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A STUDY
OF THE ERIE-LACKAWANNA RAILROAD
YOUNG MEN'S CHRISTIAN ASSOCIATION

HOBOKEN, NEW JERSEY

DECEMBER 31, 1962

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A STUDY OF
THE RAILROAD YOUNG MEN'S CHRISTIAN ASSOCIATION

HOBOKEN, N. J.
By J. R. Winterhalter

Brief History

The Railroad Young Men's Christian Association of Hoboken, New Jersey, was organized sometime shortly before 1889 and occupied quarters near the present terminal until October 28, 1889 when facilities were provided in the newly constructed Hoboken Terminal. The Association was incorporated in 1948; it is one of seven Railroad Y.M.C.A.'s located on the Erie-Lackawanna System, all of which are related to the Transportation Department of the National Board of the Y.M.C.A.

Board of Directors

The Hoboken Association is governed by a Board of Managers consisting of 26 men representing a cross-section of the Erie-Lackawanna personnel. Policies are determined by the Board of Managers and put into effect by the General Secretary; various committees of the Board help to develop information, programs, and services for the Board and work with the Secretary in implementing policies and procedures.

BOARD OF MANAGERS

Chairman	- J. R. Ebert, Supt.	
Vice-Chairman	- W. J. Bets, Asst. Supr.	-(transferred to Ohio)
Treasurer	- Louis Winkler, Trainman	
Recording Secy.	- J. S. Kapencos, Trainmaster	
E. D. Doran	- Asst. Supt. Lighterage & Stations, N. Y. Harbor	
G. B. Ward	- Captain, Railroad Police	
J. A. Pollard	- Ass't to Engineer M of W Dept.	
J. C. Wallace	- Roadmaster	
J. J. Lyons	- Road Foreman of Engines	
M. J. Fedorka	- Foreman Car Department	
Walter Davis	- Foreman Marine Department	
J. J. Kelly	- Trainman	
Robert Gallo	- Yard Conductor	
J. J. Brennan	- Trainman	
Jes. McDonnell	- Trainman	
P. Ferrara	- Car Department	
J. M. Hanigan	- Clerk - Consolidated Stations	
W. S. Wellington	- Fire Chief	
T. Fitzgerald	- Conductor	
D. K. Waldron	- Engineer	
Wm. Kling	- Conductor	-(has retired)
J. N. Struck	- Flagman	

Honorary Managers:

T. E. Dunn	- Retired
J. D. Hay	- Retired
W. O. Van Why	- Retired
G. T. Youngs	- Retired

Standing Committees of the Board are as follows:

EXECUTIVE COMMITTEE

J. R. Ebert W. J. Eats
Louis Winkler J. S. Kapenes

MEMBERSHIP COMMITTEE

J. S. Kapenes J. J. Lyons
D. K. Waldron

HOUSE COMMITTEE

J. J. Brennan Harry Struck
Walter Davis

PERSONNEL COMMITTEE

W. J. Eats D. K. Waldron
Louis Winkler Joe McDonnell

RELIGIOUS COMMITTEE

(To be appointed)

Board meetings and attendance for the past several years:

1957
Feb. 25 -- 10
Aug. 6 -- 12

1958
June 7 -- 6
Sept. 26 -- 12
Oct. 20 -- 8
Oct. 27 -- 8

1959
April 7 -- 12
May 12 -- 10
June 16 -- 6
Sept. 18 -- 9

1960
Feb. 9 -- 11
Mar. 15 -- 12
Apr. 12 -- 9
May 10 -- 9
June 21 -- 6
July 19 -- 8
Nov. 29 -- 10

1961
Jan. (Cancelled -
Snow Storm)
June 14 -- 12
Sept. (Cancelled -
Storm)

1962
Jan. 25 -- 12

Observations:

1. The Board of Managers, from personal observation and contacts, is composed of laymen who are actively interested in the services and work of the RR DCA.
2. The Board has met rather infrequently in the past few years, as indicated above. However, many of the Board members use the RR 'Y' frequently, and contact has thus been maintained with them.
3. Without regular Board meetings, Committees and laymen cannot function and report in the usual manner. There are legal and other requirements that compel Boards of Management to meet fairly regularly.
4. The RR DCA, as a cooperative venture, needs to maintain work, support and interest of general membership through Committees and Boards.

