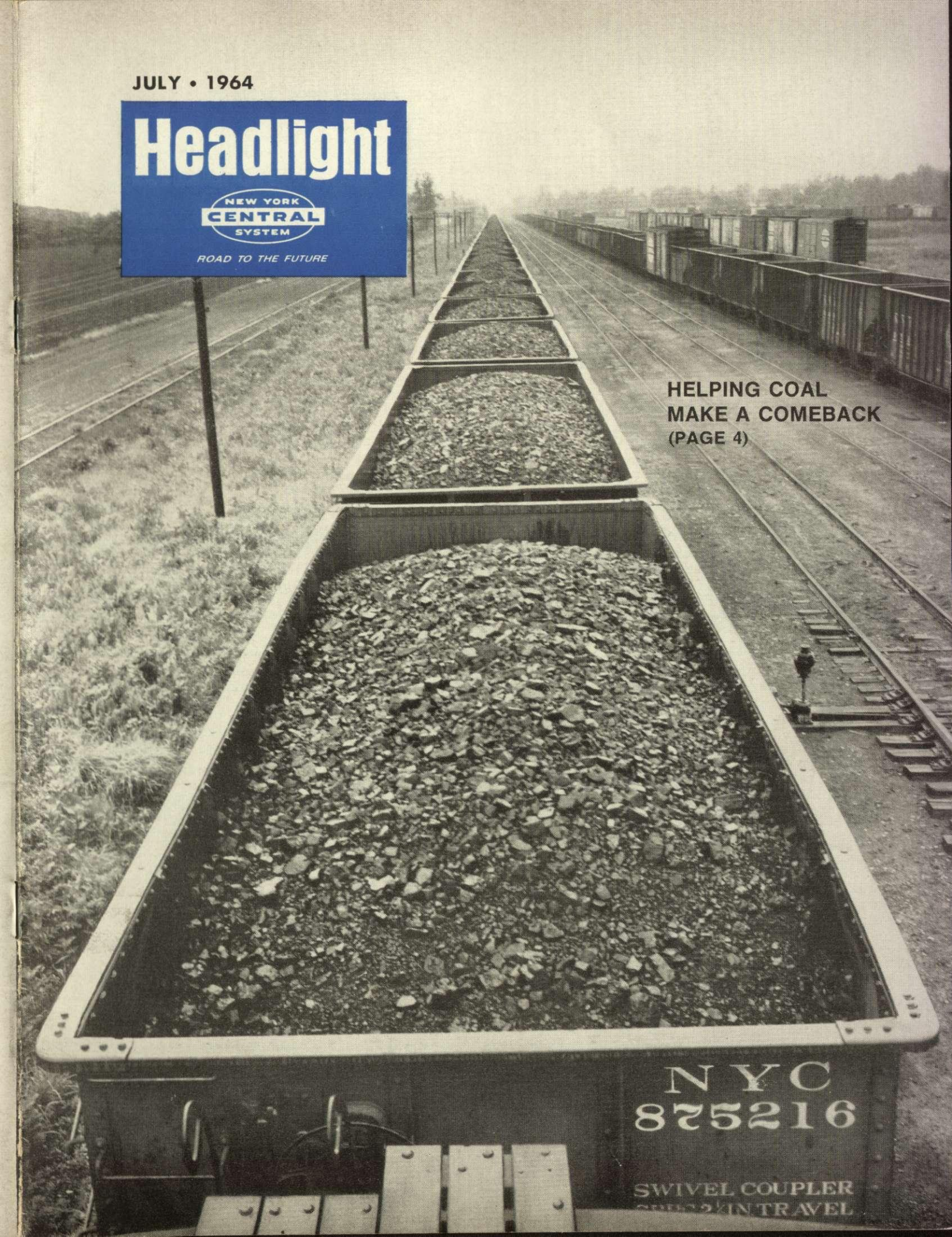
JULY • 1964

Headlight

NEW YORK CENTRAL SYSTEM

ROAD TO THE FUTURE



HELPING COAL MAKE A COMEBACK
(PAGE 4)

Merger Has Vital Significance For New York Central Employes

Merger of the New York Central and Pennsylvania railroads would meet all requirements of the public interest and is essential to promote effective competition in the transportation industry, the two railroads emphasized in a brief filed with the Interstate Commerce Commission in Washington.

Requesting approval of the merger, the two roads declared that it would result in improved, more efficient and more economical service to the public, would further the objectives of the National Transportation Policy, would foster competition and provide greater job security to employes.

Merger is essential, the brief points out, in order to meet the impact of (1) subsidized competition, (2) decentralization of industry and (3) underlying changes in the economy. These factors have caused such a drastic decrease in rail traffic that the business of the merged line would in many respects be less than that of either company just 20 years ago.

Size Not a Factor

Consequently, "size in the railroad industry has no necessary relationship to strength, competitive or financial," the brief states. In earning power, the real test of strength, both the Central and Pennsylvania have fallen near the bottom of the list of the largest railroads in recent years. "Service rather than size is the primary factor of a railroad's ability to obtain traffic," the brief states.

The two roads declared that as a merged system they could compete more effectively with subsidized competition which has been "slowly but surely undermining railroads in the East and endangering their ability to serve the section's needs."

It would also enable the Pennsylvania New York Central Transportation Company (the merged system) to hold its own in relation to the two other rail systems which are forming in the East. These are the recent consolidation of the Chesapeake & Ohio and Baltimore & Ohio railroads and the proposed unification of the Norfolk & Western-Nickel Plate-Wabash, which has been recommended by an ICC examiner.

The brief sets forth three plans for consideration by the Commission as conditions of the Penn-Central merger. It states that the applicants would be willing to accept either of three alternatives if found by the Commission to be required in the public interest. The three plans were outlined as follows:

The Pennsylvania New York Central Transportation Company would contract to operate the freight service and facilities of the New Haven in conjunction with their Boston & Albany line for ten years. The New Haven would receive the net income, increased by savings from coordination of its freight services with the Penn-Central system.

Under another plan, the Pennsylvania New York Central Transportation Company would be willing to lease the Boston & Albany line of the present New York Central to a merged Boston & Maine-New Haven system or for joint operation by those two lines pending study of their merger possibilities. The Boston & Albany also was offered for lease directly to the New Haven, pending development of a New Haven plan of reorganization. Rental would be determined by agreement or by the ICC.

Under a plan for a separate New England system the Penn-Central would be willing to promote a New England system composed of the New Haven, the Boston & Maine and the Boston & Albany lines.

The brief points out that each of the three plans would afford the New Haven Railroad the protection it seeks. In addition, each would enhance the New Haven's chance of becoming viable and thus emerging from bankruptcy.

New England System

A separate New England system would have equal access to all Eastern railroads, with competitive rates and routes. Under either of the other two plans, the strengthened New England railroads could become candidates for inclusion later in Eastern systems.

The 179-page document states that one of the most important aspects of the Pennsylvania-New York Central merger will be the improvement of service to the public which will flow from schedules and deliveries of freight, and improved car supply and distribution.

More than 100 shippers and trade associations offered testimony supporting the marger. None expressed any fears as to the effect of the proposed merger

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ON THE COVER: More than 7,000 tons of coal fill 102 hoppers of New York Central's unitized coal train, photographed in Lyons Yard, at Danville, Ill. The direct mine-to-consumer haul was an historic event—the first all-coal train operating in Illinois. Loaded at Harrisburg, Ill., the train was taken as far as Chicago by Central; there it was turned over to the C&NW for final delivery to Northern States Power Company, at Minneapolis. For more on what Central is doing to help coal make an economic comeback, turn to page 4.

