

Fancy New Garb

By JOE DAHM

Phoebe Snow will roll as of Thursday. crack passenger train, rails since late last year, t back on the track with eral face-lifting. Its a vern lounge car al nstated. Erie- spokes said in that t with a ound run ay. Beginning Friday, westbound and eastbound

bishing much of its passenger Elmira train equipment, including that of the Phoebe Snow, he The Phoebe most famo the ol In addition, Her gan of Binghamt and head of its Inding velopment Department cussed his plan for a hi selfpropelled railroad run t

Look out Chicago, here comes Phoebe in her new dress

BUFFALO EVENING NEWS



Phoebe Snow Is k as 'Glamor of Rails

HOBOKEN, N.J. (AP) — Phoebe died last October in her 60s. she was re-born. ebe, who pulled out of Hoboken 6 a.m. today new

Phoebe Snow Rolls West Again On Lackawanna

Special to The New York Times. HOBOKEN, N. J., Aug. The Phoebe Snow, known many years as the Delaware Lackawanna & Western's road's de luxe train until it was taken out of service last year, returned to service on the Erie-Lackawanna Chicago run. Phoebe now is nar woman d create



CKWARD—Elizabeth Land aboard the new Phoebe run yesterday since last on the Track

Drea

musicals used se the new the last were a sa The Erie for Phoebe. she was a rea Erie helped tha ing models know Phoebe Snow to a quished travelers. Phoebe Snow was a

Lounge Car Get Welco

The lounge cars are in service on the Erie-wanna Limited and traveling public is about it.

Lounge car service dropped several month by the railroad as an omy measure but was r ed to Trains No. 1 and create new interest in t ing by rail.

Facilities of the lounge will be available for u both coach and Pullman sengers without extra cl on the two east and

THANK YOU ERIE LACKAWANNA

WELCOME BACK Phoebe Snow



Every One's Happy—Phoebe's Back Phoebe Snow is Reborn

Old Friends Greet RR Queen Joyo

THE PLAIN DEALER

Phoebe's Back — With a Flourish!



JULY / AUGUST, 1963

ERIE LACKAWANNA

On Our Cover

THERE wasn't a man jack among us who could have foreseen, or even imagined the tremendous and spontaneous public reaction that occurred when the venerable, yet ageless **PHOEBE SNOW** took her place once more on track 8 in our Hoboken Terminal on August 1.

We knew, of course, from letters the Company received from time to time, that the public missed their Phoebe, but no one was prepared for the onslaught of railfans, newspaper reporters, photographers, and radio and television men, who came to record the moment of her rebirth. Case-hardened railroaders, who thought they had seen everything, stood with mouths agape, hardly able to believe that in this day of the jet and the supercharged V-8, people could show such an overwhelming affection for a passenger train.

Papers in New York City and New

Jersey, and all along the Southern Tier of New York State carried proud headlines that proclaimed the public joy; it was big news for the big-city radio and TV stations as well. And yet it was only a prelude.

For as the nimble Phoebe worked her way westward, the grassroots reaction began to make itself known in no uncertain terms. In every station and at every stop scores of people waited to greet our Girl, many of them eager to board the train and be among the first to ride the reincarnated Phoebe Snow.

There were banners and placards and people with cameras. And in some stations reporters and television cameramen clambered aboard to record the happy event for their cities.

And there was even a parade! It was a miniature parade, to be sure, but it was made up of happy,

grateful citizens who gathered at the station as Phoebe pulled into Binghamton. And while she rested momentarily, a heartwarming little trackside ceremony paid tribute to the train and her crew. A five-year old girl presented a bouquet of flowers to conductor Samuel Hunsinger of Elmira, who, incidentally, was already sporting a fresh carnation on his lapel. And who's to scoff if at that moment some grizzled old railroaders had lumps in their throats?

What's that you say? Some outfit just announced non-stop to Chicago with fan-jets and free champagne. Forget it, fella; we've got Phoebe Snow and the public loves her — and so do we!

Let's hope the people who rejoice at her return will actually ride the trains. The railroad cannot meet pay rolls on sentiment — it needs revenues to do the job.



TARGET '63

SERVICE!

DOLLAR FIGURES

For Six Months Ended:
June 30, 1963

Received	\$105,936,862.
Spent	114,677,942.
Net Loss	\$ 8,741,080.
June 30, 1962	
Received	\$108,086,231.
Spent	116,534,730.
Net Loss	\$ 8,448,499.

ERIE LACKAWANNA RAILROAD MAGAZINE

America's First Railroad Magazine—Our 59th Year

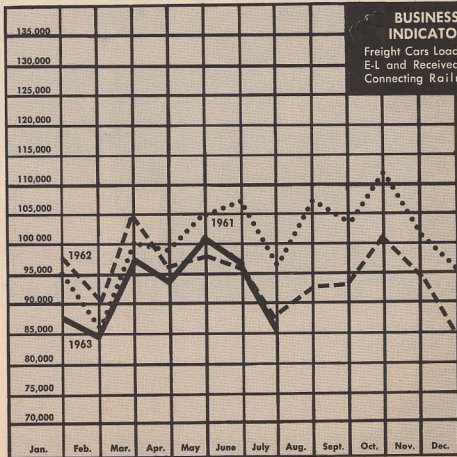
July/August, 1963 Vol. 59, No. 4

George C. Frank Asst. to President
Bruce A. Wilson Associate Editor
John F. Long Photo-Reporter

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BUSINESS INDICATOR

Freight Cars Loaded on
E-L and Received from
Connecting Railroads



A LETTER FROM THE CHAIRMAN

Fellow Employees:

AT the invitation of the Erie Lackawanna Board of Directors, I assumed the responsibilities of Chairman and chief executive officer of the company effective June 18th.

As some of my old Erie Lackawanna friends know, I started my railroad career on the Erie in 1913 and was with that road 25 years. Later I was privileged to serve the Lackawanna as President for 11½ years. So, I know the property and many of the employees who work for the company. I have faith in the underlying soundness and strength of the Erie Lackawanna; otherwise, I wouldn't have taken the job at a time when I thought I could begin to take things a little easier. Now, instead of more leisure, I will have more work.

When announcement of my election was made, I said that I conceived it to be my job to provide the leadership required to reverse the declining fortunes of the Erie Lackawanna. It won't be easy. It requires team effort, but with the cooperation of the officers and employees of the Erie Lackawanna, we will give it a good try.

