

REPORT
ON THE
CONCORD MAYNARD AND HUDSON
BUS LINE.



BY
C. HOSMER AND W. H. RIDLEY.

A REPORT ON
THE CM.&H. BUS LINE

By

CYRUS HOSMER, JR.

and

WALTER HENRY RIDLEY

For

JOHN F. LOVELL

Concord, Mass.

December 12, 1924.

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Ridley & Hosmer,
Consulting Engineers.

Concord , Mass.

December 12, '24.

Mr. John F. Lovell, Treasurer,
Lovell Bus Lines, Inc.,
Maynard, Mass.

Dear Sir:-

We herewith submit the report on the Concord,
Maynard, & Hudson Bus Line, which you requested in
your letter of October 9, 1924.

This report is lacking in detail due to
our inability to get exact figures concerning the
operation of your bus line. We feel that more time
and research work is necessary to get a real definite
report.

Respectfully submitted,

Walter H. Ridley
Cyrus Horner, Jr.

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COPY.

LOVELL BUS LINES, Inc.,

Maynard, Mass.,

October 9, 1924.

Mr. Walter H. Ridley,

Mr. Cyrus Hosmer, Jr.

Concord, Mass.

Dear Sirs:-

I have been asked by the Massachusetts Motor Bus Club to furnish them with a complete report of the Concord, Maynard, and Hudson Bus Line for ten months beginning January 1, 1924. Sometime ago you suggested writing such a report; if you are still at liberty to do this, I would appreciate your starting work as soon as possible.

Very truly yours,

(Signed) John F. Lovell,

Treasurer.

REPORT.

REPORT ON THE CONCORD MAYNARD & HUDSON BUS LINE.

INTRODUCTION

Purpose.

The purpose of this report is to secure complete information concerning the Concord Maynard & Hudson Bus Line for a period of ten months beginning January 1st, 1924. Having done so, we have compiled this information in such a way as to determine the Bus Line's condition financially and otherwise.

Scope.

This report includes the history of the above named Bus Line, the territory in which it operates, and its standing in same. A general comparison with other bus lines is made. The report also considers the probability of the future success of this company and the present and future benefits to the communities in which it operates.

Method.

We inspected the various books of the company in person, thus obtaining actual figures which have to do with the operation of the busses. Several visits were

made to the company's headquarters, during which a survey of the property, equipment, and rolling stock was made. We have read extensively about bus line operation in magazines, from which various clippings have been taken and included in this report.

SUMMARY

Statement of Problem.

The problem in this report was to determine the financial condition of the C.M.&H. Bus Line as well as its standing in the communities served by it.

Solution of the Problem.

A study of the problem has lead us to conclude that the standing of the bus line in the various towns was very favorable. The financial condition, however, is unsatisfactory, due mainly to very inefficient operation. This was discovered thru an investigation of the bookkeeping methods of the company, of the bus-records of the company, and of the method of fare-collecting used by the company.

Recommendations.

We recommend the following:

- (1) that speedometers be installed on all busses;
- (2) that an accurate individual bus-record be kept;
- (3) that a more standardized system of bookkeeping be installed;
- (4) that a new system of fare-collecting be put into operation as explained on page 22 of this report.

BODY OF REPORT

History of the Company.

The Concord Maynard & Hudson Bus Line is an off-spring of the Woburn & Reading Bus Line, which was incorporated Aug. 21, 1919. This parent line operated busses in the towns of Woburn, Reading, Wakefield, Burlington, and Wilmington from September, 1919, until January 1, 1923, when it turned over its entire business, including busses and all, in these towns to the Eastern Massachusetts Street Ry. for a fair price paid by the latter.

During January 1923 the Woburn & Reading line started running busses between Maynard and Acton, and a month later from Maynard to Concord, having secured permission from the towns concerned to do so. In April of the same year busses were operated from Concord through Maynard to Hudson. It was from these towns that the line took its name, by which it has been known ever since.

However, on February 18, 1924 the name was changed to Lovell Bus Lines Inc., the reason for this

being that under this name busses could better be run to towns other than Concord, Maynard and Hudson. An illustration of this was the extending of the main route to Clinton on September 8, 1924.

A brief summary of the growth of the parent company and its off-spring can be had by referring to Appendices A, B, C, D, and E, which are the statements of condition to date.

The Nature of the Company's Business.

Although the real name of the company has been discussed above, we will make all references to the C. M. & H. Bus Line. This company is now engaged in carrying passengers in the following towns: Concord, Concord Junction, Maynard, Stow, Gleasondale, Hudson, Berlin, Clinton, South Acton, and West Acton. The main line, so-called, includes all but the last two towns. On this line busses run hourly from 6:30 A.M. to 11:30 P.M., from Maynard. On the Maynard-South Acton-West Acton line, they run according to certain designated hours according to time-table. Since to give the complete time-table here in the text would be very confusing and difficult, we have entered that as Appendix F, which can readily be referred to if desired.

Outside the scheduled trips there are special trips for: (1) school-children; Two extra busses are needed each morning and afternoon to take high school pupils from Concord Junction to Concord and back, a distance of about two miles; the Town of Acton has contracted to use two busses each school day to bring pupils in the rural districts to the grammar schools, these busses covering about fifty miles a day.

Under (2) come the workmen specials which run in the morning, noon, and night to carry the mill-help to and from the mills in Maynard, South Acton, Hudson, and Clinton.

Then come (3) the miscellaneous special trips run for those who so desire for a nominal charge per mile. In the summer and fall months, busses are chartered to carry the Maynard baseball team and followers to their out-of-town games, for example, or picnic crowds to the beaches. Since these special trips occur usually on Saturdays or Sundays when the schools and sometimes the mills are closed, the rolling stock of the company is kept moving most of the time. During the winter, the lodge-meetings in the various towns help keep the stock arolling; traffic is heavier, and the schools are open

besides.

The minimum fare charged is 10¢ for everybody except school-children, who ride at half-fare on school-days, and workingmen, who may ride at slightly cheaper rates through the use of commutation tickets. At the western end of the line these tickets have proved to be very satisfactory, the percentage of workingmen using the busses there being greater than on the eastern end. However it was just recently that this privilege was extended to the Concord end of the line. A fare-schedule, and sample tickets in Aps. G & H.

The method of fare-collection is to pay-as-you-enter the exact fare to your destination. No receipts are given upon payment of fare, so the driver has to depend solely upon the honesty of the passenger.

In order to operate busses in the various towns the company must get permission from the towns concerned each year. In some of these towns a bond must be deposited through the selectmen.

The busses are used for carrying the Boston evening papers to Maynard from Concord, thus getting the news which left Boston at 2:30 in the afternoon to Maynard by 3:30. There is, of course, a small charge for this service.

Whenever possible the busses meet the trains; this accommodation is greatly appreciated by the residents of the towns which have poor railroad service or none at all. The schedule of the busses is now so arranged so as to meet certain trains in the various towns each day barring unavoidable delays, but in doing this the regular service has to be slightly altered, and usually means making up the time lost in so doing.

During the winter, the busses are equipped with snow-plow attachments, by means of which the lines are kept open and schedules maintained. In the past, this has been done very satisfactorily with much less modern equipment than they now possess.

Facts about the Towns Served by the Bus Line.