NEWS BRIEFS

A $5 MILLION EXPENDITURE . . .
for new equipment has been announced by the New York Central and its affiliate, the P&LE.

Central has ordered 100 60-ton Mark IV twin Flexi-Van flat cars. The new 85-ft., 5-in. cars are suitable for use in either freight or passenger train service. The Greenville Steel Car Co., Greenville, Penna., is the builder. Delivery begins early in September 1964 at the rate of 2 to 5 cars a day.

P&LE has ordered 150 all-steel flat cars weighing 70 tons each and measuring 53 feet, 6 inches. The cars equipped with cushion underframes to absorb shocks in transit—are also being built by the Greenville firm. Delivery begins in October at the rate of five cars per day.

Also on order by P&LE are 50 all-steel insulated box cars with cushion underframes. Each car weighs 70 tons and is 50 feet, 3 inches long. Six cars per day will be delivered beginning in October. Builder is Central's wholly-owned subsidiary, Despatch Shops, Inc., East Rochester.

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$3,500,000 PURCHASE . . .
of 226 steel center-flow covered hopper cars has been announced by New York Central. ACF Industries, Inc., is building 122 of the 100-ton cars at its Huntington, W. Va., plant. The new cars—equipped with gravity outlets—have a capacity of 4,650 cubic feet. Delivery is scheduled for completion in July.

Remaining 104 cars are being built at East Chicago, Ind., plant of General American Transportation Corp. Each car will have a capacity of 4,700 cubic feet. Delivery starts the middle of October.

Central will use the new equipment for transportation of its rapidly growing dry-bulk commodity traffic.

• • •

ESTIMATED NET INCOME . . .
of Class I railroads for the first three months of 1964 amounted to $143,000,000, according to reports filed by the carriers with the Association of American Railroads. Net income for the first quarter was greater than it was for the corresponding period of the past six years, but it was nearly one-fifth less than the $176,000,000 earned in the first quarter of 1955.

Of the 101 Class I railroads, the Association reports, 26 failed to earn enough to cover their fixed charges in the first three months of 1964. Of these, 17 were in the ICC's Eastern District, five in the Southern Region and four in the Western District.

THE 101 CLASS I RAILROADS . . .
in America produced 622 billion ton-miles of freight service during 1963. The total figure is the equivalent of moving nine tons of freight a mile each day for every person in the United States.

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PRODUCTION OF 60,000 . . .
railroad freight cars, an increase of 33 per cent over 1963, is anticipated this year, according to the Commerce Department's Business and Defense Services Administration.

The organization predicted that total value of the cars would reach an all-time high of $1.1 billion, or 33 per cent more than the approximately $826 million shipped in 1963.

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FEDERAL SPENDING DURING 1964 . . .
for highway, air and water transport facilities—reports the Association of American Railroads—will total more than five times the entire cost of President Johnson's $970 million "attack on poverty" program sent to Congress recently.

This year's outpouring of Federal funds in support of these modes of transportation will reach an estimated $5.3 billion. Coupled with similar state and local government expenditures of $10.3 billion, this will mean a total transportation outlay averaging $410 for each of those men, women and children who, in the words of President Johnson, "have not shared in the abundance which has been granted to most of us."

• • •

THE INTERSTATE COMMERCE COMMISSION . . .
reports that it has taken another step to remedy the continuing boxcar shortage by limiting to seven working days the "free time" that railroads may allow consignees for unloading cars in port areas.

A spokesman for ICC said arrangements between railroads and those receiving shipments usually allow from five to 20 days for unloading. After that, the railroad can charge the receiver a fee. The new order requires railroads to charge fees after the limit is passed.

• • •

RAILROAD RETIREMENT BOARD'S . . .
annual report for 1963 has been released and can be obtained from the Superintendent of Documents, U.S. Government Printing Office, Washington, D.C. Price is 60 cents per copy.

LEFT: Unit trains of the New York Central move vast quantities of coal direct from mine-to-consumer. Central has been operating unit coal trains since March, 1963.

The New York Central Railroad and the coal industry have had a long and fruitful association. This is evidenced by the fact that some 41 per cent of Central's carload tonnage and about 19 per cent of our gross revenue is derived from movement of coal.

According to the annual report for 1963, Central transported a total of 873,942 car loads of coal last year. (These figures do not include P&LE's 25,637 carloads.) This was an increase of 14,738 carloads over 1962. Contributing to this increase, the report pointed out, were the more than 250 unit coal trains loaded at mines on the Central's lines during 1963.

For some years, the coal industry has been experiencing a major crisis caused primarily by rapid transformation of some of its traditional markets.

For example, in many areas along the Central System, coal is no longer the main fuel used to heat homes. Too, the railroad industry in general–formerly a buyer of huge amounts of coal – has switched from the steam locomotive to the diesel.

The generating of electric power, however, has always been a major market for coal. Through the years of crisis, this market has continued to exist . . . and to expand.

Cost Reduction

In order to retain this essential coal transportation business, the New York Central and other Eastern railroads conducted intensive studies to determine the specific manner in which they could reduce costs of transporting coal.

"Our studies determined that the best way to handle this business was to transport coal in trainload movements using conventional equipment," says Frank P. Soen, Vice President-Coal and Ore. "We found that such unit or trainload movements are far more efficient and make for greater utilization of equipment. Turn-around-time is shortened and costly switching operations are eliminated."

"Increased speed and reduced transportation expenses are gained–this added efficiency can bring about substantial reductions in the delivered price of coal," he said.

Central's low-cost, super-swift train service was dramatically pointed up recently when the Company's first unitized train began operating out of Southern Illinois coal fields. Central has been operating unit coal trains since March, 1963, but these were bringing coal from

Helping Coal Make a Comeback

mines in Pennsylvania, West Virginia and Ohio.

The unit coal train from Southern Illinois had a consist of 102 carloads of coal – more than 7,000 tons. It sped northward from Harrisburg, Ill., on the initial leg of a virtually non-stop run to Northern States Power Company's Riverside generating plant at Minneapolis. The direct mine-to-consumer haul paused briefly for a crew change at Lyons Yard in Danville. From there it continued on its fast 300-mile dawn-to-dusk run to Chicago.

At Chicago the train was delivered to the Chicago & North Western Railroad for the rest of journey to Minneapolis.

The more than 7,000 tons of coal were produced for Sterling-Midland Coal Company at Walnut Grove Mine. The mine–near Harrisburg–is operated by Young's Coal Corporation.

Central's Joseph D. Gunther, Director of Coal Sales at Chicago, was with a delegation that welcomed the train's arrival at Minneapolis. Officials pronounced the initial trip a huge success.

The welcoming party, in addition to Mr. Gunther, included V. A. Frawley, Manager of Fuel Procurement for Northern States; and W. J. O'Brien, President of Sterling-Midland Coal Company.

Mr. Gunther noted that the new unitized hot-shot service gives Central a minimum of 2,000,000 tons of new coal traffic.

BRIEF CONFERENCE is held during stopover (and between rain showers) as Central's unitized coal train changes crew at Lyons Yard, Danville, Ill. From left: Conductor Lenoir E. Van Lieu; Terminal Yardmaster William B. Reynolds; Indiana Div. Trainmaster Joseph W. Walsh; and Howard L. Shepherd, Assistant Coal Sales Manager at Chicago.

