

Chapter 3. Expanding Horizons: 1907–1918: Source Notes and Bibliography

Footnotes

- 1 Insull (1899)
- 4 lighting load; “by itself ... system” (Insull 1913, p. 417)
- 5 customer classes (Insull, 1914, pp. 448–60)
- 6 “[Edison’s] gospel ... conveniences” (Jehl, p. 464)
- 8 “I am not ... Illinois” (Insull 1934, p. 97)
- 12 second honeymoon (McDonald 1962, p. 147); “shut my desk ... tonight” (Insull 1925b, p. 12); Insull mistress (McDonald, 2004, pp. 14–15)
- 13 public utility views (Insull 1911h, p. 243; Insull 1916b, p. 56)
- 14 avoiding bribes (McDonald 1962, pp. 115–16)
- 15 “The possibilities ... century” (Insull 1911b, p. 180)
- 17 Vail and AT&T (Olasky, pp. 35–37)
- 21 “my close ... obligations” (Insull 1934, p. 163)
- 23 female employees and the war (McDonald 1962, p. 191); “an Edison ... woman” (Insull 1918e, p. 161); “the young ... women” (Insull 1922b, p. 329)
- 24 “men who teamwork” “ordinary ... will” (Insull 1915b p. 20)
- 26 “discuss ... problems” “consensus” (Insull 1934, p. 170)
- 29 “Nor one thing ... neutrality” “all ... in America” “arrange ... neutrality” “I did nothing ... England” (Berry, p. 15)
- 30 “secretive” “mysterious ... meetings” (McDonald 1962, p. 166n7)
- 31 terrorist act (*Chicago Daily Tribune*, September 5, 1918)
- 32 fuel oil and coke (CNDI, p. 221–22)
- 33 wartime and 1970s-era energy shortages (Bradley 1996b, pp. 1774–75, 1779–81, and 1786–89)

Chapter 3 Source Notes

- “gospel of consumption” (Platt, p. 98)
- “massed production” (Insull 1910c, p. 143)
- “experiments” (Insull 1913f, p. 432)
- “We came ... territories” (Insull 1913c, p. 400)
- “the engineering of selling” “the engineering of construction” (Insull 1913f, p. 428)
- “the market place ... world” (Insull, 1909b, p. 97)
- “electric city” (Platt, title, ch. 6)
- most energy intensive (Wasik, p. 86)
- “networked city” (Platt, p. xv)
- “preeminent ‘shock city’” (Platt, p. xvii)

Middle-Age Apex

- “By 1907 ... industry” (McDonald 1962, p. 133)
- “his own ... principles” (McDonald 1962, p. 106)
- his way (McDonald 1962, p. 133)
- 8 percent electrified (Jonnes, p. 368)
- Panic of 1907 and General Electric (Hammond, pp. 413–14)
- Panic of 1907 and Westinghouse (Jonnes, pp. 339–47)
- “a fine fellow ... businessman” (quoted in Jonnes, p. 343)
- “the short ... Insull” (McDonald 1962, p. 133)

Load Management

- fixed vs. variable costs (Insull 1910c, p. 127)

“To you ... have” (Insull 1912b, p. 332)
“interest ... a year” (Insull 1928, p. 1142)
“our business ... business” (Insull 1913e, p. 417)
Insull traction negotiations, “Sometimes ... over ours!” (Woolley, p. 119)
transit sendout statistics (Platt, p. 122)
30 percent (Insull 1912b, p. 330)
“as Chicago’s ... magnate” (McDonald 1962, p. 156)
“Ace statistician” (Hogan, p. 134)
Wright wattmeter readouts (Insull 1914a, p. 450)
load factor per customer class (Insull 1914a, p. 449)
load factor increase (Insull 1913f, p. 434)
“short-hour customer” (Insull 1910d, p. 150)
apartment analysis (Insull 1912a, p. 272–73; Insull 1914a, pp. 448–49)
“ridiculously low” (Insull 1912a, p. 281)
“is the ... company” (Insull 1912a, p. 273)