An examination of the map (Appendix C) will give the relation of the aforesaid towns to one another, and the routes the busses travel to reach them; a table showing the relative population of these towns is also in the Appendix under the heading Appendix I. A few facts about these towns follow, each community being taken up separately.

CONCORD.

Concord center marks the eastern terminus of the line. It is a town of 6500 inhabitants and is well served by the Fitchburg Division of the Boston & Maine Railroad, also by one train a day each way on the Lexington Branch of the same road. The Middlesex & Boston Street Railway run busses at certain scheduled hours from Concord to Arlington Heights, via Bedford and Lexington. These busses do not run as often as do those of the C. M. & H., but on certain trips both lines arrive at Concord at the same hour, thus giving practically continuous passage into Boston from Maynard and other towns west at a rate much cheaper than that of the railroad.

There are no mills or large business houses in Concord Center, it being largely a residential town. It does have a large high school, which necessitates running extra busses for carrying pupils.

In order to get some idea as to the geographical location of this town, we might add that Concord is 18 miles directly west of Boston on the Mohawk Trail automobile route. It is on the Sudbury and Concord Rivers.

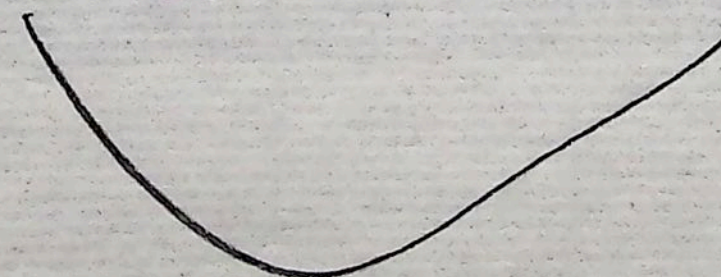
CONCORD JUNCTION.

Sometimes known as West Concord, this village breaks up the 6 mile gap between Concord and Maynard. It comprises about one-third the total population of Concord yet only about one-sixth of its area. As its name implies it is at the junction of two railroads: the Fitchburg Division of the Boston & Maine and the Lowell-Mansfield Division of the New York, New Haven & Hartford. However the service rendered by these railroads is comparatively poor, and the people are obliged to ^{the busses to} use the Concord railroad-station to get good trains. Like Concord this village has one train a day each way on the Lexington Branch, which terminates at the Reformatory. The distance from Concord Center to Concord Junction is about two miles.

Concord Junction is a small industrial center, having a woolen mill, a chair factory, a foundry, a harness and leather goods shop, and a few other small plants.

MAYNARD.

This is a mill-town of some 7100 inhabitants. The American Woolen Company has a large mill here and employs some 500 men and women ~~on site~~. The town is



six miles directly west of Concord and is on the Marlboro Branch of the Boston & Maine Railroad. Train service is not exceptionally good, however, the people using South Acton and Concord stations for going to Boston or more distant points. This is made possible since busses run from Maynard to South and West Acton as well as to Concord, Hudson, and Clinton.

The headquarters of the Company are located in the town of Maynard, this being the central point.

STOW.

One of the connecting links between Maynard and Hudson is the town of Stow of 1100 people. This village has no station on the Marlboro Branch of the Boston & Maine, the nearest one being Lake Boon about three miles distant. Hence the busses are practically the only public carrier the residents of Stow have.

Stow is three miles west of Maynard, and, on what was once known as the Fitchburg Turnpike.

GLEASONDALE.

This is a very small village and part of the town of Hudson. It has railroad-stations on two Boston & Maine lines (Marlboro Branch and Central Massachusetts), but the trains are few and far apart; here again the busses are the main means of travel as they

run at least hourly towards Hudson and Maynard.

There is a small factory located here in Gleasondale, which accounts for some of the passenger traffic handled in this vicinity.

HUDSON.

Hudson is another industrial center, having a rubber factory as well as some small plants besides. Like Gleasondale it is on the same two railroads, enjoying the same kind of service. The Boston & Worcester Electric Air Line have a branch line extending from Marlboro to Hudson which makes good connections with the C.M. & H. busses at the latter terminal.

This town has a population of about 7600, and is 6 miles from both Maynard and Clinton.

BERLIN.

A very small town is this village of Berlin. It is of about 900 inhabitants, has no industries, and one railroad-station. It depends largely upon the C.M. & H. busses for its transportation.

CLINTON.

This is by far the largest town served by the

C.M. & H. Bus Line. It has many business houses and manufacturing establishments. Two Boston & Maine Railroads enter the town, but only one competes with the bus line in any way; that is the Central Massachusetts, which takes in such towns as Berlin, Hudson, and Gleasondale. This railroad also includes Worcester, hence making it possible to get from that city to towns east served by the busses.

It is at this Clinton end of the line that working-men's commutation tickets are used mostly.

SOUTH ACTON.

The town of Acton includes South, West, East, and North Acton and Acton Center. The bus line just operates in the first two of the above named districts. South Acton is a mile and a half from Maynard in a north-easterly direction; it is on the Fitchburg Division and Marlboro Branch of the Boston & Maine and has pretty good train service. There are two mills in this village.

WEST ACTON.

This town is also on the Fitchburg Division, but does not have as good service as does South Acton. It is more of a residential town and borders the South

Acton and Boxboro. The good service rendered by the buses insures good transportation to the West Acton townspeople as well as to the rural inhabitants.

The Company's Equipment and Facilities.

At present the company owns 11 busses, 2 trucks, and 2 taxies, and has complete facilities for housing and repairing same. Most of the motor-busses are new and modern and carry an average of 25 passengers, being typical of the type used for short hauls. The company has a variety of truck-makers, as can be seen by referring to Appendix J, which lists the trucks and various facts concerning them. We have attempted to show the type of bus that predominates by a few cuts, which we entered in the Appendix under K.

The repair and machine shop is very well equipped, so that no work on the trucks has to be done outside. Overhauling is done here as well as all emergency cases; brakes are relined and valves ground. Batteries are even repaired and charged. There is a compressed air tank for inflating tires. Plenty of gas, oil, grease, and alcohol are kept on hand as are also repair parts, tires, tubes, and chains. The company does all its own painting and also outside paint jobs.

In the rear of the machine shop is the boiler-room, which supplies the entire building with steam-heat. The building covers about 90,000 square feet floor space and is a single story structure about 25 feet high, hence requiring a large amount of heat. The temperature does not have to be kept very high, but at point so as to keep the trucks warm, thus insuring quick starting in cold weather. The company has housing facilities to hold at least 25 busses. The garage is of fire-proof construction, being made of brick with a fire-wall inside dividing the bus-storing quarters from the machine shop and the office. Pictures inside and outside were taken and will be found under Appendix L.

Officers.

The officers of the company include the following:

Mary C. Lovell, President,

John F. Lovell, Treasurer,

Ethel M.D. Fayton, Secretary.

These officers are elected for term of one year.

Labor.

The company employs 9 men as drivers of

the busses, 2 men as repairmen, 1 for general duty, 1 foreman, and 1 bookkeeper, a total of 14; all work nine hours a day with the exception of the bookkeeper who works six. None of the employees belongs to labor unions.

Insurance.

All of the busses are insured against public liability, property damage, and accident, the cost of which amounts to a very large sum each month. The insurance company requires that each driver carry with him a pad in the form of a brief questionnaire to be filled out by persons injured in or witnessing an accident. Upon the driver's arrival at the company's headquarters, a more detailed questionnaire is filled out in duplicate, the original being sent to the insurance company's claim division, while the other is retained by the bus line. Samples of these forms are given in Appendix M.

