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BUILDERS OF THE SANTA FE

Editors Note: This article is taken from "The Santa Fe Magazine" April 1914 edition. This was a monthly publication devoted to the interests of the 75,000 employees of the Santa Fe Railway System.

LEWIS KINGMAN - A Man Who Made Good *by Glenn D. Bradley*

PREFATORY NOTE - These articles are written expressly for Santa Fe folks. Most of them will be chatty and informal. Some will be long and some will be short. Their chief purpose is to entertain. Also it has been sought to gather the data concerning many of the men who dared. and men who gave their lives, to the building of the Santa Fe.

The cooperation of Santa Fe and ex-Santa Fe men has made this series possible. Yet it has been no easy task. Many of the real builders are dead and half forgotten. Some are in feeble retirement, their faculties impaired by ill health and old age. Others, though aging, are yet active in the service. Some have withdrawn from railroad work and are in other lines of business. A few, though retired, are still vigorous and alert. All are scattered. Writing this series has involved a great deal of travel, much patient investigation and endless correspondence.

These stories aim to feature the careers of men who were more or less prominent in engineering and land department operations; but a few exceptions have been made. There is no arbitrary rule to determine just who the builders of the Santa Fe were. Whatever list of names we may adopt can be extended indefinitely. Many names will not appear in this series because they already have been written up in the magazine; others will not receive their just recognition because, of our inability to get at the neglected facts of their obscured lives.

A CIVIL engineer of great ability was Lewis Kingman. As a railroad builder in the Southwest he achieved unusual prominence. He first helped build the Atlantic & Pacific-now the Santa Fe between Albuquerque and Mojave - a line of nine hundred and fifteen miles. Besides, he built 1,353 miles of the Santa Fe System proper. As engineer for the Mexican Central he constructed nearly 1,500 miles of road in Mexico. And not long ago he rounded out a successful and extremely busy life and passed away in the City of Mexico.

Mr. Kingman was a New Englander, having been born in North Bridgewater, Massachusetts (now Brockton, a place famous for its great shoe factories). The ancestral home where Kingman was born on February 26, 1845, stood near the famous Plymouth Rock where the equally famous Pilgrim fathers landed. But to Kingman's everlasting credit he never went through life advertising this fact; nor did he waste much time pointing with pride to his rock ribbed New England ancestors, of which he had a splendid assortment.



As a builder of railroads he did something worthwhile for mankind.

No, blessed with much common sense, pluck, ambition and natural ability, at an early age he struck out for himself and, far from home and family influence, he made good. He won true success on a grand scale. As a builder of railroads he did something worthwhile for mankind. And he built for himself monuments of real greatness that will last forever. To have done all this without drawing upon family antecedents for help is just about the best brand of success that can be won.

Kingman's childhood was common to that of the average Massachusetts farmer boy. He was carefully reared and went to a district school, where he took his lickings and got what education he could. In 1862 he decided to take up engineering, which profession he followed until his death about fifty years later.

In those days engineering and other professions were not commonly studied in universities, as at present. Having gained some knowledge of mathematics the prospective engineer generally entered the employ of some engineering concern, where he learned - or attempted to learn - the profession by doing practical work. That was exactly what Lewis Kingman did. When seventeen-years old, his father arranged for him to study and work with Shedd & Edson, a civil engineering firm in Boston. Kingman, SR., had to pay the firm one hundred dollars a year for the boy's instruction; while the engineers in turn agreed to pay the lad for any work he might be able to do for them. This education was acquired under a commuter's difficulties, for Lewis boarded at home and traveled over the Old Colony Railroad 20 miles into Boston each morning, and back at night.

With Shedd & Edson, Kingman had some good experience. Under Mr. Edson he performed his first railroad work, in which snow four feet deep had to be shoveled aside before grading could begin. The construction of this line - a branch of the Lowell Railroad - also involved building across a marshy bog which involved valuable engineering problems. While in this service Kingman became acquainted with a number of young engineering students, and among them was C. A. Morse, who also is well known in Santa Fe history. The friendships of Kingman and Morse proved sincere and lasting.

In the spring of 1864 Morse left Boston for Wilkesbarre, Pa., to engage in railroad work. A little later he secured a job for Kingman. But the Pennsylvania venture did not turn out well. Late that summer Morse was stricken with typhoid and was nursed for a time by Kingman. Early in the fall Kingman in turn was taken with malaria and finally went home, where he stayed several months.