Rural Electrification

“The way ... Ford” (Hughes, p. 217)
“principle of concentration” (Insull 1913, p. 440)
“a business .. surprises” (Insull 1898, p. 33)
farmers need for low prices (Insull 1934, p. 96)
Libertyville purchase; Insull survey (McDonald 1962, p. 137)
Lake County specifics (McDonald 1962, pp. 138–39; Insull 1913a, pp. 358–59, 366)
“poorest territory” (Insull 1913a, p. 358)
“The junk pile ... asset” (Beasley, p. 8)
transmission reach (Insull 1913e, p. 425)
Lake County Experiment (Insull 1934, p. 96)
NELA rural committee; “a joke”; farmer apathy (McDonald 1962, p. 141)
1912 results (Insull 1913a, pp. 363, 366)
rural profitability (McDonald 1962, p. 139)
positive results (Insull 1913a, pp. 363, 365–66)
“new conception” (Hogan, p. 75)
“exploded ... industry” (McDonald 1962, p. 139)
Insull’s industry acceleration (McDonald 1962, p. 141n11)
“From being ... served” (Insull 1913e, pp. 422–23)
“By 1914 ... countryside” (McDonald 1962, p. 140)
“systematization movement” (McDonald 1962, p. 141n11)
“would dominate ... decade” (McDonald 1962, p. 141)
“[The working man] ... enjoy” (Insull 1913b, p. 396)
“socioeconomic revolution” (Hogan, p. 78)

The Gospel of Consumption

“Our experience ... limitations” (Insull 1910c, p. 140)
“enable ... load” “your ... value” (Insull 1910c, p. 141)
dollar’s worth of electricity (Insull 1912b, p. 326)
tax take (Insull 1916a, p. 49)
lowest rates in the world (Insull 1912c, p. 340)
London vs. Chicago rates (Insull 1908a, p. 57)
New York City vs. Chicago rates (Insull 1912b, pp. 330–31)
tripled lamp efficiency (Insull 1913f, p. 431)

“Insull’s achievements ... business” (Woolley, p. 117)
“know[ing] ... himself” “The ‘old man’ ... day” “He got me ... year” (Woolley, p. 117)
the Chief (McDonald 1962, p. 105)
appliance commercialization (Hogan, p. 71)
“[Commonwealth] ... roll” (Hogan, p. 71)
“high class shop” “the largest ...world” (F. Crissey, p. 42)
sales items (F. Crissey, p. 43)
customer growth (Insull 1912b, p. 329)
highest sendout (Insull 1910a, p. 116; Insull 1912b, pp. 332–33)
remaining market, potential investment (Insull 1912b, p. 330)
customer vs. investor benefit (Insull 1911d, p. 193)
statewide electricity inefficiencies (McDonald 1962, p. 142)
“Our business ... infancy” (Insull 1915b, p. 22)
youngest public utility (Insull 1914b, p. 6)
“Early to bed ... advertise” (Insull 1911a, p. 167)
advertising vs soliciting (Insull 1911a, p. 168)
servicing lamps and appliances (Seymour, p. 513)
traction industry problems, capital needs (McDonald 1962, pp. pp. 156–57)
Insull help, Commonwealth Edison takeover (McDonald 1962, p. 157)
Britton Budd leadership (McDonald 1962, pp. 157–58)
“Moses for the tractions” (McDonald 1962, p. 158)
“acquiring ... suburbs” (McDonald 1962, p. 158)
“We have ... business” (Insull 1910c, p. 142)
utility criticism for lack of conversion (Insull 1912a, p. 273)
coal as railroad fuel (Devine, p. 63)
“agitation ... electrify” (Insull 1912a, p. 255)
“Insull ... world of energy” (Platt, p. xvii)
“The increase ... mystery” (Zimmermann, p. 596)

More Massed Production

“Historic Fisk” (Hogan, p. 57)
Quarry Street (Hogan, p. 62, Insull 1923, p. 373)
peak load (Insull 1910e, p. 162)
“absolutely ... service” (Insull 1915b, p. 9)
“calamity” “terror” (Insull 1915b, p. 8)
Load-factor increase (Insull 1910e, pp. 162–63)
“A central station ... sleep” (quoted in Collins and Gitman, p. 60)
Northwest Street (Insull 1923, p. 373)
30 MW turbocharger (Hogan, p. 62)
European visitors (Insull 1908b, p. 67)
Grove Street (Hogan, p. 63)
“a park-like ... proud” (quoted in Hogan, p. 62)
“employees ... refreshments” (Hogan, p. 62)
“Massing of production” (Insull 1910c, p. 143)
“must disappear ... be wiped out” (Insull 1913f, p. 439)
“principle of concentration” (Insull 1913, p. 440)
three stations from nine (Insull 1910e, p. 162)
reductions from 63 stations (Insull 1914a, p. 471)
Harrison closing (Insull 1923, pp. 371–72)

