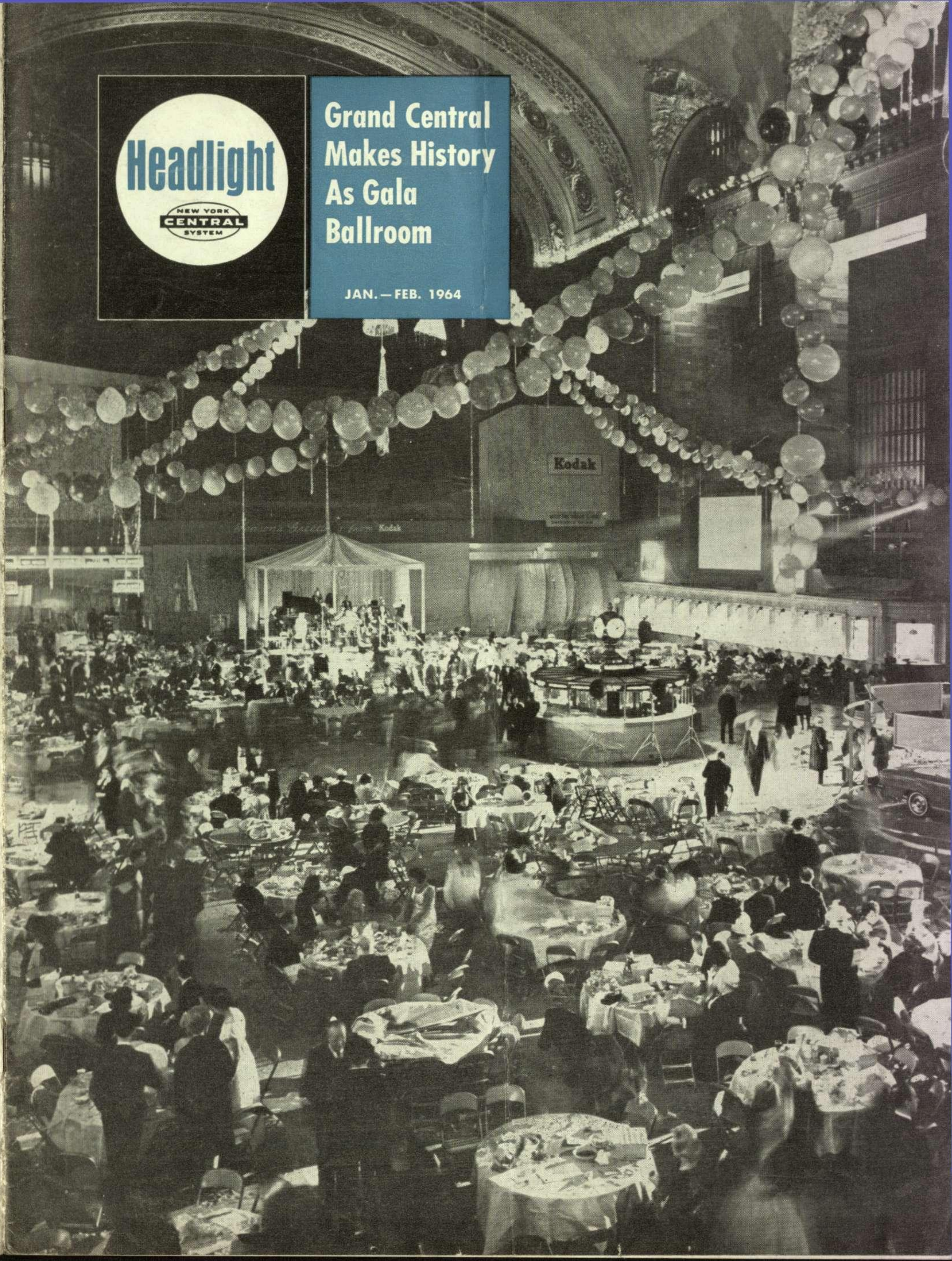
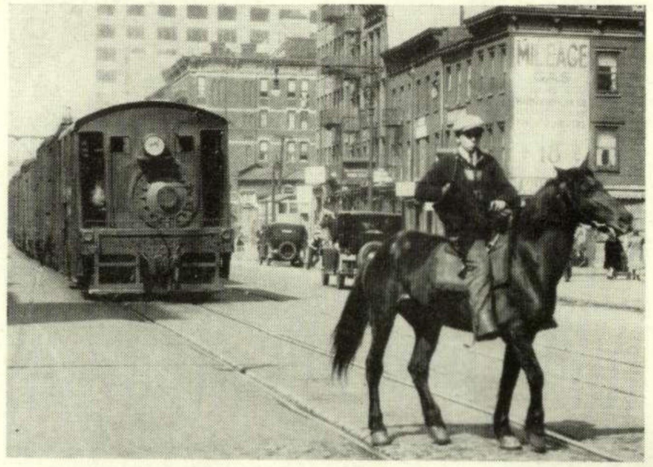
Headlight

NEW YORK CENTRAL SYSTEM

Grand Central Makes History As Gala Ballroom

JAN.—FEB. 1964





MEDAL OF VALOR AWARD highlights 49-year career of William J. Bowen (above, right) as John J. Danhof, Hudson Division Superintendent, presents award in Grand Central Station. In photo at top right, Mr. Bowen is shown at age 14 when he was "West Side Cowboy" leading NYC trains down 10th Ave. in New York City. At right, the medal winner is shown as he works with switching crew in New York City.

Valor Medal Awarded New York Central Hero

A 63-year old grandfather who works for the New York Central System joined a distinguished group of his fellow employes on December 9 when he was awarded the railroad's Medal of Valor for risking his own life to save another.

Brakeman William J. Bowen was working with a switching engine crew on the banks of the Harlem River, just above Marble Hill Station in the Bronx, N. Y., on Saturday afternoon, September 28. At approximately 3:42 p.m., he heard cries for help.

Some forty feet away, four year old Peter Mazzurco had toppled into the swift current of the Harlem River near the treacherous Spuyten Duyvil whirlpool. His brother, Dominick, age seven, was shouting to the New York Central crew.

Mr. Bowen ran from the locomotive to the rocks where the boys had been playing. Without hesitation, he dove into the water.

Carried downstream by the forceful current, the boy was by then in the middle of the river. As Mr. Bowen swam after him, Peter disappeared from sight. In repeated attempts, the 63-year old brakeman failed to locate the boy. Notified by the railroad, New York City Police recovered Peter's body an hour later.

