

Among Men Who Work with Hand or Brain

Wade Straight Through Problems to Make the Most of Yourself.

By C. S. MADDOCKS.

If a man is in prison he leads a simple life. If he tries to escape he is likely to lead a complex one. He has to avoid detection, he has to get food to eat, and most likely a shelter. The prison pallor, the prison gait, the prison garb, the witness against him, and no matter in which direction he turns he has fears to overcome and dangers to face.

In almost any narrow way of living a man's life may be exceedingly simple, but if he wishes to escape from this narrowness, unless circumstances are much in his favor, he has no bias a pathway through all sorts of hindrances, and often very much uphill, before he can get to the place of wider influence or outlook. It takes courage; it takes great perseverance; it takes an unconquerable hope to do this.

The prisoner, wanting food and rest, hard bed, and then cornered, confesses himself glad to be taken back and to be shut up again. This is largely because he has the character that brought him to the prison in the first place. He is not the sort of a man one would choose to lead a weaker person, even through a friendly crowd, and the way in life that is straight and broadest leads through not only a crowd of people but often a mountain of physical hindrances, the one as stony and unmovable as the other.

Made Up of Few Elements.

The complexities of life are, after all, made up of a few elements, although any one of these may have power enough to keep a man spinning without allowing, like those queer little mice which whirl around endlessly in a spot no larger than that which their body covers. There is the complexity of which money is the cause; the complexity of which family is the cause; the complexity of working with people—perhaps many of them. There are other complexities introduced by laws, natural and man made, but at bottom these three elements—money, family, society—are what make a man's path deviate instead of straight, make it difficult to follow a straight and broad path to a definite goal, rather than one of many turnings.

Money complexities are often the chief perplexities. The want of money is ever making life complex, while no one can have a more complex life than the man who has a great deal of it. Where money would make the path easy and simple, the want of it makes it most rocky and devious.

It is the multiplying of responsibilities that makes life highly complex, whether these responsibilities are private or public. It is because so many men fear to face these, prefer to live in what bears some analogy to a prison life, that the path that may have been started broad dwindles to a squirrel track.

Hampering a Boy's Development.

There is no gaining the fact that many a youth is made craven in his boyhood home, just as many a man becomes craven in the home he establishes as a part of his manhood responsibility. It is pitiful to watch many a boy who is hampered in his home

by a father too neglectful, a mother too solicitous, sisters too nagging, trying to work out his own salvation in a situation that is too complex for his undeveloped powers of reasoning.

There are innumerable parents who make a boy's or girl's life a perfect maze of complexity, in one way or another. If to this maze is added a school situation that seems intolerable—a teacher who scolds or is stupid and unreasonable—then is the child's cup full, and as early as possible he begins divorcing himself from a part of his unbearable life. He can leave school, thinking he cannot endure what he suffers there, but he might not do so if he could understand better just what was wanted of him at home. He may be disappointed because he has been "spoiled," and when the first moment comes that he can revolt in any way he does it by leaving his school. By this first independent action he may put an angle into his path in life that he would afterward give the world to have straightened out.

Tasks Will Depend on the Man.

When the home is full of simple direct conditions, then is the mind of a man calm and clear to face the multiplex conditions of business life. As a man may not know the inner workings of a man's mind, so we may not know of the deep satisfactions of home which have made men veritable steam rollers in the business world. But, strangely enough, we do often know about the raw and sore and fretful hearted men who may fight their way in a sort of vengeful fury, but more often use but listlessly, carelessly, recklessly what might be splendid powers.

In doing his work in the world a man's tasks are likely to multiply and become yearly more complex, according as he is ambitious or unambitious. The common task may furnish all we ought to ask, but it will not furnish all an ambitious man will ask, any more than he will ask to handle a shovel, that he may earn his daily bread, when ambition has carried him up to the place where he handles millions. The shovel is a simple instrument, and so is the man who can earn his living in no other way but with it—his life can be none but of the simplest, although his heart may possibly be developed to a high complexity.

