and made us a good offer for the club, offering us anywhere from \$1,000.00 to \$2,500.00 for our franchise. The question is: Would we accept it? If we did accept the offer it would give us an opportunity to make any where from \$4,000.00 to \$5,500.00 for our work thus far in the season. This was

a question sometimes hard for me to decide in the past just what to do. Sometimes I would accept and sometimes I would not. Most always there is some one anxious to buy the club, especially if you have a winner and especially if they think you are making money, and I am going to tell you frankly just what I would do if I was placed in such a position at the present time, and this is based upon my past experience. I would advise selling by all means. I remember one season I was located in a small city and raised considerable money. I did not work very hard, either, and could have raised much more than I did for the town at that time was very enthusiastic over ball. My exhibition games netted me something like \$1,100.00 in about two and a half weeks, including three good Sunday games. One of the Sunday games I gave a guarantee of \$50.00 to the visiting club and took in something over \$500.00 at the gate and grand stand, thus leaving me over \$450.00 clear money for the one game alone. When the league season started I was fortunate in having good weather and made good money up to, and including Decoration Day. Every one interested in ball in the city knew that I had a good thing, so a certain party wanted to buy the club and franchise and made me an offer of \$800.00 cash for it. I figured that I had made good money and figuring accordingly the way that the money was coming in at the gate, I could clear at least \$5,000.00 from the gate alone on the season, and still have my franchise left, so I did not accept the proposition thinking it was too small a consideration. As things turned out later for me I made a great mistake in not accepting the \$800.00 cash, for at the time I had a nice bunch of money to the good. My club struck a losing streak immediately after the offer was made me and everything seemed to go

wrong, no matter how hard I would try to secure players. I could not seem to win games and the club went down the tobogan slide mighty fast and the public began to knock, as such is the case in baseball when you have a loser, and I was mighty fortunate later on in disposing of the club and making what I did. As long as the club continues to win you are all right to hold it in a small town, but one never can tell when the club may strike a losing streak and the other managers may strengthen, causing you to strengthen and lay out more money for players to keep up the pace. So on this account and everything considered and especially if you are money ahead at any time in a small town and have a good opportunity to sell your club and make good money I would advise doing so, and this advise is based upon my past experience, for you never can tell what may happen. This, of course, applies to towns any where from ten to fifty thousand population. The larger the city the more money you should receive for your franchise. If you were located in a city of forty or fifty thousand population and could plainly see that you had a good money maker I would not advise selling in the middle of the season unless you were offered a good figure for your franchise. You might sell at the close of the season to a good advantage. In the smaller towns the baseball craze does not last only from one to three years as a rule. The public will demand faster ball each succeeding year and after the first or second year the cost of the players' salary to supply the brand of ball demanded by the fans will lessen your chances to make big money. Therefore I must express emphatically, if you have a good opportunity to sell any time during the first season or at the close of the season at a good figure in towns of fifty thousand or less I

would do so. If you are located in a town of more than fifty thousand it might be to your advantage to hold the club for one, two or three years, perhaps longer. However, in this case you must use your own best business judgment as to the kind of a club you have and especially as to the drawing capacity of the town. If you are drawing good crowds with a club that is one, two, three in the race, as above mentioned, I would advise holding as long as it proves to be a money maker. This, of course, is up to you for consideration.

CHAPTER XXIX.

A GREAT FOURTH OF JULY PROPOSITION.

THIS IS A GOOD MONEY MAKING PROPOSITION, AND FROM \$500.00 TO \$2,500.00 SHOULD BE MADE WITH THIS PROPOSITION.

In this chapter I will endeavor to give you the full details, and the correct method to pursue in order to put on a good 4th of July celebration, one that will prove to be a money maker, providing you follow these instructions correctly for I consider this proposition one of the best one-day money making propositions of its kind that I know of in the line of field sports to run in connection with baseball in small towns, and there is no question in my mind that if you follow these instructions it will prove to be a grand success. This, of course, applies to weather permitting. You can put on a celebration of this kind for the 4th, even if you are not running a baseball club. I would advise simply engaging two clubs to play on that day, providing there is no club in the town that you are putting the celebration on. You can engage a few of the local players to represent the local club, for it's a poor ball town these days that cannot scare up a dozen fairly good players. You might have to engage an outside battery to help out. Then you can engage some nearby club to play against your local club. Try and secure a club that has some rivalry to the town that you will represent so as to bring a crowd along with it. If there is an established club in the town that you are putting the celebration on, simply engage the local club to play. If you can locate in a town where there is an enclosed race

track so much the better for you, but if you are in a town where there is no race track you must make the best of the ball park. Of course it will be necessary to have quite a good sized park, and you can grade a temporary track around the inside near the fences and stands making it as large as possible and I would advise simply having the motor cycle races on this track. If you are fortunate enough to secure a town where there is a race track you would not have to go to the expense of building a track and you could have auto races in connection with the motor cycle races. I would not advise horse races on account of having to pay so much money in order to get good races, as they would eat up a large portion of the profits. I would advise making a specialty of motor cycle races, and try and engage some of the good motor cyclists to enter. The public would take just as much interest in them as they would with any kind of races at the present time and your expenses should not be very much in order to put on such races. In addition to the motor cycle races you could have such races as the wheelbarrow race, climbing the greasy pole, fat man's race, potato race, three leg race, and jumping of all kinds to take place in front of the grand stand. Now that the flying machine is all the rage I would advise to engage some one as reasonable as possible to give an exhibition with his machine. If you are located in a town where there is a race track I would advise having an auto race in addition to the motor cycle races. You can arrange with some of the young fellows of the town who own autos to help out by giving an auto race to help the celebration along. The motor cycle races should be arranged as follows: Half mile race, one mile race, two mile race, five mile race, free for all race, track record race. These races with the auto race should afford a

fine afternoon's entertainment in the race line. You should give suitable prizes for the winners of each race