Membership and Constituency

Countless numbers of railroad men and their families have been served by the Hoboken RR 'Y' during its continuous operation since opening. Although primarily designed for railroad men during off-duty hours, various types of programs have included family members and other persons down through the years.

The Association conducts a Membership Campaign each fall, usually at the same time enrollments are conducted at other RR YMCA's on the Erie-Lackawanna. The Campaign involves a number of persons as captains and workers and is conducted among all railroad personnel, various types of memberships being included as follows:

Interchangeable Railroad Y.M.C.A. Card - \$5.00 annual dues (entitles members to residence at RR YMCA, use of coupon books, use of other Railroad 'Y' facilities at other points of Erie-Lackawanna and most other Railroad Systems.)

Local Membership - \$3.00 annual dues (entitles holder to use of restaurant, lobby, TV, Billiards, Showers, lockers, etc. at the Hoboken RR YMCA - this membership also enrolls some men who make use of the RR 'Y' Canteen at the Dock, described later.)

Canteen Membership - \$1.50 per year

Ladies Membership \$1.50 annual dues
(a form of sustaining or contributing membership)

Membership enrolled as of the end of year indicated:

<u>1957</u>	<u>1958</u>	<u>1959</u>	<u>1960</u>	<u>1961</u>	<u>1962 (to 11/30/62)</u>
2157	2294	1785	1157	812	802

Classification of Memberships held during the year 1961

<u>Classification</u>	<u>Dec. 31, 1961</u>	<u>Not Renewed</u>	<u>Total during year 1961</u>
Engineers	103	5	108
Firemen	60	6	66
Conductors	178	3	181
Brakemen	32	4	36
Swt. & Yd. Bk.	86	38	124
Shop Crafts	116	28	144
Clerks & Office	33	72	105
M of W	4	27	31
Railway Express	8		8
Other RR Emp.	183	298	481
All Other	<u>2</u>	<u>—</u>	<u>2</u>
Totals	812	481	1293

1. The decline in membership over the past several years is similar to other locations where the main constituency is adult railroad men, where the number of these employees have decreased, and where it is difficult or impossible to enroll and serve membership in the surrounding community.
2. The rate of decline in membership apparently has decreased to a "leveling off" number and perhaps has somewhat stabilized at approximately 825 members, as there will probably be about 820 registered at the end of year 1962.
3. Similar to many Railroad DCA's, membership rates have not changed for a number of years from the basic \$5.00 rate.

Building and Facilities

The Railroad Y.M.C.A., as a cooperative venture of service to railroad personnel, is furnished quarters, including heat, light and water, and repairs, by the Erie-Lackawanna. Owing to the cutback in maintenance personnel necessitated by business conditions, a number of needed repairs are being held in abeyance.

The Association occupies space on the second, third, and fourth floors of the Hoboken Terminal. The main entrance is on the north-west end of the station by stairs consisting of 31 steps from ground or track level. On the second floor, a hallway off the lobby leads to the top-deck of Ferry entrances and to various railroad offices.

On the second floor is located the lobby, recreation/lounge room containing a "front desk" office, lounge chairs, two pool tables, TV set, checker and domino tables and a small stage platform at one end of the lobby. A Secretary's office composed of two small rooms is adjacent to the lobby. A men's washroom is located adjacent to the lobby.

Immediately through an opening by the "front desk" is the restaurant with 14 stools at the counter and 40 seats at tables. A kitchen is located at north-west end of restaurant. A small locker room is located at the south end of the lobby, behind the "stage" platform.

Steps lead from the lobby to the 3rd and 4th floors, which together contain 78 bedrooms. A Barber Shop is located on the 3rd floor, and wash-rooms are located on the 3rd and 4th floors. A number of lockers are located in the hallways of 3rd and 4th floors, bringing total lockers available to 270.