Our lives may become complex through either confusion or through development. If there is confusion we are either not exerting ourselves sufficiently or we are too feeble to make our way in the stream we have chosen to swim in. If our lives are complex through development we may sometimes feel that we have unfortunately placed ourselves where a great deal, perhaps too much, is expected of us, but we are likely to have supreme gratification of the praise of men, than which there are only a few things sweeter. But, best of all, we have a gratification of a sort that the inefficient, the half hearted, the unambitious can never know—a gratification that is independent of men or things or place, expansive, and supremely sweet.

Each Man Has Something to Say; All Tell How to "Run Things."

By T. S. WINSLOW.

There is no more criticism in this office," said the manager of an advertising company recently. "I've turned all of the criticism, except a small per cent that always exists among the 'office grouchers,' into office efficiency and better business methods."

Like all large offices, there was always a great deal of criticism going on. Some of it was just. But the majority was unjust and was started by the men who exist in every business organization and who are always "agin the government." The criticism sometimes reached my ears and I didn't like it.

One day a plan came to me. It wasn't original, for it had already been adopted in some measure by a number of business houses. I sent a memorandum through the office to the effect that every letter of criticism or advice would be gratefully received, but the memorandum added that all letters of advice must be signed, but that, no matter what they contained, the contents would be regarded as confidential and would not be used against the writer, no matter how severe the criticism proved. A small sum would be given for every piece of criticism that could be of practical use and larger sums would be paid for really good ideas on new business methods.

That memo caused some talk, but it did the work in the end. If a man started to criticize some one would say, "Why not send it in to the boss?" That would be answer enough. If the criticism

were a just one I'd usually get a note about it in a few days. If it were unjust the criticism would cease.

"I put a box, of which I kept the key, on a convenient place on the wall. There was a slot in it for communications. I had no set time for opening it, but always opened it as often as once each week.

Some of the notes I received were nonsense, of course, and were of no practical value. Others, however, were full of bright business ideas, many of which were paid for and adopted. One quiet young man who had been doing good work, but who had never attracted my attention handed in such excellent suggestions that I called him to me for a personal talk, found that he was studying at night, and raised his salary. He has more than doubled his salary in the last two years, since the adoption of the plan.

Many of the criticisms showed the limitations of the writers and worked against them, of course, but I tried not to be prejudiced on account of a letter of criticism. I received, unless it was sent in an unfair spirit. Usually the criticisms were sent in the right spirit and proved helpful to me, for I got a better idea of my working force and was able to cooperate more fully with them in their work.

I wouldn't get rid of my criticism box now. It has done away with all office talk concerning "what I'd do if I ran things" or "I wish I had something to say." Each man has something to say about things and he knows if his criticisms are just they will be given attention.

Moved Offices from Noisy Zone; Result—Greater Efficiency.

By C. R. COOPER.

To be a successful general manager one must be a good deal of a doctor in many ways," the active head of a large office force said recently.

"A man must be able to diagnose and say what the matter is with every one under his jurisdiction. It was because I was able to do just that thing that a nice little raise found its way into my pay envelope a few months ago.

"You see, I had had charge of the office but a short time. We were employing a great many girls and men with little results. Our salary list was running high and the output was running low. There seemed no way to maintain order. The fear of discharge did not do it. The force was excited, talky, lazy in a great many ways. I tried my best to figure out the reason, but it was not until one day when I felt the same way as the rest of the force that I understood the trouble.

"Our offices at that time were near a cob-

ble stoned alley, where teams were driven every day, where drivers shouted, and talked, and cursed, and where a switch engine made a noise like—well, like only a switch engine can. On the other side was an open space where all the noise of the packing department, the sound of thumping hammers and screeching nails, could sift through. It all came to me like a flash. Noise begets noise, quiet begets quiet. Where noise is an accompaniment of work, such as that of teamsters, or packers, or switch engines, it probably is a good thing. But when it enters an office it is bad.

"I took the idea up with the owner. The result was a series of alterations that placed the office in a quiet, secluded part of the building. Another result was that within a month the force, already cut down, was doing a fourth more work than all of them put together had accomplished before. And still another result was, as I have mentioned," he added with a smile, "that nice little raise which dropped into my pay envelope."



Whisky Often Is Not Whisky; American Steward Buys Labels.

By JACQUES STRAUB.

(Wine Steward of the Blackstone Hotel, Chicago.)