Early in 1865 Kingman went back to Pennsylvania, this time to Oil City. There he got interested in the oil boom, which was then on in full blast. For about a year he ran a stationary engine and at the same time learned to drill wells. By 1866 he had saved \$500, with which he purchased a one-sixteenth interest in an oil well; he was also paid \$4 a day to help bore it. For a time Kingman prospered in this enterprise. He made some money and reinvested until he had \$2,500 in the oil business. Then the boom fell flat and in 1868 he left Pennsylvania for the West with three years' experience as an "oil producer" and just \$250 in cash as reward for his efforts.

On July 13, 1868, he entered the service of the Atlantic & Pacific Railroad, the headquarters of which were in St. Louis. His first work was as transit man under Chief Engineer Thomas McKissock in southwestern Missouri, in the Ozark country. Within a few weeks Kingman was given a 12-mile division of the road to build. With a large force of graders he at once assumed greater responsibilities than he ever before had experienced. While the work was in progress the party was joined by a fresh corps of young engineers, and among them were James Dun and John F. Hinckley, who since have acquired fame* as railroad men. Each was put on construction and assigned a division to complete. This road through the Ozarks, where Kingman was engaged about two years, was roughly known as the Eastern Division of the Atlantic & Pacific. It is now one of the main stems of the Frisco System.

**James Dun, as many Santa Fe men know, became chief engineer of the Frisco and the Santa Fe systems, respectively. Hinckley is at present chief engineer of the Frisco.*

In the early autumn of 1870 Kingman was transferred to eastern Missouri, where he located two lines, from Franklin and from Kirkwood respectively, to St. Louis. Later that year he went on the A. & P. survey through Indian Territory. This party was in charge of an engineer named F. S. Hodges. Kingman again acted as transit man. Subsequently Hodges was taken with malaria and forced to leave the country for a time, and in his absence Kingman

carried on the work, running the line from Seneca Mo., to the mouth of the Red Fork and then down to Fort Gibson, across northwestern Arkansas and into the territory. They were then ordered to Neosho, Mo., where they were rejoined by Hodges. Outfitting afresh, they were sent once more to the front; this time it was planned to run a line straight through to Albuquerque.



The Lord evidently had intended him for an engineer and not a captain of industry.

Mr. Kingman did not help complete this survey but he stayed with the party during the winter of 1870 and 1871. Some hardships were endured. Heavy snows rotted the grass so they were forced to cut cottonwood trees for their mules to browse on. In many places the ground became so soft that the camp outfit could be moved only as corduroy road was built. Fortunately for the men wild game was plentiful and they did not suffer for the want of food.

Arriving near Fort Reno (near the present city of El Reno, Okla.), they met a couple of freighters loaded with supplies, and Kingman was sent back to Seneca in charge of these wagons. From Seneca he journeyed to St. Louis, where he received orders to join a new party for field work on the west end of the division in New Mexico. This outfit, under the command of Jacob Blickensderfer, went by rail to Kit Carson, Colo., and then by Barlow & Sanderson's stage via Trinidad and Las Vegas to Santa Fe, where they arrived on July 4, 1871. Procuring tents and camp supplies from the government at Fort Union, they proceeded to Albuquerque, whence the surveys were started. Kingman then was assigned to an eastbound party under a Mr. McCabe. They ran their lines through Tejares Canyon, Canyon Blanco, Gallinas Spring and Fort Bascom to Adobe Wells, Indian Territory. There they seem to have met the westbound party and this section of the work was for the time at least completed. Returning to Las Vegas, the men were disbanded in October, 1871.

Within a few days Kingman had resigned from the Atlantic & Pacific to take a position as surveyor for the Maxwell Land Grant Company of New Mexico. And from the autumn of 1871 to the summer of 1873 he was busy on surveys in southern Colorado and northern New Mexico. In the winter of 1871 he became acquainted with W. R. Morley, who, like himself, was destined later to acquire fame as a Santa Fe engineer.

On July 1, 1873, Kingman took a contract from the government through the surveyor-general of New Mexico. This work busied him most of the time for three years, during most of which interval his headquarters were at Cimarron, N. M.