I want to emphasize teamwork and cooperation, because no one person can successfully run a company or a department single-handedly. Successful accomplishment is the result of teamwork; everyone pulling in the same direction. Erie Lackawanna has a lot of good men—men who must know railroading—and who, pulling together as a team, can restore the reputation enjoyed by both the former Erie and the former Lackawanna for giving good service. There can be no complacency and no self-satisfaction, nor can we let outmoded tradition stand in the way of progress lest others surpass us in service and accomplishments. We can go forward, or we can go backward; there is no standing still. An organization is like a person; it can be afflicted by disease, and one of the



worst diseases that can afflict any organization is self-satisfaction bred of past accomplishments and past reputations, which leads to complacency and stems the tide of forward progress. It breeds, too, the acceptance of mediocrity; that is, less than the best.

No one should minimize the problems that exist and which we will continue to face. We have a big job to do and we must meet our problems head-on with a determination to surmount them to the extent that human endeavor makes possible.

Some of the things we will be required to do are of an emergency nature; namely, bringing about a quick improvement in our service; stopping our cash drain; eliminating unnecessary reports and paper work; making certain that everyone on the payroll is a producer, and improving our maintenance and programming it properly. We must run a tight ship and a good one.

We also have to bring in more business. For years both the Erie and the Lackawanna had a fine reputation for good service—reliable and dependable service that shippers and consignees could depend upon. We must restore that reputation by running our trains on the schedules set up for them. It is going to get better only if we make it better. That has to be the end objective of everything we do. It

is the best way to gain additional revenues.

You can't beat the combination of greater revenues and lower costs to bring about a profitable operation. To do this, we are hoping to spend money to make money. If our pending application for a Government-guaranteed loan is approved, we plan to use that money, not to pay operating expenses or to make up deficits, but to buy equipment and make improvements that will produce an adequate return and at the same time improve our service. We must see that every dollar is spent profitably and that maximum savings are realized from everything we do. These are the things that will pull us out and reverse the trend. All of them require intelligent treatment.

In contacts with our patrons and the public generally, we can gain much by dealing with them in a friendly, courteous way. In handling passengers, for instance, a very simple rule can pay big dividends; namely, treat them the way you would like to have your mother, your wife, your sister, or your daughter treated by others when they are traveling. People don't pay money just to buy a ticket; they buy the service to which a ticket entitles them. It is up to us to give it to them. People are quick to react to these courtesies. You will be surprised how friendly people will be and how well-established our reputation for friendly service will become. We don't provide friendly service by merely having a slogan. We can do it only by dealing with people properly.

I am looking forward to working with the men and women of Erie Lackawanna. Together, I am sure we can run the kind of a railroad that will command the respect of our employees, shippers, consignees, passengers, security owners, and other railroad men.

W. White

MARKETING: BIG IDEA FOR A BIG FUTURE

"THE primary business of every business is to stay in business. And to do that you have got to get and keep customers. This is usually interpreted to mean that you have to sell what you have.

" . . . this just isn't so."

The Italics are ours, but the quotation belongs to Theodore Levitt, a member of the faculty of the Harvard University Graduate School of Business Administration.

It sounds ridiculous, doesn't it, to say that you don't have to sell? And it would be ridiculous if that were all there was to it, but let Dr. Levitt introduce a new word and define a couple of terms, and then you'll begin to get the picture.

He makes a clear-cut distinction between "Selling" and "Marketing." That's the new word — *Marketing*. And in his book, *Innovation in Marketing*, Dr. Levitt suggests that "a strictly sales-oriented approach to doing business can be suicidal," simply because " . . . Selling focuses on the needs of the seller, marketing on the needs of the buyer. Selling is preoccupied with the seller's need to convert his product or service into cash; marketing with the idea of satisfying the needs of the customer . . ."

Based on these definitions, it is apparent that a successful company needs both superb salesmanship and marketing know-how; it is possible that America's railroads (with some few exceptions) have been trying too hard to sell themselves; and it is more than a distinct possibility that Erie Lackawanna has crossed the threshold of a bold and promising economic breakthrough in that respect.



Head man with three-fourths of his crew. Studying a report with Director of Research, Fred Coffman (wearing jacket), are Walt Denzer (sitting at Coffman's right); Ren Mocklar behind Walt, and Warren Barber. Not pictured is John Gillick, fourth member of crew, who was out of office at the time.

In the General Offices in Cleveland there is a department whose praises are not often sung along the line; some of you may not even know that it exists. But exist it does, and in a vital, dynamic way that is going to influence each and every one of us in the months to come.

It's called the Research Department, and it is headed by M. F. (Fred) Coffman, Director of Research.

When the average person thinks of research, he thinks in terms of test tubes and laboratories and men in white coats doing mysterious things with the elements. But our research is of an economic kind. The laboratory is an office with desks and telephones and file cases; the test tubes are adding machines and charts and graphs and knowledge; the white coats are rolled-up sleeves of a group of men who are not satisfied with the status quo, and who want to find out how Erie Lackawanna can "un-status the quo" and get itself back on the profit track through more profit-producing tonnage.

Research itself is nothing new to our railroad. E. S. Root, now comptroller, set up the department more than 20 years ago. And not even the emphasis on marketing studies can be said to be a brand-new thing with us, because back in the late Forties and the Fifties both the Erie and the DL&W were looking into this important aspect of sales.

But the present emphasis on marketing research, along with the establishment of a market research group within the Research Department, got its go-ahead signal on February 19 of this year. The foundation had been laid in 1961; studies and meetings had brought the plan to the point where, when the official okay came, it was not even necessary to shift gears — they just throttled-up and began to high-ball.

"After the 'go-ahead,'" says Fred Coffman, "our most important need was for a staff. In order to make comprehensive studies that would be of value to the company, we needed men who represented various kinds of railroad experience — operations, sales, rates, and research."

The Department already had its research man in the person of Warren Barber, one of the driving forces behind the marketing program, and recently named Assistant to the Director of Research. John Gillick, no stranger to readers of our Magazine, joined the group to contribute his statistical and rate experience gained in the Auditor of Revenues office. Walter Denzer and Ren Mocklar brought a wealth of sales experience after years of service in the freight traffic department.

In addition to experiences, there were two other vital qualifications for mem-

(Please turn to page 14)

Erie Lackawanna Magazine

ERIE LACKAWANNA folks responded in fine style to the SHIPPER-GRAM contest, and, as always, the judges had their work cut out for them in trying to select eight division winners and a grand-prize system winner.

The Shipper-Gram contest is part of a continuing program of the Loss and Damage Prevention Committee of the American Railway Magazine Editors Association, and nearly every major railroad in the United States and Canada is participating in an effort to focus attention on the need for careful handling.

This year's Shipper-Gram competition was aimed specifically at shippers; railroads want industry to know that we do care about the goods that are shipped by rail, and that railroaders are pledged to see that every car reaches its destination in first-class condition.