At the age of 14, Mr. Bowen became one of Central's famous "West Side Cowboys." Five feet tall, he weighed in at just over 100 lbs. Mounted on an ex-Army saddle horse, he rode ahead of all engines and trains on Tenth Avenue, Canal and Hudson Streets, signaling oncomers to clear the way. He has been with the railroad for the past 49 years.

The Valor Medal presentation took place in front of a bronze plaque, bearing the names of previous recipients, at the west end of Grand Central Terminal's main waiting room. Mr. Bowen's name will be inscribed here. Conducting the ceremony, John J. Danhof, Jr., Hudson Division Superintendent, said that "the devotion to humanity displayed by this veteran railroader is part of a long standing tradition on the Central."

Brakeman Bowen is the 114th New York Central employe to receive a Valor Medal since the award was created in 1926. In that year Central president Patrick E. Crowley designated the Medal as an honor for employes who risk their lives to save another person from serious injury or death.

Four of Mr. Bowen's fellow recipients have also been honored by the U.S. Government: two were awarded Congressional Medals of Honor at the recommendation of the Interstate Commerce Commission.

NEW YORK CENTRAL AND PENNSYLVANIA OFFICERS MEET TO DISCUSS STATUS OF PROPOSED MERGER.

NYC-Pennsy Officers Meet; Start Joint Planning

Officers of New York Central and the Pennsylvania Railroad met Jan. 1 and 11 in Seaview, N. J. Following a discussion of the pending merger application of the two roads, they embarked on a program of close cooperation in joint planning.

After expressing confidence that the merger would receive early approval from the Interstate Commerce Commission, Alfred E. Perlman, President of the Central, and Stuart T. Saunders, Chairman of the Pennsylvania, said:

"Effective immediately, in the interest of improved service to the public, we will coordinate the design of locomotives and freight cars and track material. We are directing all departments to make joint use of such available facilities as fuel oil tanks. Joint use of locomotives will also start immediately, and we will make joint use of our testing and research facilities."

The boards of directors of the two railroads met for dinner in Seaview the evening before the officers' meeting.

Progress in Coal Transport Cited by NYC Official

Railroads are going to enlarge the market for coal by increasing the efficiency of its transportation, Wayne M. Hoffman, Executive Vice President of the New York Central System, declared in an address before the Energy Transportation Conference in St. Louis.

Mr. Hoffman described how the railroad industry has met successfully competition from gas, oil, and coal pipelines in recent years.

"We knew that the competitive struggle for the available markets would be decided on the basis of *actual* costs and rates, not on charts and arguments proving a *theoretical* efficiency," he said.

"The first and most obvious competitive action open to us was a thorough examination and a realistic revision of our rates," he continued. "Rate patterns . . . had become divorced from the underlying costs of providing the service. We made extensive studies and discovered that we could set more competitive coal rates, still remaining above our costs, by tying rates to both volume and time."

Mr. Hoffman said this new concept in rate-making helped eastern roads to overcome the threat of a proposed coal slurry pipeline from eastern Ohio to the plants of the Detroit Edison Company. In this case, he explained, "comprehensive engineering studies" enabled the railroads to reduce the coal rate 37.5 cents a ton on the first six million tons a year and 50 cents a ton on any additional amounts.

"We soon came to the realization, however, that rate revisions, alone, weren't enough," he said. "We realized that we had to revise our operations, too, in order to take full advantage of the basic efficiencies of rail transportation."

Mr. Hoffman said that operating improvements will permit a reduction in the coal transportation rate from southern Indiana to the Chicago Commonwealth Edison Company's plant near Hammond, Ind., from $3.07 a ton to $1.45 a ton on a minimum annual movement of 1.3 million tons.

"This new rate applies to coal moving in solid trains carrying 10,000 tons and operating on fast, shuttle schedules." he said. "There will be no delays for assemblying, switching, or classifying of these trains."

Mr. Hoffman also cited the closing down of the only existing coal pipeline, which transported coal from southern Ohio to the Cleveland Electric Illuminating Company. This was accomplished, he said, by "more efficient utilization of the inherent efficiencies of rail transportation."

"The four railroads involved were able to do this by offering the Cleveland Electric Illuminating Company an average rate of $1.88 per ton, compared to the pipeline rate of $2.47 to $2.65 per ton."

He asserted that railroads intend to make continued improvements in express-shuttle operations. "We will use high-capacity cars in solid trains requiring no switching or classification, moving at reasonably high speeds over the most direct routes between producer and consumer, being loaded and unloaded on the move, and making more than three times the number of trips made today."

Grand Central Makes History As Gala Ballroom

CROWDED DANCE FLOOR showed that everyone at party was having a splendid time. In left background is new escalator in Grand Central Terminal from Pan-Am Building. At far right is Maestro Guy Lombardo smiling at girl vocalists who helped entertain guests.

PART OF GALA CROWD attending Bell Ringer Ball for Mental Health held New Year's Eve in Grand Central Terminal. More than 3,000 formally clad guests came to the charity event. Net proceeds are used to support research and general programs of National Association for Mental Health.

The main concourse of Grand Central Terminal was transformed into a gaily decorated ballroom on New Year's Eve when 3,000 formally attired guests attended a mammoth charity function.

Sponsor of the gala event, called the Bell Ringer Ball for Mental Health, was the National Association for Mental Health. The net proceeds of the ball will support the Association's research and general programs.

This unprecedented charity affair in Grand Central also served as a celebration of the terminal's fiftieth anniversary. The station was completed in 1913 from plans of Warren & Wetmore and Reed & Stem on the site of an earlier depot built by Commodore Cornelius Vanderbilt in 1871.

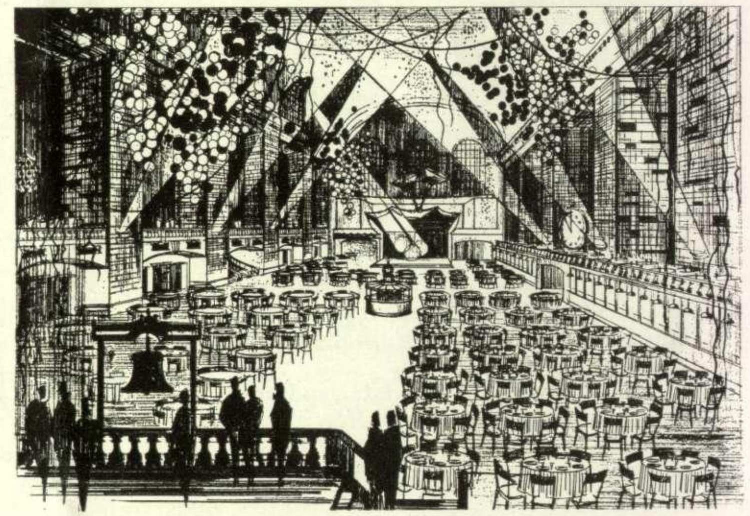
Guy Lombardo, who has become as much a part of New Year's Eve as balloons and confetti, conducted his traditional television show from the Bell Ringer Ball. He presented a one-hour program of dance music and surprise guest stars over the CBS coast-to-coast network. Mr. Lombardo and his orchestra performed for the party guests before and after his telecast.