At present 75 bedrooms are in use; three not in use because of need of repair, undesirability, etc.

Observations and Comments:

1. The building is in need of repair work and repainting. Fourth floor bedrooms are in better condition than third floor or the second floor in general. The restaurant portion of the building, due to renovation of a few years ago, has a better appearance than most of the interior of the building.
2. Washrooms all need repainting and some plumbing work. Some floor tile is needed in spots. Lobby lighting is poor.
3. Due to restrictions in the budget, some general housekeeping has been neglected. Particularly should periodic cleaning be done on spots requiring same.
4. Janitorial help require additional training; in the manner of sweeping, for example, particularly in the morning, debris is swept to the center of the floor, presenting an unappetizing appearance to men coming in for breakfast and coffee.
5. Lobby and lounge present untidy appearance; use of long "sofa" type lounge chairs in lounge and lobby provides "beds" in early morning hours when men stuff several cushions onto one long settee. "Waking up" such sleepers promotes ill-feeling and problems to janitors, etc.
6. A further statement regarding the condition of the building and some suggestions are made under "Recommendations", which follow later in this report.

Canteen

As an extension of its service in the Terminal, the Railroad YMCA operates a Canteen Lunch Service at the Pier. This is open from 6 a.m. to 2 p.m., six days per week, being closed on Sunday. Canteen membership rates are \$1.50 per year. Sandwiches, coffee, etc. are available here for dock workers. All items are dispensed from the RR YMCA supplies; the operation shows a small gain at the end of each year; no overhead administration charges are made against it. It is a good extension of the service of the 'Y' to railroad workers, but requires careful supervision and control to be operated properly. One employee, under the direction of the General Secretary, operates the Canteen.

Vending Machines

The 'Y' operates some vending machines for the convenience of the members in the 'Y'; cigarettes and soda, ice cream, are dispensed, enabling effective control and maintenance of percentage return on items sold.

Employees

Most of the employees have been employed by the YMCA for a long period of time and have rendered faithful service. Some are approaching or have recently attained retirement age and will have to be replaced.

All employees are given one meal per day at the 'Y' restaurant, except for three employees, who receive two meals per day because they live on the premises

Employees (Continued)

and the meals are included as part of wages. Room is also furnished to two employees.

Social Security is carried for all employees. YMCA Retirement and Savings and Security Plan of the 'Y' is participated in by some of the employees (indicated on the list of employees which follows).

Position	Employee Salary and Wage Data						Month Room	'Y' Retire- ment PER MO.
	Hours	Days	Monthly	Hour	Daily	Daily		
	per Day	per Week	Salary	Rate	Rate	Meals		
<u>Office:</u>								
Secretary			600.00			1.00		42.00
Bookkeeper			330.00			1.00		9.90
Clerk	8	3			10.00	1.00		
<u>Building:</u>								
Porter	8	6	220.00			1.00		6.60
<u>Dormitory:</u>								
Desk Clerk B	8	6	225.00			1.00		6.00
" " B	8	6	175.00			2.00	12.00	5.25
" " A	8	3			8.65	1.00		
" " C	8	3			8.00	1.00		
" " F	8	3			8.00	1.00		
Caller-Porter K	8	6			6.00	1.00		
" " H	8	6			8.00	2.00		
" " C	8	6			8.00	1.00		
" " Relf.	8	5			8.00	1.00		
<u>Restaurant:</u>								
Cook, Short Order	8	5	400.00			1.00		
Counterman and Kitchen Man								
Countergirl	8	6	213.00			1.00		6.45
	7	5		1.45	10.15	1.00	1.00	
Counterman	8	6		1.65	13.20	1.00		
Countergirl	4	5		1.20	4.80	1.00		
Night Counterman	8	6		1.35		1.00		
<u>Canteen:</u>								
Counterman	8	6	200.00			2.00	12.00	

Comments:

1. Careful supervision and continual directives are required for employees in these wage brackets.
2. It is difficult to employ, at the available rates, persons for replacement of retired employees.