Operation.

The company has rendered very good service to the towns which it serves, hence in this respect the operation is efficient. As regards the cost of operation,

it is a difficult problem to determine whether the maximum benefits to the company are being obtained or not. We have had access to all the figures (accounts, mileages, receipts, expenses, etc.) that were available at the company's headquarters, and from these have attempted to get a definite relation between cost per bus-mile and income per bus-mile, but the necessary figures for this relation could not be obtained except in round numbers. As such, they were of no definite value, although we have based our conclusions and recommendations on what we did obtain in the line of figures. Appendices A, B, C, D give the statements of condition of the original company and the present company upto January 1, 1924. Appendix E gives the same on November 1, 1924. A study of D and E shows that both Notes Payable and Accounts Payable have increased rather unproportionately compared to increases in the other items. The Accounts Receivable have shown a small increase, however. The most outstanding item is that of surplus which has decreased by an amount of \$2900. It is out of the surplus that the loss from operation is taken, or which is increased when there is a

profit from operation; hence from these statements it would appear that the company is operating at a deficit.

We have compared the income and cost per month before the extension to Clinton was put into effect with the same afterwards, and find that it has benefited the company rather than placed an increased burden upon it.

Thus the efficiency of operation from the company's standpoint is not very favorable, there being a great chance for improvement.

CONCLUSIONS

Having made an extensive survey of the Concord, Maynard, & Hudson Bus Line, we conclude that it has established a favorable reputation in the towns which it serves; its equipment, rolling stock, repairing and housing facilities are in first-class condition; its financial standing is non-too-favorable, due to the inefficiency of operation, which in turn is due to the comparative newness of using the motor-bus as a means of transportation; the prospects of future success by the company are favorable.

RECOMMENDATIONS

We therefore recommend that:

(1) speedometers be put on all buses and kept in running condition;

(2) an accurate individual bus record be kept (preferably on a printed form) to include such items as gas, oil, miles, drivers, runs, receipts, number of passengers carried, repairs, tires, and remarks.

(3) a more standardized system of bookkeeping be installed to supplant the very inefficient system now in vogue.

(4) the pay-as-you-enter system of fare-collecting be abolished, and a system by which a printed check be given the passenger upon entering the bus showing just where he got on, this to be surrendered by him to the driver when his destination is reached, and the proper fare paid upon leaving.

Respectfully submitted,

Cyrus Hosmer, Jr.

Walter H. Ridley.

APPENDICES.

Appendix A.

C. D. 182. 6-24-75,000 A 298

1

1

ABSTRACT OF CERTIFICATE OF CONDITION
UNDER THE
BUSINESS CORPORATION LAW OF MASSACHUSETTS

Name of Corporation, Woburn and Reading Bus Line, Inc.Location, 2 Second Street., Woburn,Incorporated under the laws of MassachusettsWhen Certificate was filed, Org. Aug. 21, 1919.

Date of Annual Meeting, _____

Date of Statement, Dec. 31, 1920

	PREFERRED STOCK		COMMON STOCK	
Capital stock authorized with par,	none--		5000--	
Capital stock issued with par, . .				
Capital stock paid in with par, . .				
Par value of shares,			\$100 --	
Number of shares,			50	
Number of shares authorized without par,				
Number of shares issued without par,				
Number of shares paid in without par,				
ASSETS			LIABILITIES	
Real estate	\$		Capital stock (include only shares with par value)	\$ 5000 --
Machinery			Mortgages	3000 --
Merchandise			Accounts payable	800 --
Furniture, fixtures and tools . .		300 --	Notes payable	2750 --
Autos, trucks and teams		7624 --	Reserves	
Notes receivable			Surplus	
Accounts receivable			Profit and loss	
Cash		50 --	without par value	
Securities				
Patent rights				
Trade-marks				
Good will		3576 --		
Profit and loss				
TOTAL	\$	11550 --	TOTAL	\$ 11550 --

Appendix B.

C. D. 182. 6-24-75,000 A 298

2

ABSTRACT OF CERTIFICATE OF CONDITION
UNDER THE
BUSINESS CORPORATION LAW OF MASSACHUSETTS

Name of Corporation, W. & R. Bus Line

Location,-----

Incorporated under the laws of _____

When Certificate was filed, March 2, 1922
Feb. 18, 1922

Date of Annual Meeting,-----

Date of Statement, Dec. 31, 1921

	PREFERRED STOCK	COMMON STOCK
Capital stock authorized with par,		
Capital stock issued with par,. .		
Capital stock paid in with par, .		
Par value of shares,	<u>NO CHANGE</u>	
Number of shares,		
Number of shares authorized without par,		
Number of shares issued without par,		
Number of shares paid in without par,		
ASSETS		LIABILITIES
Real estate \$		Capital stock (include only shares with par value) \$
Machinery		5000 --
Merchandise		Mortgages 3000 --
Furniture, fixtures and tools . .	400 --	Accounts payable 1878 --
Autos, trucks and teams	9700 --	Notes payable 3145 --
Notes receivable		Reserves
Accounts receivable		Surplus
Cash 82 --		Profit and loss
Securities		Shares
Patent rights		without par value
Trade-marks		
Good will 2841 --		
Profit and loss		
TOTAL \$13023 --		TOTAL \$13023 --

Appendix C.

C. D. 182. 6-24-75,000 A 298

3

ABSTRACT OF CERTIFICATE OF CONDITION
UNDER THE
BUSINESS CORPORATION LAW OF MASSACHUSETTS

Name of Corporation, W. & R. Bus Line Inc.

Location, _____

Incorporated under the laws of _____

When Certificate was filed, March 10, 1923Date of Annual Meeting, Jan. 16, "Date of Statement, Dec. 31, 1922

	PREFERRED STOCK		COMMON STOCK	
Capital stock authorized with par,				
Capital stock issued with par, . .				
Capital stock paid in with par, . .				
Par value of shares,	<u>NO</u>	<u>CHANGE</u>		
Number of shares,				
Number of shares authorized without par,				
Number of shares issued without par,				
Number of shares paid in without par,				
ASSETS			LIABILITIES	
Real estate	\$		Capital stock (include only shares with par value)	\$ 5000 --
Machinery			Mortgages	4400 --
Merchandise			Accounts payable	843 60
Furniture, fixtures and tools . .	400	--	Notes payable	15057 92
Autos, trucks and teams	33451	02	Reserves	5451 47
Notes receivable			Surplus	4615 06
Accounts receivable			Profit and loss	
Cash	17	03	without par value Shares	
Securities				
Patent rights				
Trade-marks				
Good will	1500	--		
Profit and loss				
TOTAL	\$35368	05	TOTAL	\$35368 05

Appendix D

C. D. 182. 6-24-75,000 A 298

4

ABSTRACT OF CERTIFICATE OF CONDITION
UNDER THE
BUSINESS CORPORATION LAW OF MASSACHUSETTS

Name of Corporation, Lovell Bus Line Inc.
 Location, Great Road, Maynard, Mass.
 Incorporated under the laws of Changed name to L.B.L., Feb. 18, 1924
 When Certificate was filed, Apr. 29, 1924
 Date of Annual Meeting, Mar. 21, "
 Date of Statement, Dec. 31, 1923/

	PREFERRED STOCK		COMMON STOCK	
Capital stock authorized with par,				
Capital stock issued with par, . .				
Capital stock paid in with par, . .				
Par value of shares,	<u>NO CHANGE</u>			
Number of shares,				
Number of shares authorized without par,				
Number of shares issued without par,				
Number of shares paid in without par,				
<hr/>				
ASSETS		LIABILITIES		
Real estate	\$12935	04	Capital stock (include only shares with par value)	\$5000 --
Machinery	1462	98	Mortgages	5442 72
Merchandise <u>Mot. & Sup.</u>	2041	79	Accounts payable	21243 94
Furniture, fixtures and tools	540	--	Notes payable	3423 33
Autos, trucks and teams	37178	23	Reserves	22122 70
Notes receivable			Surplus	
Accounts receivable	8871	49	Profit and loss	
Cash	2284	43		
Securities <u>Un. Insurance</u>	1973	73	without par value	Shares
Patent rights				
Trade-marks				
Good will				
Profit and loss				
TOTAL	\$57231	69	TOTAL	\$57231 69

Appendix E.