Round tables, each seating ten persons, occupied all of Grand Central's rotunda and balconies. Upper level passenger traffic from 9 p.m. to 3 a.m. was rerouted to the lower level. Platforms and railings were placed atop the elongated New York Central and New Haven ticket offices to provide choice table locations.

All entrances to the main concourse and its balconies were closed to the public at 9 p.m. The new Pan Am Building served as a grand entrance to the ball. Guests arrived at the building's Vanderbilt Avenue lobby, checked their coats at facilities set up in the decorative Pan Am foyers and descended to the "ballroom" by escalators.

In addition to dancing and the Lombardo show, the festivities included a champagne supper catered by

BUSY TERMINAL by day and lavish ballroom by night is shown in two photos above. Elaborate garlands of colored balloons hang from ceiling.



ARTIST'S DRAWING shows how 50-year-old terminal appears as gaily decorated ballroom.

the famous Four Seasons restaurant, donated gift packages and valuable door prizes.

Assisting in the ticket sales, decorations and souvenir program publication for the affair was the New York City Junior Chamber of Commerce. Peter Dennant, president of the group, explained that at the recent Jaycee National Convention in Louisville, Kentucky, a resolution was passed to aid all efforts being made in the field of mental health throughout the country.

CONDUCTOR'S CAP is tried on for size by Guy Lombardo, whose Royal Canadians played for Bell Ringer Ball in Grand Central Terminal. Checking fit is Stephen T. Keiley, Terminal Manager.

'Data Central' Opens, Switches Messages Automatically

New York Central Railroad recently announced the opening of "Data Central"—the first railroad application of electronic equipment for automatic assembly and distribution of messages and other data. Messages started flowing through the new system Oct. 16.

Data Central is a new concept in data collection and handling of information. Its nerve center is a computer-type device which acts as a classification and distribution point for all messages and data transmitted throughout Central's 10,300-mile system.

The $1.5 million electronic miracle has been developed to Central's specifications by the Communications & Data Systems Division of Collins Radio Company.

NYC design

The specification was prepared under the direction of Robert C. Karvwatt, Central's Director of Communications. It has been adopted by the manufacturer as a standard for other industries and will be the guide in construction of similar equipment for other industrial users.

Data Central "polls" each station in the network, recognizing message priorities and traffic requirements automatically. If a circuit is available, a message will go through Data Central in micro-seconds to its destination. If the addressed station is busy, the processor device stores the information and forwards it when the line is available, which is usually fractions of a second later.

The 259 message and data sending and receiving points on the New York Central are tied together by 57,764 miles of circuits, all under the control of Data Central.

A study of New York Central's communications over the past decade revealed that the growth of data processing and data collection on the railroad was almost explosive, and that the rate of growth and demand for additional information is at its highest point right now. The use of modern data processing techniques have brought with them the need for fast, accurate, reliable communications. Data Central is the result of Central's studies in this area.

In addition to its vast and rapid message switching capability, Data Central also permits complete message-records to be kept in any form of code. These recordings are fed directly into storage units for future handling, or translated to magnetic tape for filing purposes. The memory device also contains a special storage basin for railroad traffic data, which is funneled to the Central's freight service bureau. With Data Central providing them with accurate information more quickly, the railroad's freight service personnel are able to give customers more rapid information on freight car locations as well as dates and times of arrivals.

Other features of Data Central include automatic message accounting, assuring message transmission. It also "remembers" messages for logging or re-transmission.

NYC President Discusses Technology on Rails

Expanding technology and increased competition have forced railroads to re-examine many of their standard practices, Alfred E. Perlman, President of the New York Central System, said in a recent address.

Speaking before the annual meeting of the Association of American Railroads' Mechanical Division, Mr. Perlman said that "despite a long history of technological innovation, certain railroad tools and practices tend to become fixed and standardized. Just as in many other long-established industries, some methods go unchanged, indeed unchallenged, for many years.

"The modern revolution in both competition and technology forces a drastic re-evaluation of standard practices, and railroad mechanical departments today find it necessary to search for new materials and methods to meet these rapidly changing conditions," he said.

Railroad mechanical experts are becoming more conscious of shippers' needs, he said. The traditional emphasis upon the maintenance of equipment is changing into the "larger and more complex considerations" concerning the *type* of equipment to be used.

He said that newly developed types of equipment reflect the "evolving needs" of railroad customers. "Consider, for a moment, how quickly the 55-ton hopper became economically obsolete upon the advent of the 70-ton hopper. And it's already clear now that the modern integral train will soon make the 70-ton hopper obsolete, too."

Mr. Perlman noted that the standard 40-foot boxcar is now being replaced by 50-foot cars and that 50-foot cars are already facing competition from 60- and 85-foot cushioned underframe cars. "Serious competition to the boxcar itself is also coming from the container and the covered hopper," he said.

Railroads are "designing cars which are more easily loaded and unloaded, which have a higher cubic and

NYC PRESIDENT Alfred E. Perlman addressing Association of American Railroads' Mechanical Division during annual meeting in Chicago.

weight capacity, which have greater versatility and a higher load factor, and which are designed for more economical maintenance."

Mr. Perlman said railroads today also are studying the materials-handling problems of shippers. "If you can save the shipper a hundred dollars in the loading and bracing of his freight, you've done as good a job for him as if the freight rate had been reduced a hundred dollars per car," he said.

To illustrate the qualities needed by the "new breed" of railroad mechanical officer, Mr. Perlman quoted a verse from Rudyard Kipling's Just-So Stories:

"I keep six honest serving men,
They taught me all I knew,
Their names are What and Why
and When,
And How and Where and Who."

"Men who are able to use these servants intelligently every day, and who are also able to employ common sense, good economics, and constructive discontent — these are the men who will make the discoveries and the improvements, large and small, that our industry and our nation need today and will need in the coming years."