"The guarantee of shipper and consignee is a minimum haul of 200,000 tons annually over a 10-year period and that adds up to 2,000,000 tons," Mr. Gunther explained.

"Another satisfying aspect is that most of this new rail traffic replaces barge line service," he added. "It's also vivid proof that New York Central's enlightened marketing policy of tailoring service to fit customer needs is paying off."

Northern States provides gas, electric, water and telephone service for about 925,000 customers living in parts of Minnesota, North Dakota, South Dakota, and Wisconsin. The utility uses 12,000 tons of fuel daily.

Operating forces of Central's Southern and Western Districts and Indiana, Illinois and Western Divisions teamed to plan and expedite the train's initial run.

The quick-as-a-flash crew change at Lyons Yard was supervised by Indiana Division Trainmaster Joseph W. Walsh and General Yardmaster William B. Reynolds. Division Superintendents Raymond C. Harrison, Chicago; Gerald E. Maas, Indianapolis, and Thomas E. Reynolds, Mattoon, were the overseers.

New York Central's crew for the Harrisburg-Danville portion of the historic trip included Charles H. Weaver, Engineer, and Charles C. Randolph, Conductor. On the run from Danville to Chicago, the crew included Lawrence M. Davis, Engineer, and Lenoir E. Van Lieu, Conductor.

FRANK P. SOEN
Vice President—Coal & Ore

JOSEPH D. GUNTHER
Director, Coal Sales, Chicago

Major Aim for 1964:

Quality Transportation Keeps Traffic on the Rails

By Ray J. Tiffany, Freight Claim Agent, Buffalo

New York Central people are going to hear a lot about "QUALITY TRANSPORTATION" during 1964 because this is the kind of transportation we must furnish our patrons if we are to continue to enjoy their business. We must demonstrate to our patrons that we can handle their products promptly and deliver them to their customers in the same condition in which we receive them.

What constitutes "QUALITY TRANSPORTATION"? There are five main ingredients that are required in the transportation cycle. These are as follows: (1) Furnish a fit car; (2) Check open top loads; (3) Protect Perishables; (4) Move on schedule; (5) Deliver damage free.

It is our obligation to furnish a proper car for the commodity to be shipped. Under our present inspection and box car classification, it should not be difficult to select a proper car for the commodity. In some cases, only a Class A car should be furnished and in other cases a Class B or Class C will suffice. Class "X" cars should only be furnished for freight that will not be damaged by water or contaminating substances, such as carbon black, acids, etc.

"Slide Rules"

Box Car Classification "slide rules" may be obtained from the Car Department, can be carried in one's pocket and provide a handly and necessary tool for all who are involved in selection and placing of cars for loading.

What is meant by checking open top loads? This encompasses our responsibility to see that shipments loaded on flat cars or gondolas are properly blocked to prevent damage in transit and—more important—to prevent shifting and falling off while moving in trains or during switching operations. This requirement is of dual importance, as you can see. Right now, the Equipment Department is engaged in an extensive campaign in training all personnel who check and approve open top loads on the fundamental loading rules.

Protecting Perishables is self-explanatory. We are required to move perishables on time and to follow the shipper's instructions to re-ice, provide ventilation or furnish heater protection from cold. Cars and Flexi-vans containing mechanical refrigerators must be checked at regular inspection points to see that these units are functioning properly. Obviously this is an important step in the transportation cycle and any failures here result in heavy claim payments.

Our patrons are quite naturally demanding precision transportation service. Under present day economic conditions, stock piling is a thing of the past. Many automobile manufacturers depend on us, for instance, to handle carloads of auto parts on regularly established schedules so they will not run out of these parts at assembly plants and interrupt production. Our receivers who deal in perishable freight demand on time performance due to the nature of the products that they handle.

Stop Overspeed Impacts

The final step in the transportation cycle is perhaps the most important because freight damage is a major item of expense on our railroad. Claim costs can be substantially reduced quickly if overspeed impacts are eliminated.

During recent years, truckers have obtained an ever-increasing share of freight traffic at the expense of railroad earnings and railroad jobs. The Company has been facing up to this competition by furnishing additional trains, faster schedules, specialized freight car equipment, and the latest in electronic yards.

Flexi-van and T.O.F.C. service has been the means of obtaining new traffic and of securing traffic lost to the rail carriers many years ago. Central's Marketing Department has developed entirely new concepts in rate making and is studying the needs of our shippers and receivers and tailoring services to meet these needs.

Now everyone on the Central must focus their attention on the most important element in the transportation cycle—*damage free handling.*

The greatest single opportunity employees have to further this effort is in avoiding overspeed impacts of cars. Experienced railroaders know that cars can be handled carefully in switching or road movement without delaying any phase of operations.

Impact register tests prove that cars can be handled without damaging overspeed impacts. So far in 1964 our impact register tests have indicated slight improvement over last year. We are well above the goals established for the year.

Today shippers are more insistent on "Quality Transportation" than ever before. Today many shippers have purchased impact registers which they place in their cars to test car handling via different railroads. Best performance gets the traffic.

Car Handling Important

Yard crews that take care to prevent damaging impacts are key personnel in maintaining and increasing traffic. Every time they couple a car at the prescribed speed of *less than four miles per hour,* they're helping to "sell" their railroad to the shipping world.

But they don't have this responsibility all to themselves. Many other railroaders get into the act.

Local switching crews help save freight from injury by using the "soft touch" in picking up and delivering cars.

Road crews help by their effort to prevent excessive slack action in starting and stopping and *no rough* impacts when picking up or setting off cars.

Other Jobs Vital Too

Yard clerks help by carding the *right* empty for the commodity to be loaded. Car inspectors help by making sure that empties are properly classified and that open top loads are securely anchored.

Traffic forces help by providing good surface, particularly on switching leads. Yardmasters help by planning the work to minimize switching and by preventing practices that cause undue slack action, hard impacts and freight damage.

Billing clerks help by their care in

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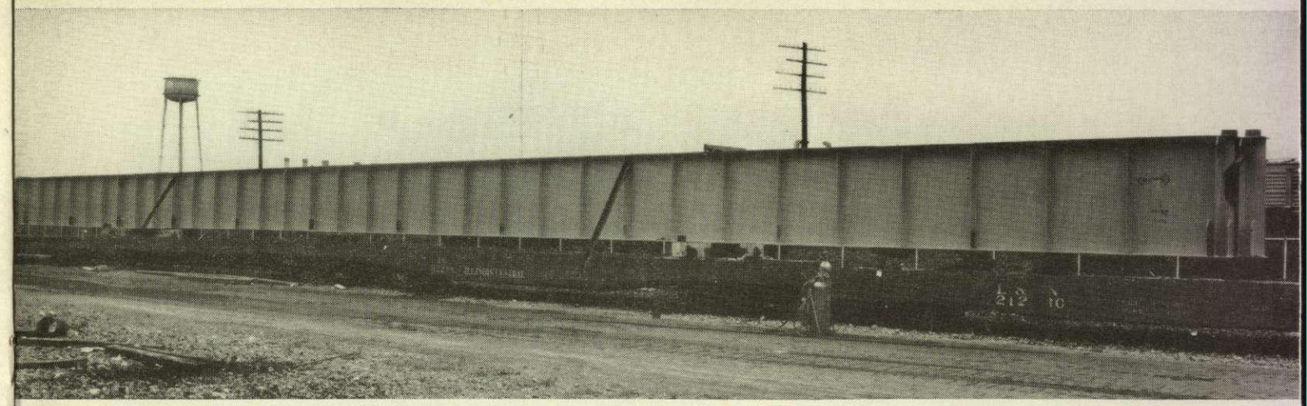


TWELVE GIANT GIRDERS (174.6-ft. each) WERE SHIPPED VIA CENTRAL FROM DETROIT TO CLEVELAND.