I would advise having some prominent local man make a brief speech pertaining to the occasion. You could also have a shooting contest, and, no doubt, you could arrange with some valdeville company to put on a tent show during the afternoon and evening, giving you a certain percentage for the privilege of doing so. Also engage a few side attractions, such as a trick bicyclist, or a tight wire performer, or the trick dogs. I would not advise having the customary balloon ascension. Now that the flying machines are all the rage have the flying machine to take the place of the balloon ascension. Engage the local band for the day and also some good fife and drum corps if same can be had. Have the band meet all incoming trains. At 1:30 P. M. I would start the programme at the grounds. Engage a good capable man and make him master of ceremonies and take charge of the entertainments at the grounds, and run off the attractions in order. Arrange all races to take place first and the ball game should start not later than 4 o'clock. The flying machine exhibition should take place sometime during the ball game. Have a parade of automobiles, band and drum corps, motor cyclists, and ball clubs start at some prominent place in the business section of the town and be sure and have this parade start sharp at one o'clock P. M., and march through the business section direct to the grounds and be at the grounds prompt at 1:30, the time scheduled for the opening of the programme. I will draw up an ideal form of bill to have printed for such an occasion at the close of this chapter. This bill should be printed on large paper, what is known as 3-sheet size to the printer. It should be printed in two colors, red and

blue to suit the occasion with a picture of an eagle in the center between the dates at the top. These 3-sheet bills should be put up in good shape on all bill boards where ever you can get them up about the town, also send out to surrounding towns for a radius of 50 miles. You should also have a sufficient quantity of one-sheet and half-sheet bills printed and properly distributed in your town, also surrounding towns. You must also co-operate with the railroad companies and arrange with them to give you excursion rates to your town on all lines running into your town. You must also send advertising matter to all railroad station agents. Have them put up the advertising matter in the railroad stations.

Your printing matter will cost you in the neighborhood of \$50.00 and it will pay you to put this amount into printing matter. All advertising matter should be put out about three weeks before the 4th. I would also advise advertising in all local papers ten days prior to the 4th, also advertise some in other nearby town papers. Make these papers give you good reading notices of your celebration, and especially the local papers should boost your celebration in good shape for at least two weeks prior to the date. Give the newspapers all your job printing. You, no doubt, will think that all this will cost considerable money to put on such a celebration. I will now go into details of the cost and endeavor to explain where it's not absolutely necessary for you to spend any of your own money in putting on a celebration of this kind. The business men put up the money for the celebration and the best way to do is to simply notify the public through the local papers that you are going to put on a big 4th of July celebration for the benefit of the baseball club, and that you will solicit funds from the business men as a donation to pay the expenses of the celebra-

tion. Figure out what your attractions will cost you, also your music and advertising. By giving a conservative estimate I would figure that a celebration of this kind would cost any where from \$500.00 to \$1,000.00 and this would be according to the amount of attractions that you put on, of course. This amount you should raise on subscription of donations from the business men alone. Most any liberal business man would give any where from five dollars to twenty-five dollars to have such a celebration in his town, and hotels, saloons, restaurants, etc., should contribute liberally for such an occasion for it would be a big day for them. If such a celebration is well advertised and you are favored with good weather there should be a terrible crowd in town.

You can also get out a nice programme of the attractions at the grounds, including the score card for the ball game, and on this programme you should raise good money from the sale of advertisements, not saying anything about the sale of the programme at the grounds. You should have this programme printed in red and blue on white paper to suit the occasion and making it an attractive souvenir.

You would also have the sale of your concessions for the day, such as the sale of pop corn, peanuts, refreshments, tent shows, throwing at the babies, rings, canes, and all such concessions of this kind would want to come on to the grounds, and you should receive good money for the privileges. You should raise enough money on subscription, advertising and rent of concessions to pay for all costs of attractions, and all the necessary expenses attached to the celebration. At nine o'clock at night I would give as good a display of fire works as I could afford. This would add tone to the celebration and hold a great many people in town at night, and all would go away pleased. Where you make your

money would be from the gate receipts, and you would have left for your earnings all money that was taken in at the gate at the grounds. This, of course, would be for your work. Now let us figure what you should make. For an illustration I positively know of a celebration of this kind that was put on in a town of forty-five hundred population, and advertised as mentioned above, and there were over four thousand people paid admission at the gates at twenty-five cents a head. It was well advertised for a radius of 50 miles, and the trains brought in big crowds. Figuring on four thousand people at twenty-five cents each would be exactly one thousand dollars. Now figure that just one-half of them went into the grand stand or two thousand at twenty-five cents a head would be five hundred dollars more. This would give a total amount of fifteen hundred dollars you would receive for your work providing such a crowd passed your gates. In a city of ten to thirty thousand population you should exceed these figures on a good day.

I will now give the form of the Fourth of July bill. You can use what you wish on this form, and cut out what you don't want. Simply hand the form to your printer, and he should be able to get it up in an attractive manner for you in two colors, red and blue, with the eagle in the center of the two dates, namely, 1776 and year of your celebration.

FORM FOR POSTERS.

Grand 4th July

1776—Eagle—1910

Celebration

Carnival and Field Day

On the Fair Grounds
(name of city)

Monday, July 4th, 1910,

**For the Benefit of the Baseball Club.
Athletic Sports of all Kinds.**

Cash prizes will be given.

Monster Bill of Attractions costing
\$1,000.00.