Post Office Expands Use of Flexi-Van for Mail

Portable Containers Help U.S. Post Office Speed Movement of Bulk Mail

FORTY FOOT FLEXI-VAN is swung into position for coupling with U.S. Mail tractor and movement to intercity postal facility in New York City. Photo above shows Flexi-Van operations in NYC's High Bridge Yard in the Bronx.

New York Central recently announced the expanded use of Flexi-Van, the coordinated rail-highway-water-air container, for faster intercity movement of United States mail.

During a demonstration at New York City, which was attended by U. S. Assistant Postmaster General William J. Hartigan, Wayne M. Hoffman, Executive Vice President of the Central, said, "Expansion of this service presents the Post Office Department with an opportunity to further utilize Flexi-Van as a fast, efficient means of transporting mail."

Mr. Hoffman revealed that Central has spent $3 million for 250 new Flexi-Vans and the renovation of 100 Flexi-Van rail cars for the movement of mail in high-speed passenger trains.

During the demonstration that morning at Central's High Bridge Yard, Bronx, New York, one man transferred a Flexi-Van container, loaded with bulk mail, from a rail unit to a highway vehicle in less than four minutes. This method of transfer completely eliminates intermediate handling—loading and unloading of shipments at various points.

The new 40-foot Flexi-Vans are equipped with side doors which roll up, rather than the conventional swing-out doors. This development facilitates loading and unloading. The vans also are equipped with conventional swing-out rear doors.

The renovated rail cars are equipped with high-speed passenger service wheel units, steam hose connections to conduct heat to passenger cars further back in the train and new brakes.

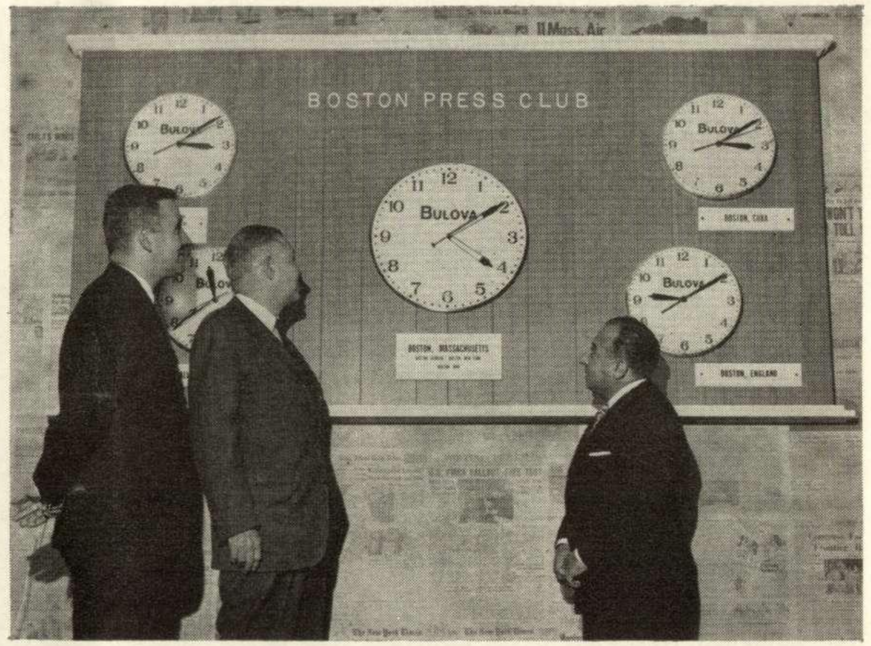
"Here we are inaugurating an expanded service which utilizes new techniques and equipment to provide better service. This is one more example of progress vital to our growth —one more example of what the Central is doing to help its customers, the public and itself," Mr. Hoffman said.

The coordinated service, presently limited in operation between Chicago and Detroit and other Michigan cities, will be utilized throughout the Central's entire system.

At such major points as New York City, Chicago, Cleveland, St. Louis, Indianapolis, Cincinnati, Buffalo, Detroit and Boston, mail loaded in Flexi-Vans will be transported without time-consuming and costly transfers. Service schedules will be designated to meet the Post Office Department's requirements.

IN LESS THAN FOUR MINUTES A FLEXI-VAN LOADED WITH U.S. MAIL IS TRANSFERRED FROM NYC TO HIGHWAY VEHICLE.

HEADLIGHT Hilites



Time in all Bostons . . .

of the world is told by the new time center in Boston's Press Club. The center was a gift to the club from Railroad Community Committee of New England and Bulova Watch Co. Herbert H. Harwood (center), Executive Representative of President of NYC, attended presentation.

NYC's contribution . . .

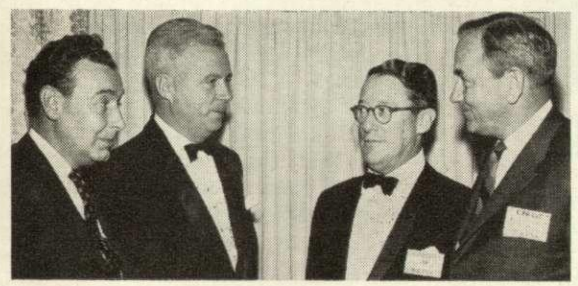
to the 1964 United Foundation appeal is presented by Larry McCraven (far right, above), District Freight Salesman at Detroit. The pretty miss is Mary Ellen Frahm, this year's "Miss Torchy." She accepted donations from representatives of railroads serving Detroit. In the right-hand photo, New York Central's William B. Salter, Indianapolis, presents a check for $150,000 to Indiana's Governor Welsh. Sum is NYC's advance payment on new sales tax for Indiana. NYC was among firms paying in advance so that Indiana could use the money to keep schools in operation.

Recognition Night . . .

was held recently at Elkhart, Ind., for NYC pensioners. From left: NYC's R. A. Struble; State Senator Jack Mankin; John Dinehart, President, Elkhart Railroad Y; Charles Minser, President of Pensioner Club.

A fond farewell . . .

by NYC Conductor J. P. Sheridan is given longtime commuter Mrs. Helen Jones on her last commute from Pleasantville to New York City. Plaque from NYC honored Mrs. Jones' 37 years and 555,000 miles of commuting on Central.



Traffic Club of Detroit . . .

recently held its 40th annual dinner and meeting. On hand for the occasion were (from left): George M. Casady, Assistant Vice President, NYC Northern District; A. H. Hart, Canadian National Railways; J. G. Patten, Vice President, NYC; Harry A. Sanders, Grand Trunk Western Railroad.