C. D. 182. 6-24-75,000 A 298

5

ABSTRACT OF CERTIFICATE OF CONDITION
UNDER THE
BUSINESS CORPORATION LAW OF MASSACHUSETTS

Name of Corporation, Lovel Bus Lines, Inc.,Location, Maynard, Mass.

Incorporated under the laws of _____

When Certificate was filed, _____

Date of Annual Meeting, _____

Date of Statement, From Jan. 1924 To Nov/ 1924.

	PREFERRED STOCK		COMMON STOCK	
Capital stock authorized with par,				
Capital stock issued with par, . .				
Capital stock paid in with par, . .				
Par value of shares,				
Number of shares,				
Number of shares authorized without par,				
Number of shares issued without par,				
Number of shares paid in without par,				

ASSETS			LIABILITIES		
Real estate	\$13293	59	Capital stock (include only shares with par value) . .	\$ 5000	--
Machinery	2316	--	Mortgages	7697	83
Merchandise Mat. & Sup. . .	2317	89	Accounts payable	23502	65
Furniture, fixtures and tools . .	190	--	Notes payable	19215	77
Autos, trucks and teams	43884	19	Reserves	8152	86
Notes receivable	1066	03	Surplus		
Accounts receivable	240	76	Profit and loss		
Cash	2863	99			
Securities <u>UNEX. ISS.</u>	350	--	without par value Shares		
Patent rights <u>FARE BOXES</u> . . .			J.F/ Lovell	6021	50
Trade-marks			Dep. of Acc.	8152	86
Good will <u>Petty Cash</u>	16	45			
Profit and loss	3051	71			
TOTAL	\$69590	61	TOTAL	\$69509	61

Appendix F.

FRONT

Maynard to South Acton
 Lv. Maynard 6 15 7 00w 8 00 9 30
 12 00 1 30w 2 15 4 00w 5 00w 6 00
 6 30w 8 00 10 15w 12 00 Sat. & Holiday
 South Acton to Maynard
 Lv. So. Acton 6 45 7 45w 8 15 9 45
 12 15w 2 30 4 45w 5 45w 6 15 7 15w
 8 15 11 00w
 West Acton to Maynard
 Lv. W Acton 7 30 1 50 4 30 5 30
 7 00 10 30

Sundays

Lv. Maynard 8 35w 9 30w 11 00
 1 30w 2 30 4 30 6 30w 7 30 8 00
 9 00w 11 20
 Lv. So. Acton 9 00w 10 00w 11 15
 2 45 4 45 7 15w 7 45 11 30
 West Acton to Maynard
 Lv. W Acton 9 00 10 00 2 00 7 00 9 30

KRYPTOK
 GLASSES
 THE INVISIBLE BIFOCALS

C M & H

Bus

Service

Compliments of

LOUIS PEEL
 Optometrist

HUDSON OFFICE HOURS
 DAILY EXCEPT FRIDAYS
 Open Thursday & Saturday Evenings

MAYNARD OFFICE HOURS
 MONDAY EVENING
 FRIDAY all day and Evening
 Make your appointment with
 A N HODGESS

REAR.

In Effect Sept. 7, 1924.
 Concord to Maynard leave Concord
 at 6 30 8 00 and hourly to 11 00
 Maynard to Hudson leave Maynard
 at 5 50 6 20 7 30 and hourly to 10 30
 Hudson to Berlin leave Hudson at
 6 25 7 10 and hourly to 10 10
 Berlin to Clinton leave Berlin at
 6 40 7 30 and hourly to 10 30
 Clinton to Berlin leave Clinton at
 6 00 and hourly to 11 00
 Berlin to Hudson leave Berlin at
 6 20 and hourly to 10 20
 Hudson to Maynard leave Hudson
 at 6 40 and hourly to 10 40 11 00
 Maynard to Concord leave Maynard
 at 6 10 7 30 and hourly to 10 30

NOTES

For Party Work call Maynard 36-3
 w- Goes to West Acton
 Bus leaving Maynard at 12 30 arrives
 in Hudson at 1 00 P.M.
 From Hudson 11 40 and 4 40 for
 Maynard leaves at 12 00 and 5 00



You read and look afar with equal facility, but no one observes that you are wearing bifocals because the usual "lines" are absent. Wear the genuine KRYPTOKS awhile and you will never willingly return to old-style bifocal glasses.

Appendix G.

From	To	Concord	Concord Junct.	Maynard	Stow	Gleasondale	Hudson	Berlin	Clinton	South Acton	West Acton
Concord		0	10	20	30	40	50	60	80	30	35
Concord Jet.		10		15	25	35	45	55	75	25	30
Maynard		20	15		10	20	30	40	60	10	15
Stow		30	25	10		10	20	30	50	20	25
Gleasondale		40	35	20	10		10	20	40	30	35
Hudson		50	45	30	20	10		10	30	40	45
Berlin		60	55	40	30	20	10		20	50	55
Clinton		80	75	60	50	40	30	20		70	75
South Acton		30	25	10	20	30	40	50	70		10
West Acton		35	30	15	25	35	45	55	75	10	

Fare-schedule of the C.M. & H.

Bus Line in cents.

Appendix H.

1	2	3	4	5	
TWELVE RIDE TICKET - 60 CENTS					
BETWEEN					
CLINTON SQUARE and ACRE CORNER					
Lovell Bus Line, Inc.					
THIS TICKET IS GOOD FOR TWELFTH RIDE					
6	7	8	9	10	11

1	2	3	4	5	6
Workman's Special Ticket					
This special ticket is issued at a special price					
12 RIDES FOR \$1.80 ^{For 20¢} Any FARE					
Good Only Between Maynard and Gleasondale					
Will only be accepted for passage on working days					
THIS TICKET IS GOOD FOR TWELFTH RIDE					
C. M. & H. BUS LINE CO.					
7	8	9	10	11	

1	2	3	4	5	
Twelve Ride Ticket - 60 cents					
HUDSON SQUARE to McELWAIN FACTORY					
GOOD IN EITHER DIRECTION					
Good only on trips to and from factory, morning, noon and night					
Lovell Bus Line, Inc.					
THIS TICKET IS GOOD FOR TWELFTH RIDE					
6	7	8	9	10	11

Appendix I.

Population of the towns in
which the C.M. & H. Bus Line operates.