The programme will be opened on the Fair Grounds at 1:30 p. m. by the most elaborate and costly spectacle ever presented by a 4th of July committee anywhere, and following it will be act after act of sensational character, of beauty and daring, of great artistic merit, such as young and old of this vicinity never before feasted their eyes upon. It is no wonder that more than usual interest has been aroused as the great day approaches. Thousands are expected from surrounding towns and farmsides, and accommodations have been made on an elaborate scale to take care of all who come.

Eloquent address by

.....
(name of party here)

A Shooting Contest

Between Riffle Clubs of nearby towns.

High Tight-wire Walking

By Prof.....
(name of town)

The peerless king of his profession, formerly with.....
(name)

will give three daring acts in front of the grand stand.

A Big Vaudeville Show Free.

An unprecedented show in which every act sparkles with individuality and merit. A first-quality vaudeville will be given on a large raised platform in front of the grand stand on the grounds. Charming novelty,

ripping fun, original comicalities, spectacular dancing, marvelous strength, not a dull moment.

Wheelbarrow Race,

Climbing Greasy Pole, Fat Man's Race, Catching the Greasy Pig, Obstacle Race, 3 Leg Race, Potato Race, Running Races, Jumping, etc.

Automobile Races

Don't miss seeing Prof. So and So, Trick Bicyclist, the wonderful Gymnasts and many other special features.

Motor Cycle Races.

Half Mile
One Mile
Five Miles
Two Miles
Free For All
Track Record

It is with pleasure that the committee announces the engagement of Prof.....
(name here)
and his flying machine called.....
(name)
will make an ascension and give an exhibition on the Fair Grounds.

Music

By the Famous

.....
(name of band)

will be in attendance on the grounds.

Baseball.

.....
(name of club)

vs.

.....
(name of club)

on the Fair Grounds at 4 p. m. The visiting club is one of the strongest clubs in this section of the State.

Excursion Rates.

From Place to Place
(Name rates)

Fire Works.

The largest and grandest display of Fire Works ever shown in this section will take place at 9 p. m. on Main Street.

The committee is sparing neither pains nor expense to make this celebration the greatest ever witnessed in this vicinity, and cordially invite everybody to come and celebrate with.....
(name of town)

on the Nation's holiday.

Admission to grounds 25 cents. Grand stand seats 25 cents. Programme opens at 1.30 p. m. sharp.

The above form makes an attractive and elaborate bill when printed in two colors as above mentioned. You will observe that I use the word committee on the bill form. By so doing will give the affair more tone, and you will no doubt have to engage at least two ticket sellers, a collector to help you make the collections and other work, also a man for master of ceremonies at the grounds. All these you can have on the committee to assist you. You, no doubt, have heard of Mr. Fred Thompson, the great amusement man, who with the late Mr. Dundy, built the great Luna Park, at Coney Island, also the Hippodrome, New York City. I understand that about the first of August the Pan-American Exposition found itself in some financial straits, and it was through Mr. Thompson's ability to see things in the line of sports or amusements that helped things along. Mr. Thompson was at the Pan-American at the time, and I will use a little scrib that ap-

peared later in print of what Mr. Thompson did for the Pan-American, and you can see for yourself how the American people take to sports and amusements, especially when they are put on properly and advertised well, so don't be afraid to advertise. For good advertising and plenty of it properly distributed and nicely printed offering good attractions will bring the crowds every time and especially on July 4th, the big holiday. Here is a short notice that was published concerning what Mr. Thompson accomplished for the Pan-American, so you can readily see what advertising will do.

NOTICE.

On the first of August the Pan-American Exposition found itself in some financial straits; the daily attendance was only between twenty and thirty thousand, and everyone saw bankruptcy ahead of the enterprise. I pointed out to the Exposition officials that the fact that they did not have a larger attendance was absolutely their own fault—that they were in the show business and had to adopt showmen's methods. I promised them that if they would set aside a day called "Midway Day" I would get all the showmen together and we would at least give another pull to the Exposition. It was only through the intervention of Mr. John G. Milburn that they finally consented to give me my way.

I had nine days in which to work, but I immediately started advertising our features far and wide—water sports, handicap races between an elephant, a camel, a giraffe, a bicyclist, a man on a horse, and a man on foot, and day fireworks, etc—in fact, there wasn't anything that I did not drag in to make a carnival that would last continuously for sixteen hours. Then I went ahead and had the day declared a municipal holiday, in the interest of adding life

to the Exposition. We advertised in every town within a radius of two hundred miles, and the consequence was the biggest day of the Exposition, the attendance being over one hundred and sixty-four thousand, while thousands were left at the railroad stations because of the overcrowded condition of all the trains; and after that day the attendance never fell below sixty thousand.

CHAPTER XXX.

TWO OTHER GOOD MONEY-MAKING PROPOSITIONS.

ARTICLE I.

TWO GOOD TRAVELING PROPOSITIONS.

ARTICLE II.

A GOOD SUNDAY PROPOSITION.

At the present time a man can take a good traveling club on the road, but if you do so you must have a first-class attraction, and if you wish to organize a good traveling club I would advise doing so in this way. A good team of Indian ball players are usually considered a good attraction and another good attraction would be a good team of genuine Cuban ball players. I mean genuine Cubans, not colored players, although there are at the present time at least half a dozen good colored teams on the road and I understand all are making money, but at the present writing there is only one if any cracker-jack team on the road composed entirely of genuine full-blooded Cubans. The Cubans are playing a grand article of ball in Cuba at the present time, and if you are familiar with the game you are, no doubt, fully aware of the fact that these Cubans have been winning the majority of the games from the American Clubs who go from here to Cuba in the fall, and the players who represent the American teams are usually composed of players from the National and American Leagues, also minor leaguers, so this will give you an idea of the class of ball the Cubans are putting up at the present time. If a man could secure the star players of Cuba and book games with minor league clubs during the early part of the spring season, and also play independent clubs and independent league clubs during the sum-

mer season there is no question but that a team of this kind would prove to be a good attraction and also a good money-maker. Now first I wish to say whether you organize a team of Indians or a team of Cubans I wish to state most emphatically, be sure and secure the genuine players who can put up a fast article of ball. Do not try to fake the public with a bunch of dubs that call themselves ballplayers, for when they strike town the chances are that the high school team would knock the fog out of them. If you start this kind of a team on the road I will candidly tell you you wont last long.