CHEF CHEMIST WILEY has declared that 85 per cent of the so-called whisky on the American market is not whisky and that the American people are drinking labels.

Let me paraphrase Dr. Wiley's statement by declaring that I believe 85 per cent of the so-called whisky sold to stewards is not whisky, and that the American steward is buying labels. This may seem an amazing statement, but I venture to aver that the personal amazement of many would be still greater at actual results if they subjected their stock of whiskies to the expert, or became cognizant of the origin and history of many a "famous brand" for which they have been paying a fancy price.

Now, I want to give the reason for this condition and suggest the remedy. The well-spring in which this flood tide of adulteration has its source is section 3244 of the federal statutes, where you will find imbedded the remarkable words, that any one who makes a "spurious" or "imitation" whisky, brandy, rum, or gin is to be known as a "rectifier," and that he shall proceed to "rectify" by the payment of a small license tax. These "rectifiers," known also in the trade as "compounders" or "blenders," are now turning into commerce over 100,000,000 gallons of adulterated whisky each year, for the fiscal reports of the internal revenue bureau show that over 100,000,000 gallons of distilled spirits have been "rectified" per annum since 1903.

Mammoth Game Against Public.

The census of 1900 declared that most of the distilled spirits consumed by the American people passed through the hands of these "rectifiers" and consisted mainly of neutral spirits and drugs sold under the name of whisky.

Nor do the foodstuffs for this bogus whisky open into the brothel, the den, and the cheap saloon. It is a mammoth game that the "blenders" or "rectifiers" are playing against the public. The exclusive clubs, the fine hotels, the households of the bon vivant and the invalid, are invaded under disguise. The promoters of these bogus whiskies have made their brands familiar names to you and to me. With their boundless margin of profit they spend liberal fortunes in flambeaux that illumine the night.

Colorful electric signs emblazon their brands in the public thoroughfare. They send us the cleverest salesmen. Their evidence of enterprise appeals to the imagination. An air of opulence and prosperity covers up the putridness of the fraud and deters suspicion in high places.

Prior to the revenue raising period of the civil war, before the urgent need of federal finance conferred upon the rectifier the anomalous prerogative to counterfeit whisky, all brands of whisky came from an actual whisky distillery. Goods were sold according to their true age and maturity. This genuine whisky has always had a distinctive character both when it leaves the still, new and clear in color, and again after it has aged in charred oak barrels and acquired an indelible color varying from a light straw shade in the early stages of maturation until, later along, it deepens to a reddish brown. Now this color became an index of age.

Pretends to Have Distillery.

If you go to a real distillery you are impressed by the character and color of this bona fide whisky as it rests in its pure state behind the locks and bars of a government bonded warehouse. The making of this real whisky—intended to go on the market on its own merit—is expensive to begin with; but to this cost must be added those which accrue as the years go by in which the whisky is acquiring age. Evaporation, leakage, insurance and warehouse attendance make the profits of the distiller of this genuine article still more restricted, and thus when it is ready for the consumer it is a commodity rendered dear in price by the costs which cannot be evaded.

Now, that's just the point that struck the "rectifier." With one finger on section 3244 of the federal statutes, which licensed him to "imitate" this whisky, he began to figure he could save all these costs by the trick of making "whisky" without any distillery at all and making it ten years old "while you wait." But, above all—and here's a point of particular interest—he decided to pretend that he did have a distillery and that the imitation whisky was the real article or a mixture of two real whiskies and that, too, was rendered rigid in cost and therefore rigid in price, and he actually charged, and today often charges, more for his bogus whisky than the real distiller charges for the genuine.

The wide margin of profit in this golden game of imitation, therefore, goes to the "rectifier" himself, and had not congress passed the bottling in bond law in 1897 genuine whisky proper would have been practically exterminated as a plain economic proposition. There are close to 250,000,000 gallons of genuine whisky maturing in the government bonded warehouses on the premises of a round thousand of real bona fide distilleries scattered about the United States.

High Quality Grain Needed.