Harrison clock (Hogan, pp. 63–64)

“You know ... contemplate” (Insull, letter to Frederick Sargent, April 6, 1914)

Public Service Company of Northern Illinois

small investments (McDonald 1962, p. 131)

United Light, H. M. Byllesby (McDonald 1962, pp. 131–32)

General Incandescent (McDonald 1962, p. 130–31)

business reorganizations (McDonald 1962, p. 131)

utility relationships (McDonald 1962, pp. 131–32)

southern Indiana properties, Martin Insull (Insull 1934, p. 103; McDonald 1962, pp. 149–50)

Insull finances (McDonald 1962, p. 132)

Public Service territory and businesses (Platt, p. 183)

North Shore growth (Platt, p. 174)

North Shore load factor (Platt, p. 178)

purchased companies (McDonald 1962, pp. 143–45; Platt, pp. 183–90)

Chicago Suburban efficiency (Platt, pp. 183, 185)

new company, results (McDonald 1962, p. 144)

upgraded service (Platt, p. 191)

“increasing ... suburbs” (Platt, pp. 192, 195)

1919 statistics (Insull, 1919b, pp. 4, 6; PSCNI, p. 7)

“We are ... success” (Insull 1919b, p. 22)

Middle West Utilities

“in a class by itself” “perhaps ... world” (quoted in Platt, p. 197)

Chicago power imports (Platt, p. 192)

financing limits, Middle West formation (Insull 1934, p. 104; McDonald 1962, p. 150)

holding company financing (Insull 1934, pp. 104–105; McDonald 1962, p. 150)

“relatively easy matter” (Insull 1934, p. 105)

assets; 173 communities (Middle West Utility, *Report* 1913, np; 1930, p. 27)

“to make ... Experiment” (Hogan, p. 79)

“a continuous ... capital” (Middle West Utility, *Report* 1928, p. 19)

“bringing ... development” (Middle West Utility, *Report* 1927, p. 19)

“financial hocus-pocus” (McDonald 1962, p. 151)

“would ... spinning” (McDonald 1962, p. 150)

credit entries (McDonald 1962, p. 151)

par value repeal (McDonald 1962, p. 151)

North Shore/Commonwealth Edison affiliation (McDonald 1962, pp. 144–45)

holding company advantages (McDonald 1962, p. 152)

“those who ... control” (Insull 1934, p. 169)

directors (Insull, 1934, p. 168; McDonald, 1962, p. 225; Sorkin, p. 44)

Insull share national market (Insull 1913e, p. 423)

“the most prominent ... field” (*Electrical Review and Western Electrician*)

“In another ... industry” (McDonald 1962, p. 145)

Hawthorn Farm (McDonald 1962, pp. 135–36)

“moment of corruption” (McDonald 1962, p. 145)

“out of ... a man” (McDonald 1962, p. 146)

Samuel Jr. illness; loss of wife’s intimacy (McDonald 1962, pp. 146–47)

accelerated business drive (McDonald 1962, p. 147)

resignations and sales (McDonald 1962, p. 148)

Central Illinois purchase, expansion (McDonald 1962, p. 153)

“a complete ... suburbs” (Hogan, p. 77; Platt, p. 190)
McKinley opposition (McDonald 1962, p. 154)
“That man is no good” (quoted in McDonald 1962, p. 154)
“Insull ... hamlets” (Hogan, p. 80)
Middle West growth (Hogan, p. 79; Middle West Utility, *Report* 1923, p. 20; Sorkin, p. 73)
“irrational” Insull realization (McDonald 1962, p. 154)
new states (McDonald 1962, p. 155)
“great many experiments” (Insull 1913f, p. 432)
holding company advantages, strategy (Hogan, p. 79; McDonald 1962, pp. 153–54)

Peoples Gas Light and Coke Company (1913)