Putting that idea in a brief, catchy message to shippers — a message that would help to convince them that the rail way is the right way — was the challenge that faced contest entrants. It was a challenge that was met head-on by a good many conscientious, creative Erie Lackawanna employees. As a result, eight of them, each of whom submitted the winning entry on his division, are richer today by a \$25 U. S. Saving Bond. And Frank L. Decker, our system winner, got an additional \$50 Bond as his grand-prize, plus the right to compete in the national judging for the top award of \$1000.

Announcement of the winners came too late for us to get photographs for this issue of the Magazine, but here is how the judges saw it:

For the General Office and Off-line Agencies, Irene Petonic hit the target with a clever pun: "Train your freight to get there safe!" Mrs. Petonic works in the office of Auditor of Revenues in Cleveland, Ohio.

First prize for the New York Terminal-New York Division & Side Lines was taken by John J. McMahon, a checker on the Hoboken piers. John put it this way: "Save money — save time; Ship your freight safely on our railroad line."

On the Scranton Division, honors were taken again by the distaff side, Miss Hilda L. Muller, who is secretary to the superintendent, Scranton, Pa. Miss Muller said:



FRANK L. DECKER IS SYSTEM WINNER IN SHIPPER-GRAM CONTEST

"You won't have to worry; you won't have to fret. Your freight shipped EL is your best bet."

"No matter what you plan to ship, We aim to give it a safe trip." That's the Shipper-Gram that did the trick for Dennis P. Signer, a road conductor on the Buffalo-Rochester Divisions. Dennis, like our system winner Frank Decker, is a better-than-average composer of catchy phrases. Both men were division winners in last year's Loss & Damage Prevention Slogan contest.

C. E. Tillotson is an extra operator at Youngstown, O., on the Mahoning-Allegheny-Meadville-B & SW Division. His short and sweet Shipper-Gram goes like this: "Dependability in action gives satisfaction."

On the former Kent Division, Charles A. Johns, a machinist at the Marion Diesel Shop, won his Bond because he wants shippers to know that "We'll get it there with haste and care."

And on the former Marion Division, J. W. Kohler, agent-operator at Crown Point, Ind., caught the judges' eyes with this pledge of good service: "In transportation you want the best — give us your freight; we'll do the rest."

Out of Binghamton, N.Y., came the winning words that let the Susquehanna-Delaware Division lay claim to our system winner.

Not one little bit do we envy the judges who had to choose a system winner, but we agree with their choice 100%. Lee Douglass, Manager of Traffic, Standard Oil Company of Ohio; William L. Starr, Traffic Manager, General Electric Co. (Lamp Division); and D. C. Mitchell, EL superintendent of station service and freight claim prevention, were the judges who chose the words of Binghamton baggage agent, Frank L. Decker, to represent our company in the national contest:

"Our business is to protect your business — Ship by rail."

Those are good words. They sum up exactly the faith we want our shippers to have in our service. That's what the contest was all about, and in a letter of congratulations which accompanied the winners' awards, Chairman William White wrote: "Erie Lackawanna Railroad Company is proud that employees like you can put forth the extra, creative effort to help us solve one of the basic problems facing us today — earning the confidence of shippers, earning a larger share of their traffic, and increasing our revenues." We can do all of those things if each and every one of us will make these Shipper-Gram pledges day-to-day realities.

Because our railroad has the best right of way clearances in the East, shippers call us "Old High and Wide." If every employee will live up to Frank Decker's Shipper-Gram pledge, then Old High and Wide will be highly dependable and widely in demand.

The Magazine thanks every employee who submitted an entry in the contest. And, together with all fellow-employees, we send our very best wishes to Frank Decker for success in the national judging.



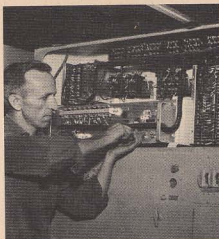
"GREAT!" says Hostler, JIM CROSS. "I'm always glad to see these new Centuries come in. It makes my day complete to feel their great power behind me."



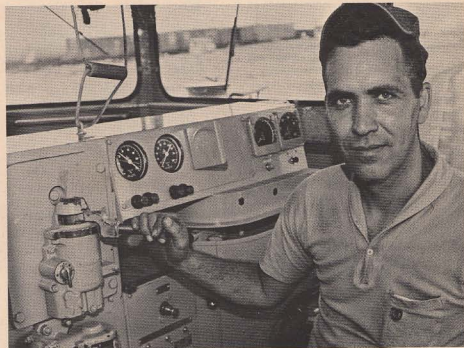
"GREAT!" says foreman of heavy repairs GUY COLLINS. "Maintenance is quicker and easier, because of good design and easy access to engine parts."



"GREAT!" says labor foreman PEARL McWILLIAMS. "The lustrous finish and smooth lines make keeping them clean a much easier job."



"GREAT!" says electrician BILL CRAFT. "These transistorized electronic control panels sure do beat anything else that's moving on rails today."

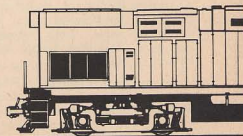


"GREAT!" says engineer CHARLES LEWIS. "Visibility is really something. And with controls at your fingertips, and all the electronic devices, these units are the best."

"WHAT'S THE GOOD WORD ON THE NEW CENTURY 424's?"

... That's what we wanted to find out, so we sent photographer Johnnie Long to Marion — that's "home base" for the new locomotives. He talked with some of the men who are operating the new units, and with some of the folks who are taking care of them. "How do you like these new Centuries?" he asked.

Here are their answers:





"GREAT!" says machinist DICK LATIMORE. "We don't lose any time on repairs, because well-engineered side panels make getting to the engine a breeze."



"GREAT!" says laborer DON WALTER. "These new Centuries are tops from any angle. All operations are easier."



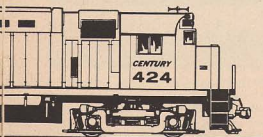
"GREAT!" says engineer ART YOUNG. "The smooth, quiet power and speed of these 2400 units is really something to talk about."



"GREAT!" says CALVIN RANK as he fills the sand compartment. "It's a pleasure to work around the new locomotives, as everything seems to be in just the right place. They sure are well-designed."



"GREAT!" says ELIZABETH MALLORY. "These new diesels are so smooth, I can clean them as easy as a new home."



"GREAT!" "GREAT!" say master mechanic CHARLES STUBBS and Kent-Marion Division superintendent WILBUR BETZ, who are naturally pleased by improved performance and reduced maintenance.





Vets who arrived in 4 railroad cars, were greeted by the "Missilemen," Randolph-East Mead High School band from Guys Mills, Pa. Prize-winning band later provided Vets with a fine concert, complete with drill formations.