This real whisky, of course, ranges largely from the ordinary brands to the ultra high grade Scotch. Even in genuine whiskies the perfect types will always remain distinct from those carelessly made whiskies whose aim is quantity and whose objective is mere chaffering for cheapness. The growth of the finer bourses of Kentucky represents long

years of arduous toil and scientific research. The properties concealed in it were stolen in his brochure entitled "The Rule of the Regions." Col. E. H. Taylor Jr. of Frankfort, Ky., the veteran bourbon distiller, declares that one cannot exaggerate the vital importance of a proper water in the manufacture of the finest grades of whisky.

All authentic geological data show that the whiskies having the greatest reputation in the world, wherever introduced, have been those produced from water percolating through the strata of the bird's eye limestone. The properties concealed in it were stolen in its resting and passage through the mineral strata. In valleys near streams and crystal springs gushing from such crevices and rents, distilleries have been planted whose product today stands at the head.

No fine whisky can be distilled without the use of sound grain of the highest quality. This grain, after being carefully selected, must not be cooked too high and preferably not above the boiling point of water, 212 Fahrenheit. The fermentation period should be ninety-six hours, or what is known as the sourmash plan, which is characterized by the use of strained spent beer of a previous distillation combined with the new "mash." The fermenting process should take place in large open tubs of cypress wood. These large tubs, succeeding the old time "small tub," afford the distiller greater accuracy in temperature, gravities, and attenuations.

Must Have Clean, Dry Storage.

After proper fermentation, a "distiller's beer" is distilled in a clean chambered copper still and run to "singlings," the first of the dual steps so necessary in the distillation of high grade whisky.

"Singlings" are then distilled in a copper pot still and from this second distillation we have the final "whisky." This should be run from the pot still to close to 100 proof.

The proportion of grain—corn, malted barley, or rye—used in any particular brand is the distiller's secret, as are the other individual steps in the process, but this is a general outline, to which I might add the sine qua non of cleanliness throughout the entire distillery, including every utensil used in the production of the whisky. There comes the vital matter of maturing. To mature properly, whisky must have clean dry storage in the racks of warehouse which are well ventilated. All such devices as artificial heat coils are a grievous mistake and only serve to give the whisky an astringent woody taste. The correct maturing of whisky is nature's province, and the big whisky distiller always sees that his whisky gets the right sort of storage.

During Cleveland's administration the question was often asked in congress: "How is it possible to get these fine whiskies?" "If we could only go to these real distilleries and take the goods right from the barrel there under the eye of the government custodian, to which I might add the sine qua non of cleanliness throughout the entire distillery, including every utensil used in the production of the whisky. There comes the vital matter of maturing. To mature properly, whisky must have clean dry storage in the racks of warehouse which are well ventilated. All such devices as artificial heat coils are a grievous mistake and only serve to give the whisky an astringent woody taste. The correct maturing of whisky is nature's province, and the big whisky distiller always sees that his whisky gets the right sort of storage.

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Bottling in Bond Law.

Under this law, provision is made for whisky to be put in bottles while the goods are still in bond at the distillery. The transfer to glass is made under the supervision of a government officer, who sees that the pure whisky is not tampered with and this officer then sees that each bottle containing the pure whisky is sealed with a green government stamp. This stamp must tell when the whisky was made and when bottled; it tells the revenue number of the distillery at which it was distilled and the name of the distiller. It tells that the whisky is 100 proof and the quantity in the bottle, and that it is bottled in bond in the government bonded warehouse under United States government supervision.

This bottling in bond enables any steward to get bottled whisky pure and unadulterated with as much certainty as if he visited the distillery premises in person and drew the goods himself from the original two stamp package.

Trick Is Done Over Night.

Now, a word as to how the "rectifier" works in making his spurious whiskies. There is a distilled spirit known to the trade as silent or neutral spirit, because it is silent as to its origin and neutral to all others. It is neither whisky, brandy, rum, nor gin, but a colorless, odorless, tasteless product, which can be instantaneously transformed by the "blender" or "rectifier" into a fictitious whisky, brandy, rum, or gin by the addition of artificial essence and flavors, while by the use of caramel the bogus article can be made to look as though it had lain in charred barrel and aged for years.

The trick is done over night in tremendous volume and mammoth business houses flourish in the so-called whisky market founded upon this stupendous fraud.