I have known these kind of Indian teams that have gone the rounds, and they left a poor impression behind them. The famous Nebraska Indians under the management of Guy Green a few years ago was considered a fast aggregation, and they always played a good, clean article of ball, winning the majority of their games with Independent clubs. They were a first-class attraction and I understand a good money-maker for their owner. They traveled principally through the West. I have not heard of them of late and I am under the impression that they are not on the road at the present time. I am confident that good money could be made with a first-class attraction consisting either of full-blooded Indians or Cubans properly managed. I would advise securing a first-class man as partner, one who is capable of going ahead of the show and acting as advance agent, in booking the games for a proposition of this kind, instead of trying to book the games from an office by correspondence, which I consider a poor way to do on account of it not being a reliable way. The best way to do is for one to go out on the road, act as advance agent, select a route which is the most reliable, and book the games by contract. In this way one

can size up the whole situation fully in regard to a town, concerning its drawing capacity, kind of ball park it has, the reliability of the management, etc., where by booking by correspondence you cannot size up the situation correctly, therefore by the advance agent method you would come in contact with towns that you would not touch after seeing how things were. You could also book games to save mileage by this method. A good advance man can easily book a good route for the entire season, save mileage and secure good guarantees with the privilege of fifty per cent. of the gate receipts with attractions of the kind mentioned above, and I claim this is the only correct method to book a traveling organization, for five minutes' talk is worth more to you than a ton of correspondence. In booking the games I would advise asking a guarantee of fifty dollars each game with the privilege of fifty per cent. of the gross gate receipts. Twenty-five dollars in case of rain should be had, and for Sunday games a guarantee of one hundred dollars with a privilege of fifty per cent. of gross receipts and twenty-five dollars in case of rain. Always make it an appoint to play in a good town on Sundays, if possible, where your share of the gate receipts will be large, even if you have to travel a little out of the way to get there. It would be advisable to have a good display of printing matter in lithograph form attractively arranged in three sheets, one sheet and half sheet sizes, simply giving the picture and the name of the team, and a short description of its good features, etc. These lithographs could be carried by the advance agent who should keep ahead of the team about two or three weeks, and these lithographs should be distributed to local managers in sufficient number to bill the town properly. The local manager at his own ex-

pense should have printed in attractive form on separate paper, the date of games, price of admission, where played, umpire, etc., and this should be attached to the bottom of the lithographs. The lithographs should be properly distributed and put up in the store windows about the town in all conspicuous places. The three sheets should be put up on the bill boards in good shape.

Contracts should be carried by the Advance Agent, made simple and agreeable to both parties giving the date, terms, printing matter distributed, etc. This is to protect yourself, and local manager must sign same when terms and conditions are agreed upon and this contract should be sent to you, so when you come along with the club to play on date given, you will have the contract in case a dispute should arise over receipts. Whether you organize an Indian team or a Cuban team you want to choose some good and appropriate name for them. There are plenty of good Indian players in the country that can be secured reasonable for such a team, but if you preferred to organize a team of Cuban players, I would advise getting in communication with some of the managers of the Cuban teams around Havana, Cuba, and you, no doubt, could secure the Cuban players through them. In addition to the afternoon game you could put on a night game as an attraction. By so doing it would be necessary for you to carry a lighting outfit which would consist of, say, fifty large gasoline lamps, and each lamp should give a brilliant strong light. The lights should be supported on about four or five strong poles, set just outside the diamond in circular form and hung on ropes about twenty feet high from the ground. It would be necessary to hire an extra man especially to take charge of the lights and do nothing else. He would see to the putting them up and all work attached to

them. These lights could be put up any time after six o'clock at night and be ready for the game at 8:00 or 8:30, whichever time you decide to call it. Some of the substitute players could take turn in helping out if necessary. These substitutes could also take tickets at the gate when required. You could play these night games whether you have an Indian team or a Cuban team. By giving the public a good article of ball in the afternoon the chances are you would draw well at the night game. This night game is more of a novelty than anything else. It is not played like the regular outdoor game, it is simply played with an indoor baseball and the bases moved up about thirty feet, making the distance between bases sixty feet instead of ninety feet, and played under the lights, or in other words you might say it is indoor ball played outside, but it proves to be a good money-maker properly advertised and handled. The pitcher throws the ball from the regular outdoor distance instead of pitching it underhand the same as indoor ball, and the bases being nearer are the only change in the rules from the outdoor game, aside from these the game is played according to the outdoor rules. If you advertise this well by lithographs and newspapers, you will find that the crowds will turn out to see the novelty. I would advise having special lithographs for this.

There is usually a lot of fun attached to this kind of a game and the crowd goes away pleased. The admission fee should be the same as the afternoon game both at gate and grand stand. The local club must furnish police protection and you should have a simple contract drawn up the same as you would have for the afternoon game, thus giving you fifty per cent. of the gross receipts.

