

PROFESSOR WARREN A. MALTBIE, MUSICAL DIRECTOR; MISS FAITH ROSE WILLIAMS, PIANIST; REV. G. M. BEELER, ASSISTANT.

Don't Fail to Listen to Dr. French E. Oliver's Opening Sermon

Oliver Union Meetings

Open Today, 11 O'clock
At The Big Tabernacle

North Bartlett, Near Jackson St.

Fine Singing

PROF. MALTBIE comes to Medford with a record as a singer and Christian worker and is considered the most able director of the present day. With the material available in Medford for a chorus choir, Prof. Maltbie certainly will give you good singing. Prof. Maltbie is a soloist as well as director, and will favor his audiences with many delightful solos.

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MISS FAITH ROSE WILLIAMS will control the musical part of the meetings and exceptionally fine music is promised. No music is quite as sweet as church music, and when a master hand controls the instrument the sweet strains are richer, fuller and even more entrancing than anything else. Come expecting to enjoy the music and singing.

A FEW WORDS ABOUT DR. OLIVER

For over eight years Dr. Oliver has been holding evangelistic revivals in Kansas and other parts of the country. Almost in every instance he has met with the most marked success, converting hundreds of people in every locality. Standing 6 feet 4 inches in stocking feet, Dr. Oliver towers like a giant over his fellow men, and speaks with a burning eloquence equaled only by a few of the greatest evangelists. He strikes sin in every form, both in and out of the church, and in the most fearless manner. He will tell the people of Medford about their sins and none will escape. Material has been collected and you can expect the very first sermon to be one that will split the echoes, and you are certain of an exceptionally fine address. You should come the first day and night—don't miss the opening numbers. If you fail to hear Dr. Oliver's first sermon in this meeting you will regret it. Come and hear what he says and you'll know from actual experience and no one will have to tell you anything.

LARGE TABERNACLE, SEATING 3000 PEOPLE. CHOIR LOFT THAT WILL SEAT SOME 400 SINGERS. COME EXPECTING TO RECEIVE A BLESSING.

CO-OPERATION THE SMALL MAN'S SALVATION

(Continued from Page 9.)

The oranges are poured into a broad, cloth-bottomed trough and rolled down to a set of revolving brushes, which clean and burnish them. Then a little elevator conveys them up to another broad trough, where a couple of inspectors throw out any unfit fruit. Rolling past the inspectors, the oranges come to a pair of carriers that gradually widen. When an orange reaches that point where the carrier is wider than itself, it drops through into a bin. This is for the purpose of grading them as to size. Before the bins stand young women, who deftly seize the orange in one hand and a square of stamped tissue paper in the other, and thus, with a single swipe, as one might say, wrap the fruit and deposit it in the shipping box—which you are familiar with as it stands in front of your grocery, bearing a bright label with the name of the brand and a picture of an orange tree or an Indian maiden, or a distant mountain, as the case may be.

All the fruit brought to the packing-house in a fortnight or a month is pooled, or sometimes the pool comprises a certain portion of the crop—say 10 per cent to be delivered within a certain period. Whatever the pool period may be, every member of the association gets the same price for fruit of the same grade delivered within the period—this price being, of course, the average price received by the association for that grade of fruit.

Next, there are 14 district or sub-exchanges, the directors of which are elected by the local associations in the territory that the district exchange covers. Finally, there is the big or central concern—the California Fruitgrowers' Exchange—managed by a board of 14 directors, one of whom is elected by each of the district exchanges.

The big exchange practically does the marketing for the whole association, yet the relations between it and the district exchanges and between the district exchanges and the local associations are very elastic—both the district exchange and the local association retaining a large measure of independence.

The agreement between the big exchange and the district exchanges is expressed in a contract running ten years. The contract provides that during this period the district

exchanges and all associations, corporations or individuals connected with them shall ship all their citrus fruit through the big exchange, consigning all shipments to it at some point where it has a selling representative. And each district exchange agrees that if it shall at any time fail to ship all its citrus fruit, as provided in the contract, or dispose of any of it elsewhere or otherwise, it will forfeit and pay as liquidated damages to the big exchange an amount equal to 25 cents a box on all such fruit.

The contract also provides, however, that any party to it may withdraw on the first of September in any year, by giving ten days' notice in writing, and that "each shipper reserves to itself the right to regulate and control its own shipments; to use its own judgment, and decide for itself when and in what amounts it shall ship; to what market; where its product shall be sold and, except at auction points, the price it is willing to receive." Substantially the same provisions appear in the relations between the district exchanges and the local associations that compose them, and in those between the local associations and the individual members that belong to them. Everybody concerned reserves the right to withdraw at the end of the year and, meanwhile, to do a good deal as he pleases.

"That is our greatest weakness," said Mr. Woodford, manager of the big exchange; "but it is our greatest strength, too. The individual grower can pick and deliver his fruit when he chooses. His local association may wish to market, say, 10 per cent of the crop within a certain period, and notify him to deliver his quota. But if he thinks the association is mistaken and that he would get a better price by holding, he is under no compulsion to comply with the notice. Every association can, if it wishes, say to what market every car of its product shall be shipped and the price at which it shall be sold—except, of course, when the fruit goes to a point where it is sold at auction, in which case they must take the auction price. A more rigid control of the fruit by the exchange might give us some advantage in marketing, but it would be pretty sure to bring us in for a good deal of criticism which we now escape. If our word were law we would naturally be blamed for every-

thing of an unsatisfactory sort that happened."