Many a steward has bought a barrel of whisky and believed he was paying good money for a counterfeit, yet I venture to say that every time one purchases a barrel of what is known as "single stamp" whisky he is getting just such stuff. There may be a little real whisky in the mixture to add to the deception. You can rest assured that the quantity is small indeed, yet it is bought as all whisky. Every time a bottle of whisky is purchased without the green government stamp over the cork, it is practically certain that one is getting one of these spurious mixtures.

System of Awards a Good Way of Securing Labor Efficiency.

By IRWIN ELLIS.

LABOR efficiency was the keynote of the address delivered by Charles S. Churchill of Rosnoke, Va., president of the American Railway Engineering association, which held its convention recently in Chicago.

Mr. Churchill spoke Tuesday in the Floristine room of the Congress hotel. He emphasized the results discovered in investigations of rail manufacture and the building of railroad roadbeds and advocated encouragement for the workers, a system of prizes where practicable.

"One of the best ways for securing efficient results from labor is freely to recognize any improvement that its intelligent use produces," said the president. "An employer that always points out the fault only, without commending the gain, soon discourages even the most skilled of artisans. Humanity in general needs incentive and encouragement in addition to wages."

"I think you and I can recall instances from school or college days when a simple word of incentive or commendation formed a turning point in our lives on some scientific subject. Which is better for a teacher to say, 'John, you are behind badly, you failed in two problems'; or 'John, you solved eighteen out of twenty of the problems given; you can succeed with the others also?'"

"Those of us who have handled tunnel work under old as well as new methods of machinery and labor know how under the old method the darky drill force was kept together and made to turn out 50 per cent more work than any other kind of labor through the incentive song of their leader."

Works Well on Track Maintenance.

"We in America have made great strides in methods of getting work done, but we cannot afford to overlook the song of the leader of the best crew on the Mediterranean who keeps the men at vigorous stroke by his frequent exclamation 'Glory to Allah!' These are both examples of good 'team work.'"

"Some railroads adopt a prize system in one or more branches of service. There is no single department that will answer more readily to this system than the labor employed upon the maintenance of track."

"Many railroads have used this system for years. The Pennsylvania railroad, for example, has a special committee of maintenance of way officers to look after the award of premiums for the maintenance of track and roadbed, which award is finally made after an annual inspection of the road by a large number of its operating officers."

"The road with which I am connected has used this plan in a modified form for a long period. Its annual inspection awards upon 2,000 miles of railroad last year cost for prizes less than \$1,500. This, however, was not a track inspection by officials, but one of roadmasters and track foremen, taken from one

district to inspect quite another. Not only have these awards been just but each individual has learned many of the good points found on the other district. Such an inspection is a method of indirect but effective instruction."

Complex Problem Nearing Solution.

"It is certainly clear from what has been stated on this subject of railroads that human care and skill will furnish the measure of future beneficial results. In all important successes I have known, the concentration of many minds upon the subject in hand has brought about that happy conclusion."

"This problem is a complex and difficult one, but its solution is approaching, and fortunate will be that mill or group of mills that first prove they are delivering tougher and more uniform rails than are now produced."

"As stated in the beginning of these remarks, there is a vast amount of labor employed directly by the railroads in carrying out the standard specifications and methods that have been approved by this association. 'This association should keep up to date in labor saving machinery and devices, and should discover and compile records of the best practice in handling labor with and without their use.' It should also refer to its quality and the economical seasons for its employment, as well as to its best supervision in all branches of railroad construction, maintenance, and operation."

"We can make our permanent way and track in a period of years things of strength, safety, and beauty through uniformity acquired without cost except in the time of skillful directors and in the abundance of standard plans and constructive forms economically followed."

Scientific Care Gets Best Results.

"Gentleness, this is part of our work. We are directors of the economical and efficient expenditure of money. We should hesitate to ask for more till we have shown that we are using that in hand to the best advantage, or until we can prove that we can secure a fair percentage of earnings from the additional amount required."

"The American Railway Engineering association can aid in the development of skill and labor efficiency just as it has developed and must continue to improve the standards of materials and specifications."

Regarding labor in the steel mills, the president said: "It has been found that it is those mills which have sought for scientific care on the part of their men, and which have discharged others for carelessness, or for misdirected loyalty to their employer in their effort to produce quantity at the risk of slighting quality, that are today producing rails of the more uniform grade."