They came from far



... and near to register for this year's picnic. Here, Tom Stone, Meadville, is checking-in Jim Morris (Youngstown) and his family: Carolyn, Charline, and Mrs. Morris. Waiting their turns are D. L. Sabatella and Lenny Stein of Greenville.



It's a rare event when Johnnie Long's camera catches a face that isn't smiling, but that's okay, because little Judy Hazzard's discomfort was only temporary, and it was made up for by the smiles of mother, Mrs. Jack Hazzard, and brother Billy.



Fred Diegtel, V.P.-Labor Relations, got a personal assist from Frank Belling, while newly-appointed General Superintendent J. M. Moonshower waited his turn.

VET'S PICNIC '63

The Veterans did it again! Nearly 2,000 members of the EL family met at Conneaut Lake Park on Saturday, July 13, for their annual picnic and, as usual, it was a time for fun and renewing old friendships.

Highlight of this year's affair was the chance Vets had to meet and to hear newly-elected EL Chairman William White, who spoke to the group about "the job all of us have to do." Outlining the tasks that lie ahead on our way to regained prosperity, Mr. White emphasized that "Friendly Service" must become a reality in fact, rather than just a mere slogan.

An interesting sidelight is that during his 30-year absence from our ranks, Chairman White has maintained his status as an active member of the Veterans Association. Despite a career that has taken him to other places and other companies, Mr. White has remained a dues-paying member of our Veterans Association since 1933, when he first became eligible to join.



Chairman White was pleased to greet Oldest Vet, Lemuel McMahon. McMahon is 83 years young, and can boast of more than 54 years of service to our company! Mr. White and Mr. McMahon worked together in Youngstown many years ago.



The veranda of the hotel at Conneaut Lake Park is a favorite meeting place for Vets and their ladies. Taking advantage of the spot were (from left) Mrs. J. P. Allison, Mrs. E. J. Robisch, Mrs. J. M. Moonshower, and Mrs. Vera Couche.



On location for a close-up memento of the day, were Leo VonWryeza and Earl Nagel, at left, who were caught by Willard Binkert's movie camera. All three represent the Association's Buffalo chapter.



"Here's something you can use," said Chairman White as he presented watch to Youngest Vet Wayne Hoffman.



One of the nice things about working for a railroad is that, unlike people in other industries, we get to make friends with folks from cities all along the line. This group of happy greeters represents Youngstown, Meadville, and Buffalo.

JOINTS ARE SMOOTHER, TIGHTER, FASTER --- THANKS TO EL's NEW BOLTMASTER

KEEPING the bolts in rail joints tight is a maintenance of way operation that has long resisted mechanization. Until recently the job required large section forces using either hand, or power wrenches, working on one bolt at a time.

Rail technology has speeded up the operation, and Erie Lackawanna is taking full advantage of it.

Our Company is using a new machine called the BoltMaster, and it tightens all six bolts in a rail joint at one time, and does it faster and more efficiently than the old way. We've got four of the BoltMasters working for us.

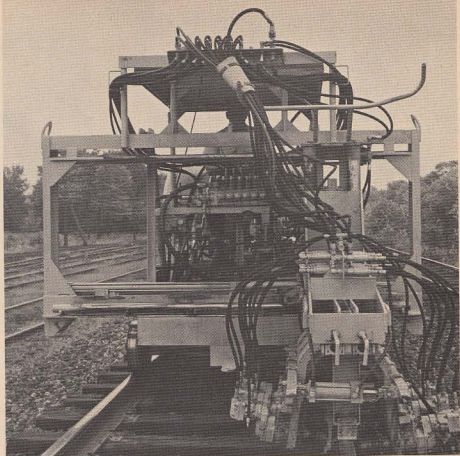
The machine has six hydraulic torque wrenches mounted on a head that can be swung from side to side, making it possible to tighten the bolts on both rails of a track without reversing the direction of the operation.

The six wrenches engage the nuts from both sides of the rail, and can be adjusted for different bolt centers as well as for different rail heights.

The wrench spindles are hydraulically operated. By means of separate control levers, the operator has the option of working any one of the six spindles individually or, through a master control, all of them simultaneously. The master control can be adjusted also for four-bolt joints. The machine uses hydraulics for positioning the wrench head over the rail and for propulsion.

In re-working a joint, the BoltMaster first loosens all nuts of the bolts in a joint to allow the rail expansion to adjust itself, and then for tightening the bolts to a predetermined tension.

Sometimes when the bolts are loosened, the bars are found to be rusted to the rails, preventing expansion adjustment. When that happens, the wrenches are disengaged, the head is raised, and the machine is backed off. Then a section worker gives the rusted bolt one or two hits with a maul to loosen the rust, thereby enabling the rail to move and adjust the gap.



Tightening six bolts in 26 seconds, this multi-jawed Boltmaster travels over Erie Lackawanna tracks and keeps the rail joints firmed up. Tight joints contribute to smooth train travel and also help to reduce wear on the steel rails. Hydraulically operated, the six wrenches draw up the bolts to a pre-determined, equal tension.

At other times, it may be found that a bolt and nut in a joint are "frozen." When that happens, the operator can disengage the other wrenches and reverse the direction of the one to loosen the offending nut. If the nut still will not loosen, then the operator can put the wrench in "forward drive" and twist the bolt until it breaks. Then a new bolt is inserted and a new nut applied and the work goes on.

Working in double-track territory, the machine requires a four-man force: an assistant foreman, a division machine operator, and two laborers. One laborer protects the work with a flag and the other drives down any high spikes that might interfere with the placement of the wrench spindles. He also replaces broken bolts, cracked bars, or missing nutlocks. These replacement items are carried right on the BoltMaster.

The assistant foreman watches while the spindles are being operated to see that all are working. If one is not, as in the case of the frozen nut, then he signals the operator, by means of raised fingers, which wrench is not working.

When using the BoltMasters on

single-track stretches, one extra laborer is added to the crew. He functions as a second flagman as an added precautionary measure.

Using the BoltMaster on the Allegany-Meadville division in 1962, Erie Lackawanna proved that the bolt-tightening work could be accelerated considerably. In 219 hours and 10 minutes of actual working time, the machine tightened more than 30-thousand joints over 107 miles of track. The sliderule boys figured out that it amounted to an average rate of 26 seconds per joint tightened.

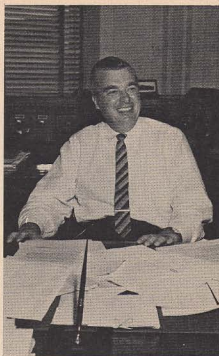
That's progress! And that's Erie Lackawanna.

•
Wouldn't things be a lot better if more people would ride the trains instead of riding the people who are trying to run the trains?