NYC's Frontier Yard . . .

box car cleaning facility was shown in scale model form at railroad display held recently in Erie County Savings Bank, Buffalo. Checking over display are (from left): Robert V. Brinkworth, Division Superintendent at Buffalo; Albert P. Walls, Division Passenger Sales Manager, Buffalo; and Arthur E. Jones, Administrative Assistant.

W. M. Hoffman Describes Coal Trains As Effective New Marketing Tool

New York Central has gained $65 million worth of new business through the use of "effective marketing techniques," Wayne M. Hoffman, Executive Vice President of the Central, declared in a recent address in Chicago.

This new busines, Mr. Hoffman said, has offset erosion of freight and passenger revenues to subsidized transportation, such as the St. Lawrence Seaway and the motor carriers using federally sponsored superhighways.

Mr. Hoffman, who spoke before the transportation marketing meeting of the Railway Systems and Management Association, said that a new philosophy of railroad transportation utilizing the true concept of marketing is emerging to make railroads a growth industry.

Central's new business is the result of formal marketing programs for the automobile, agriculture and food, chemical, coal and metal industries, Mr. Hoffman noted.

To meet competition, he said, Central decided it must become market oriented and consequently established a new marketing organization. "We realized that the philosophy of marketing would have to permeate the entire organization; that we would have to consider our customers' basic needs before our own."

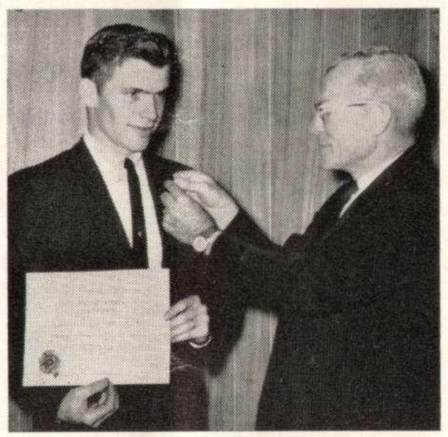
"One of the first actions we took," Mr. Hoffman said, "was to make a clear distinction between selling and marketing, which are two quite different functions, each with its own special requirements. Principally, selling considers the needs of the seller; that is, his need to sell a product which has already been produced. On the other hand, marketing considers the needs of the customer first, and it attempts to fill those needs in the most efficient and satisfying manner."

In order to carry out this new program, he pointed out that Central also established "a market research and planning unit to make detailed studies of the transportation requirements of particular industries and of individual shippers. This group acts as a logistics consultant for customers and coordinates the Central's own efforts to develop and sell new services."

Mr. Hoffman said that during the last three decades railroads lost their monopoly position as a result of the rapid growth of highway, airway and waterway systems. He said that railroaders "had fallen prey to a sort of monopoly psychosis," which prevented them from seeing that strong, new competition had arisen.

"We passed from a state of euphoric unconcern to one of near panic. As our business declined, we tended to over emphasize the inequities in our situation while at the same time, like a fighter who has lost his nerve, we began to doubt our own abilities," he stated.

"In recent years, however, the railroad industry has begun to take steps necessary to achieve success in the present competitive environment." He noted that New York Central is "bursting with plans and ideas" and that it has tapped huge markets in the transportation of automobiles, Flexi-Vans, coal, cement, and perishable and general commodities.



William E. Burchard (left), Carman Apprentice at Central's DeWitt Yard (Syracuse), has been named an "Outstanding Carman Apprentice" of the year by the National Railroad Apprenticeship Conference.

At a luncheon in Syracuse, Robert F. Batchman, Mechanical Superintendent of the Central's Eastern District, formally presented Mr. Burchard with a certificate and lapel pin issued by the Conference. Mr. Burchard is the only man from the Eastern District to receive the award.

Mr. Burchard entered the service of the Central as a Carman Apprentice in June, 1960, and has finished 836 days out of a total of 1,040 days required for the completion of his apprenticeship program.

A native of Syracuse, Mr. Burchard is 21, married, and resides in Brewerton. He is a graduate of Phoenix Central High School and has taken supplemental work during the evening at Syracuse Central High School.

NYC Auto Traffic Continues to Improve

New York Central has inaugurated the nation's first all-automobile train to speed auto-makers' finished products to east coast markets on a daily "passenger train" schedule.

Alfred E. Perlman, President of the Central, has predicted that the number of autos transported by the Central in the 1964 model year will be 30 per cent greater than the half million carried in the 1963 model year.

The new train is reaching Selkirk yard near Albany, N. Y., on an 18-hour schedule from Detroit.

Automobiles from Michigan leave Detroit at midnight on the specially-built tri-level cars, pick up additional automobiles in Ohio, and arrive at Selkirk yard at 7 p.m.

Automobiles for Albany and the upstate New York area are ready for distribution to dealers at Selkirk 30 minutes after arrival. The rest of the loaded tri-levels are switched into trains for Little Ferry, N. J., and Framingham, Mass., for distribution to New York and New England metropolitan area dealers.

Longest Welded Rail Installed in Commuter Zone

The New York Central Railroad recently completed installation of the longest stretch of welded rail ever laid in its New York commuter electrified zone. The 3.8 mile length of continuous rail was laid in express track No. 2 between Mott Haven and Marble Hill. This section of track carries the major part of the daily commuter traffic on the Hudson Division into Grand Central Terminal. Each "ribbon" rail is 1,330-ft. long, compared with the standard rail length of 39-ft. Unique in this installation is the fact that these quarter-mile lengths of rail were welded together rather than joined by splice bars. The longer rails and the welding of joints eliminate the familiar "click-clack" but insure a smoother ride for passengers. With the completion of this installation there are now approximately 10 miles of welded rail in the commuter electrified zone.

Piggyback Began With Circus Wagon Movement

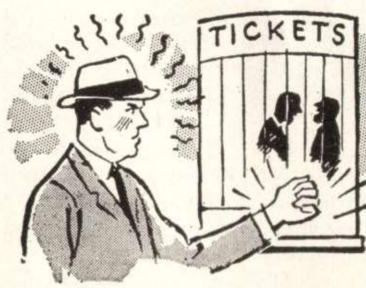
Modern piggyback goes back as far as 1830 when circus wagons were moved on railroad flatcars. In the 1880's, Long Island farmers moved their produce wagons to New York City on flatcars—the horses went along in boxcars on the same train.