I do not think it advisable to ask for a guarantee for the night game. Simply take

half that comes in at the gate and grandstand. I have booked one of these night games for a city of twelve thousand population and my share for one-half of the gross gate receipts was a little over \$200.00. This will give you an idea of what has been done, and I have been told that large crowds have turned out to witness this kind of ball. The players enjoy the fun because there is not much hard work attached to it, and what you make at this night game is clear velvet for yourself, otherwise the club would be sitting around with nothing to do. Therefore I say keep them working and get every cent you can, and I advise most strongly to carry a night outfit with a traveling organization. The various local club managers are always anxious to book a game of this kind. Now that the cost of living is much higher, and that the hotel rates have gone up, I would advise and think it good policy to rent or lease a car and engage a chef.

Players and all hands could sleep and eat in the car. You could contract with the players by the month, giving them a stated amount and their board, and save big hotel bills in a month's time. Good cars can be secured fitted up for such a purpose; just pick up most any bill-board magazine and you will see them advertised, either for sale or rent. You can arrange with the railroad companies to haul the car from place to place at a reasonable rate, and your cost of living would not be anywhere near as high as if you were stopping at hotels. You would have no excess baggage to pay on the lights. You could carry your night outfit, sleep, eat and have your office and make your home in the car, and by having the car attractively painted to suit the occasion, this would make a fine advertisement for you as well. This proposition, properly handled, should prove to be a grand money maker, and you could also

pass a very pleasant summer touring the country in your private car.

ARTICLE 11.

A Good Sunday Proposition.

If a man will figure carefully, have a good club and book good attractions, I am confident that he can make good money by running a Sunday and holiday amateur club. Of course some cities will draw better crowds than others, but this can be worked to good advantage both in large cities and small ones as well, where amateur Sunday ball is permitted. If you were located in a city of ten to twenty-five thousand population and had a good fair Sunday town, where the game was permitted, I would advise playing only Sunday and holiday games, and the best way to do in this case is to hire the players by the game. In case it rains and no game is played you have no salaries to pay. If I were a young man interested in baseball and wanted to break into the game for a financial benefit I would advise starting in this way first, and by so doing it would give you an idea of the ins and outs of the game and qualify you to take larger chances later on. Working with an amateur team would be a good schooling for a year or so for you. Many of our best known baseball men have started in this way. This kind of baseball should not interfere with your regular work during the week, and you should make handsome profits on the Sunday games for yourself. I would prefer having an amateur club in a large city where I would be permitted to play the games on Sunday if I could arrange it so, and to give you an idea I will endeavor to give you a brief description of what I accomplished one season by running a Sunday amateur club in a small city of fourteen thousand population at the time.

There was no enclosed baseball park in this city at the time. There were a few fairly good amateur players about town who wanted a manager to get them started and organize a team so as they could play the game, giving them a little something for their work. A few miles out of town the Street Railway Company controlled a small amusement park where they made a feeble attempt to interest the public to go and spend the day, especially Sundays, by giving a few cheap amusements that amounted to nothing, consequently they did no business, for when the people saw that it amounted to nothing they did not go again. One day I went into the general manager's office and asked him how the crowds were at the park on Sundays. He told me that they were very poor indeed. Well, I said, I have a proposition that I would like to submit to you, and if your company will co-operate with me I can get the crowds out there every Sunday. The general manager said that he would have to see the president of the company first, so I arranged to meet the president and general manager the next morning for an interview. They had about six acres of nice level land on their property suitable for a ball park, and I suggested to them that they build a grand stand on this tract of land to seat five hundred, and grade the grounds suitable for playing, and donate me the park free. I would enclose the grounds and go ahead and organize a club and pay all salaries and take all responsibility myself, and all they would have to do would be to haul the crowds to and from the park, and I would secure good attractions and play ball there every Sunday for the balance of the season, weather permitting. After a brief talk and some figuring they decided to accept my proposition. This, I think as near as I can remember, was on Monday, and we went direct to a contractor,

gave him our figures and he agreed to have the grand stand completed by Saturday night, and the Street Railway Company had their teams do the grading and had it completed by Saturday. I gave out to the press that I would build a new park and organize a strong independent club and that the first game, or the opening game, would be next Sunday, giving the date. I immediately engaged a good club to play my club that Sunday and advertised the game big. I bought posts and had them set twelve feet apart. I also bought new canvas. Had the canvas fence around the park eight feet high, and the canvas was tacked to narrow strips and these strips tacked to the posts so as I could take it down immediately after each game, and when I opened that Sunday I had as pretty a little ball park as you ever saw with the new grand stand and the new white canvas fence. I also had five hundred chairs to take the place of bleachers. These I gave out free. I advertised the game in great shape and it was a beautiful day, and to tell the truth I had a few over sixteen hundred paid admissions at the gate at twenty-five cents a head. I charged fifteen cents to the grandstand, but the grandstand was not large enough to accommodate the crowd. The Street Railway Company had to get out all their extra cars, old and new, that they could scare up to handle the crowd, and it was the largest crowd they ever hauled to the park with the exception of July 4th, the day they opened the park. The general manager told me that the company was well pleased with results. I hired the amateur players by the game paying seven local boys three dollars each for every Sunday game played. In case of rain and there was no game, they were not to receive anything. I also hired a pretty good battery, college players, a pitcher and catcher and paid them

five dollars each and their expenses, and my total expense for players, also advertising, was in the neighborhood of thirty-eight or forty dollars.

I would secure good amateur clubs as an attraction from nearby large cities, and also other amateur clubs from nearby rival towns to play for a guarantee anywhere from thirty-five to fifty dollars a game, according to the attractions, and my total expenses, including advertising, players' salary and guarantees to visiting clubs would always fall less than one hundred dollars, sometimes about eighty dollars. At my opening game, as stated above, I had a little over sixteen hundred paid admissions, and my crowds would run anywhere from five hundred to twelve hundred paid every Sunday. This would be according to weather and attraction; usually averaging from seven to nine hundred. So you can easily figure what my profits were from the above figures, adding the grandstand receipts to these figures. Of course, I played as late in the season as I could, cold weather compelling me to stop. I also won practically all of my games played. I had no ground rent or police to pay. The Street Railway Company furnished police protection and grounds free, and the Street Railway Company received good returns by hauling the people to and from the park, and it was a good proposition for me, and I candidly believe that any one can do well in any small town by following the same policy as I did. The main thing is to keep the expenses down. Do not pay too much to the amateur players, and do not give too large guarantees and I am also confident that good money can be made in large cities by running an amateur club and playing Sunday and holiday games. Now for an illustration: Just take the city of Buffalo for instance, or the city of Chicago.