(Taken from 1920 Census)

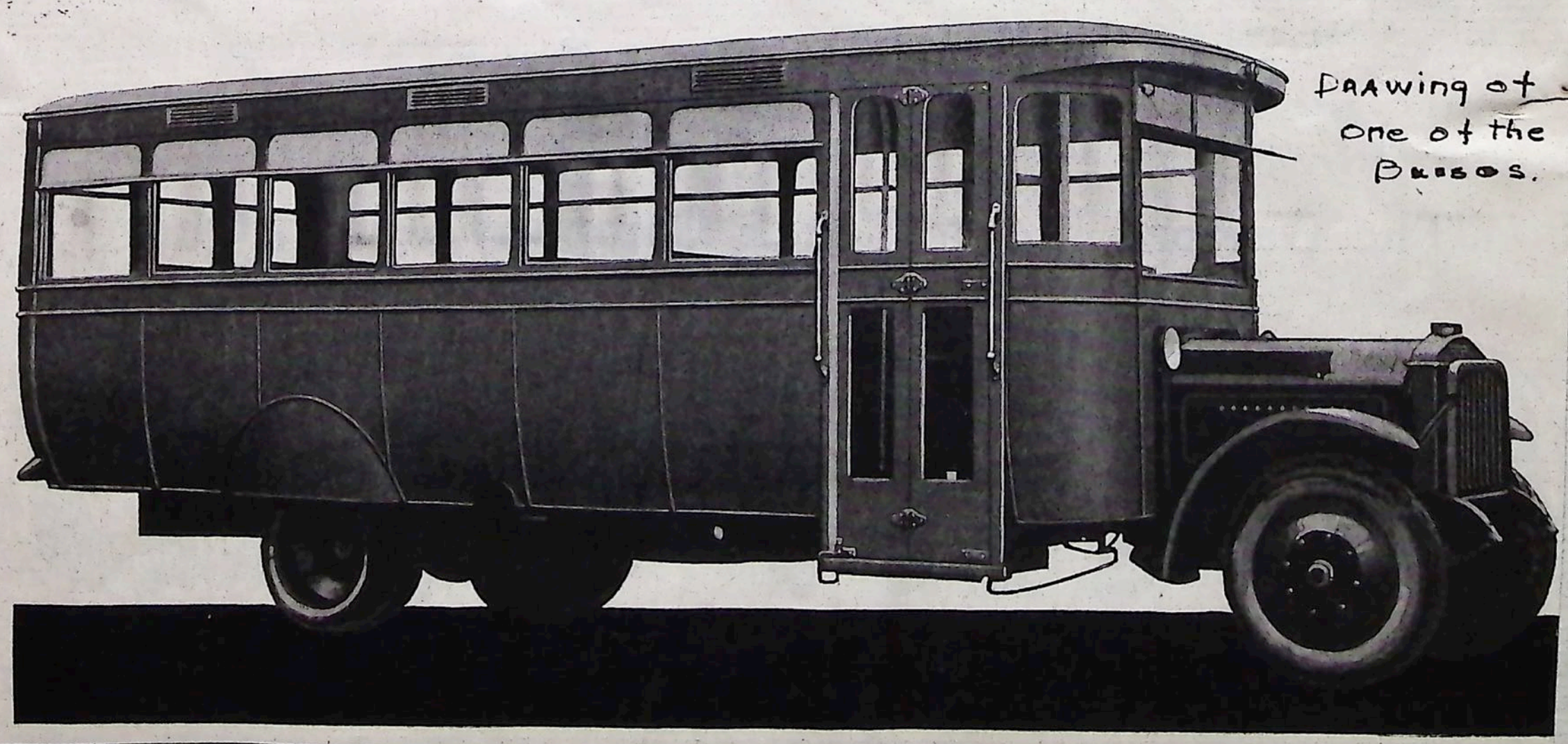
CONCORD	6461
MAYNARD	7086
HUDSON	7607
STOW	1101
BERLIN	868
CLINTON	12979
ACTON	2162

KIND OF TRUCK	TRUCK NO.	YEAR	PASSENGERS SITTING CAP.	COST	REMARKS
1. GARFORD	1.	1924	22	\$4600.-	New,
2. GARFORD	2.	1923	30	5135.25	In good condition, Very large,
3. GARFORD.	3.	1923	30	5023.-	" " "
4. WALKER JOHNSON	5.	1922	25	4000.-	" " "
5. WALKER JOHNSON	8.	1922	25	4000.-	" " "
6. REPUBLIC	7.	1923	25	4025.-	" " "
7. PIERCE ARROW	10.	1918	22	900.-	Quite old, used solely for school children
8. INTERNATIONAL	11.	1923	14	2609.67	Very small, for special trips.
9. REO	1.	1924	22	5150.-	Very new, comfortable, & modern
10. REO	2.	1924	22	5150.-	" " " "
11. REO	3.	1925	22	5150.-	" " " "
12. PIERCE ARROW	12	1918	TAXI	800.-	Quite old, but good looking.
13. FORD	14.	1924	TAXI	600.-	New, NOT used much yet.
14. GARFORD	13.	1922	TRUCK	1900.-	Towing and snowplow in winter.
15. FORD	22.	1922	TRUCK	250.-	Service car, gets parts from Boston
Totals			259	\$49,292.92	

Appendix K.



C.M. & H. has
Three Reo Buses
Exact Duplicates of
the above.



Drawing of
one of the
Buses.

Appendix L.

INSIDE REPAIR SHOP



INSIDE GARAGE



ANOTHER VIEW



General Utility Truck.



Woburn-Reading Bus Line, Inc.

In case of any accident, HOWEVER SLIGHT, in connection with or near your bus, to persons or property, you will AT ONCE render all necessary assistance, and AT ONCE obtain the names and residences in full of the persons injured and of ALL WITNESSES on or near the bus, then fill out this report and send it in without delay. You must answer fully and accurately the following questions, and also state all other particulars. If two busses are concerned in the accident both drivers must report. All disputes and troubles (which occur on your bus) must be reported as accidents. Any neglect to report will be a cause of discharge. Also report at once upon this blank any defect in any bus or street liable to cause accident.

USE INK IN WRITING REPORT

1. Date of Accident,	192	Date of Report,	192
2. Hour of Accident,	o'clock,		M.
3. {	Place of Accident, city or town and give street number.		
	On line running from		
		to	
4. Name and number of car, open or closed.	Number of passengers on car.	Number of names obtained.	
5. Weather—Fair or Stormy.		Roads—Wet or Dry.	
6. {	Name, age and address of persons injured or owner of property.		
7. {	Nature of Injury.		
8.	Exact place occupied by Driver and what doing just before and at moment of accident.		
9.	Ditto of person or property injured.		
10.	Was the Bus standing or moving just before and at moment of accident? If moving, how fast.	Grade {	Up Level Down

Driver's Name _____

Residence _____

- 12 { Driver to state how accident happened
and all about it fully, and all that was
said and done by him and the person
injured, or owner of property.

Driver's Name _____

No. _____

Residence _____

NOTICE: Accidents which involve personal injuries, no matter how slight, should be reported by telephone to—

BOSTON CLAIM DIVISION
153 Milk Street
BOSTON, - MASS.

Confirm by this written report.