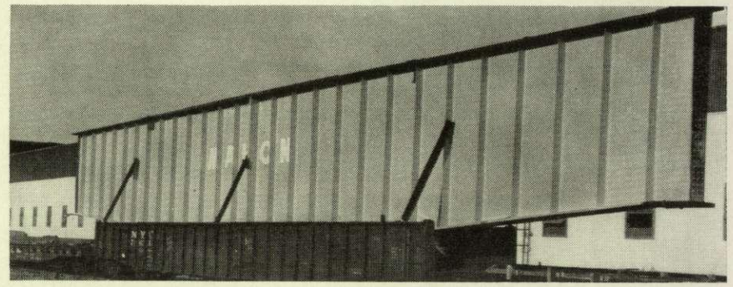
From Factory to Job Site via Central

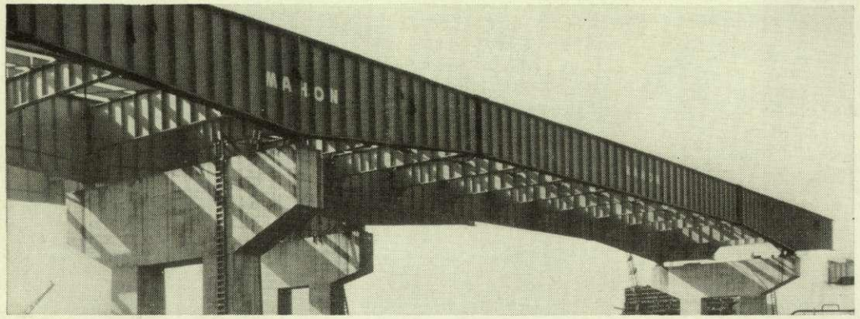
Mammoth steel girders—reportedly the "longest, deepest, and heaviest" ever made in the history of the manufacturer—were recently shipped via the Central from Detroit to Cleveland.

Central's skilled personnel along the route took extra-special precautions to "baby" this unusual shipment to insure its safe arrival at the job site in Ohio. Twelve straight girders (one is pictured at top of page) and 16 haunch girders (at right and below) required special railroad cars.

Each straight girder was 174.6-ft. long and needed four flatcars. The four-car unit was equipped with 14-in. by 16-in. bunks on the two ends of the cars, with 53.6 ft. idler cars in the middle. Bunks were pivoted on special 2½-in. swivel pins so the girder would have free movement to negotiate track curvature in transit.

The haunch girders—also shipped to the site on special cars—were 113.9-ft. long and 16-ft. deep. Each girder weighed 114,000 lbs.





CENTRAL used special gondolas to insure safe arrival of 16 haunch girders.

STEEL girders shipped via Central to bridge construction project at Kingsbury Run, Ohio.

TRANSPORTATION—continued

routing shipments accurately to prevent unnecessary hauling, interchanging and switching.

This is only a partial list. But this is enough to indicate the many and varied classes of employees who have important roles in the campaign to control and eliminate freight damage.

Too few railroad employees realize that *any* man who disregards careful handling isn't just damaging freight—he is driving business from his railroad. Lower traffic volumes are depriving other employees of employment.

Central's freight claim payments in the first four months of 1964 would have provided employment for over 2000 employees for the same period. Payments for damage alone would have provided employment for over 1000.

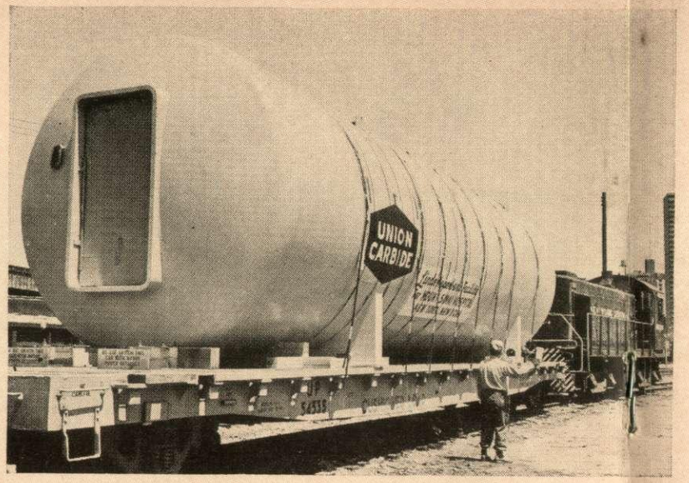
The business of providing quality transportation on schedule, damage free, is *everybody's* business.

HEADLIGHT Hilites

BUFFALO EVENING NEWS

Plaque Commemorating . . .
first rail line in Buffalo was unveiled by Robert V. Brinkworth, (left), District Superintendent as Walter S. Dunn, Jr., Director of the Buffalo & Erie County Historical Society looks on. Plaque, prepared jointly by New York Central and the Historical Society, is on the site of old Sidway Block—a building that was standing the day the first horse drawn car passed 130 years ago.

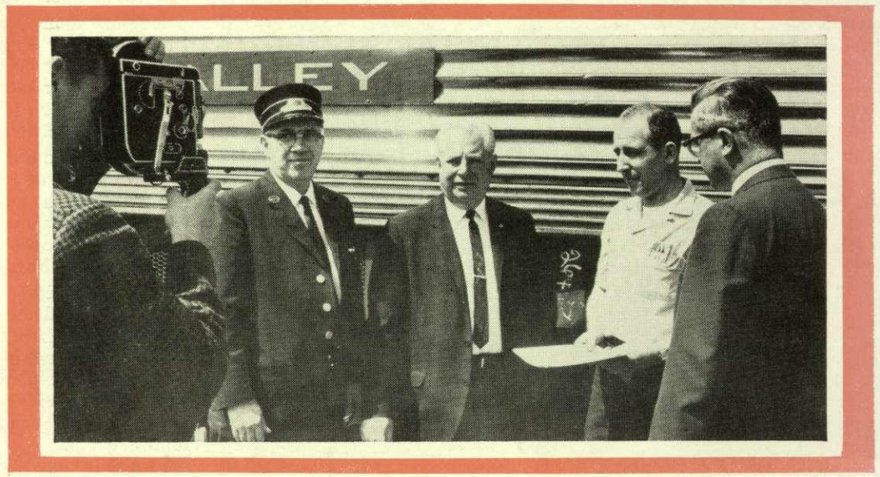
Studying Transportation . . .
and finance, thirteen students from the University of Massachusetts took a first-hand look at the operations and facilities of our Flexi-Van terminal in the Boston area. From left: Joseph C. Palmeri, Terminal Manager, NYC Transport Co., Robert J. Slater, Beacon Park, Joseph J. Trifero, NYC Freight Sales Manager and Chairman of the Railroad Community Committee, the students, Arthur M. Brown, Manager, Flexi-Van Sales & Service, Professor Robert Rivers of the University, and Warren H. White, New England Freight Sales Manager, NYC.