False Worth More than Real; Some Spurious Coins Valuable.

By EDWIN TARRISSE.

It seems strange indeed that a counterfeit coin should bring far more than the value it was originally intended to represent by its makers. Such was the case a few years ago when a spurious Spanish doubloon of Charles IV. of Spain, dated 1801, sold for \$60. And the purchaser knew that it was a counterfeit.

The coin was of excellent workmanship, there being really no striking difference between it and the genuine aside from the fact that, instead of being struck in gold, it was composed of platinum of the purest quality, guided.

The intrinsic value of the Spanish doubloon in gold is about \$13.61. The platinum counterfeit weighed 420 grains, which, at the then prevailing rate of 95 cents a pennyweight for platinum, would give this piece an intrinsic value of \$17.90.

Platinum was a favorite metal with counterfeiters some years ago, when its intrinsic value was about \$6 an ounce. Many spurious \$10 and \$20 United States gold pieces were turned out, composed chiefly of this metal. The coins of Great Britain have also been imitated in the same way.

Spanish coins have been much counterfeited, perhaps more than the coins of any other country. For some years Spain has been re-

deeming counterfeit 5 peseta pieces. These coins were made by private persons and were equal to the regular government coins in point of fineness and weight, the manufacturers being satisfied with the sealings or difference between the face value of the coin and its value in bullion silver.

So difficult, it is said, are these illegal coins to distinguish from the genuine that the government has authorized their redemption at bullion values. It is said that but little distinction has been made in Spain between the regular issues and the counterfeits, the two issues being accepted freely everywhere, and it is declared that it is not at all unlikely that a fair proportion of the 900,000,000 5 peseta pieces held in reserve by the Bank of Spain is made up of the counterfeit pieces.

Some years ago, when silver had a much higher value than at present and the Mexican dollar was worth intrinsically about 95 cents, a counterfeit Mexican dollar came into the possession of the United States assayer at the Philadelphia mint. They assayed the coin and found it to be worth intrinsically \$1.09. It seems that the mine from which the counterfeiters got their metal produced silver that was strong in gold. Thus the forgers lost money by making counterfeits.

Took Foreman's "Call" to Boss; Got Superintendent's Desk.

By C. R. COOPER.

JERRY MILTON was thoroughly angry. He had been called down by the foreman for an action for which he was not responsible, and the worst of it was that the rebuff had come at a time when he felt he was doing his best work. In fact, the morning he had found a better way to handle the lathe work which the shop made a specialty of and had just started to tell the foreman of it when the call down came.

Jerry stood for a moment, glaring ahead. He never before had submitted to a rebuff like that and he was not going to do it now. He started for his hat and coat.

"I'll leave this place," he said. "That foreman's had a grudge against me ever since I came here."

Suddenly, however, he stopped. A strange, reasoning strain had come into his brain.

"I'm not working for that foreman," he exclaimed abruptly as though arguing with himself. "I'm working for the owners of this place. They took me in when I wasn't worth a nickel to them and lost money on me until I learned my job. Jerry, you've got a little too much sense to let a thing like this throw you out of a job. Now do what you ought to do."

He left the latheroom and walked to the manager's office. Simply and with apologies for the foreman, he told his story. Then with the assertion that he did not believe the foreman was in a mood to receive suggestions from him right then, he outlined his plan for the improvement of the latheroom—an improvement that would save the firm \$5,000 a year.

And that is why the foreman now tips his hat to Jerry Milton, for Jerry has discarded his overalls and sits at the desk marked "superintendent."

Notes from the World of Science.

One pint of gasoline will make 200 cubic feet of an explosive mixture about seven times more powerful than gunpowder.

The coefficient of a scientific standpoint will be exhaustively studied by a Norwegian government commission.

The United States has 247 war vessels equipped with wireless. Great Britain 213, France 141, and Germany 112.

A German scientist believes he has found a cure for the smokes nuisance in cutting a number of windows in a chimney, which admit air to mix with the smoke and dilute it until it issues from the top of the chimney very light in color.

Turning a spot upside down and pouring grain alcohol into it will quickly thaw a frozen water pipe.

Starch flour manufacture from sweet potatoes is a developing industry in Maine.

Tomato juice will remove ink stains from linen.