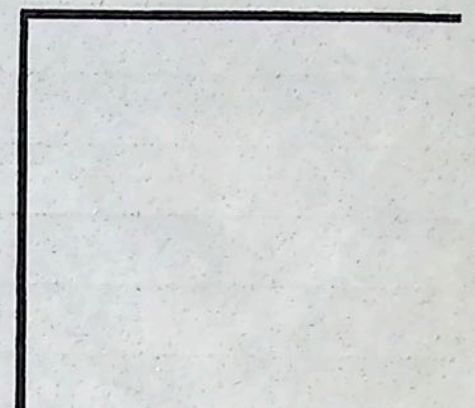
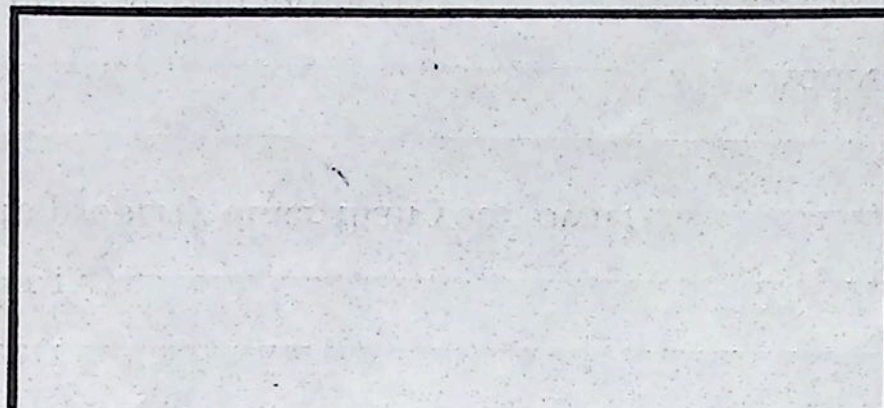
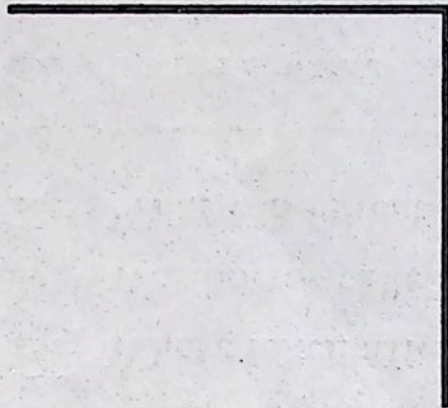
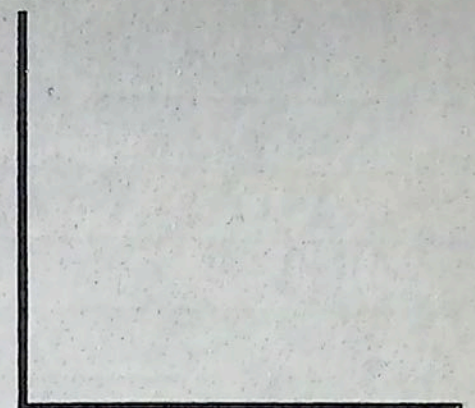
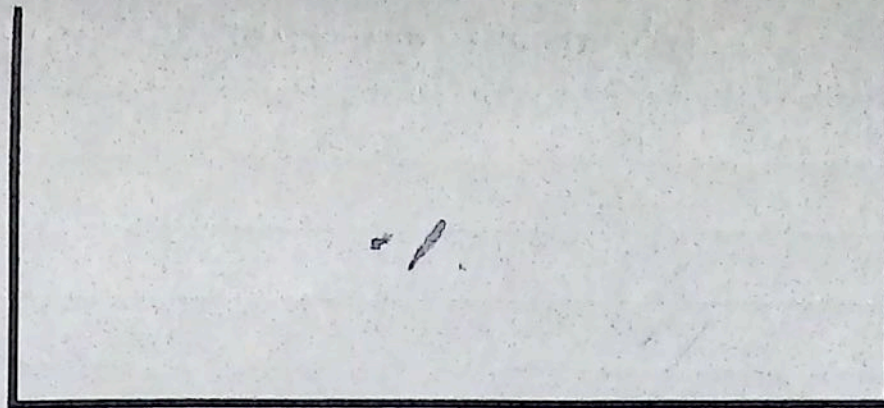
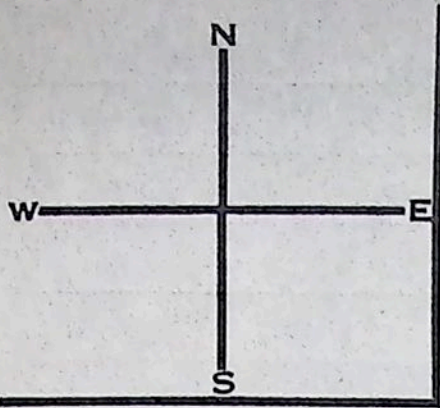
NOTICE—This form must be filled out in every particular.

REPORT OF AUTOMOBILE ACCIDENT

1. Name of Owner Policy No.
2. Address City State
3. Date of Accident 4. Hour M.
5. Name of person in charge of machine 6. Age
- 6½ Address of person in charge of machine
7. Manufacturer's number of vehicle 8. Engine number
9. Name of Manufacturer 10. License number
11. Was operator licensed? 12. For how long had he operated an automobile?
13. In what direction was the vehicle going? 14. Rate of speed?
15. Were you engaged in public or private competition or record run or run against time?
16. What side of street?
17. Were you blowing a horn or sounding a gong at the time? 18. Were all your lights lit?
19. (a) If a collision, in what direction was other vehicle going?
- (b) What side of street? (c) Rate of speed?
- (d) Who was operator of other vehicle?
(Name and Address)
- (e) License number of other vehicle?
20. Who is to blame for the collision?
21. Name of person injured 22. Married or single
23. Address
24. Nature of injuries
25. Where taken after the accident?
26. Was doctor called? If so, who? 27. Address
28. What was extent of damage to property other than your own?
29. Owner's name 30. Address
31. To what extent was damage done to your property?
32. Cause of accident
33. Names and addresses of witnesses. (This is very important).

(OVER—VERY IMPORTANT)

34. Where did accident occur? City..... State.....
(Give name of Street Boundary below)



35. Describe in detail

Form 1 2M-9-7-22

Please Write Your Name and Address
AND ANSWER THE PRINTED QUESTIONS

Name.....

Street.....

City.....

Whose fault was accident?.....

Were you injured?.....