One of Two . . .
One of the world's two largest compressed-air survival chambers was recently shipped via New York Central Railroad to Mt. Sinai Hospital, in New York City. Known as a hyperbaric chamber, the unit enables a patient to receive oxygen in considerable excess of atmospheric pressure. The only other survival chamber of this size is in Chicago. A similar, but much smaller version was used in the attempt to save the life of the late President Kennedy's son in Boston last year.

A New Customer Service Center . . .
of the Freight Sales and Service Department was inaugurated recently at the Michigan Central Terminal in Detroit. Trying it out is Martin Howe, Manager of the Customer Service Center. The service is part of Data Central systems of special telephone and teletype lines installed to facilitate tracing, reporting of all freight cars. From left: John Hanks, Service & Equipment Supervisor, and George M. Casady, Assistant Vice President, Freight Sales & Service.

Courtesy Award Winner . . .
Mrs. Laura M. Burdt, Ticket Seller at Grand Central Terminal, is presented a U.S. Savings Bond and gold pin by Hudson Division Supt. John J. Danhof, Jr. At left is Edwin Adams, Manager, Ticket Office, Grand Central. Mrs. Burdt has been with Central 20 years.



Courtesy Awards Make TV News . . .
as two New York Central baggagemen at the East Syracuse Passenger Station receive Courtesy Commendations. The awards were made to Eugene Bognaski and William A. Shinnick. A Chicago businessman praised the two men in a letter to the Company, thanking them for finding a valuable book he had left in his roomette. The men traced the item to Utica and had it returned to the owner's hotel room. A WSYR-TV cameraman (far left) covered the award ceremony. From left: Station Master D. R. "Doc" Powers; Messrs. Bognaski and Shinnick; and Terminal Superintendent James E. Martin.

The Smith System

Formula for Safe Driving

The Central is aiming considerable effort at promoting driver training based on the Smith System. In fact, six prints of a safety movie showing techniques used in this system were purchased recently and already about 5000 New York Central employees have seen these movies.

The Smith System places emphasis on the driver's use of his vision to foresee and avoid driving problems, and on development of good driving habits. Its purpose is to familiarize drivers with the following five-point "seeing" formula:

Aim high in steering. Low aim driving is dangerous—and the danger increases with the speed of the vehicle. One advantage of high aim is that the car is centered well in the traffic lane. We aim for a distant goal. Correct steering is not difficult—a glance well ahead is sufficient to permit you to aim for the distant goal.

Another advantage of high aim is that the driver can follow a safe path on the turns. In aiming well ahead on turns, the driver should make no right angle turn faster than 12 m.p.h. Speed must be consistent with visibility—be prepared for sudden conflicts—right turns should be started close to the right curb; within three feet if possible. A good driver doesn't short-cut on left turns and he makes his turn only after making full use of his eyes to check oncoming traffic.

Get the big picture. Look well out ahead: at least a block in town and ½ mile in rural areas. The car ahead becomes just a part of the whole picture. Watch nothing in sharp detail, get the whole picture in quick comprehensive glances.

Getting the big picture allows early awareness of conditions that are going to result in conflicts. It permits you to see the other drivers' problems too—you can often anticipate their moves.

One result of getting the big picture is that you see delays well in advance. Minor traffic "tie-ups" and "binds" may be often detected early enough to permit you to avoid them by changing lanes. A driver who lies back can keep the big picture—can time traffic lights well.

Ability to judge relative motion helps the driver get the big picture. Fringe vision (upper, lower, and side parts of eyesight) furnishes information required for judgment of speed, distance, and direction of motion. A glance at the wheels of the other car in relation to the ground quickly indicates whether the other driver is holding to a steady pace and direction.

Getting the big picture makes for smooth stops and turns. The driver is able to anticipate slow-ups and stops, and can use a soft brake by braking early. Result: Turns are made at a safe and comfortable speed.

In case of doubt, slow down until you can get the big picture. An expert never tolerates loss of the big picture. Lack of it shows up in: abrupt stops, jerky turns and lane changes, poor traffic light timing, failure to avoid traffic snarls. Riding with a driver who doesn't have the big picture is uncomfortable—his passengers are always pushing the floor boards to help the brake. One thing we should try to master is a soft brake.

Keep your eyes moving. Avoid "central vision fix" which results when eyes are glued for even a short time on an object ahead. Central vision fix results in blurred vision. hypnosis, missed signals, missed conflict tip-offs, blindness to side and rear picture.

Keeping your eyes moving has many advantages. It is good exercise and actually restful for the eyes. It almost automatically results in adjustment of speed to visibility. It positively prevents the dangers of central vision fix.

By keeping your eyes moving, you are able to dispose of hazards promptly. It permits you to change lanes, adjust speed, tap horn to dispose of problems that would otherwise hold the eye and distract you from the big picture.

The rear view mirror should be checked every five or ten seconds. This sounds like a short time, but when the vehicle is moving, it is long enough for the big picture to change completely. Checking to the rear allows the driver to avoid creating conflicts for the cars following him.

Check to the rear before changing lanes, slowing down, stopping, and whenever you see a delay ahead. Keeping your eyes moving at traffic signals means that you check right and left before starting up at the green light.

Leave yourself an out. Never leave

(continued on next page)

North White Plains Enginehouse . . .
has operated seven years without a reportable injury—the top safety record for the entire New York Central System. Presentation of the Safety Award was made by John J. Danhof, Jr., Hudson Division Superintendent (left), to Chester Shook, Master Mechanic, Hudson Div., and Paul Romanych, General Foreman, North White Plains Engine House.

Employes Move Into New Posts on NYC

EASTERN DISTRICT

Robert F. Lawson has been promoted to the new position of Assistant to General Manager. Mr. Lawson is now headquartered in Syracuse.

MARKETING DEPARTMENT

Donald R. Lawson is the newly-appointed Manager of Construction Industry Services with headquarters at New York City. Mr. Lawson's responsibilities include developing and expanding activities of the Market Planning and Research Department in the Construction industry field. He will coordinate development and implementation of plans to meet present and future requirements of this major industry.

D. L. Lawson

J. F. Degges

FREIGHT SALES & SERVICE

John F. Degges has been promoted to the post of Division Freight Sales Manager at Detroit. Mr. Degges joined Central in the Washington Office in 1941. Ir. 1943 he entered military service and, upon his return in 1946, was appointed Chief Clerk. In 1956 he was promoted to the post of District Freight Sales Manager and in 1959 was appointed Assistant to Vice President-Freight Sales & Service, at Washington.

He is a member of the National Defense Transportation Association and is a past president of Delta Nu Alpha Transportation Fraternity. Recently, Mr. Degges completed a term as director of the Traffic Club in Washington.

Edgar Simon was recently promoted to the position of Division Freight Sales Manager with headquarters at Dayton. Mr. Simon—a native of Germantown, Ohio—joined Central in 1924 in the Transportation Department at Moraine, Ohio. In 1928 he transferred to the Freight Sales & Service Department at Dayton and was promoted to District Freight Salesman in 1943.

Mr. Simon is past president of the Miami Valley Traffic Club of Dayton and is also a member of the Dayton Area Railroad Community Service Committee and the Traffic Club of Springfield.

E. Simon

A. L. Ontjes

Andrew L. Ontjes has been named Sales Manager at Washington, D.C. A native of Iowa, Mr. Ontjes began service with Central in 1940. He has served in various capacities in the Freight Sales & Service Department at Cincinnati, Memphis, Winston-Salem and St. Louis. Prior to his recent promotion, he was District Freight Sales Manager at Washington.

He is a member of the Traffic Club of Washington, the National Defense Transportation Association and the Delta Nu Alpha Transportation Fraternity.