In the autumn of 1875 Kingman moved to Santa Fe at the request of the surveyor-general. There he soon concluded his government contracts, and in the winter of 1876 he invested \$6,000 in a mercantile business with a partner named Trauer. About a year later Kingman, having bought off his partner, closed out the business \$1,100 "in the hole." The Lord evidently had intended him for an engineer and not a captain of industry. This was in June, 1877.

It was through Morley that Kingman then engaged his services to A. A. Robinson, chief engineer of the Santa Fe. And it was to the everlasting good luck of the Santa Fe that Kingman had gone broke in business and was looking for a job.

Reporting at Pueblo on July 3, 1877, Kingman was assigned to Morley's party. Going to Canyon City over the D. & R. G. narrow-gauge road, they took stage to Leadville and struck out to the westward.* An engineering party under H. R. Holbrook already had run a line through the Arkansas Valley, and it was from this valley that Kingman and Morley started their line. Surveying through Poncho Pass, the St. Louis Valley and Cochetopa Pass, they were in the Gunnison Valley by September. Then they followed the Gunnison River to its confluence with the Fimiche, and

by the eighteenth had reached Alpine Pass, where observations were taken at an altitude of 13,000 feet. From Alpine they went to South Park, examined the Platt Canyon as a possible railroad route and journeyed through Ute Pass to Colorado Springs.

There Morley was summoned back to New Mexico, leaving Kingman in charge. The latter then made a preliminary survey through Ute Pass down to Colorado Springs, and, when this was done, he also was ordered South, where he was to start surveys out of Trinidad. The present route of the Santa Fe from Trinidad over the mountains to Raton follows the line established by Lewis Kingman in the fall of 1877.

**The present line of the D & G R west from Pueblo was laid out and partially built by the Santa Fe; and this property was turned over to the D. & R. G. following the "war" and subsequent Supreme Court decision in 1879.*

Having made a preliminary location as far as the present town of Raton, Mr. Kingman was instructed to extend the line to Albuquerque. A little later he was joined by Morley, and the two men worked together. They did not survey the line all the way to Albuquerque as they judged it best first to make some careful reconnaissance. In this connection they went to Canyon Blanco summit, northeast of Galisteo, thinking this would prove the best route. Then they ran a line through Tijeras Canyon, east of Albuquerque, which Kingman had surveyed for the A. & P. six years before. Cold weather having set in they obtained fresh supplies at Albuquerque and headed for Cimarron, where both of their families lived, and there they spent most of the winter.

On February 28, 1878, Kingman was instructed by wire to go immediately to Raton Pass. This haste was occasioned by the rivalry with which the Santa Fe and D. & R. G. people were contending for a right of way through the pass. Securing passage for himself and men on a government telegraph repair wagon, Kingman bribed the driver to rush them through that night.

Mr. Robinson then ordered Kingman to survey a proposed route from Albuquerque to Tucson, Ariz.

By daybreak they had covered fifty miles, and by five o'clock that afternoon his party and about twenty Mexicans whom he had picked up on the road had crossed the mountain and were four or five miles down the foot of the pass on the Colorado side. Here they camped in a strategic position. As soon as it was light, on the morning of March 2, Kingman located a line without the use of instruments and at once started his Mexicans grading. A Denver & Rio Grande force was encamped about one hundred yards from the Santa Fe's "grade," but they had been caught napping. Having been first on the job the Santa Fe men clearly were entitled to possession, and, after blustering about for a while, their rivals turned and made a location up Chicken Creek. This route, which they had been forced to choose, soon proved impracticable, and the D. & R. G. finally left the Santa Fe in undisturbed possession.

After this episode Kingman was stationed about two months in Canyon City. In April he was ordered to Wichita to locate the line from that city to Arkansas City and Wellington, Kansas. But he scarcely had gotten this work under way before General Manager Strong ordered him to turn over his men and outfit to J. W. Sterritt and report at once to Mr. Robinson in New Mexico. Kingman admits that by this time he had had enough of pioneering. He had moved his family to Topeka; he liked Kansas and wanted to remain there, but back to New Mexico he went. His extensive experience and wide acquaintance in that section made his services peculiarly desirable to the company.