“I am not ... gas man” (Insull 1916c, p. 102)
“The gas people ... asleep” (Insull 1916 b, p. 66)
Peoples Gas load factor (Insull 1916 c, p. 105)
“If they ... opportunities” (Insull 1916 b, pp. 66–67)
rate cap and problems (*People's Gas Light & Coke Co. v. Chicago*)
Peoples Gas first offer to Insull (McDonald 1962, p. 159)
Charles Monroe analogy (Hogan, p. 82)
“sophomoric stunt” (Hogan, p. 82)
“subterfuge” “hoax” (Hogan, p. 81)
“bluff” (McDonald 1962, p. 159)
“deception” (McDonald 1962, p. 160)
“Rube Goldberg gas engine” (Hogan, p. 82)
“relished a challenge” (Hogan, p. 82)
gas company board (Hogan, p. 82; McDonald 1962, p. 160)
“desperate” 30 percent request (*Chicago Herald and Examiner*, May 24, 1918)
“crooked mind” (quoted in McDonald 1962, p. 181)
“ring leader” “disreputable company” “gold plated anarchist” (*Chicago Daily Tribune*, July 26, 1918)
“zealous ... idealist” (McDonald 1962, p. 181)
“It is ... management” (*Chicago Daily Tribune*, July 26, 1918)
Richberg over Insull (McDonald 1962, p. 181)
“rehabilitation ... achievements” (McDonald 1962, p. 161)
two-year turnaround (McDonald 1962, p. 160)
“that he could ... responsibility” (McDonald 1962, p. 160)
later problems (McDonald 1962, p. 206)

Road to Regulation

“regulation by competition” (Insull 1913c, p. 399)
Public Utility Commission of Illinois (McDonald 1962, p. 177)
“The one ... possibly can” (Insull 1908a, p. 60)
“keep out ... can” (Insull 1910 b, p. 122)
“Sell ... Monopoly” (Insull 1910a)
unserved market (Insull 1910d, pp. 155–56)
“I am a years” (Insull 1911c, p. 188)
“campaigns ... Council” (Insull 1911h, p. 247)
“While we are ... absurdity” (Insull 1911h, p. 246)
downward price laws (Insull 1913d, p. 409)
“I would ... considerations” (Insull 1913f, p. 442)
“‘butting in’ ... creating” (Insull 1909a)
“raiding promoter” (Insull 1916b, p. 56)

“expert talent” (Insull 1916b, p. 58)
“scientific methods” (Insull 1913c, p. 399)
“proper” (Insull 1910d, p. 156)
“fair” (Insull 1913d, p. 409)
“intelligent” (Insull 1914a, p. 473)
“judicious” (Insull 1911h, p. 246)
“purely economic” (Insull 1911c, p. 188)
“semi-public servants” “duty to the state” (Insull 1916b, p. 68)
“tax collector” (Insull 1910d, p. 156)
“laudable” “We cannot ... opinion” (Insull 1910d, p. 119)
“inevitable” (Insull, 1910, p. 120)
“privileges” “within proper limits” (Insull, 1910d, p. 119)
“The surest way ... possibly can” (Insull, 1910d, p. 122)
NELA Committee on Legislative Policy (McDonald 1962, p. 114)
“In 1905 and 1906 ... stop it” (McDonald 1962, p. 118)
NELA Committee on Public Policy (McDonald 1962, p. 117)
“Properly ... industry” (quoted in McDonald 1962, p. 118)
slowed municipalization (McDonald 1962, p. 119)
“a system ... publicity” (quoted in McDonald 1962, p. 120)
Commons influence (McDonald 1962, p. 121)
“We advocate ... corporation” (Quoted in Brown, p. 104)
1919 regulation by states (Bradley 1996a, p. 50)
“the desire ... property” (Insull 1916b, p. 57)
“go into ... own account” (Insull 1916b, p. 67)
“concentrated production” (Insull 1921, p. 237)
“if public regulation fails ... come” (Insull 1916b, p. 64)
“If there is ... whole state” (Insull 1916b, p. 58)
“The greatest ... functions” (Insull 191c5, p. 26)
90 percent in 1917 (Insull 1918d, pp. 152–53)
“the creeping ... affairs” (Insull 1916b, p. 61)
adversarial mentality (Insull, 1916b, pp. 62–63)
lack of expertise (Insull 1916b, p. 62)
“destructive ... inventor” (Insull 1916b, p. 62)
young industry (Insull 1910d, pp. 155–56; 1915b, p. 31)
“sometimes ... management” (Insull 1915c, p. 31)
“somewhat unreasonable” (Insull 1915b, p. 18)
“reward ... enterprise” (Insull 1915c, p. 30)
“paternalism ... today” (Insull 1915c, p. 31)
constitutional protection from takings (Insull 1915b, p. 17)
“Control ... Illinois” (Insull 1919c, p. 183)
railroad regulation problems (Insull 1914a, pp. 473–74)
A Silver Anniversary (1917)
\$400 million Middle West (McDonald 1962, p. 148)
15 percent national market (Insull 1918c, p. 148)
anniversary evening (*Edison Round Table Weekly*); Insull 1917d.
rate drop; lighting efficiency, power plant gains (Insull 1917a, p. 134)
“the marvelous ... business” (Insull 1917a, pp. 134–35)
“Insull is one ... tides” (quoted in Insull 1917a, p. 133n)