•
Some people can see only the insignificant and overlook the important.

SAY "HELLO" TO GREGORY W. MAXWELL

He's our Vice-President Operations and Maintenance



THAT'S a mighty big job — vice president for operations and maintenance of a major railroad; it takes a big man to fill it. And that is the first thing you will notice about this man Gregory W. Maxwell. He is a big man.

He gives the impression that he could "suit-up" and take his place on the defensive line of any football team in the country. But bigness does not mean size alone. Gregory Maxwell is big in ability and character. He shows it in his quick and friendly smile, and in the tremendous enthusiasm he displays for his work and for the Company.

"How do you like being a member of the EL 'family'?" was one of the first questions we put to Mr. Maxwell.

"I could say, of course, that I'm happy about it," he answered, "but that is kind of corny, and it doesn't tell the entire story.

"This is a fine railroad! Sure, we're facing a number of big problems today, but there is no reason to believe that they cannot be overcome by hard work, cooperation, and loyalty. I'm very happy to have a part in it, and if I didn't feel that way I wouldn't be here today."

Mr. Maxwell came to Erie Lacka-

wanna from St. Louis, where he was president of the Terminal Railroad Association of St. Louis until March of this year.

A Class-of-'39 graduate of the University of Michigan, Mr. Maxwell entered the service of the New York Central System upon finishing college, and after World War II — during which he served in the European Theatre of Operations, he began the steady climb upward in the railroad business.

There were more periods of study and learning, in the management program of the Harvard Graduate School of Business Administration, for example, and the American Management Association courses, but by 1953 he was serving New York Central as its superintendent at Buffalo.

Later he moved on and up as general superintendent of both the New York Terminal District and Lines West, and he was general manager of the Southern District at Indianapolis. By 1959, when he made the move to St. Louis, Mr. Maxwell was serving the New York Central as general manager of the Eastern District at Syracuse, New York.

When he talks about the philosophy of railroad operations, it does

not take Gregory Maxwell very long to get to the subject of service.

"It is becoming increasingly evident," he said, "that because of the key role played by railroads in the United States, we must never lose sight of the fact that our sole reason for existence is to provide good, economical, on-time transportation. And that applies to both freight and passenger service — and to mainline and branch lines and connections.

"We've got to see to it that folks who buy our services are provided with the very best we have to offer in the way of equipment, and with courteous and friendly attention from Erie Lackawanna employees."

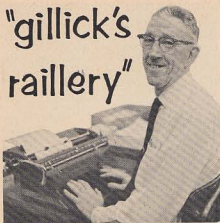
Mr. Maxwell paused for a moment, then explained: "What I mean is that there may be a tendency to think that technology can take the place of service. It cannot!

"We can talk all we want to about new technology, new equipment, and new ways of doing things, but customers take those things for granted; what they are buying, and what they are entitled to is service.

"We've got to give it to them!"

You can't argue with that philosophy, and it is good that Gregory W. Maxwell is putting it to work for Erie Lackawanna.

"gillick's rallery"



WHEN you are stopped at a crossing to let a train of freight cars go by, do you ever wonder what the cars contain? It's easy, of course, if they are gondolas, flat cars or open hoppers, but the closed cars are the ones that will keep you guessing.

Most of the commodities that railroads carry are listed in an interesting volume entitled "Consolidated Freight Classification." The commodities are indexed alphabetically by name, and there are some dandies on the list. Whips, for instance, are there, and while we seldom get them by the carload these days, if anyone wants to ship them, we'll take them.

You can find straw, strawberries and straw hats classified. (We will carry the berries in a refrigerator car.) We will also carry sad irons,

and if you don't know what they are, ask Grandma. I don't know who you would ask about emulsifiable orthochloralbenzol, but if you know anyone who wants to ship some, tell him we're ready.

In case you are interested in commodities on the hoof, we are equipped to handle anything from aardvarks to zebras. Ostriches must be crated, except in carload lots, when they may be shipped loose.

We are willing to move almost any kind of oil, including babassu, cajeput, dende nut, murumuru, oiticica, safflower and ucuuba.

Besides all of these exotic commodities, we also haul the everyday things of life. We have already hauled most of the lumber, brick and steel that have gone to build our cities and towns. We have carried most of the stone, cement and asphalt that have made our streets and highways, and most of the wire and cable for our power lines.

We still bring in most of the coal that provides light, heat and power, most of the food we eat, and most of the raw materials for the clothes we wear. In times of national emergency, we carry most of the war materials, and most of the troops who use them.

That was America passing by as you waited at the crossing.

John S. Bell

PUZZLEBUG'S

CORNER

We were right. Last issue's problem about Boomer Bill and the white dot stumped all but one man. This time we thought we'd switch from mathematics to a problem of deduction. Here it is:

In a town along our line there is an unusual situation. We found out that in one neighborhood there live four mothers, all approximately the same age, and each mother has one daughter who is a student at the local high school. The first names of these mothers and daughters—in no particular order—are: Bess, Tess, Alicia, Patricia, Carrie, Mary, Ellen, and Helen. From the following clues, see if you can pair each mother with her daughter:

1. No mother's name rhymes with her own daughter's name.
2. No mother's name rhymes with another mother's name.
3. Alicia and Mary are sisters.
4. Ellen and Carrie are exactly the same age.
5. Patricia is Bess's best friend.
6. Bess lives next door to Alicia and across the street from Helen.
7. Mary lives a block away from Ellen.

Those are all the clues you need to get these families together.

'THE GOLDEN MILEPOST'

The employees named below have achieved the distinction of having served their company during fifty years or more of continuous service. In recognition of their outstanding contribution, each has been presented a 50-Year Annual Pass — the "Gold Pass" — by Erie Lackawanna Railroad Company. In company with fellow employees everywhere, Erie Lackawanna Magazine offers to each of them sincere and heartiest congratulations for a job well done.

F. P. BELLING, Road Conductor, Jersey City.

FREDERICK BIEBER, Machinist, Seacaucus.

J. T. CONNELLY, Road Conductor, Port Jervis.

R. J. ELLNOR, Road Conductor, Port Jervis.

JAMES FLYNN, Machinist, Seacaucus.

W. J. FORRESTER, Signal Maintainer, Maintenance of Way.

J. W. GAHERIN, Switchtender, New York Division.

R. D. HARRIS, Trackman, Marion Division.

JOHN E. HENDRY, Engineer, New York Division.

L. C. HOCKIN, Engineer, Scranton Division.

J. F. HOGAN, Signalman.

H. H. LYNCH, Engineer, New York Division.

F. J. McFARLAND, Trainman, Buffalo Division.

A. J. NOLAN, Trainman, Buffalo Division.

P. J. O'CONNOR, Yardmaster, Binghamton.

G. J. POHREN, Road Conductor, Port Jervis.

JOHN REILLY, Machinist, Seacaucus.