Courtesy smooths the way...II

Last issue the first of a series of articles on courtesy appearing in this space pointed out that courtesy is like oil. It keeps our daily contacts with each other and the public running smoothly. It prevents the friction that wastes energy and generates heat under the collar. Here are some more tips on the practice of courtesy that will result in winning public good will for the Central and you.

ARE YOU A PROMISING RAILROADER?

In all dealings with the public, be careful of promises. Make them *only* when their fulfillment is reasonably certain. Nothing shakes a customer's confidence in the railroad so completely or earns more ill will than a rashly made promise that is not kept.



DELAYS SEEM LIKE DALLYING

When you have to leave a customer for any reason, be *sure* he understands *why* and *how long* you will be gone. Unexplained delays are apt to seem like dallying, stalling, inefficiency. So always try to set a time limit, and then get back before the customer expects you!

BREAKING IN IS A BAD BREAK

When another employe is talking to a customer, avoid interrupting except in case of real emergency. Even then, explain your reason and apologize for the interruption. Breaking in needlessly makes a customer feel unimportant . . . a bad break in Public Relations.

BEWARE OF BROADCASTING

Voicing criticism in public is bad for Public Relations. If your remarks are about a customer, others who overhear will feel that similar things are said behind *their* backs. If your criticism concerns a railroad employe or department, it shakes the hearer's confidence.

WATCH YOUR SLANGUAGE

Slang sounds slack and unbusiness-like. And it is apt to be misunderstood by customers. So are technical railroad terms. In talking to patrons, watch your slanguage. Try to use clear, simple words that cannot possibly give a bad impression or cause confusion.

UNDECIDED TRAVELERS

Now and then you may be questioned by a traveler who cannot seem to make up his mind about which train to take, whether or not to check his grip or some similar problem. Perhaps he is merely confused, or he may lack information. Be careful not to show impatience. Try to help him clarify his thoughts and reach a decision. For here, again, tact makes friends while brusqueness makes enemies.

LITTLE WORDS ON A BIG JOB

Please. Thank you. I'm sorry. Excuse me. I beg your pardon. All such little words of courtesy do a big job in building better Public Relations. So let's form the habit of using them generously.

Employes Move Into New Posts on NYC

SYSTEM

F. L. Kattau has been appointed Assistant to President-Administration.

In his new post he is responsible for management planning and personnel administration, other than labor relations, including management development, training, employment and recruitment, as well as organization planning and salary administration.

F. L. Kattau

Mr. Kattau, who joined NYC's Engineering Department in 1925, has served as Executive Assistant — Office of the President, since November, 1958.

G. H. Jones, Jr. has been appointed Manager of Organization Planning. Mr. Jones, who joined the NYC in 1945, will be responsible for administration of our organization improvement program, including planning and development of organization studies.

D. J. Lowther has been appointed Manager of Salary Administration. Mr. Lowther entered service on the P&LE in 1940 and transferred to the NYC at New York in 1956. In his new position, he will be responsible for administration of our salary program.

ENGINEERING

Charles T. Popma has been named NYC's Assistant Vice President-Engineering. He succeeds B. S. Converse who has resigned.

Mr. Popma—a native of Jackson, Mich.—joined the Maintenance of Way Department in his home town in 1937.

C. T. Popma

In 1960, he became District Engineer at Syracuse, N. Y., and two years later was named Division Superintendent of the Lake Division at Cleveland.

Since January, 1963, he has been General Manager of the Northern District with headquarters at Detroit. His new headquarters are in New York City.

Mr. Popma is a graduate of the University of Michigan.

MARKETING

J. Douglas Dickson is NYC's newly appointed Manager of Metal Industry Services.

Before joining NYC, Mr. Dickson was General Manager of Tube Craft, Inc., at Cleveland. Also, he formerly was Coordinator of Production Planning and Sales Service for Jones & Laughlin Steel Company, at Detroit.

J. D. Dickson

D. A. Swanson

NEW YORK DIST.

Donald A. Swanson is the new Transportation Superintendent at NYC's Grand Central Terminal and Hudson Division with headquarters in New York City.

Mr. Swanson succeeds Raymond C. Harrison, who has been promoted to Division Superintendent of the Western Division with headquarters at Chicago.

Mr. Swanson joined NYC in 1949 as Car Inspector and Repairer at Toledo. After several promotions in the Mechanical Department, he was assigned to the Association of American Railroads in 1960 where he served on a special task force. Later that year he was promoted to District Car Inspector at Syracuse. In December, 1962, he was named Master Mechanic at Chicago.

NORTHERN DIST.

Richard B. Hasselman, General Manager of IHB and CR&I since June, 1963, succeeds Mr. Popma as General Manager of the Northern District. The new General Manager is headquartered in Detroit.

Mr. Hasselman joined NYC in 1947 as a Student Engineer in the Maintenance of Way Department at New York City.

In 1959, he was appointed Transportation Superintendent of the Western District at Cleveland and in 1960 became General Superintendent of Yards and Terminals.

A native of New Haven, Conn., Mr. Hasselman is a graduate of Yale University and the Graduate School of Business Administration, New York University.

R. B. Hasselman

E. L. Claypole

E. L. Claypole, former Division Superintendent of Chicago, has been appointed Division Superintendent of the Detroit Division with headquarters at Detroit.

H. M. Babcock, former Division Superintendent of the Detroit-Canada Division, has been named Division Superintendent of the Canada Division at St. Thomas.

WESTERN DIST.

Raymond C. Harrison, former Transportation Superintendent at New York City, is now Superintendent of the Western Division with headquarters at Chicago.

R. C. Harrison

Mr. Harrison joined NYC as a Clerk at Dayton. In 1954, he was promoted to Trainmaster at Columbus and in 1960 was named Assistant Transportation Superintendent at Springfield, O. Other positions include Terminal Superintendent at St. Louis (1961) and Transportation Superintendent at Indianapolis (1962).

IHB

Fred G. Frederick succeeds Mr. Hasselman as General Manager of IHB and CR&I, where he has been Executive Assistant to the General Manager. Mr. Frederick, whose headquarters now are at Gibson, Ind., has served as Executive Assistant to the General Manager since 1959. He joined IHB's Engineering Department in 1923 in Gibson and was named Division Engineer there in 1951. He was named Assistant to the General Manager of IHB in 1958.