“lucky’ man” (Insull, Insull 1917a, p. 135)
 attributes, “straight and true” “ready ... knocked” (Insull 1917a, p. 136)
 “the cultivation of a memory” “Captains ... organizations” “Bear in mind ... success” (Insull 1917a, p. 136)
 “ambition ... hard knocks” “There is no reason ... reached” (Insull 1911f, p. 236)
 “The capital ... years ago” (Insull 1911f, p. 237)
 “confidential ... talk” (Insull 1912b, p. 336)
 “The company ... for you” (Insull 1912b, p. 337)
 “I do not know ... outside” (Insull 1912b, p. 335)
 “ninety-nine ... you” (Insull 1912b, p. 336)
 “There are very few ... mouths” (Insull 1912b, p. 336)
 “it is not ... London” (Insull 1912b, p. 335)
 “The price ... ever” (Insull 1912b, p. 336)
 “the inventor of our industry” (Insull 1912b, p. 333)
 “without education” (Insull 1912b, p. 334)
 “Punctuality” “honesty” (Insull 1915b, p. 21)
 “exactness” “quick decisions” (Insull 1915d, p. 36)
 “firmness of action” (Insull 1915d, p. 37)
 “optimism” (Insull 1915d, p. 38)
 “[our] business ... pessimists” (Insull 1915d, p. 34)
 “absolutely good health” (Insull 1915d, p. 35)
 “imagination” Insull, 1915d, p. 37)
 “to picture ... work” (Insull 1915d, p. 38)
 “it will ... remuneration” (Insull 1915d, p. 39)
 “the fact ... lonely” (Insull 1915d, p. 38)

Corporate Culture

“Our policy ... fruition” (Insull 1915c, p. 32)
 “the fundamental ... utility” (Insull 1915b, p. 11)
 “The ideal ... service” (quoted in Insull 1915b, p. 11)
 “the attitude ... individual” “general ... corporations” (Insull 1915b, p. 11)
 “your ... life” “the very ... public” “positions ... man” (Insull 1915b, p. 24)
 work week (Hogan, pp. 62–63)
 “put most ... side” (Insull 1915d, p. 39)
 “There is ... work” (Insull 1911g, p. 241)
 I do not ... means” (Insull 1915d, p. 39)
 “look[ing] ... mind” (Insull 1915d, p. 37)
 \$2 million, “dividends ... country” (Insull 1913d, p. 407)
 “courage” “stand ... rebuff” “overcome... jealousy” (Insull 1915d, p. 36)
 “give ... you” “loyal ... subordinates” “because ... around me” (Insull 1915d, p. 37)
 “There is nothing ... organization” (Insull 1912b, p. 335)
 “Employees ... old age” (F. Crissey, pp. 47–48)
 “I am ... martinet” “a great ... orders” (Insull 1915d, p. 37)
 “Corporations ... such company (Insull 1917a, p. 137)
 NELA (Insull 1910e, p. 160)
 “textbooks... technical” (Insull 1911f, p. 235)
 “received ... low” outside readership (Seymour, p. 420)
 scholarship program; Chicago Central Station Institute (Seymour, p. 417)
 “good business policy” “The company ... yourselves” (Insull 1912b, p. 337)
 “reward ... corporation” (Insull 1911f, pp. 238–39)