J. J. SCHREUER, Clerk, Cleveland.

P. R. SHOPE, Engineer, Horseheads.

F. G. SUTTON, Agent, Mansfield.

H. E. SWEENEY, Road Conductor, Port Jervis.

J. C. URY, Special Agent, Freight Claim, New York.

PAUL WEBER, Machinist, Hornell.

MOVING ALONG THE LINE



EARL C. ADLER, Regional Sales Manager, New York
W. SEAL BURWELL, Regional Sales Manager, Chicago
WILLIAM F. CADEN, Supvr., Communications and Signals, Scranton
RAYMOND B. CONNELL, Supvr., Labor Relations, Cleveland
N. J. DARR, Agent-Yardmaster, Dayton
R. B. GARDNER, Agent-General Yardmaster, Salamanca
JOHN J. GILGICK, Marketing Representative, Cleveland
JOHN F. HAZZARD, Supt., Employment, Cleveland
M. E. KALOPOS, Night General Yardmaster, Leavittsburg
DONALD B. KIMPLE, Chf. Clerk, Labor Relations, Cleveland
PAUL KNAPP, JR., Asst. to Director, Piggyback, Cleveland
FRANK J. KOVARIK, Asst. Genl. Freight Agent, Chicago
JAMES J. MAHONEY, Asst. Supr., Communications and Signals, Huntington
M. M. MOONSHOWER, Genl. Supt.-System, Cleveland
MICHAEL H. ROZELSKY, JR., Special Study Asst., Cleveland
CARL M. SANGREE, Research Asst., Cleveland
THOMAS J. SANOK, Dir. Labor Relations, Cleveland
LEONARD M. SCHUCKEL, Freight Traffic Mgr., Pier 7, New York
HERBERT E. SIMPSON, Freight Traffic Mgr., Chicago
JOHN A. STERR, Coal Freight Agent, Buffalo
WILLIAM J. STUMPF, Asst. Vice Pres.-Rates, Pier 7, New York
WILLIAM B. WAGNER, Trainmaster, N.Y. Division, Hoboken
FRANK C. WHITE, Asst. Examiner, Labor Relations, Cleveland
HARRY A. ZILLI, JR., Asst. to Comptroller, Cleveland

IN RETIREMENT:

To recognize the long years of faithful service which lie behind the listing of your name here, the Magazine wishes it had space for an appropriate article honoring each of you individually. Obviously that is not possible. However, your name on this page is our way of extending to you the Company's gratitude for a job well done, and our own good wishes for a long and happy retirement.

Shown are names, titles, locations and years of service.

DOMINIC ANTONELLI, Carpenter, Hornell 41
HAROLD D. BARBER, Asst. to Genl. Mgr., Hoboken 40
EDWARD J. BEHLING, Engr., Hoboken 39
RAYMOND A. BENNETT, Caller, Buffalo 48
MARY E. BRAND, Secretary-Clerk, Cleveland 35
JOHN CERVONI, Laborer, B&O Junction, N.Y. 42
TOMMASO CLARIZIO, Trackman, Endicott 40
CHARLES A. CLUNE, Conductor, Port Jervis 45
THOMAS J. COLMAN, Resident Engineer, Salamanca 43
GLENN J. CONKLIN, Steelman, System 43
JOSEPH D. CONNERS, Supervisor, Scranton 38
ORVIS B. DAVISSON, Maintainer, Barbours 23
GEORGE C. DECKER, Tug Engineer, Hoboken 45
EDWARD T. DEEGAN, Asst. Chf. Clerk, Scranton 44
HENRY J. DIECKHOFF, Engineer, Port Jervis 43
WILLIAM H. DONNELLY, Sales Rep., Chicago 43
TIMOTHY E. DONOHUE, Foreman, Susquehanna 44
DONALD L. DUSKE, Operator, Honesdale 52
TOMMY F. DYE, Machinist, Marion 24
JOHN EDEN, Porter, Hoboken 29
NORMAN EDWARDS, Engineer, Port Morris 38
THEODORE J. EVERETT, Clerk, Buffalo 40
FREDERICK FELLS, Pipeliter, Jersey City 51
FRANCIS L. FITZGERALD, Carman, Scranton 38
PETER J. FITZGERALD, Trainman, Elmira 38
ROCCO F. GARRI, Machinist, Kent 47
LOUIS A. GERKER, Supervisor, Scranton 39
LEONARD A. GESSNER, Crane Operator, Scranton 35
ALBERT D. GILBERT, Carman, Scranton 36
WILLIAM C. GLEASON, Agent-Operator, Wayne 27
LEO J. GLEESSEN, Conductor, Marion 40
JOSEPH C. GLENNON, Asst. Clerk, Jersey City 40
ROBERT GOTT, Clerk, Youngstown 40
ROBERT H. HEIMLICH, Conductor, Buffalo 50
FRANCIS E. HELENE, Asst. Chf. Clerk, Salamanca 47
CHESTER G. HESS, Car Inspector, Dunmore 47
WILLIAM B. HISHMAN, Chf. Clerk, Meadville 48
WILLIAM W. HUNT, Engineer, Hornell 54
ARTHUR W. JACKSON, Foreman, B&O Junction, N.Y. 44
FRANCIS E. JACKSON, Operator, Hornell 46
WILLIAM L. W. JONES, Chf. Eng., Jersey City 46
FRANK JOYCE, Signal Maintainer, Scranton 44
STANLEY KAKAREKA, Trackman, Buffalo 22
GEORGE KALLIE, Foreman, Westvaco 46
GEORGE A. KAMINSKA, Car Inspector, Buffalo 45
EDWARD C. KAPPEN, Pipeliter, Buffalo 46
JOHN J. KEANAN, Foreman, Kingston 44
FREDERICK A. KOHL, Conductor, Buffalo 34
HERMAN J. KRAFT, Machinist, Scranton 40
RICHARD J. LARKIN, Fireman, Hoboken 43
FOSTER K. LARSON, Bulldozer Optr., Mahoning Div. 27
CHARLES D. LEGGETT, Hostler, Kent 46
KENNETH E. LORIE, Chief Clerk, Deposit 39
JAMES M. LONG, Typist, Scranton 40
EMMETT J. LOWERY, Conductor, Port Jervis 45
MATTHEW J. LUDWIG, Foreman, Scranton 41
JOHN B. LYNCH, Agent, Rittman 45
LAWRENCE MACERA, Trackman, Newark 37
MARTIN MADDEN, Checker, Jersey City 36
MARY E. MAHONEY, Telephone Optr., Youngstown 43
JOHN A. MALTER, Trackman, Perkinsville 40
CHARLES P. MASHENIC, Checker, Elmira 35
DOMINIC MASSAR, Trackman, Gowanda 31
HARRY W. MACFEE, Fireman, Binghamton 40
FREDERICK W. MERCER, SR., Conductor, Huntington 22
JAMES T. MESS, Carpenter, Susquehanna 43
EMIL C. MOYCH, Clerk, Syracuse 49
HERBERT I. MEYER, Signal Maintainer, Tonawanda 45
HAROLD C. NOYMAN, Switchtender, Port Jervis 44
ROBERT M. OWEN, Repairman, Elmira 30
JOHN PAPSYTZKI, Checker, New York 21
EDWARD P. PELEKANOS, Cleaner, Hoboken 38
JOHN PENKOVE, Supervisor, Breakway 40
JOSEPH A. PIZOTZI, Carman, Jersey City 24
DONALD D. PURDY, Supervisor, Cleveland 46
JOHN P. QUERRY, Engineer, Huntington 47
GIUSEPPE KARCO, Laborer, Scranton 39
JOHN E. ROBINSON, Trackman, Jersey City 35
RALPH N. ROYCE, Conductor, Hornell 45
JOSEPH J. RUSIN, Conductor, Jersey City 36
TONY RYANOWSKI, Oiler, Buffalo 40
CONSTANTINE SABA, Electrician, Hornell 35
JOHN J. SCHREUR, Claim Investigator, Cleveland 50
ELIJAH SEYMOUR, Carman, Jersey City 20
EDWARD M. SIVAK, Car Inspector, Scranton 41
MICHAEL STEVENS, Car Inspector, Scranton 39
ELMER N. STONE, Brakeman, Hammond 42
CHARLES J. R. TAYLOR, Office Engineer, Cleveland 40
ALLAN R. THOMAS, Asst. Foreman, Dalton 38
CROSS D. THOMAS, Pipeliter, Briff 46
ORISON H. THORPE, JR., Freight Agent, Dover 41
JOHN J. TIBBIS, Chief Engineer, Cleveland 40
EDWARD W. VAN AKEN, Gnl. Yardmaster-Agent, Susquehanna 48
HERBERT D. VANDUZER, Deliverer, Susquehanna 48
J. RUSSELL VAUGHN, Plumber, Susquehanna 46
JESSICA C. WALLACE, Clerk, Buffalo 32
JAMES F. WILLIAMS, Engineer, Kingston 44
STANLEY R. WRIGHT, Car Inspector, Salamanca 40
JOHN J. YURSKI, Machinist, Scranton 39
JOSEPH F. ZAPROSKI, Storekeeper, Salamanca 34
JOHN ZUCHERO, Laborer, Meadville 34