F. G. Frederick

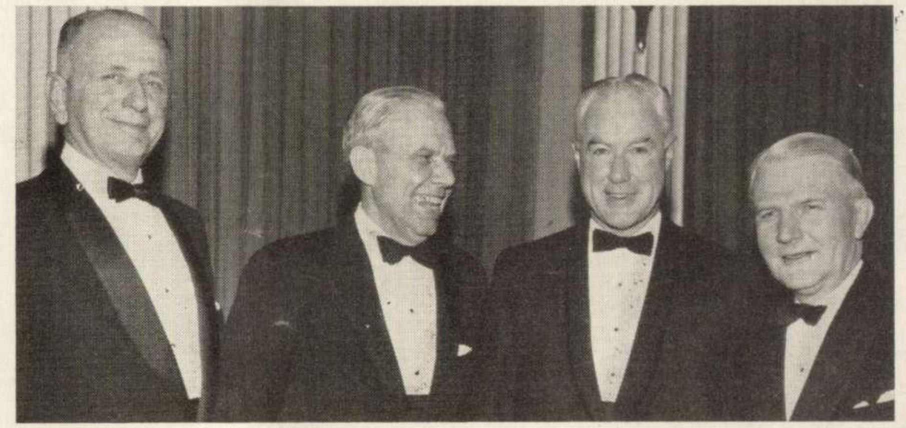
New Transportation Era Seen By J. F. Nash in Toronto Talk

A "new transportation era" in the United States was predicted recently by John F. Nash, Senior Vice President of the NYC System.

Speaking at the 29th annual dinner of the Toronto Railway Club, in Toronto's the Royal York Hotel, Mr. Nash described a "decade of decision" and listed four main developments that promise to "make American rails a growth industry once again."

"We are confident that in the immediate future we will achieve a modernization of our work rules and practices. We will be allowed to offer our customers the benefits of volume contract rates. We will continue to make technological and operating progress. And we will bring to successful completion many of the mergers that are necessary to our survival as private enterprise," he said.

Mr. Nash predicted that the railroad industry will get more freedom in rate-making "in order to fully exploit the inherent advantages of volume rail transportation. The economics of modern transportation requires it. Only through volume contract rates will we be able to provide our customers with the most efficient transportation."



MEMBERS of the Toronto Railway Club held their 29th annual dinner recently at the Royal York Hotel in Toronto. Among those attending were (from left) Nicholas V. Back, Chief Engineer, Toronto, Hamilton & Buffalo Railway; J. H. Smith, President, Canadian General Electric Company; John F. Nash, Senior Vice President of New York Central; and N. R. Crump, Chairman, Canadian Pacific. Mr. Nash was key-note speaker for the event.

Mr. Nash said the unit or integral train is one of the most promising developments in modern railroading. "Already express-shuttle operations have closed the only coal pipeline in the United States," he said.

He listed improvements that will be more fully utilized in the coming decade, including piggyback and containerization, multi-level automobile cars, electronic classification yards, improved communications, computers, and electronic data processing.

"However," he continued, "to a large degree these exciting developments depend upon the success of the railroad merger movement in the United States."

Mergers and consolidations—now being planned for more than 60 per cent of the Class I rail mileage—will create a healthier financial situation by permitting the "elimination of unnecessary and duplicate facilities and services," he said.

"By the 1970's," he concluded, "our industry will no longer be looked upon only as a stand-by for meeting bad weather and national defense emergencies. It will be an active element in the continued growth of the American economy and an active partner with the Canadian rail industry in sustaining the strength of the Western World."

Elizabeth Darney has the distinction of being the first woman Claim Agent for NYC. The newly promoted Mrs. Darney began her career with NYC in 1937 in the Accounting Department.

Mrs. Darney—a native of New York—has been in the Claims Department since 1953. Previously, she had been in the Executive, Passenger, and Communications Departments.

FIRST LADY Claim Agent for NYC System is Mrs. Elizabeth Darney shown above with General Claims Attorney Maurice Ray. Mrs. Darney is headquartered in New York City.

St. Lawrence Seaway Finances Flounder, Record Shows

The St. Lawrence Seaway Development Corp. says it will be $189 million in the red by the year 2009 unless tolls are raised or traffic increases substantially.

That's the date (45 years from now) the corporation must under law complete payment on its $131 million Treasury Department debt, which already has been increased by deferred interest payments.

"A pretty bad financial picture," was the comment of Rep. Ben F. Jensen (R-Iowa) during a House Appropriations subcommittee hearing in Washington.

Headlight

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NORMAN M. STONE
Manager, Publications & Advertising

GEORGE BOHOT
Editor

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Congressman Reid Offers Bill to Aid Railroads

Congressman Ogden R. Reid (R.—N. Y.) in October introduced the "Railroad Redevelopment Act of 1963" to enable essential but financially hard-pressed American railroads to obtain loans under a comprehensive plan from the International Bank for Reconstruction and Development (The World Bank) or other financial institutions. "The World Bank and its affiliate, the International Development Association (IDA), have loaned $1,171,300,000 in foreign countries to construct, improve and modernize their railroads—but no such loans have been made in the United States," Congressman Reid stated.

Rep. Reid

Mr. Reid noted the following significant railroad loans to other countries:

Japan	$ 80,000,000
Mexico	61,000,000
France	7,500,000
India	446,000,000
United Kingdom (for Nigeria, Rhodesia and Nyasaland)	85,000,000

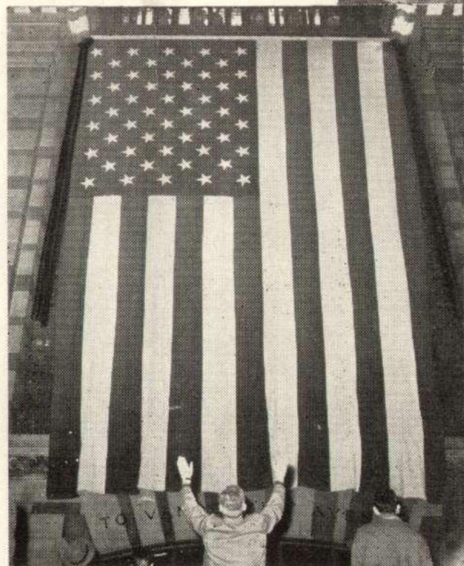
"The World Bank has two unique qualifications," Mr. Reid stated. "First, major experience in analysis and development of conditions for a loan in the railroad field; and, second, insulation from politics."

"The Bank makes thorough studies and develops a comprehensive plan as a pre-condition to any loan consideration," Rep. Reid said. He noted—that under the bill—"this plan could also be the basis for a loan by other financial institutions which follow similar IBRD standards."