"A respectable ... trouble" "I am ... fund" (Insull 1911f, p. 238)
Employee Thrift Plan (Seymour, p. 496)
stock sales pitch (Insull 1917c, p. 142)
Service Annuity System (employee pension plan) (Insull, 1911i)
retirement plan recipients (Seymour, p. 508)
Employee Suggestion Plan (F. Crissey, p. 50)
service badge program (F. Crissey, p. 49)
"have done much ... 'Edison Spirit'" (Seymour, pp. 507–508)
"no great ... leniency (Insull 1915d, p. 37)
daily routine (Insull 1934, p. 169)
"curve sheets and tables" (Insull 1913f, p. 428)
"I do not want ... or not" (Insull, Letter of March 20, 1917. Insull Papers. Box 1 Folder 2)
"The very best ... stand" (Insull 1911e, p. 197)
"to tell me ... operating" "proper appraisal" "not ... cheap" "the very ... make" (Insull 1911e, p. 198)
"He gave ... do"; "He came ... people"; "Whenever ... organization" (quoted in Insull 1922c, p. 21)
"I specialize ... cases" (Insull, quoted in McDonald 1962, p. 134)
"country gentleman"; \$50,000 year (McDonald 1962, p. 135)
"The greatest pleasure ... constructive" (P. Crissey, p. 543)
"a bachelor ... for kilowatts" "liveliest ... ever seen" "dead loads ... enemies" "a diplomat ... autocrat
always" "saying ... words" (Woolley, p. 116)
"remained ... shadows" "was willing... reporters" (Woolley, p. 117)

World War I

UK as homeland (Insull 1916d, p. 1)
military draft and traction companies (Insull, March 6, 1919, p. 2)
"The trouble ... companies" (McDonald 1962, p. 188)
"The stock exchanges ... avoided" "the most ... business" "Everyone ... boat" (Insull, Letter of September 15, 1914) Loyola, Insull Papers Box 1, Folder 1.
"the Monday ... hostilities" three-year neutral-period effort (Insull 1917c, p. 140)
"Many ... expenditures" "some extravagances" (Insull 1918d, p. 155)
"guard ... pennies" (Insull 1915a, p. 21)
"not to be ... going on" (Insull 1915c, p. 34)
"We have ... fear" (Insull 1917c, p. 141)
"a little ridiculous" "The best ... working for" (Insull 1917c, p. 142)
"Insull went to war ... did" "Had he ... jail" (McDonald 1962, p. 162)
"a propaganda ... government" (McDonald 1962, p. 164)
\$250,000, 360 newspapers (McDonald 1962, p. 165)
"ran the underground ... colors" (Berry, p. 15)
other Insull neutral-period initiatives (Insull, 1934, p. 122; McDonald, pp. 166–67)
"preparedness parade" (Hogan, p. 88)
German influence in Chicago (Insull 1916d, p. 2)
"The last thing ... birth" "The German ... wrong" (Insull, 1917b, p. 2)
"policy of blood and iron" (Insull 1917b, p. 3)
"supplant ... feudalism" (Insull 1917b, p. 4)
"the best and most ... United States" (quoted in *Chicago Daily News*, September 19, 1918)
Insull in Royal Institute ("British Society Honors Insull," *Chicago Herald*, February 26, 1916)
CNDI formation (Insull 1917b, p. 3; McDonald 1962, p. 168)
office building contribution (CNDI, p. 3)
"Our first duty ... Washington" (Insull 1917b, p. 2)