SUBSIDIES TO COMPETITION

RESULTS IN FEWER PASSENGER TRAINS

ERIE LACKAWANNA definitely wants passenger business and intends to improve its service on profit-potential trains so as to make rail travel more attractive to more people, George C. Frank, assistant to president, said in speaking to the Scranton Rotary Club recently.

He pointed out that railroads as a private industry are at a disadvantage in competing with government-subsidized airways, highways, and waterways. "The odds are too great to overcome," he said, "a fact that our government planners must soon begin to realize before more rail services disappear."

In the current year, federal, state, and local governments are spending almost \$15 billion on highways, airways, and waterways. The railroads get no such financial assistance. "These economic facts cannot be swept under the rug," Mr. Frank said. "They are real and basic to the whole problem."

As an indication that Erie Lackawanna intends to go after passenger business, Mr. Frank cited the restoration of the Phoebe Snow observation lounge cars, upgrading of other passenger equipment, and the greater emphasis on courtesy and on-time performance.

"The final test," Mr. Frank concluded, "will be the extent to which the public uses the service."

A SAD ANNOUNCEMENT — We Must Say Goodbye

IT IS with a heavy heart that we must inform our readers that this will be the last issue of the Erie Lackawanna Magazine.

The management has decided that because of the present financial condition of the Company, which makes it necessary to reduce expenses wherever possible, the Magazine will no longer be published.

This decision was made with great reluctance, largely because it means losing a communication link with employees, but it is planned to make this up in other ways.

We are, therefore, saying goodbye to a Magazine that has been in existence for nearly 59 years. Its predecessor, the Erie Railroad Magazine, started publication in 1905 and had the distinction of being the first magazine for employees in the railroad field. Unfortunately, financial conditions dictate that it must become a casualty of the need to economize.

MARKETING:

bership on the team: "The main qualification," says Coffman, "was an open-mindedness. We wanted men who said, 'Sure, the Company has problems, we know that, but we can help solve them!'"

"And we looked for men with inquiring minds; the kind that is always asking questions and seeking knowledge; a mind that is never satisfied with 'good enough,' but is always trying to make things better.

"We don't have everyone we need," Coffman adds, "but we have the nucleus, and it's the best in the industry."

Naturally, every member of the Research Department will participate in the various phases of this marketing program, but the four men we've named — Barber, Gillick, Denzer, and Mocklar are the "backfield." They're carrying the ball.

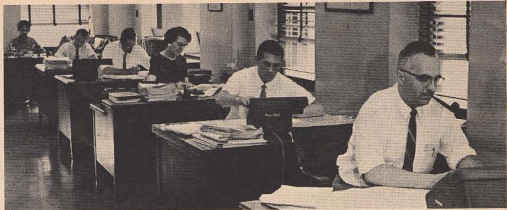
And what is the motivating force behind the program? Well, when you are losing your shirt and slowly starving to death, you don't need a heck of a lot more motivation than that. But remember that marketing requires you to look at your activities from the customer's point of view. It requires that you say, to paraphrase President Kennedy: "Ask not what your customers can do for you, but what you can do for your customers."

A more formal statement of motivation can be found as the preface to a progress report distributed by the Department: "The motivating purpose for an active marketing program is to halt the continuing erosion of traffic and the loss of relationship of E L traffic to national production. A corollary purpose is the need to identify new potential traffic and help our sales people in their efforts to obtain a share of this potential business."

Sounds like a big job, doesn't it? And it is. Especially when you consider that Erie Lackawanna handles thousands of commodities grouped into 262 different classifications. No group of five men, or 500, could ever hope to produce a worthwhile study of all the industries represented by that figure of 262.

Warren Barber tells how and why his group arrived at their final decision:

"We wanted to confine our first study to on-line industry, because that's where Erie Lackawanna can offer the greatest assistance to industry and exercise the greatest control over what



Research "scientists" in their "lab" are (from front) Tom Gilbert, Grant Alpaugh, Clara Schilke, Carl Sangree, Bill Santa, and Mary Ann Sabo.

is happening traffic-wise. Then we had to find a couple of industries whose traffic trends were representative of what has been happening to much of E L's on-line traffic.