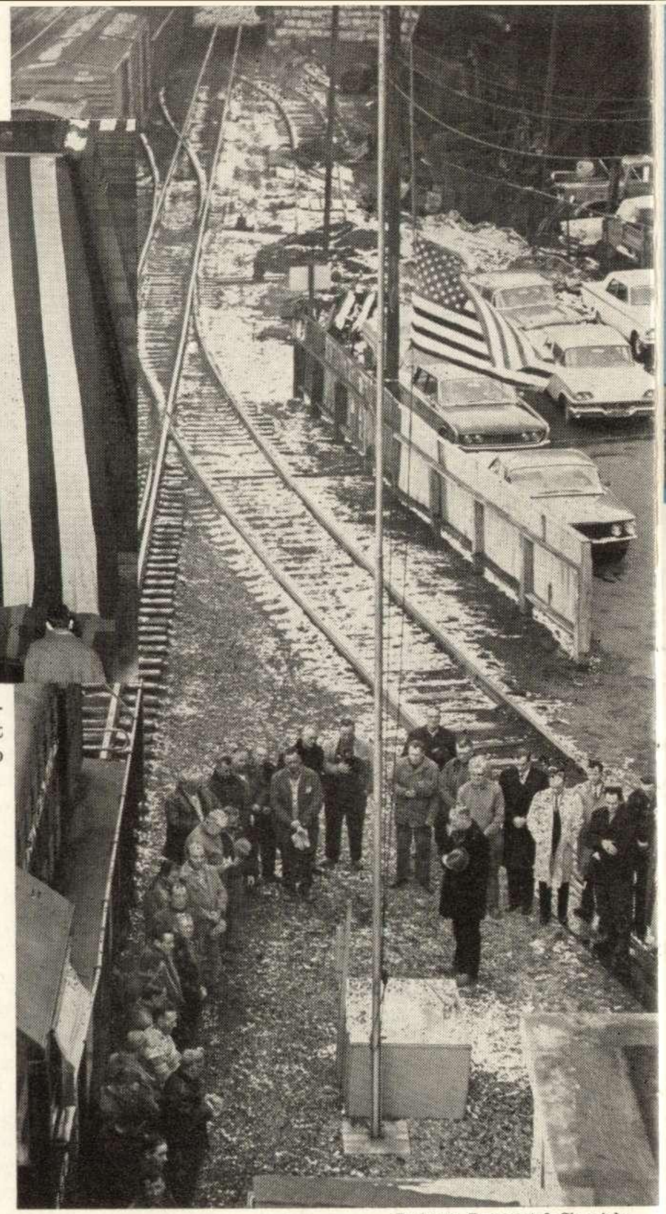
Representative Reid pointed out that "while the Bank's title underscores 'reconstruction' and 'development', in fact, this institution has helped modernize railroads in industrialized countries, notably Japan."

"A concommitant of this Bill," Congressman Reid concluded, "is the development of an up-to-date national transportation policy of more freedom and less regulation." Congressman Reid said he was working on a Bill addressed to the overall problem but "the first priority must be to save the essential railroads we have now, and to preserve and improve their passenger, freight and commuter services."

At a Time of Tragedy



U.S. FLAG is draped in official mourning position at Grand Central Station to mourn President Kennedy.



Rochester Democrat & Chronicle

NYC FLAG AT ROCHESTER is lowered to half mast as J. T. McGraw, Gen. Yardmaster (center), and other Central personnel pay silent tribute to slain President. All NYC trains throughout nation stopped for one minute to mourn President.

ALL SIGNS AND ADVERTISING DISPLAYS in Grand Central were darkened in tribute to President Kennedy. Thousands of NYC commuters watched funeral procession on giant television screen placed over station's ticket windows. Major events during crisis were televised.

1964

JANUARY

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NYC President Alfred E. Perlman (center) presents retirement gift to L. W. Horning when latter recently retired as our Vice President in Washington. Raymond R. Manion (right), former Assistant to President, succeeds Mr. Horning as NYC's representative in nation's capital.

L. W. Horning Retires; Raymond R. Manion Named Successor

Lawrence W. Horning, Vice President of the Central at Washington, D. C., retired November 30, after 47 years of railroad industry service. Named to succeed him as NYC's representative in the nation's capital is Raymond R. Manion, who had been Assistant to President.

More than 200 of his friends honored Mr. Horning at a dinner in Washington. Joining New York Central people, were leaders of both houses of Congress, other railroads and labor organizations.

Commenting on Mr. Horning's retirement, Central's President, Alfred E. Perlman said, "We are certainly going to miss the services of Bill Horning, who has been a Vice President of the Central for 20 years. He has had a remarkable career and in his retirement he will retain the high esteem of his many friends and associates throughout the industry."

In his new position, Mr. Manion will be Central's representative in the national capital, as Mr. Horning was. He will be responsible for relations with government agencies and officials, other railroads, railroad associations and NYC customers.

Mr. Manion was Assistant to President of tht Central, headquartered at New York, from July, 1961 until his newest promotion. He joined NYC in August, 1956 as Assistant Vice President-Engineering. In November, 1957, he was appointed Assistant Vice President-Operation, holding that post until he became Assistant to President.

Mr. Manion came to the Central from the Great Northern Railway, where he was Chief Engineer and where he began his railroad career at tht age of 16. He earned his degree in civil engineering at the University of Illinois, graduating in 1934. From then until 1938 he worked for the Pennsylvania Railroad, returning to the Great Northern in 1938 as an Assistant in the Operating Vice President's office in St. Paul, Minn. He was a Trainmaster from 1940 to 1942, before entering the Military Railway Service in that year. He saw service in Europe and Africa, leaving the Army in 1946 with the rank of Captain.

Mr. Horning became Central's Vice President in Washington in June, 1957. He joined NYC in 1941 as Assistant to Vice President-Personnel, later becoming Manager of Personnel. In June, 1943, he was elected Vice President-Personnel and subsequently assumed additional responsibilities for public relations and safety.

A native of Jackson County, Indiana, Mr. Horning began his transportation career with the American Express Co. in 1915 as a Freight Handler. After the outbreak of World War I, he enlisted in the U.S. Marine Corps and served in France and, with the Army of Occupation, in Germany.

A graduate of Benjamin Harrison Law School of Indiana University, he became Secretary of the Indiana Railroad Association in 1929, and in 1933 was appointed the Association's Counsel. In 1936 Mr. Horning was named Regional Director of Research for the Association of American Railroads, holding that position until he joined New York Central.