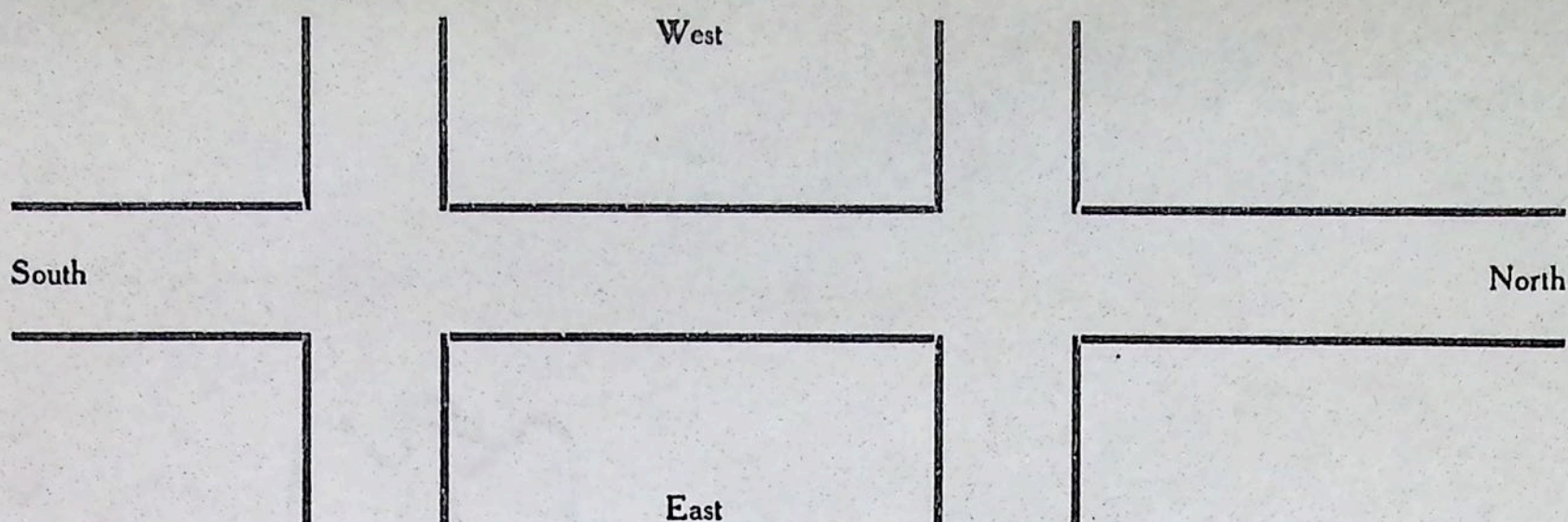
Did you see accident?.....

Date....., 19.....

Signed.....

Address.....

PLACE OF ACCIDENT



Fill in names of streets nearby, and mark exact spot at which the accident happened.
 Mark person or team by a circle (O). Mark location of bus by arrow (→) which should also show direction in which bus was going.

Witnesses. (Business and Residence)
 Name and Address of those on car or near scene of accident.

1st

2nd

3rd

4th

5th

6th

7th

8th

9th

10th

11th

12th

ACCIDENT

Driver No. _____

The Driver must not write under this

Injured } _____
Preson }

Injury _____

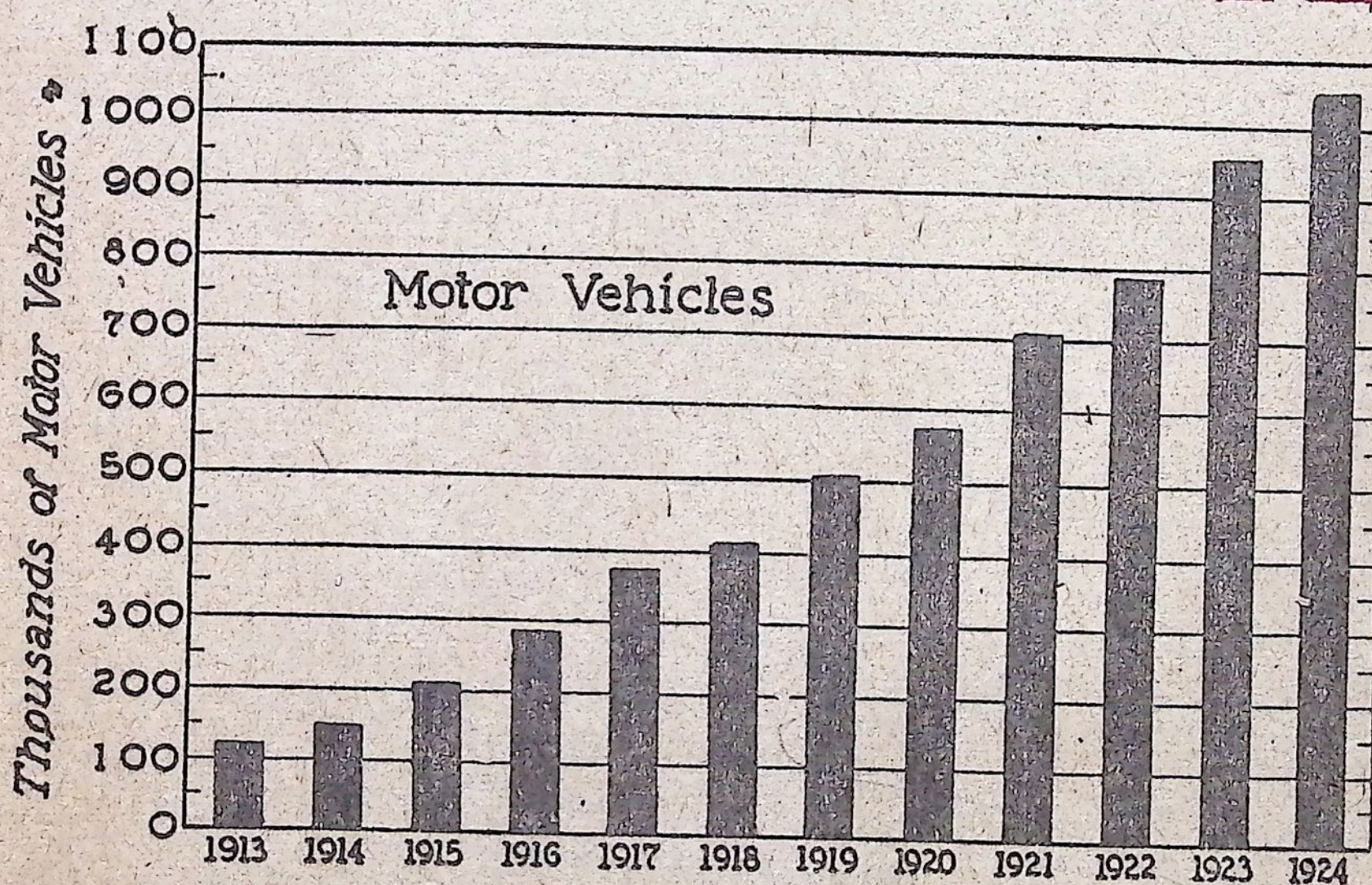
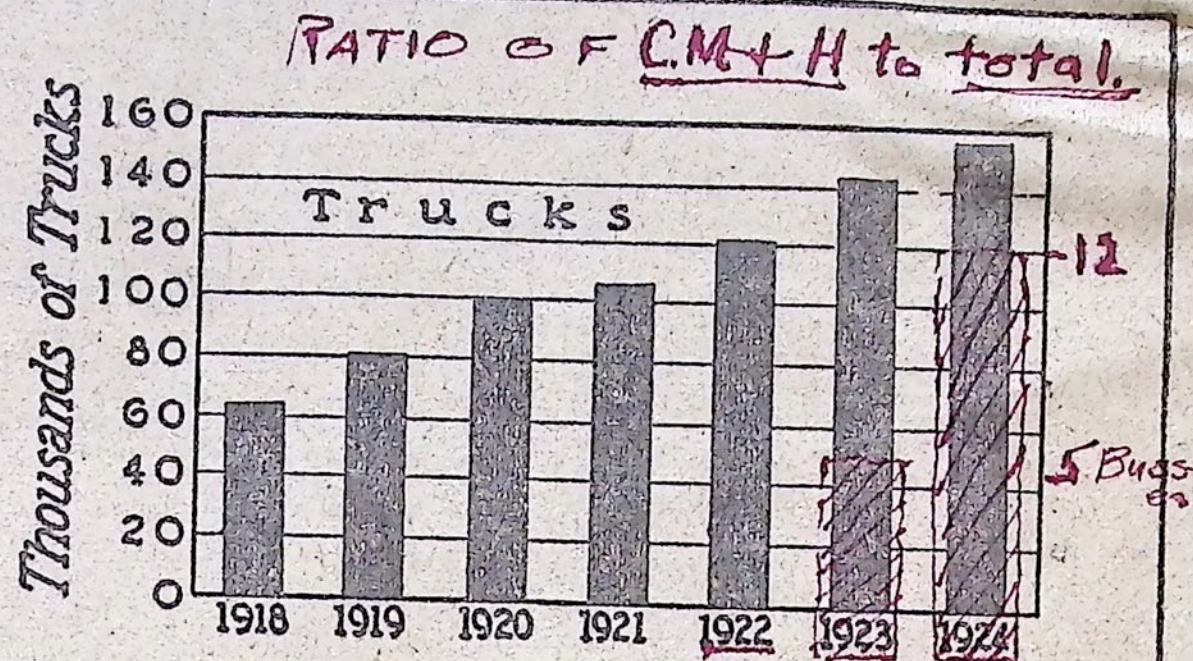
Road _____