Comment: (Continued)

3. Additional training is needed. Other comments are made under "Recommendations".

Finances:

Most YMCA's and other non-profit organizations operate on very tight budgets which results in deficits during periods of declining revenues particularly because of the necessity of 24-hour operation, difficulty to cut "overhead" entailed, and the need to maintain a basic operation which is fundamental whether a large volume is recorded or not.

Fees for services at the Hoboken 'Y' are paid by the members, with the exception of some classes of operating trainmen covered by working agreements with the Railroad Company; the Erie-Lackawanna thus pays \$1.50 for beds furnished to Train Service employees covered by "pooling of cabs" agreement. The Railroad also pays for some lockers used by Train Service Through-Line crews, .25¢ per month. The authority to issue lockers is given by letter from Superintendent's office and bill is rendered to the Railroad Company. Likewise, the Company is billed for beds furnished under the agreement; these men signing a separate dormitory sheet which is submitted with the bill.

Financial figures listed below are taken from monthly and annual reports of the Association. For comparative purposes some other figures and statistics are used. In making comparisons or drawing conclusions from comparative figures, it is necessary that many factors be weighed, such as the type of operation, type of facility, kind of service performed, locale of operation, etc.

Financial reports are made to the Railroad Company, to the Board of Managers, and to the Transportation Department of the YMCA. The accounts are audited each year by an accredited auditor, and annual reports are filed with the Internal Revenue Service, in accordance with the requirements of a tax-exempt organization.

Chart I

Balance Sheet

10/31/62

Assets

Cash	48.00
Inventories	2,115.94
Accts. Rec.	2,776.80
Prepaid Ins.	616.43
Rest. Equip.	3,499.95
Rest. Repairs	215.00
Equipment	9,000.00
	<u>\$18,272.58</u>

Liabilities

Accts. Payable	35,117.90
Notes Payable	18,250.00
Coupons Unredeemed	703.85
Mohip Fees Prepaid	351.50
Equipment (Deprec. Res.)	9,000.00
Hospitalisation Advance	20.92
	<u>63,402.33</u>
DEFICIT 10/31/62	<u>45,129.75</u>
	18,272.58

The effort to make the necessary fees and charges for services as reasonable as possible does not ofttime permit nor provide for adequate depreciation or replacement of necessary equipment. The resultant lack of replacements and equipment over a period of years makes for an extensive outlay when demanded by necessity, city codes, etc. It thus became necessary for the Hoboken YMCA to purchase and install new restaurant equipment a few years ago, and to finance same through a monthly payment plan which forced the accumulation of other on-going outstanding accounts. Other expensive outlays have had to be made for maintenance of other equipment.

Chart II.

Year	Accounts Payable	Loan	Gain or Loss for Year	Note Due on Rest. Equ.	Quick Assets-End of Yr.	
	End of Year				Cash	Ded. Orders
1950	\$12,562.				\$ 202.	\$
1951	15,878.				\$ 202.	\$ 4,176.
1952	24,729.		(7,995.)		14.	3,196.
1953	32,620.		(9,877.)		45.	3,184.
1954	14,848.	20,000.	(1,442.)		77.	3,141.
1955	12,039.	20,000.	+2,280.		190.	3,839.
1956	14,702.	20,000.	(4,956.)		3,219.	3,106.
1957	17,304.	20,000.	(2,988.)		949.	2,914.
1958	15,372.	19,400.	+ 947.		2.	3,376.
1959	25,044.	18,800.	(8,140.)	7,997.	144.	3,179.
1960	32,849.	18,250.	(2,736.)	3,198.	196.	3,047.
1961	36,420.	18,250.	(3,454.)	---	50.	3,499.
1962(Oct.)	35,117.	18,250.	(2,652.)	---	98.	2,933.
					48.	1,816.

Chart III.