Albert V. Dolsky has been appointed District Freight Sales Manager in his native Grand Rapids, Mich. He began his career with New York Central as a Clerk in the Operating Department. In 1937 he transferred to the Freight Sales & Service Department, serving in various clerical capacities until 1953 when he was promoted to the post of District Freight Salesman.

Mr. Dolsky is active in civic affairs, is president of the Grand Rapids Transportation Club, and is a member of the Transportation Club of Muskegon.

A. V. Dolsky

R. D. Esterline

Rodney D. Esterline is the newly-promoted District Freight Sales Manager with headquarters at Erie. Mr. Esterline joined the New York Central System in 1955 in the Ticket Office at Toledo. In 1957, he moved to the Operating Department as a Draftsman-Technician on rail detector car equipment.

He transferred to the General Manager's Office at Cleveland in 1960 and was promoted to the post of Systems & Procedures Analyst, specializing in Yard and Station Office practices. He transferred to the Freight Sales & Service Dept. in 1961 and was promoted to District Freight Salesman at Cleveland.

Civic and industry organizations in which he is active include the Cleveland Transportation Club, the Lorain County Transportation Club and the Traffic Club of Sandusky.

TREASURY DEPARTMENT

Frank J. Ward has been promoted to the position of Credit Manager with headquarters at 466 Lexington Avenue, New York City. Mr. Ward began service with Central in 1935 as a Messenger in the River Transportation Department at Weehawken. In 1937 he transferred to the Treasury Department, serving in various clerical capacities until 1955 when he was appointed Assistant Credit Officer.

SAFE DRIVING—continued

yourself with "no place to go" if an emergency should arise.

Always keep a stopping or swerving space. One way to insure an "out" is to leave at least one car-length for each 10 mph speed. This provides two vital factors—extra time and extra road surface—if a sudden conflict is presented by the car ahead.

The space cushion is also needed when you are boxed in, or when the car following you is too close. Also, by staying back your view ahead is not obscured by the vehicle you are following. An expert protects his space cushion—bumper-chasing or tail-gateing is out. Slippery road conditions call for even more of a space cushion.

Maintain a safe speed near intersections. Most accidents occur at intersections. Adjust speed for cross-traffic conditions—give yourself a chance to detect any conflicts. Watch for sudden turns or stops. When other drivers change their minds suddenly and set up conflicts by quick change of direction or speed, it is usually at an intersection.

Keep a safe speed in the curb lane. If possible, avoid the parked-car lane in light traffic. If you must drive next to parked cars, be alert for opening doors—pedestrians stepping from between cars—cars starting up unexpectedly—hidden driveways—angle-parking conflicts.

Speed must be necessarily limited by these factors. Contrary to many people's opinion, the horn should be used—not to harass other drivers, but as a legitimate lifesaving warning. In most cases just

(continued on page 14)

...who is "The Central?"

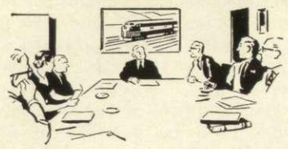
Have you ever heard someone talk about "The Central" as if it were one person? How often have you, yourself, perhaps done the same thing? And how many times have you read or heard that your interests are not the same as "The Central's?" Let's take a look and see if we can find out exactly how much truth (or lack of it) there is in such statements. And at the same time, let's see if we can find out just who "The Central" is.

. . . IS IT TRAINS AND BUILDINGS? These things are certainly vitally necessary. Without them there wouldn't be a railroad or railroad jobs. But engines and cars and buildings would be pretty useless without people around to run them. By themselves, trains and buildings don't make a railroad.

. . . IS IT YOUR SUPERVISOR? He's pretty important, because he must plan from day to day how to make the best use of your time and the equipment you use to do your work. You may not agree with him on all occasions, yet you know deep inside that you couldn't do your job without him. Still, he isn't "The Central." He does his own job and gets his own pay, the same as you.

. . . IS IT THE DIVISION SUPERINTENDENT? Every division has to have one top manager just as every department needs one top supervisor or foreman. Because the Division Superintendent has a big job, he needs plenty of authority to get the job done. Yet his job is basically the same as yours—to keep the railroad running efficiently and economically. So, you really can't call him "The Central" either. (Incidentally, he takes orders, too.)

. . . IS IT TOP MANAGEMENT? The President and all the other officers of the railroad have a great deal of authority. That's because they have to make decisions about the operation of the entire railroad —all 10,000 miles of it. They are responsible for overall company plans . . . for research, sales, new equipment, maintenance, and many other things vital to the successful operation of the railroad and the security of all our jobs. Still, their decisions wouldn't mean much without money, equipment and other employees to carry them out. If you haven't thought of it this way, remember that company officers, like all other Central men and women, take orders, too. They are responsible to the Board of Directors.



. . . IS IT THE BOARD OF DIRECTORS? Well, the Directors set up overall policies that are carried out by others. Yet, they aren't "The Central" any more than a local school board is a whole educational system. And, like a school board, the Directors must be elected to their jobs.

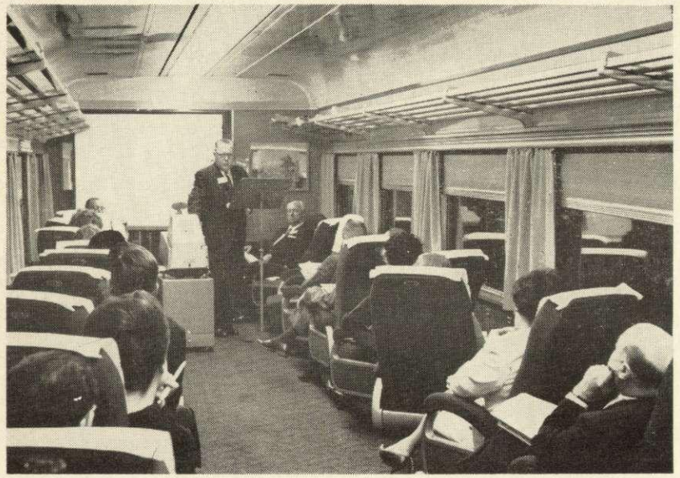
. . . IS IT THE SHAREOWNERS? Not exactly. They put up the money for all the locomotives, cars, buildings, machines and other tools we use in our jobs, and that makes them mighty important people, of course. The shareowners also elect the Directors to take care of their investment, in a way somewhat similar to the election of legislators to conduct government. Still, the shareowners are not entirely "The Central."

IS IT YOU? You're important, to be sure. You're the one who throws the switch, pulls the pin, types the letter, makes out the waybill, repairs a signal, sells a ticket or does one of the dozens of other jobs that are necessary in running a railroad. But you couldn't produce or sell a single ton-mile or passenger-mile without the equipment furnished by the shareowners, or without the planning and organization of supervisors and other officers. In fact, take away just one of the groups we've mentioned and the wheels would stop turning on the rails. There would be no jobs and no railroad.

Even this isn't the complete story, though. Another important factor is "The Central's" **REPUTATION** . . . with customers in particular and the public in general. The accumulated performance and history of "The Central" has built the railroad's reputation for transportation service and integrity with the shipping and traveling public. The single word—reputation—comes as close as anything else to being "The Central" because it represents the result of all our efforts as well as playing an important part in the future.