The last days of June, 1879, found Kingman back on the New Mexican survey, this time running the line which he and Morley had abandoned from Las Vegas toward Albuquerque. From Vegas through the Apache Canyon there was timber for shade and fuel, good water, fine camping places, and the work moved rapidly. By September they had reached Albuquerque. Mr. Robinson then ordered Kingman to survey a proposed route from Albuquerque to Tucson, Ariz. The latter then detailed this work. W. A. Drake with one party was started from Albuquerque, while E. Miller and another gang were sent to Tucson to work north. Miller was followed by Kingman, who, with eight mounted men and a burro train to move tents and supplies, came across country to cooperate. These forces finally got a line from Tucson via San Carlos up the Salt River Canyon, while Drake had nearly reached Camp Apache. But, before their lines met, Kingman decided that the route was inadvisable and it was abandoned.

Leaving his own and Miller's men, Kingman joined Drake's crowd, whom he led to St. John's. There he organized a small party for a pack mule trip to the Colorado River. This was to make reconnaissance. Starting from St. John's on December 16, they reached Prescott on the twentieth and Skull Valley on the twenty-second. Leaving his men and the animals at Skull Valley, Kingman, accompanied only by Drake, entered the San Francisco Mountains. Houses were very scarce and early winter made mountain travel dangerous. The first night out from Skull Valley they reached Banghart's house in the Chino Valley; the next night they were at McCullom's on the south slope of Bill Williams Mountain. McCullom had gone to Prescott to spend Christmas, but the tired surveyors, knowing there was no other house within twenty miles, enjoyed his absent hospitality. A heavy snowstorm was on; they were cold and hungry. So they built a roaring fire, made biscuits, cooked a good mess of venison steak which the landlord had on hand, and passed a good night. Such unsolicited hospitality was common in the West in those days.

On the following morning they started out again. The snow lay deep and continued to fall; travel was difficult. Toward night they met a rancher, who dissuaded them from further attempting to get over the mountain at that season of the year.

The party then struck off to the west and south toward Fort Yuma.

"I kept a good cook and served good meals."

As is commonly known, this region is one of the most forbidding of deserts and the trip was fraught with hardships. Scarcely a blade of grass could be found for their animals, and it was by rare good luck that a ranch near Old Camp Date Creek was found, where Kingman bought corn for the horses; the price paid was eight cents per pound. Their journey for most of the distance followed an old freight wagon road along which several deep wells had been sunk. The water, however, on being drawn from the ground was so warm that it had to be cooled before man or beast could drink it.

Leaving Yuma on January 16, Kingman and his men started back east along the Southern Pacific right of way and the Gila Bend. At Picacho they found a Southern Pacific force laying track toward Tucson. The Santa Fe men reached that town on February 5 and after a night's rest they pushed on to Tombstone, where they arrived on the eighth. That night they camped in a nasty sleet storm and at daybreak they awoke in two inches of ice and snow, with their camp equipment frozen stiff. Hurrying on to Silver City, Kingman took stage for Santa Fe, where Chief Engineer Robinson had his headquarters.

After conferring some time Robinson sent Kingman to Albuquerque, whence the latter started surveys west along the thirty-fifth parallel. This was the old Atlantic & Pacific route to which allusion has been made and upon which little or no work had as yet been done. After making three locations as far as the Rio Puerco, one of which via Isleta was afterward chosen for the road to follow, Kingman was instructed to move west from Laguna and locate a preliminary line as quickly as possible.

Making his headquarters at the Sunset Crossing of the Little Colorado he proceeded without delay. Mr. Kingman had left the following brief description of camp life while on this survey. It is of interest because it pictures a cheerful phase of the life that the builders of the Santa Fe led, while determining the course which that great highway was to follow. Kingman says:

I had good mule teams and a saddle horse, was well supplied with provisions; had tents, a cookstove and water barrels. I kept a good cook and served good meals. My rule was to have breakfast at sunrise, reach the end of the line as soon as we could (which end of the line would, of course, be some distance from camp), work until 12 o'clock, give the boys an hour for dinner, usually make hot coffee and have a good basket of lunch and some canned goods for relish. Then we worked in the afternoon until 5 or 5:30, quitting in time to reach camp just before sundown. The boys always enjoyed eating supper just before dark, after which we assembled around a good campfire. In a crowd of fifteen men there are always three or four good story tellers and one or two with a little more wit than the others, and usually a majority who are inclined to enjoy life and make the others comfortable. Then there is always one, sometimes two, who think themselves most miserable and are inclined to find fault with everybody and everything. These always get what they deserve and find that the world is just what they make it.