YEARLY BALANCE SHEET DATA

	Accts. Pay. & Loan	Other Liabilities	Membership Reserve	Rest. Equip. Notes	End of Year Deficit
1956	34,702.	1,436.	---		27,806.
1957	37,304.	829.	---		30,795.
1958	34,772.	747.	1,450.		29,847.
1959	34,844.	405.	1,723.	7,997.	45,984.
1960	51,099.	651.	1,117.	3,198.	43,825.
1961	54,660.	713.	780.	--	43,192.
1962(Oct.)	54,367.	703.	351.	--	45,129.

Comments:

1. Severe loss in 1959 due to purchase of Restaurant Equipment and lack of Restaurant Income during period of instalation.
2. Continued decline in volume prevented recovery of loss.
3. More difficult now to satisfy creditors because of decrease of cash flow.

Chart IV.

TOTAL INCOME AND EXPENSE OF HOBOKEN RR YMCA

	1957	1958	1959	1960	1961	1962 (Nine Mos.)
Income	\$ 188,330.	160,976.	143,019.	149,101.	138,587.	82,062.
Expense	191,318.	160,029.	151,159.	151,837.	142,042.	84,333.
Gain (or Loss)	(\$2,988.)	\$947.	(\$8,140.)	(\$2,736.)	(\$3,454.)	(\$2,271.)

Observations

1. A decline in total income has been recorded each year with the exception of 1960, when a small recovery was registered.
2. A decline in expenses each year with exception of 1960.
3. The decrease in expense has not been sufficient to overcome the loss except in year 1958.
4. The extreme case of loss in 1959 due to the closing of the restaurant for the period necessary to install new equipment.

Chart V.

TOTAL WAGES

	1957	1958	1959	1960	1961	1962 (Nine Mos.)
Total Wages	\$ 71,764.	60,993.	58,643.	57,845.	62,229.	45,466.
% of Income required for Salaries & Wages	38.6%	37.8%	41.1%	38.8%	44.9%	55.4%

(Estimated Total Income for 1962 = 109,414.)
 { " " Wages " " = 60,621.)
 { " Percentage Wages is of Income = 55.4%

Observations

In order to help analyze operations, we have applied a Wage-to-Income percentages which reveal, in some cases, (a) the sharp rise in labor costs in recent years due to increase in wages, (b) reduction in total volume, (c) shorter work weeks, or (d) combination of these and other factors, such as the necessity to maintain a basic work force to conduct 24-hour operation.

1. Although total wages have been decreased each year with the exception of 1961, the percentage of income required to pay salaries and wages has increased from 38.6% in 1957 to 55.4% in 1962 (first 9 months), due to decline in volume.
2. Consideration of the Chart on Restaurant will reveal the importance of this percentage.
3. Note year 1960 - Reduction of total wages and percentage with slight increase in volume.

Chart VI. PERCENTAGE OF INCOME REQUIRED FOR WAGES - OTHER FOR YMCA'S

	1957	1958	1959	1960	1961
Association A	58.1%	57.7	55.1	57.2	57.2
Association B	47.	44.7	47.2	46.3	49.2
Association C	44.3	43.3	44.8	46.8	48.2
Association D	45.1	47.9	47.8	47.	45.2
Association S	49.4	48.7	49.	48.7	46.3

Observations

1. Association "A" and similar Associations are able to balance budgets with a high wage percentage because of very large membership income.
2. Most Associations similar to Hoboken find it difficult, if not impossible, to balance budgets when wage percentage exceeds 46 to 48%.

Chart VII. RESIDENCE INCOME & EXPENSE

Year	Dorm. Income	Dorm. Expense	% of Expense to Income	"Operating Fund" available from Dormitory Operation for Admin., Overhead and Other Costs	
1957	\$38,934.	\$26,483.	68.0%	32.0%	12,451.
1958	37,222.	22,851.	61.4	36.8	14,371.
1959	37,408	24,137.	64.6	35.4	13,271.
1960	41,990.	25,604.	61.0	39.0	16,386.
1961	42,180.	25,542.	60.6	39.4	16,638.
1962 (10 Mos.)	35,206.	22,284.	63.3	36.7	12,922.