So, whenever you hear somebody talking (maybe complaining about "The Central," ask him politely if he is sure he knows what he's talking about. It may be another NYC employe whom he doesn't particularly like, or it may be a certain policy set by management. Yet, when he says "The Central," he's talking about himself as much as about anyone else. "The Central," after all, isn't just one person and it's not one group . . .

It's all of us . . . working together, and it's the reputation we build with the people who use our services.



Selling rail passenger services . . .

received an impressive boost during the travel agents seminars held recently aboard a parlor car on Track #31 at Grand Central Terminal. The speakers included Gerald Phelan (above), Passenger Sales Representative. His topic was "Tickets and Reservations." Special arrangements for the eight half-day sales meetings were handled by Roy Spangenberg, Manager, Passenger Sales; Mr. Phelan; and Clifford Pelletier, Assistant Manager, Passenger Sales. Seminars were conducted by A. J. Winkler, Chairman of the General Passenger Committee—Eastern Railroads, sponsor of the event. The agents—members of the Rail Travel Promotion Agency—were briefed on growing sales opportunities on the nation's railroads. Topics discussed included: scenic surface-level rail travel, diverse routing at no extra cost, rail rate structures, reservations procedures and promotion of organized group travel.

SAFE DRIVING—continued

a tap on the horn will suffice to establish the necessary communication between you and the other driver or pedestrian. This leads to the final point. . . .

Make sure they see you. Your own awareness is not enough. It controls only your own actions. It is important, then, to make the other fellow aware of you and of the problems that you may be presenting to him—whether driver or pedestrian. There must be two-way communication.

Tap horn when in doubt. It is an excellent way of establishing communication when you are unsure of the intentions of other drivers and pedestrians. Do it early enough so that defensive measures may be taken if the other fellow doesn't respond. Remember, of course, that the horn is not a substitute for good "seeing."

Avoid blind-spot driving. Every car has its "blind spot". This occurs when you pass another car and are momentarily out of range of either his rear view or side view mirror. When overtaking and passing another car, there are a lot of things to be considered: Do you get the big picture? Is it possible the other driver might make a left turn?

Is he about to pass the car ahead of him? Is he holding to a steady speed? Might he veer to the left? Let him know you are passing. Get out of his blind spot. Use your side vision. Is someone about to pass you? When you attempt to pass another car, you assume responsibility for all these things.

Make sure your signal is heeded. Before making a turn, get into the correct lane smoothly and well ahead of the turn point so that your signal will be a warning of a reasonable intention: right-turn signal in right-hand lane, left-turn signal in left-hand lane.

The expert driver will always practice the five-point Smith System "seeing" formula. He will build up a set of automatic safe habits . . . good responses to traffic problems. The expert driver will have another goal—operating with a "soft brake." A third goal might be the driving of his vehicle "ten years without a tire squeal." Think about it. They all add up to the same thing—expert driving and accident-free driving. ▶

MERGER—from page 2

upon their ability to obtain competitive transportation service, and none in any way indicated that the proposed merger would deprive them of essential rail service.

The brief pointed out that "no community will be deprived of service, no local service will be affected, and through service will either be improved or maintained at present levels, in no instance downgraded."

The two railroads said that the merger will tend to stabilize employment and, in the long run, create more jobs and better working conditions than can be expected under separate operation. A comprehensive plan of job protection has recently been agreed upon between the two companies and 18 labor organizations affiliated with the Railway Labor Executives' Association.

The Pennsylvania again indicated its willingness to accept a condition requiring divestiture of its Norfolk & Western stock in an orderly fashion after consummation of the Penn-Central merger.

Studies show that the merger would ultimately result in savings of $81 million annually. These savings would enable the merged company to purchase more and better equipment and to produce more efficient and more economical transportation.

A spokesman pointed out that the Pennsylvania-New York Central merger is essential to revitalization of the Eastern and Northeastern railroads, and is the key to solution of the railroad problems in the Northeast quadrant of the nation.

Since the proposed merger will foster sound economic conditions in transportation, the two companies held that it is not only consistent with the public interest, but that it is required by that interest. ▶

Piggyback Increases

During the first 20 weeks of 1964, a total of 324,283 piggyback cars were loaded, according to the Association of American Railroads. The total figure is an increase of 9.5 per cent over 1963 and 24.8 per cent over 1962.

Record Rail Carloadings

Freight loaded on the rails during the week ending May 25 hit another record high for 1964, reports the Association of American Railroads. A total of 595,099 cars were loaded, an increase of six-tenths of one per cent over the preceding week. However, the Association said, the total is six-tenths of one per cent below the corresponding week of 1963.

RECENTLY Retired

NEW YORK DISTRICT

Bauer, C. V., Draftsman, New York
Bly, G. J., Deckhand, Weehawken, N. J.
Butler, A. M., Red Cap, Grand Central Terminal
Connelly, A. M., Telephone Operator, New York
Cunningham, H., Machinist, Brewster, N. Y.
Finnegan, C. J., Day Porter, New York
Forcelli, P. P., Laborer, Dobbs Ferry, N. Y.
Gilchrist, H., Assistant Engineer, New York
Griffin, A. L., Passenger Conductor, Hudson Division
Hallstine, W. M., Clerk, New York
Hallett, C. S., Laborer, Hudson Division
Houser, C. V., Carpenter, Kingston, N. Y.
Kantrowitz, S., Mail Handler, New York
Labelle, H., Fireman, Weehawken, N. J.
Miles, J. N., Yard Clerk, New York
Reiss, C. W., Telephone Clerk, Harlem Division
Samuel, J., Stevedore, 60th St. Station, N. Y.
Stupplebeen, G. E., Brakeman, Harlem Division
Sullivan, M. J., Mail Handler, Grand Central Terminal
Terns, H. C., Yard Conductor, Weehawken, N. J.
Torino, W. N., Electrical Worker, Harmon, N. Y.
Wallop, C. H., Sleeping Car Porter, New York
Whalen, G. J., Leading Signal Maintainer, Kingston, N. Y.
Winchell, C. J., Conductor, Hudson Division

EASTERN DISTRICT

Anderson, F., Laborer, Syracuse
Barnes, R. J., Assistant Stationmaster, Buffalo
Bartley, R. D., Inspector Repairman, Newberry Junction, Pa.
Bell, C. E., Trainmaster, Clearfield, Pa.
Brue, J. H., Trucker, Albany
Buczkowski, F. B., Trucker, Buffalo
Carson, W. D., Conductor, St. Lawrence Division
Carter, G. E., Clerk, Utica, N. Y.
Coulter, G. E., Trucker, Albany
Driscoll, D. H., Ticket Clerk, Utica, N. Y.
Eidt, W. R., Trainmaster, Suspension Bridge, N. Y.
Espinoza, H., Trucker, Buffalo
Gayer, L. J., General Clerk, Buffalo
Hannah, J. P., Car Repairer, Albany
Kolczynski, H. J., Freight Carman, Buffalo
Mahoney, R. E., Clerk, Rochester
Mealey, L. A., Checker, Boston
Luchino, S., Carman Helper, E. Rochester, Car Shop
McCormack, C. A., Adjustment Clerk, Buffalo
McCormick, J. W., Engine Dispatcher, Selkirk, N. Y.
McGraw, B. V., Clerk, Black Rock, N. Y.
Murdoch, C. E., Engineer, Beacon Park, Mass.
Murray, J. F., Stower, Boston
Nowicki, H. B., Car Cleaner, Boston
Parker, J. J., Steno Clerk, Utica, N. Y.
Philipson, H., Trucker, Utica, N. Y.
Potenza, J. R., Fireman, Rochester
Rampick, C. M., General Foreman, E. Rochester Car Shop
Sandro, M., Carpenter Foreman, Syracuse
Smith, S. O., Chef, Boston
Stevenson, C. A., Crossing Watchman, Carthage, N. Y.
Williams, G. H., Chief Timekeeper, Utica, N. Y.
William, L. H., Yard Brakeman, Selkirk, N. Y.
Williams, S. M., Key Punch Operator, Utica, N. Y.
Wilson R. A., Engineer, Mohawk Division