There are many local amateur clubs in both cities playing Sunday and holiday games. In the city of Buffalo the papers give out the attendance for the past two seasons for some of these games anywhere from five to ten thousand people paid admissions, and I understand there are a couple of clubs that draw enormous crowds every Sunday, and it's not an uncommon thing to see eight thousand people in attendance at some of the games in that city. I understand there are about six good amateur clubs in Buffalo drawing good Sunday crowds. I remember I witnessed an amateur Sunday game in that city a couple of years ago. The Cuban Giants were the attraction. I went out to the grounds to see what kind of a crowd they drew. I was rather late and the game was well along, and when I passed the gate I asked the Cuban Giants' manager who was on the gate at the time, "How's the crowd?" He showed me that something over sixty-six hundred had passed the gate up to that time. They used the "Reel Ticket" system, these tickets being numbered and easy to tell just how many pass the gate at any time. If a man would organize a good amateur club and play Sunday and holiday games in the large cities where the games are permitted, I know good money could be made by proper management. If you have to build a new ball park I would advise doing so. You can follow the instruction in the early chapters of this book in regard to building parks and raising funds on advertising. You should be able to secure enough advertisements on the fence to pay for the cost of the fence easily, and you could start in a small way by building a long, low stand and bleachers to accommodate about one thousand people. Keep adding on to this from the profits that come in from the games, and by working in this way at the end of the first season you should have

quite a valuable baseball plant. After you once have this plant you could lease it to other amateur clubs of good standing if you preferred to do so instead of running a club yourself. I would advise leasing in this way. You take thirty-three and a third per cent. of what comes in at the gate for rent. This would give you a fine income for a season providing the teams drew any crowds at all. The two clubs could each take thirty-three and a third per cent. of the receipts for their share also. I would advise building a new park if you are qualified to do so. Perhaps you might be able to lease a park already built. This, of course, you must use your own discretion according to the situation. I would pay the players by the game and try and secure the best college players in the city that could be engaged, and all money that came in at the gate after paying players I would lay out on the new park until I had it completed, and owned a valuable baseball plant free and clear, and one that would bring me in a good revenue in case I decided to lease it.

Sunday amateur games are being played in many of our large cities at the present time, and I am confident that a man can go in most any one where the games are permitted and by using judgment can make good. All that is required is a little nerve, good business judgment and perseverance in order to succeed.

CHAPTER XXXI.

HOW I MADE EIGHTEEN HUNDRED DOLLARS ONE SEASON ON A CAPITAL OF PRACTICALLY NOTHING, AND WHY IT REQUIRES PRACTICALLY NO CAPITAL TO START IN THE BASEBALL BUSINESS IN A SMALL WAY.

In this chapter I want to tell you a true story of how I made eighteen hundred dollars one season on a capital of practically no investment at all, and this was done in a town of about eighteen thousand population, and I could easily do the same thing again and even better in any town the same size at the present time, everything being equal, of course. Then you can readily see why it will require practically no capital to start in the baseball business in a small way, such as starting an independent club or even organizing a small league club. I first studied the territory that I had in view for the approaching season, and I found that the season previous there were three towns in that territory playing a fairly good article of independent ball, and that there were also three other towns in the same territory laying idle without ball, that should support clubs, and the prospects looked good to me for a league in this territory, so I decided to take my chances and try and organize a league. I selected the town that looked good to me first, and also the one that had an enclosed ball park. When I arrived in the town at night and after paying my carfare I had less than five dollars in my clothes to work on. I went to one of the hotels and asked the proprietor what rate he could give me by the month, telling him that I was going to organize a league in that section to include

such and such towns, and that I would be located in town permanently during the baseball season, providing I was successful, and that I would make my headquarters at his hotel, and that there would be no question in my mind but what I could throw him considerable business during the summer from a baseball standpoint. After a short talk he was well satisfied with what I had to say, and made me a monthly rate, so I registered and was assigned to a room and the proprietor selected a good room for my convenience and comfort. Being tired from my journey I went to my room early, to retire for the night. I thought of the small capital that I had to work on and knowing that my board would not be due until the month was up, I felt quite contented, and the next morning started to work in good spirits. What little money I had I figured that I must invest the most of it in postage stamps and post cards for my correspondence.

It would be absolutely necessary that I must shave myself, cut out smoking, and even do part of my own washing in my room in order to curtail expenses until I had something coming in. The first thing for me to do the following morning would be to see the parties who owned the baseball park. I went and interviewed them first, and after a short discussion, I was promised that I could have the use of the ball park for the season at the rate of five dollars per game, which terms I made, and were agreed upon, and these terms were satisfactory to me under the circumstances, for I preferred to rent by the game, and the lease was made out later. When I found out that I could have the park this took a great strain off my mind, and I knew after that everything would come easy for me.