Chart VIII. RESIDENCY OCCUPANCY AND INCOME - OPERATING FUND PER BED OCCUPIED

	Total No. Bed Nights Occupied	% Occupancy	% Occupancy All YMCA's	INCOME per bed-nt		EXPENSE per bed-nt		"Operating Fund" per bed-nt	
				Hob.-All Y's	Hob.-All Y's	Hob.-All Y's	Hob.-All Y's	Hob.-All Y's	Hob.-All Y's
1957	32,426	123%	82.9	1.20	1.37	.82	.65	.38	.72
1958	29,442	107%	80.8	1.26	1.43	.78	.69	.48	.74
1959	29,756	109%	82.9	1.26	1.61	.81	.76	.45	.85
1960	30,596	112%	82.6	1.37	1.73	.83	.81	.54	.92
1961	28,715	105%	82.6	1.47	1.73	.89	.81	.58	.92
1962 (10 Mos.)	23,664	104%	---	1.49	---	.94	---	.55	---

An analytical chart has been developed by the YMCA in an effort to analyze dormitory operations. This suggests that dormitories produce 66.6% of total income for "operating fund" to carry Administration, Overhead, Depreciation, etc. As far as is known, no YMCA is producing the 66.6% ideal.

Observations:

1. Use of the dormitory at 123% of occupancy (some beds used twice during the day) in 1957 would seem to be a high point in recent years; 112% was registered in 1960.
2. A high percentage of occupancy continues at approximately 105% in 1961 and 1962. This is above the average of all YMCA's in U.S.A.
3. The income per bed night has increased through some adjustments in rates during the years 1958 and 1960, thus rising from an average of \$1.20 in 1957 to \$1.49 in 1962. (There are a few "regular" dormitory users who have a slightly lower rate than the \$1.50 minimum per night for "transit" users, bringing the average down to \$1.49.)
4. The expense per bed-night has not risen as greatly as the income per bed night -- however, it must be remembered that this particular chart does not include administration nor overhead, but straight charges to dormitory only. The increase in expense from .82¢ per bed night to .94¢ is not as great as the average in all YMCA's.
5. The "operating fund" available from dormitory operations for administration, overhead, and other costs, per bed-night, has increased from .38¢ to .58¢ in 1961 but declined to .55¢ in 1962 -- but note again, not as much as the average for all YMCA's, i.e. from .72¢ to over .92¢.
6. With reference to Chart IV, involving total dormitory operations, it is noted that dormitory income has increased (due primarily to increase in rates rather than occupancy, as mentioned in #1 above.)
7. The Association has been rather successful in keeping dormitory expense from rising and in maintaining the percentage of expense to income, so that an increase was registered from 1957 through 1961, in the percentage of the "operating fund" available from dormitory operation which must be secured in order to carry administration, overhead and other costs. It is still, however, far from the 66.6% figure which has been recommended as the one necessary to properly carry the proper share of the load.

CHART IX.

RESTAURANT

	1957	1958	1959	1960	1961	1962 (9 Mos.)
Restaurant						
Income	95,632.	85,275.	68,386.	65,790.	56,614.	26,021.
Expense	96,935.	82,514.	73,854.	68,199.	63,846.*	30,776.
Gain	(1,303.10)	2,760.	(5,468.)	(2,408.)	(7,231.)	(4,754.)
(or Loss)						

Percentage of Restaurant Expense to Income

Food Expense	54.5%	53.2%	57.9	57.3	53.1	43.1
Labor Expense	39.5	36.8	39.1	35.4	46.5	61.8
Other "	7.3	6.7	8.9	7.0	7.7	7.3
Equipmt & Rprs	—	—	1.9	3.7	5.4	5.9
TOTAL EXP.	101.3%	96.7%	107.8%	103.4	112.7%	118.1
Gain		3.3%				
(or Loss)	(1.3)		(7.8)	(3.4)	(12.7)	(18.1)

* Includes Equipment charge of \$2400.00.