WESTERN DISTRICT

Bain, D. J., Freight Conductor, Elkhart, Ind.
Barrowman, R. L., District Coal Salesman, Toledo, Ohio
Boone, H. R., Cook, Chicago
Bowers, A. J., Checker, Cleveland
Brough, V., Signal Maintainer, Car Harbor, Ohio
Fisher, C. J., Clerk Cleveland
Gates, J. C., Store Foreman, Elkhart, Ind.
Gumton, A. H., Clerk, Cleveland
Hettenmansperker, E. D., Blacksmith Foreman, Ashtabula, Ohio
Johnson, H. A., Supervisor Wage Schedules, Cleveland
Lonn, J. E., Foreign Freight Sales, Chicago
McMahon, I. J., Yard Conductor, Collinwood, Ohio
Motsch, B., Hostler Helper, Collinwood, Ohio
Muldowney, A. M., General Clerk, Chicago
Murin, J. E., Sr., Electrical Foreman, Chicago
Nieto, E., Laborer, Toledo, Ohio
O'Brien, C. J., Telegrapher, Chicago
Odette, A. T., Checker, Elkhart, Ind.
Paukovitz, A., Car Oiler, Chicago
Pohjala, J. E., Car Repairman, Ashtabula Harbor
Raatz, A. G., Trucker, Elkhart, Ind.
Rhea, L. F., Inspector Repairman Elkhart, Ind.
Raffensberger, P. T., Foreman, McGerald, Pa.
Rourke, M. E., Ticket Seller, South Bend, Ind.
Rose, A. J., Yark Clerk, Air Line Junction, Ohio
Sharpe, I., Chief Clerk, Collinwood, Ohio
Shepard, J. C., Electrician, Ashtabula Engine
Sumner, H. S., Machinist, Collinwood Diesel
Vitale, J., Inspector Repairman, Ashtabula, Ohio
Walton, E., Trucker, Cleveland

SOUTHERN DISTRICT

Brooks, C. A., Engine House Laborer, Charleston, W. Va.
Buell, R. O., Car Inspector, Avon, Ind.
Chance, D. H., Locomotive Fireman, Columbus, Ohio
Crisler, T. R., Assistant Foreman, Bellefontaine, Ohio
Cliver, W. E., Leading Signal Maintainer, Wade Tower, Ohio
Delinger, C., Engineer, Muncie, Ind.
Eveland, D. C., Laborer, Maltoon, Ill.
Herold, W. E., District Supervisor Electrical Equipment, Indianapolis
Hike, B. C., Storekeeper, Mt. Carmel, Ill.
Hudson, H. D., Laborer, E. St. Louis, Ill.
Hughes, F. M., District Administrative Assistant, Indianapolis
Neely, L. A., Car Inspector, Mt. Carmel, Ill.
Jones, L. E., Assistant Foreman, Avon, Ind.
Meyer, H. F., Chief Clerk, Cincinnati
Nance, E. M., Crossing Watchman, Champaign, Ill.
Reiner, A., Car Inspector, Harrisburg Ill.
Robey, I. L., Engineer, Hobson, Ohio
Spears, C. P., Pipefitter, Beech Grove, Ind.
Stephenson S. T., Yard Conductor, Kankakee, Ill.
Tierney, T. J. ,Crossing Flagman, Springfield, Ohio
Wagner, F. A., Yard Conductor, Cincinnati
Whittington, S. L., Laborer, Charleston, W. Va.

NORTHERN DISTRICT

Barnhart, W. R., Track Laborer, Jackson, Mich.
Hambly, G. L., Brakeman, St. Thomas, Ont.
Moon, C. L., Clerk, Dowagiac, Mich.
Tracy, V. G., Yard Engineer, Detroit
Schuele, A. E., Assistant Chief Clerk, Detroit
Zakrzewski, J., Machinist, Jackson, Mich.

PITTSBURGH & LAKE ERIE

Burneson, H. L., File Clerk, Pittsburgh
Curtis, C. B., Car Inspector, Pittsburgh
McDaniels, H. O., Yardmaster, McKees Rocks, Pa.
Peters, C. L., Painter, McKees Rocks, Pa.
Weklar, E., Cleaner, Pittsburgh

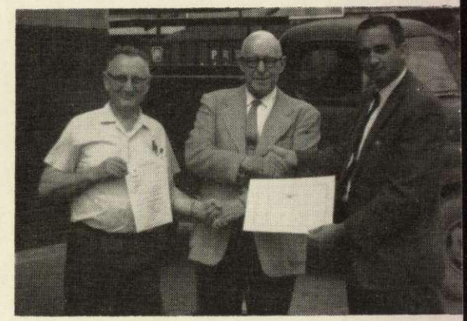
CHICAGO RIVER AND INDIANA

Librizzi, P., Laborer, Chicago

INDIANA HARBOR BELT

Hernandez, F., Laborer, Chicago

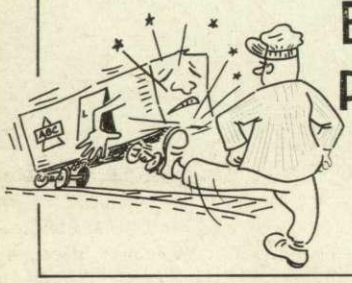
RETIREMENT PARTY held at Cleveland for Harold A. Johnson (right), Supervisor of Wage Schedules. At left is Charles L. Stalder, Assistant General Manager—Employee Relations, Western District. Mrs. Johnson is pinning on her husband's retirement button.



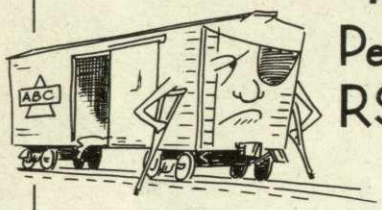
WILBERT B. DOWELL (center) retired recently after 46½ years of service on the Central. He was Chief Clerk, Engine House, at Charleston, W. Va. At left: General Foreman W. D. Cristee presents him a lapel pin while Trainmaster E. E. Burger awards a Certificate of Service.

GEORGE COATES has retired after a 48-year career with Central. Mr. Coates — General Superintendent, Property Protection and Freight Claims—joined Central in 1916.

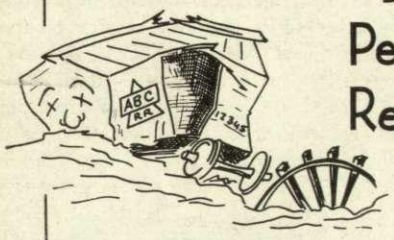
Per Diem
YOUR RESPONSIBILITY



Extensively Damaged Car—
Per Diem **DOES NOT** Stop.
Get Car Home—
Quickly!



Rule 120 Car—
Per Diem Continues **UNTIL**
RS-101 is furnished Owner.
Get it in—
Quickly!



Destroyed Car—
Per Diem Continues **UNTIL**
Report is sent to Owner.
Get it in—
Fast!