J. W. Sterritt and a party had been sent into the San Francisco Mountains before Kingman. Prior to the latter's arrival Sterritt had run a line from Walnut Creek to Flagstaff, crossing Walnut Creek en route on a 75-foot fill. Kingman, meanwhile having surveyed from Sunset Crossing to Canyon Diablo, then joined Sterritt at Flagstaff. There some dispute arose between the two men. Having been sent out with higher rank than Sterritt, Kingman openly criticized the line which his colleague had established. As a result Sterritt took his men back to Albuquerque, while Kingman relocated the line in question. That his contention was justified was proven by his crossing Walnut Creek with a fill of only 25 feet. The high bridge over Canyon Diablo, however, was scarcely avoidable. It is there yet.

On May 10, 1880, Kingman was ordered to proceed from Flagstaff to the Colorado River; the country about this stream, it appears, was little known to the Santa Fe management, and information was desired eagerly.

Kingman superintended the building of the road from Winslow to Beal Springs, opposite the present town of Kingman.

Sending his teams overland to Fort Mojave, Kingman, again accompanied by Drake, struck out alone. Going via Railroad Springs and over the site of the present town of Kingman, Ariz., they reached the Colorado on May 20. They found a temperature of 120 degrees in the shade, and, having just left snowdrifts on Bill Williams Mountain, the change was noticeable. A good many railroad men and passengers since have noted the sudden climactic change from Flagstaff to Needles. Kingman located two lines across the Colorado, one of which is now followed by the big Santa Fe bridge. The rejected line was two miles above the one in use today.*

** The Atlantic & Pacific Railroad, which afterward built this road, at first adopted Kingman's upper route across the river, but, after a few years, it was abandoned in favor of the present crossing. It should be remembered that the Atlantic & Pacific Railroad was merely the corporate name under which the Santa Fe and Frisco systems jointly worked. In other words, the Santa Fe and the Frisco companies combined their resources and energies to build the road which is now the main line of the Santa Fe from Albuquerque to Mojave. Their merged interests were incorporated into the company called the Atlantic & Pacific.*

Locating the road from the Colorado River to Railroad Springs, forty-six miles away, was, toward the last, difficult. The whole course lay through a blistering hot desert, and water had to be hauled in barrels along the entire course. The plan which Kingman adopted was as follows: First the line was established seven miles back from the river, whereupon the camp was moved three miles beyond the end of the line. A four-mule team then was set to hauling water at night from the river. From sixteen to twenty barrels were conveyed each trip, and as the distance grew, the troubles increased. When the line was sixteen miles out, Twenty-two Mile Camp was established. In each case the camp, as it thus seen, was thrust several miles beyond the end of the survey.

Kingman's rule was one pint for each man to wash in every morning, and no more than was positively necessary for drinking and cooking was allowed until the dangerous stretch was covered.

Their troubles were reduced after reaching Railroad Springs, but as the country through that section is rough it took two months to reach Bill Williams Mountain. The party finally got to Flagstaff about November 1. Not long afterward contracts for construction the road west of Winslow were let. John W. Young had the first contract. A firm named Price & King had the stretch from Canyon Diablo to Bill Williams Mountain, but they sublet much of the work. Among their subcontractors were William Garland and William Simms. Garland built the roadbed through the present town of Seligman, and Simms bored the tunnel at Johnson's Canyon.

Kingman superintended the building of the road from Winslow to Beal Springs, opposite the present town of Kingman. On this division a big force of men and teams was kept busy over a year. During the interval, Kingman maintained his headquarters at the foot of Bill Williams Mountain. He was in full charge of construction, reporting to Chief Engineer Holbrook.

As we have stated, the Santa Fe had sent Kingman into this field in 1879 when he reported to A. A. Robinson. However in the summer of 1880, the Santa Fe and Frisco systems, as ready mentioned, jointly acquired the Atlantic & Pacific. H.C. Nutt became the president of the new company with W.F. Smith as general superintendent.

Kingman and Holbrook, as engineers, represented Santa Fe interests. Smith appears to have been a protégé of President Winslow of the Frisco. To make a long story short, Holbrook disliked this joint management and resigned on December 31, 1881.