Date of Accident _____ 192

THE BOSTON HERALD

DECEMBER 6, 1924

HOW NUMBER OF MOTOR VEHICLES HAS JUMPED

GROWTH
OF
MOTOR VEHICLE USE
IN
NEW ENGLAND

In seven years the motor vehicles in New England, including trucks, have multiplied two and one-half times, as the above chart shows. Today the number of commercial cars is 158,000, and of all motor units 1,050,000. At conservative market valuation they constitute

an investment of \$500,000,000. Problems created by the great increase in the number of motor vehicles will be discussed at the New England motor transport conference next Monday and Tuesday at the Copley-Plaza.

APPENDIX Q

The Direct
 order (not pos
 maps or folios
 request.
 ze of the folio.
 re sold for 25 ce

A survey of the Hawaiian Islands was begun
 the resulting maps are being published on a scale
 The features shown on these atlas sheets or m
 classed in three groups—(1) *water*, including seas,
 canals, swamps, and other bodies of water; (2)
 ing mountains, hills, valleys, and other elevations
 sions; (3) *culture* (works of man), such as towns,
 railroads, and boundaries. The conventional sig
 these features are shown below, with explanations.
 appear on some earlier maps.

City or village

Roads and buildings

Metal road

Canal lock

U.S. township

Section line

Dam

Cemetery

Church, School, and located co

Benchmark

Figures without lettering

Contours

Wash

Cliffs

Mine

Grassy pond

Lake

Tunnel

Beacon

Lighthouse

Monument

Regulation U.S. mine

Primary monument

Railroad bridge

RELIEF (printed in brown)



DEPARTMENT OF THE INTERIOR
ALBERT B. FALL, SECRETARY
U.S. GEOLOGICAL SURVEY
GEORGE OTIS SMITH, DIRECTOR

MASSACHUSETTS
MARLBORO SHEET

RECONNAISSANCE MAP



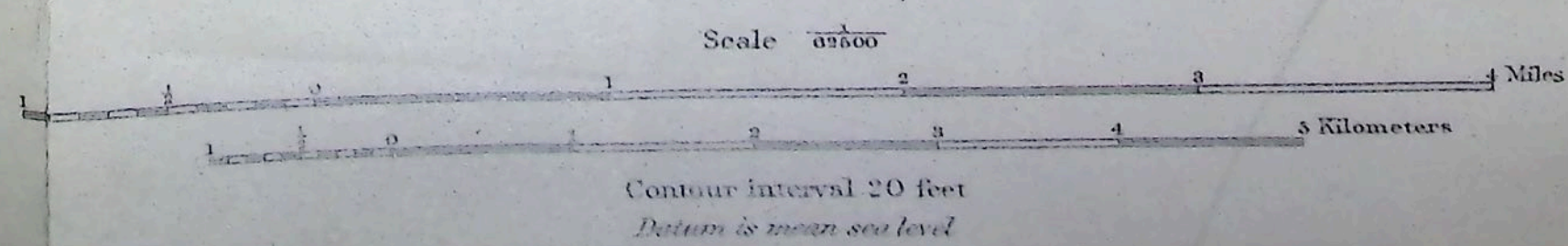
PARTIAL
MAP
OF
MASSACHUSETTS



PARTIAL
MAP
OF
MASSACHUSETTS



Henry Gannett, Chief Geographer.
Marcus Baker, Geographer in charge.
Triangulation by R. U. Goode.
Topography by R. D. Cummin,
under direction of W. D. Johnson.
Surveyed in 1883-87 in cooperation with the state of Massachusetts.



Edition of June 1898, reprinted Aug. 1917.
Henry Gannett, Chief Geographer.
Marcus Baker, Geographer in charge.
Triangulation by R. U. Goode.
Topography by R. D. Cummin,
under direction of W. D. Johnson.
Surveyed in 1883-87 in cooperation with the state of Massachusetts.

MARLBORO



MASS.
ROADS IN F
COVERED B
BUS LINES
THE MA
COVERED A
CONC
MAY
HUD
CLI
MAIN ROUTE
BRANCH ROUTE
NOTE: ON THE MA
IS MAINTAIN
THE COMPAN
NEAR MAYNA
THE RED SO

Scale 1:25,000
0 1 2 3 4 Miles
0 1 2 3 4 Kilometers

Contour interval 20 feet
Datum is mean sea level

Marlboro
Edition of June 1898, reprinted Aug. 1917
Henry Gannett, Chief Geographer.
Marcus Baker, Geographer in charge
Triangulation by Borden Survey.
Topography by E.W.F. Natter.
Surveyed in 1886.
SURVEYED IN COOPERATION WITH THE STATE OF MASSACHUSETTS.

Scale 1:25,000
0 1 2 3 4 Miles
0 1 2 3 4 Kilometers

Contour interval 20 feet
Datum is mean sea level



PARTIAL
MAP
OF
MASSACHUSETTS

ROADS IN RED SHOW ROUTES
COVERED BY THE LOVELL
BUS LINES, INC.

THE MAIN TOWNS NOW
COVERED ARE:

MAIN ROUTE ← CONCORD -
MAYNARD -
HUDSON -
CLINTON -

BRANCH ROUTE { SOUTH ACTON -
WEST ACTON -

NOTE: ON THE MAIN LINE HOURLY SERVICE
IS MAINTAINED.

THE COMPANY'S Hdq. ARE
NEAR Maynard LOCATED BY
THE RED SQUARE. ■

of June 1898, reprinted Aug. 1917 Henry Gannett Chief Geographer.
Marcus Baker, Geographer in charge.
triangulation by Borden Survey.
topography by E.W.F. Natter.
Surveyed in 1886.

MARLBORO

URVEYED IN COOPERATION WITH THE STATE OF MASSACHUSETTS.

Scale 0 1 2 3 4 5 Miles

Contour Interval 20 feet

Datum is mean Sea level

Edition of Mar. 1894, reprinted 1922.

FRAMINGHAM