Council of National Defense (Bradley 1996b, pp. 223–24)
“one of the first things ... accord” (Insull 1917b, p. 13)
Lever Act passage (Hunt, pp. 78–79)
“provide ... such supply” (quoted in Bradley 1996b, p. 225)
Peabody agreement, repudiation, Lever Act (Hunt, pp. 78–79)
coal surplus into shortage (Platt, p. 205)
“The coal problem ... tragedy of coal” (Devine, p. 64)
“great car shortage” (State Council of Defense of Illinois, p. 23)
“breakdown” of railroads (Bradley 1996b, p. 977)
60 percent of capacity (Insull 1918d, p. 156)
coal price jump (McDonald 1962, p. 174; Platt, pp. 205–206)
rate-filing backlog (Insull 1917c, p. 139; Insull 1918c, p. 147)
federal seizure request (Platt, p. 206; State Council of Defense of Illinois, p. 104)
harsh winter (Platt, pp. 207–208)
in time ... necessity” (Insull 1918c, p. 149)
conservation edicts (Hunt, pp. 80–81; Insull 1918c, pp. 149–50; Platt, p. 206–208)
two-thirds own coal; traction company sendout (Insull 1917c, p. 141)
traction company problems (McDonald 1962, p. 202)
84 percent noncoal, 200 MW (Insull 1917c, pp. 141, 143)
higher utilization (Insull 1922a, p. 14)
sendout increase (Platt, p. 217)
increased mechanization (Platt, pp. 213, 216)
rate decrease; dividend maintenance (McDonald 1962, p. 188)
improved efficiencies (Insull 1917c, pp. 140, 143)
Commonwealth Edison rate cuts (Insull 1918e, p. 162)
“my own people” (Insull 1917c, p. 139)
“address you ... freedom” (Insull 1917c, p. 138)
“stern realities” (Insull 1917c, p. 138)
“increased taxation ... resent” (Insull 1917c, p. 139)
“We all ... winning” (Insull 1917c, p. 138)
Commonwealth Edison enlistment (F. Crissey, 55; Hogan, p. 88)
“war-worn” (F. Crissey, p. 55)
“When any ... later” “a little time ... placing him” (quoted in F. Crissey, pp. 55–56)
“During the war ... to us” (Insull 1922a, p. 27)
“men and women ... work” (Insull 1919b, p. 10)
total participants (Insull 1919a, p. 171)
“a lifelong ... dearly” (McDonald 1962, p. 171)
“proper war spirit” (quoted in McDonald 1962, p. 170)
“infusing ... excessive” (McDonald 1962, p. 169)
2,000 speakers; 75,000 speakers (McDonald 1962, pp. 171–72)
“Both duties ... our powers” (Insull 1918a, p. 1)
construction licensing (State Council of Defense of Illinois, p. 318)
“There ... at all” (Insull 1917b, p. 12)
Illinois, CNDI contribution (Insull 1919a, p. 167; McDonald 1962, pp. 172–73)
13-state group, “Insull ... streamlined it” (McDonald 1962, p. 176)
John Williams (State Council of Defense of Illinois, pp. 196–97)
food versus fuel clout (State Council of Defense of Illinois, p. 319)
“On just on one short page” (Insull 1924a, p. 4)

“the production ... the other” (Insull 1918d, p. 154)
Garfield fuel withholding (Insull 1920a, pp. 9–10)
decline of self-generation (Platt, p. 213)
“If we could ... peace?” (Insull 1919a, p. 175)
“in the public ... touch” (McDonald 1962, p. 172)
“unpaid army” (Insull1918b, p. 6)
“With zeal ... to Victory” (State Council of Defense)

A New Path

per capital usage (Insull 1920b, p. 210)
lowest rates (P. Crissey, p. 542; Insull 1909b, p. 100)
one-third more (Insull 1912c, p. 338–39)
“hub of the wheel” (Insull 1921, p. 235)
“Picture ... distribution” “a network ... energy” “great ... transportation” (Insull 1913e, p. 425)
“in every hamlet ... highways” (Insull 1915c, p. 30)
“Insullization” (McDonald 1962, p. 197; Platt, p. 231)
business ecology (McDonald 1962, p. 113)
“making two blades ... before” (Insull 1925a, p. 26)
“constructive possibilities” “contributing ... place” (Insull 1913e, p. 425)
“While a great many ... conservation” (Insull 1916a, p. 51)
“Today ... business proposition” (Zimmermann, p. 784)
“socioeconomic revolution” (Hogan, p. 78)
“If power ... cities” (Insull 1915b, p. 30)
“How did anybody ... radio” “the city ... gas jets” (Leach, p. 1)
“we will grumble ... anyhow” (Leach, p. 2)
“By 1910 ... shadow” (McDonald 1962, p. 105)
“It was not ... repository” (McDonald 1962, p. 149)

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