Kingman succeeded Holbrook as chief engineer of the A. & R, and he held the position fifteen months. He appointed Drake resident engineer in charge of construction, his old job, and work went on steadily under Kingman's full direction. In looking back over this period Kingman afterward said:

In all my work in Arizona I enjoyed every detail. It was strenuous,



Kingman was with the Mexican Central over a year, until June 30, 1884.

but I liked it, and the solitude of that large country was no hardship to me. It was a part of creation and I had no reason to think that it was anything but good. I tried to adapt myself to circumstances surrounding me and make the best of them. Looking back, the four years spent on this line were full of interests. It was a part of my education and experience in locating, in construction, handling of men and contractors, and in the building of a railway.

Certain alleged financial irregularities in the management of the Atlantic & Pacific finally impelled Mr. Kingman to quit that road. Furthermore, the business affairs of the company were involved, and so, thinking it unwise to remain, Kingman resigned on April 1, 1883, to become chief engineer of the Mexican Central under President Thomas Nickerson.

When he left the A. & P. Mr. Kingman had finished the Canyon Diablo, Padre Canyon, Johnson Canyon and the Chino Canyon bridges and had built track to Kingman, Ariz.-a great engineering performance. Today it takes the Santa Fe DeLuxe sixteen hours to run over that stretch of track.

Kingman was with the Mexican Central over a year, until June 30, 1884. During the first eleven months of this service he directed the building of 452 miles of completed railroad, all in northern Mexico. Here again was an unusual performance, and its enactment was due to Kingman's ability to inspire confidence in his men; and his ability to cooperate with subordinate officials seems to have been extraordinary. He quit this position at the end of June, 1884, at the request of General Superintendent D. B. Robinson, who had taken offense at some of Kingman's businesslike tactics in dealing with a Peter Werner, who, Kingman says, was the "figurehead" of a contract for boarding the railway laborers.

Returning to Albuquerque about July 1, 1884, Kingman met A. A. Robinson, who at once reengaged him for Santa Fe engineering service. At first he was placed in charge of line changes between Rincon and El Paso. About ten miles of track had been washed out and for some time there had been much difficulty on this division because of high water in the Rio Grande. After four months spent on this job Mr. Kingman was set to making surveys of the river above Socorro. These surveys, which kept him busy until January 31, 1885, were occasioned by a lawsuit that had arisen between the railroad and an irrigation company.

On February 1, 1885, Kingman was sent as special representative of the Santa Fe to California, where the California Southern, in which the Santa Fe was interested, had gotten into trouble. The Southern was in financial difficulties, and as an outcome of it all the Santa Fe procured for it the funds to build from Colton through Cajon Pass to Barstow. Kingman was sent there at this time to report on engineering matters and the progress of construction, which, by the way, was under the direction of Fred Perris, who is widely known in Santa Fe service today.

During the spring and summer of 1885, Mr. Kingman was engaged at different places along the lines of the Santa Fe. He made two trips to inspect the work in southern California; and he made a reconnaissance in southern Kansas. Late that summer he located the Hutchinson-Kinsley cutoff. Many Santa Fe lines, chiefly feeders, were being built in Kansas and Indian Territory, and a considerable portion of their supervision fell to Kingman. This continued until February 1, 1886, when he was appointed assistant engineer of the construction department, with headquarters in Topeka.

In describing these operations, which comprised one of the greatest periods of expansion in the Santa Fe's history, we now use Kingman's own words:

My pay was \$350 per month, and I earned every cent of it. During the year 1886 I located, graded and constructed 508 miles of railway; during 1887 I located, graded and constructed 845 miles of railway, and in 1888 I located and built the Superior, Neb., extension of the Strong City branch, 32.8 miles. All this was strenuous, active work. Often I had five or six locating parties out at a time. During 1887 I had four tracklaying gangs at work laying track at one time, one of which was handled by my old friend J. B. Buchner. I had 52 engineers' payrolls and over 350 men on them.

We had to construct many of these lines to earn bonds which were voted by several counties and cities. We never lost any by default. At Ashland, Clark County, we got into some trouble. I sent Houser there to locate the line; he got a certified copy of the town plat and located this line in accordance with the act granting the company bonds. A week or so before the time was up we heard that there was some hitch, that they did not intend paying the bonds; upon investigation we found that after the bonds were voted they had platted a half section between the town and our location and that, while the plat of the town they had given Mr. Houser was correct at the time they gave it, we had not complied with the original act requiring us to be within certain limits. On this discovery the location was changed and we built a new depot within the proper limits and had it changed before the time was up. Even then the county had a lawsuit, which finally was taken to the supreme court of Kansas and decided in the company's favor.