I then went directly to the newspapers, made myself known, told them I had leased

the park, and that I was going to organize a league in this section, to include such and such towns, and asked the newspaper men if they would boost in good shape. I was told that they would, and they did, and everything went well. I then went back to the hotel, wrote to the managers of the three towns that had independent clubs the previous season, telling them my intentions, pointing out the good qualities of league ball, and asked them if they would go into a league, or attend the league meeting that I would call within a few days. I received letters from all stating that they would attend the meeting. In fact one of the managers was so enthusiastic to get into the league he came to see me. This, of course, was very encouraging to me. I then had to secure representatives for the other two towns I had in view in order to complete my circuit. I knew of a good baseball manager that I thought might take a franchise, so I wrote him asking him if he would take a good baseball town and go into a league with me. I received a letter from him in due time, stating that he would, and that he would join me within a few days. When he came we secured a manager for the other town making the last, or the sixth town taken to complete the circuit. In the meantime I had letters from three other towns making application to join the league, but these towns I thought were a little too far away for our circuit, so I decided it was not advisable to admit them to the league, but with the other six towns in line I knew there would be no question in my mind but what we would have a league. I decided to call the preliminary meeting in one of the nearby towns convenient to all. By this time my funds were practically exhausted. Every cent that I had used went for postage and some laundry.

The proprietor of the hotel and myself

by this time were quite friendly, and the day before I was to attend the league meeting, I asked him if he would kindly loan me five dollars. This he did willingly, and those five dollars looked larger to me than one hundred did after my receipts began to come in. I went to the meeting alright and found that all clubs were represented, and we had a very successful preliminary meeting. After a short discussion it was decided that all represented were in favor of league ball, and we elected officers pro-tem., and organized a temporary organization.

The next meeting was to be held subject to the call of the President. Then a permanent organization would be protected, permanent officers elected and a schedule drawn up. Upon my return to town I gave this out to the newspapers, and I began to sign my players immediately. As fast as I signed a player I secured his pedigree and gave this to the papers also, along with the player's photograph, when I could secure one. I had the papers boosting in good shape. Then I drew up my season ticket subscription list, making the tickets payable April first, and began canvassing the business men for the sale of tickets and donations for the support of the club. I was very successful and sold in the neighborhood of fifty tickets the first week. My month's board by this time was about due at the hotel, for I came there the latter part of February, so I thought I had better call the proprietor aside and give him a confidential talk, simply telling him that my board was about due and that I was short of funds, etc., and asked him if I paid him in full April first, would it be satisfactory. I also showed him the large list of names I had on my list including the best people in town, telling him that I would collect April first and make good. The proprietor said, "why certainly, it's all right." On

April first I went out and collected enough money to pay the proprietor in full and I was on easy street after that. I also solicited advertisements for my score card and score board, and did well with both, including the season tickets. The early part of May my players began to report, and I made arrangements with the hotel proprietor to have the entire club stop at his hotel, and I also arranged to have as many of the visiting clubs as I could stop with him while in town. This I did for his kindness that he extended to me, and to tell the truth it was a great boost for the hotel. The fans would come around nights, and crowd the corridor of the hotel and talk baseball with the players, and when the visiting clubs were in town, there was always a jam at the hotel nights, and the bar receipts were large. Many a dollar was taken in that the proprietor would never have seen had it not been for me and the baseball club, and he told me so many a time and thanked me and appreciated what I had done for him, too.

He, of course, was one of my best supporters and boosters. I would not stand for any boozing among my own players, but if a man wanted to take a glass of beer I did not object, but for down-right boozing I would not stand for it. My exhibition games started and I drew good crowds. I cleared over one thousand dollars from them. We played Sunday games and I drew fine on Sundays, and also holidays.

On July 4th, I played in the morning with my rival team at their town, and in the afternoon I played at home. The weather was bad for us in the afternoon, but never-the-less we had for the both games nearly twenty-nine hundred paid admissions, not so bad for a small city. I had an opportunity to sell the club two or three different times at a fairly good figure for a club of its kind, and when I finally de-

cided to let the club go I found that I had a little over eighteen hundred dollars in cash for my work, not counting my cost of living or the money I had spent otherwise. If I had accepted one proposition made me early in the season I could have cleared in the neighborhood of twenty-five hundred dollars. So you can readily see the money that sometimes can be made in the baseball business with practically no capital to start in a small way. If you wanted to organize an independent club and start the season about Decoration Day it would not be necessary for you to go to the town until about May first. You could lease your park, sign your players, solicit your donations for tickets and advertisements and have your opening game a couple of days before Decoration Day. Your only expense would be your car fare to the town and board for a month at the most. Your tickets should be made payable about a week prior to the opening game in this case, and many would offer to pay for their tickets when you solicited them, so you would have money coming in at once. I went to a town May first and raised fourteen hundred dollars during the month of May, had my opening game a couple of days prior to Decoration Day and made good money from practically no outlay of money at all, and this can be accomplished by any intelligent man, and I will again state so you can see the money that can be made in the baseball business, with practically no capital to start in a small way. I am not the only one who has made money out of baseball with practically no investment. Some have made many times the amount I have made in a season with nothing to start.

I can name some of the best baseball men in the country that went into towns with practically no capital, and made good money on just the same principles that I have outlined in this book, and this is just how some

of them got their start. The secret is just this: The business men make the donations to get you started as I have outlined.

I have known many leagues to be organized where that the managers didn't have hardly anything at the start, some nothing, only enough for carfare to get to the town that they were to locate in. For an illustration I will say that when the present New England league was organized in 1901, a few baseball managers got together, each took a town, held meetings, and organized the New England league. At that time the league took in four cities in the state of Maine, and also cities in the state of New Hampshire and Massachusetts. This league has shifted its territory around since its organization, and at the present time includes eight cities only in the eastern section of Massachusetts to make up its circuit, and it looks to me now that the name Massachusetts State League would be a more appropriate name for it than the New England League, on account of no other states being represented in the circuit outside the state.