CHART X.

RESTAURANT

	1957	1958	1959	1960	1961	1962 (9 Mos.)
No. Customers	341,509	287,780	215,708	171,277	143,150	65,738
Average Inc. per Customer	.280	.296	.317	.384	.395	.396
Average Exp. per Meal	.284	.287	.342	.399	.446	.468
Average Gain (or Loss) per Meal	(.004)	.009	(.025)	(.015)	(.05)	(.072)

(Including Equipment Cost)

CHART XI.

Exp. per Customer for food	.15	.16	.18	.22	.21	.17
Exp. per Customer for labor	.11	.11	.12	.13	.18	.24

Observations:

1. Steady decline in volume 1957-1962 and decline in number of meals.
2. Loss each year except 1958.
3. Increase in Percentage of Labor Expense to Income in 1961-62.
4. Improvement (decrease) of food expense percentage, 1959 through 1962.
5. Increase in average labor cost per meal.
6. Average loss per meal increase.

Observations: (Continued)

7. Contrast and reversal of portions of expense per customer represented by labor and food per meal - 1957 through 1962 (Chart XI.)
8. In 1959 a study of Restaurant revealed a 587. Food Cost and 397. Labor Cost - By stringent control this has been reduced to 43.1% Food Cost. Labor increased to 46.% in 1961 - 61% in 1962. Control effective - need to correct Labor Costs

CHART XII.

MERCHANDISE

	1957	1958	1959	1960	1961	1962 (10 Mos.)
Income	18,413.	8,050.	7,170.	7,252.	4,631.	3,111.
Expense	<u>18,120.</u>	<u>7,387.</u>	<u>6,837.</u>	<u>6,850.</u>	<u>3,873.</u>	<u>2,468.</u>
Gain	293.	663.	333.	402.	758.	643.
% of Gain	16%	8%	4.6%	5.5%	16%	20%

(Some Labor charges are made in 1957, 1958, 1959, 1960)

1. Improvement in Merchandise Percentage in 1962 over 1961.
2. Decrease in total volume of Merchandise.

CHART XII.

MEMBERSHIP

	1957	1958	1959	1960	1961	1962 (10 Mos.)
Income	6517.*	4089.	4387.	5069.	3507.	2836.
Expense	<u>1306.</u>	<u>867.</u>	<u>1073.</u>	<u>931.</u>	<u>560.</u>	<u>396.</u>
Net Income	5211.	3222.	3314.	4138.	2947.	2440.
No. Members end of year	2157	2294	1785	1157	887	887
Ave. Income per member					3.57	
% Total Membership Inc. is to total inc.	.035	.025*	.03	.034	.025	.031
Membership Reserve- End of Yr.		1450.	1723.	1117.	780.	351.

* No Membership Reserve at end of year 1957 - All membership taken in year.

Observations:

1. Percentage of membership income to total income fairly consistent.
2. See comments under membership portion.

CHART XIV.

LOCKERS (& Showers)

	1957	1958	1959	1960	1961	1962 (10 Mos.)
Income	1066.	482.	571.	331.	822.	528.
Expense (Soap, Keys, etc.)	<u>89.</u>	<u>65.</u>	<u>82.</u>	<u>65.</u>	<u>81.</u>	<u>40.</u>
	977.	417.	489.	266.	741.	488.

Lockers Available: 80 lockers to rent for \$1.50 per year
 170 3.00 " "
 20 4.00 " "
 270

Most lockers are rented fairly consistently; at present ____ rented.

1. Better return on Lockers in 1961.
2. Need method of getting return of keys.

Coupon Books

1. Issued in denominations of \$5.00, made up of forty 10¢ coupons and twenty .05¢ coupons to total \$5.00
2. To help defray expense of issuance and handling, .25¢ fee

CANTEEN

	1957	1958	1959	1960	1961	1962 (19 Mos.)
Income	22840.	21092.	20288.	21501.	23557.	13699.
Expense	<u>22368.</u>	<u>19369.</u>	<u>18492.</u>	<u>19902.</u>	<u>18935.</u>	<u>10828.</u>
Gain	472.	1723.	1796.	1599.	4622.	2871.