As a matter of fact, this comparative independence on the part of the component members is not so destructive of the co-operative principle as it might appear to be. The associations might, if they chose, send too much fruit to a given market, overstocking it and demoralizing prices; or one association might cut under another in price. But in practice they do nothing of the kind. The marketing is really left almost wholly to the big exchange. I find it mentioned in the contracts that the exchange is engaged in interstate commerce and must not violate the law. I suppose the contracts were drawn in fear of the absurd Sherman anti-trust act—which seems to have just power enough to frighten co-operating farmers, though promoters of real trusts go cheerfully ahead in spite of it.

In some large markets, as Boston and St. Louis, citrus fruit is sold at auction. In those markets the exchange, of course, follows the custom. Thus, about 30 per cent of the fruit it handles is sold at auction. The remainder is sold by its own agents and by jobbers, and so on.

The exchange has its own salaried agents at important distributing points east of California. These agents give their time exclusively to the exchange and each of them looks after a certain territory. The idea is that among them they shall cover the entire country, and push the sale of California oranges, lemons and grapefruit with all the unflagging enthusiasm of men whose jobs depend upon their pushing ability. As sort of field marshals there are three general agents. The exchange also spends about \$50,000 a year in advertising. It claims, with good reason, to have broadened very materially the market for California citrus fruit. As a matter of fact, since it was formed the state's citrus output has risen from 4000 to 40,000 cars. Of course, an extensive and expensive drumming-up scheme of this sort would not be possible except with a big organization to back it.

The exchange is a great citrus news agency as well. In addition to its agents in this country it has one in London to keep watch of European conditions—especially of the Mediterranean citrus crops, which, particularly as to lemons, are in competition with the California product. Through the telegraphic reports of its agents, and by other means, it is constantly informed

concerning orange and lemon markets everywhere. During a brisk season it often pays out \$6000 to \$7000 a month in tolls on cipher telegrams.

Every day each district agent telegraphs either to headquarters at Los Angeles or to the general agency at Chicago, reporting sales of fruit, offers, bids, and whatever else seems essential. The telegrams begin to come into the Los Angeles office about 8 o'clock in the morning. Anything of very particular interest to a sub-exchange is telephoned out. At 1 o'clock a force of clerks begins making up a daily bulletin, and this continues until midnight. The bulletin then goes to press, and the same trains that carry the early morning editions of the newspapers out of Los Angeles also carry a copy of the bulletin to each local association.

"Every association," says Mr. Woodford, "can have under its eye at any time a complete view of the orange and lemon market. You can see what a protection to the grower that would be. A buyer cannot well take advantage of a seller who has full and accurate market knowledge. This gathering and distributing of information is one of the most valuable things the exchange does. I've no doubt it helps very much to bind the members together."

The big exchange, the district exchanges and the local associations are practically without capital stock, but, to incorporate in legal form, one share of stock is issued for each director. There is, however, an allied concern, the Fruitgrowers' Supply company, which has \$500,000 of capital stock. Each local association that so elects subscribes to the capital of the Supply company in proportion to the number of boxes of fruit that it handles. All but three or four of the local associations are stockholders in and members of the Supply company. To them the Supply company sells boxes, nails, wrapping paper, and like supplies, doing a business that runs between \$1,000,000 and \$2,000,000 a year. As its profits are distributed among the stockholding associations in proportion to the amount of fruit handled, this is strictly a co-operative enterprise. The members of the local association, in effect, get their boxes and so on at cost. The Supply company, buying in large quantities, gets low prices. For this year's use it has purchased 9,000,000 boxes, equal to 1800 carloads of lumber; 120 cars of tissue paper wrappers for oranges and lemons, and 20 cars of

nails. In 1893, when materials and labor were much cheaper than at present, it cost the growers about 45 cents a box to pack their oranges. Last year the cost of packing to exchange members was 30 cents a box, and the total selling cost only about 6 cents. Formerly the commission houses charged growers 5 per cent for guaranteeing collections—that is, to cover bad debts. In the last three years the exchange's loss from bad debts has been less than \$500. In short, the exchange's total packing, selling and collecting cost is about 38 cents a box for oranges, and this is only about half what the same service cost the growers before the exchange was formed. To pack lemons cost about twice as much, or 60 cents a box, but the saving is relatively the same. It is claimed, also, with reason, that the stable conditions established by the exchange lessen the risks of jobbers and retail distributors, and that they consequently now handle the fruit on a smaller profit margin than formerly. The saving in this respect has been estimated at 30 to 35 cents a box.

As the exchange shipped last year 8,500,000 boxes of fruit, a saving of 35 cents a box in packing and selling cost alone would mean a net gain of about \$3,000,000 to the growers. But with the greatly increased output oranges of late years have become a staple commodity almost everywhere in the United States and Canada. The country grocer, who formerly bought a box only occasionally, now deals in oranges almost as regularly as in sugar. Naturally he doesn't expect so much profit per box. In fact, taking the country over, the retail price of oranges per dozen to the final consumer is much less than it used to be, while the grower gets more net money for his fruit. For this result, naturally, the exchange claims its full share of credit. This big market wouldn't have been possible without systematic pushing and advertising," says Manager Woodford.

In its first year—1895—the exchange marketed 1800 cars of fruit. Last year it marketed 23,000 cars, which was practically 60 per cent of the state's output. That the exchange is growing both positively and relatively—that is, handling a gradually increasing proportion of the total crop—everybody admits. "We are closing down here on citrus fruit," said the local manager at

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P. C. HANSEN

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