"In the list of 262 commodities, there are 57 commodities for which E L had originated 500-or-more cars in 1962 and where the traffic had decreased from the average 1957-1959 volume. That '57-'59 period is our standard for comparison.

"Next we had to find several industries that offered our company the greatest immediate potential for increased traffic — that's what the study is all about: How can Erie Lackawanna regain its lost traffic and earn a bigger share of the potential traffic?

"We finally settled on rubber and glass. Rubber because our traffic has decreased 58% since '57-'59, while production has risen 18% during the same period. And glass because we have lost 50% of our glassware traffic and 25% of our glass container traffic, again while production has gone up.

"Both of these industries represent a large segment of industrial activity on our line."

Next step in the process is to find out everything there is to know about the movement of finished goods and the raw materials that make them. The local sales representative will accompany our marketing research man on the initial call to each company, where traffic managers will be interviewed in depth to determine why traffic moves as it does.

Who controls the traffic, the shipper or the receiver? What has caused Erie Lackawanna to lose 50%-and-more of what it once carried? What must we do to regain our former position — and exceed it?

This is the information the marketing

staff will need, and from previous experience, industrial traffic managers have been found to be most cooperative. They are eager to participate in this forward-thinking, smart-business approach to our company's basic problem.

When all the facts are known it will be possible to diagnose the illness and to prescribe a cure. What will it be: Rate changes, new operating schedules, special equipment, or a combination of these? Whatever it is, diagnosing the problem is the hard part; taking the medicine, while it may be bitter, is the easiest, quickest, surest way to a healthy recovery.

Marketing is a relatively new concept in railroading, and that is strange considering the vital role it plays in helping a company increase its sales efficiency. It is a concept that should have been adopted by railroads years ago. But regardless of the delay, we are in it now, and it is going to pay off.

As a first step towards making ultimate success a surety, the Research Department, as of August 1, 1963, has become an adjunct of the Traffic Department. This means that the vital liaison and relationship between marketing and sales will be a smooth-flowing pattern; it will mean that the valuable knowledge gained through marketing can enjoy almost immediate practical application in the field.

The program has been designed primarily to aid shippers in marketing their products efficiently with rail as the transport medium. Success is going to mean considerable additional traffic and revenue for Erie Lackawanna.

That's exactly what we've been working for!

RAIN-SOAKED TOURNEY DEMANDED PLENTY OF GRIT!



Plenty of skill and a handicap of 8 were all that ANDY COSTA, Meadville, needed to cop the Low Net cup. This was Andy's first win in the Erie Lackawanna tourney.



Who won the Low Gross cup? Who else but the Old Master himself, JOE LUCAS, Sharon (second from l.). The zero-handicap wizard did it with a 34-out — 37-in, 71-total display of sheer skill. (Joe's only handicap is having to lug all those cups home and finding space to store them!) Sharing his pleasure were (from l.) NICK HOLUP, Sharon; DICK SEIDEL, Meadville, and TONY YASSALL, Sharon. Tony is holding another of Lucas' trophies. You know how it is — a fella gets tired totin' all that treasure around.



BILL COLLINS, seated, and BILL FOLEY, both of Meadville, are a couple of sports who like the good life. They toured the Oakland Beach links in a snazzy little cart.



Often unsung, but always on the job to help run an activity are the committeemen. Helping the cause were (l to r) WALT LOPER, GERALD BYERS, and HOWARD HART, all Meadville.

Most of our pictures don't show it, but the 74 golfers who turned out for this year's meet (July 27 & 28) had to battle torrential elements in order to complete their appointed rounds.

It couldn't have been too bad, though, because they're going back next year—same place—Conneaut Lake's Oakland Beach Golf Course.



Oldest contestant was perennial entrant EARL CORBETT of Kearney, N. J. (at right). He and JIM HORVAT, Meadville, are looking enviously at the putting ability of Meadville's ANDY DECKEY.



If you doubt that it rained during the meet, ask MEL LUCAS, PAUL CRISSINGER, and JACK SHELBY, all Marion, who finished the back 9 in a cloudbust that even flooded the clubhouse on the final day of the meet.

ERIE LACKAWANNA RAILROAD MAGAZINE

Midland Building
Cleveland 15, Ohio

IF YOU CHANGE YOUR ADDRESS, CUT AT DOTTED LINE AND SEND THIS PORTION WITH NEW ADDRESS TO MAGAZINE OFFICE
.....

WHISTLE TALK and TEAMWORK

NEXT TIME YOU HEAR THAT
"LONESOME WHISTLE BLOWING
'CROSS THE TRETTLE,"
YOU'LL KNOW THAT
THE ENGINEER ISN'T BLOWING
JUST FOR THE FUN OF IT.
HE'S MAKING HIS TRAIN "TALK."
HE'S TELLING HIS CREW,
OTHER CREWS OF OTHER TRAINS,
AND MEN IN YARDS AND STATIONS
JUST WHAT HIS TRAIN
IS GOING TO DO.
IT'S ALL PART OF A CAREFULLY PLANNED
TEAMWORK —
THE SAME KIND OF CAREFULLY PLANNED
TEAMWORK THAT CAN PUT OUR TRAINS
ON THE PROFIT TRACK
AND MAKE THEM WHISTLE "HAPPY TALK."

EACH • MEANS A SHORT TOOT.

EACH — MEANS A LONG TOOT.

•
APPLY BRAKES — STOP.

— —
RELEASE BRAKES — PROCEED.

• • • •
WHEN STANDING, BACK UP; WHEN RUNNING,
STOP AT NEXT PASSENGER STATION.

• • • •
CALL FOR SIGNALS.

— • • • •
FLAGMAN GO BACK AND PROTECT REAR OF TRAIN.

• • • —
PROTECT FRONT OF TRAIN.

— — — •
APPROACHING HIGHWAY CROSSING AT GRADE.

— — — —
APPROACHING STATIONS, JUNCTIONS, AND RAILROAD CROSSINGS.

— — — •
APPROACHING WAITING, OR MEETING POINTS OF TRAINS.

— — — — —
FLAGMAN RETURN FROM EAST OR NORTH.

— — — — —
FLAGMAN RETURN FROM WEST OR SOUTH.

• •
ANSWER TO ANY SIGNAL NOT OTHERWISE PROVIDED FOR.

• • • • • • • •
A NUMBER OF SHORT TOOTS IS AN ALARM FOR PERSONS OR
LIVESTOCK ON THE TRACKS.

Erie Lackawanna Railroad Company

The Friendly Service Route