Some time in December, 1888, I got notice from A. A. Robinson, chief engineer and vice-president of the Santa Fe, that my services would not be needed after the first of January, 1889. The wild boom had burst and the railways of the West were in bad shape. They had spent millions of dollars for lines that were not needed, and the city and county bonds were the cause of many of these misfortunes.

The construction of all these lines for the Santa Fe was administered honestly. There was no stealing or fraudulent underhanded work going on anywhere. The contractors were treated fairly and estimated for the work performed. There were no lawsuits with any of the contractors during these three years of strenuous work. This is saying a great deal, when it is considered that we must have spent something like \$8,000,000 for grading and bridging. We never had any scandal about time-checks, pay due the men or in the engineer parties. Supplies were sent out and money furnished the several locating parties and not a dollar misused. All was accounted for and the accounts closed correctly.

For some months after leaving the Santa Fe, Kingman lived with his family on a farm near Topeka. On April 15, 1889, he was appointed city engineer of Topeka.

Disgusted at having had his salary reduced by the city council, Kingman threw up his Topeka job in the fall of 1894 and began making surveys for Mr. Hagerman, a great railway promoter, in Texas and New Mexico.

Away back in 1877, Kingman and A. A. Robinson had become warm friends.



Lewis Kingman was a man of unswerving perseverance.

Robinson became president of the Mexican Central in 1893. He had made Kingman assistant engineer of the Santa Fe in 1886. Now that Kingman was out of a good job once more, it was not unnatural that Mr. Robinson should find need for him in Mexico. So, on May 1, 1895, Kingman was appointed chief engineer of the Mexican Central, with headquarters in Mexico City. Robinson knew exactly the kind of man he was getting. In fact, Robinson's wonderful career as a railroad builder in no small part was achieved by his ability to select good men.

As a Santa Fe story, this narrative does not pretend to consider in detail Kingman's career with the Mexican Central. Under his active direction a new era of railroad building was begun which greatly extended that system.

When, in 1907, the Mexican Central was taken over by the government of Mexico and became part of the National Railways of Mexico. Kingman became engineer of maintenance of way. Later, owing to the advance of years, he was given an easier position, that of office engineer. In this capacity he remained until January 23, 1912, when he died of pneumonia.

As chief engineer of the Mexican Central, from 1895 to 1907, Mr. Kingman built 994 miles of road and in so doing spent over \$35,000,000 in American money. Not to mention the great services he contributed to the Santa Fe, here alone was an achievement to which few engineers had attained.

When the last reorganization of the Santa Fe took place, Kingman was one of three men chosen to appraise the Atlantic & Pacific Railroad.

Kindhearted, ambitious and persistent, Kingman was a dependable man. He never failed to meet his responsibilities squarely and fully. Probably \$50,000,000 of company money was spent by Kingman or under his direction, and every penny was spent without a whisper of dishonesty being raised against him. Possessed of sound native ability and rare good sense, he was a practical man. He could and did inspire the confidence and good will of his subordinates. He retained the sincere respect of the many contractors with whom he dealt because he was straight.

Lewis Kingman was a man of unswerving perseverance. He failed twice in business; he frequently lost his job, and occasionally was "fired" for reasons which he could not prevent. Even his first marriage was a bitter failure. He was a man who got up smiling after adversity had knocked him flat. After jobs had repeatedly fizzled out from under him, he put the Santa Fe road over Raton Mountain and drove the Atlantic & Pacific through mountains and across deserts for nearly one thousand miles. Then, when virtually compelled to leave this job, he turned about and kept his talents in practice by building a few hundred miles for the Mexican Central. Kicked out of this position in 1883, he went back and built over 1,300 miles for the Santa Fe. Unjustly discharged from this service, he accepted a mediocre municipal job far below his professional caliber and held it until his last and greatest opening came with the Mexican Central. He was a man who would not go down, a man who laughed at obstacles, and he remembered that he made good quietly, by his own clear-headed efforts in the big, wide field of competition. He did it without a college training; he never got behind a college frat pin to win recognition. And he made good without proclaiming to the world that his family tree sprouted near little old Plymouth Rock, only twenty miles from Boston.