The New York State League first started with small towns in and around central New York, and many other leagues have been organized in just the same way. Many leagues have been organized by the one man owner system, and eventually stock companies are formed, and buy out the one man owner, or manager's interests and then control the franchises themselves. Many a club and league have been organized by the one-man system, so you can see from this chapter that it will give you an idea of what I have accomplished on practically nothing, and many other men have accomplished the same results on practically no investment on just the same plans that I have outlined in this book.

CHAPTER XXXII.

GENERAL INFORMATION AND A FEW GOOD POINTERS.

Baseball is to-day the greatest sport in the world. It is even more than a sport. In the United States baseball is a tremendous business proposition, involving the investment of millions of dollars, and the employment of thousands of men. From a modest start but a comparatively few years ago baseball has become an actual factor in the business world, and the most important element in the every-day life of millions of people. Just think of it, thousands and thousands of people attend some of our largest games, and many thousands have been left outside the gates on account of the parks not being large enough at the present time to accommodate the crowds.

The big club owners are spending thousands of dollars and continually planning to enlarge their baseball parks so as to accommodate the ever-increasing crowds. The time is not far away when fully one hundred thousand people will strive to see a single game, and millions of people throughout the entire country will await with breathless interest the outcome of that same game. It is because there is an indefinable something in baseball that grips the very heart of man. Everyone, be he a layman or preacher, in his youth played more or less at baseball, and as years stiffened his muscles and hardened his joints he played less and less. But did his interests cease? Not a bit of it. The sight of a clean, close, hard-fought baseball contest brings back to-day the youth of the man who sits in the grandstand watching with intentness every move of the younger men who are playing the game for him. In mind and spirit he is a boy again. He is no older than the young men whom he sees

rushing back and forth on the diamond in front of him. Baseball is clean, it is wholesome. It is filled with moments of breathless excitement, and it is that compelling intensity that has such a grip on the American people. Therefore, on account of the ever-increasing interest and popularity of the greatest game in the world, I cheerfully claim that any city of two hundred thousand population or more, at the present time, should support two good clubs, and there are many cities of this kind that would support two clubs at the present time.

Just stop and think, the cities of Pittsburg, Cincinnati, Baltimore, Washington, Buffalo, Cleveland, Detroit and Brooklyn with only one major league club located in these large cities, while New York, Chicago, Philadelphia, Boston and St. Louis support two clubs, and I understand are great money-making propositions for their owners. What a great opportunity it would be to organize another major league including the eight cities above mentioned. What a great circuit it would make! What a great money-maker it would prove to be for the promoters and club owners! In the city of Pittsburg it has been stated that over thirty thousand people have witnessed some of the games, and tremendous crowds attend the games there all season, and just think of the thousands of people who attended the games in that city during the "World's series" with Detroit. Think of the thousands who have attended the games in New York, Chicago, Philadelphia, and think of the thousands who have been left outside the gates at some of the big games, clamoring to get in, but were unable to do so on account of the parks not being able to seat them. What a vast difference there is in baseball at the present day than there was some twenty odd years ago when the St. Louis Browns won the "World's cham-

pionship." When the Browns won the championship some twenty odd years ago I understand the newspapers of that city devoted less than half a column space to the great victory, and that was on the fourth page at that, so I have been told. Now just think what a change has taken place since that time. When Pittsburg won the "World's championship" from Detroit, the papers came out with extras printed in colored ink, cartoons, etc., and I understand devoted practically the entire front page to the great victory. The players are given banquets, presents and purses. What a difference has taken place in baseball in twenty years! The newspapers of the country by their great boosting for the National game has made it what it is to-day and the newspapers in any town are always eager to get the baseball news. Just go into a city restaurant any morning and watch a man when he picks up a paper and see what page he turns to. By careful observation I have found that about eight out of ten turn to the sporting page first.

As I have stated above that I sincerely believe that if another major league was organized to include the eight cities, it certainly would prove to be a great investment for its owners, and the time is not far at hand in my estimation that the public will demand two clubs in every large city, so as to give continuous baseball for six months during the warm weather, namely—April 15 to October 15. The Pittsburg club is certainly a gold mine for its owners, and this city would prove to be a great money-maker for another major league club. I predict that the time is not far distant that some far-seeing men will certainly organize another major league.

What is required is to have a capable baseball man at the head of such an organization for its president, and also finan-

cial backing in the cities and it's dollars to doughnuts the stockholders will reap big dividends for their investment.

In order to get into a proposition of this kind it would require some baseball experience and money, but if a man was a good stock-promoter he could organize a stock company, and no doubt interest people to go into such an enterprise. For the new beginner in baseball I would advise to start first with an independent club in the smaller towns or a Sunday Independent Club in a small city, and work in this way for a season or two until you acquire the ins and outs of the game, or in other words the "Baseball Phraseology." By so doing it would qualify yourself to work into league ball and also into something big in the way of handling baseball on a larger scale. You could, perhaps, buy a good franchise and work up in this way, and you would then be familiar enough with the game to know where you were at. Study the chapters of this book carefully. Remember nothing of value can be obtained without work. Labor is the measure of value.

This helper in your work must never be looked upon as something that will save you from the responsibility of work. It only points the way. You must walk, and you must do the work.

Think for yourself and so digest the elements that enter into the many chapters before you. You will then assimilate and make them your own, and rules will not be needed. Make this book your companion, make it your pocket companion, keep it in your pocket, study it carefully. If you can work without it, feeling that you have help near at hand in time of need. Make this your mental gymnasium and grow familiar with these chapters as early as you can.

The best men go to the front. Never be content to be a second or third rater. Press

forward, and stand in first-class in everything that is essential to make up a first-class business man. You have no time to lose. Time is valuable and measured little by little so we may use nobly and well.

Give these suggestions careful consideration. They will help you.

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