CANTEEN

PERCENTAGE OF RESTAURANT EXPENSE TO INCOME

Food %	82.8	80.0	78.7	79.1	67.3	60.7
Labor %	15.1	11.7	12.3	12.1	12.1	17.7
Eqpt. Repr.				1.2	.8	.5
	<u>97.9</u>	<u>91.7</u>	<u>91.0</u>	<u>92.4</u>	<u>80.2</u>	<u>78.9</u>
Gain %	2.1	8.3	9.0	7.6	19.8	21.1
No. of Customers	89,173	86,263	80,639	83,855	86,999	56,529
Ave. Inc. per Customer	.256	.244	.251	.256	.271	.242
Ave. Exp. per meal	.251	.224	.229	.237	.218	.191
Ave. Gain per meal	.005	.020	.022	.019	.053	.051

CANTEEN (Continued)

Observations:

1. There has been considerable improvement in operation of Canteen.
2. There is no overhead, insurance, office, etc. expense charged to the Canteen operation.
3. Canteen cost approximately .191 for labor per customer, average check .242; average operating fund available in 1962 was .051

PROGRAM

The Hoboken RR 'Y' sponsors 10 Bowling Teams and participates in the Erie-Lackawanna RR YMCA Bowling Tournament held at the close of the season each year.

For the benefit of members, TV entertainment is available in the Lounge at all times.

Two pool tables are available for members. Checkers and dominoes and some chess is played regularly. Ladder tournaments in these games have been held in past years.

Reading material is always available. The bulletin boards of the 'Y' are extensively used for the posting of all sorts of notices of concern to the Erie-Lackawanna railroad men.

The Secretary holds a number of interviews with Railroad men on a number of matters. Personal counseling is done with large numbers of railroad men.

CHART XV.

INSURANCE SCHEDULE

Workmens Compensation & Em. Liab. Policy.....	\$5,000.
Aetna Casualty & Surety Co.	
Owners', Landlords' & Tenants Liability.....	Bodily Inj. \$50,000. &
Aetna Casualty & Surety Co.	\$100,000.
	Property - \$50,000.
	Products - \$50,000.
Comprehensive Glass Policy.....	for Show Cases & Partition
Aetna Casualty & Surety Co.	
Robbery & Burglary Policy.....	\$5,000.
Aetna Casualty & Surety Co.	
Group Honesty Insurance Policy	
via National Board	
Fire Insurance - on Contents:	
Phoenix Assurance	\$2,500.
Fidelity Phenix Ins. Co.....	\$2,500.

RECOMMENDATIONS

The material below is placed in the order of the previous presentation:

I. Board of Managers

It is recommended:

- A. That regular meetings be held, preferably at least once a month; that Committees develop material and information concerning their responsibilities between meetings, report and recommend at meetings, thus permitting coverage of business in a minimum of time. ✓
- B. That it be ascertained if additional qualified men should be added to the Board to fill vacancies, having in mind the need to have a good cross-section representation of membership.
- C. That efforts be made to continue active support and cooperation of all of membership through Committee and Board activities.
- D. That "Commissions" be developed to identify the function and task of each Committee of the Board.
- E. That members of the Board and Committees be encouraged to continue to attend Summer Institutes, Assemblies, and other gatherings emphasizing training, policy and other work of the Railroad Y.M.C.A.

II. Membership

It is recommended:

- A. That active membership campaigns be continued, coupled with efforts to ascertain needs and services of members.
- B. That the Membership Committee explore possibility of further services and membership enrollment which may not have been fully exploited following merger of the two railroads.
- C. That the possibility of "continuous membership" be explored.
- D. That ways and means of encouraging use of the Railroad YMCA by additional railroad personnel be explored.
- E. That the Board of Managers, together with other RR YMCA's on the Erie-Lackawanna, give further consideration to the time of campaigns, membership fees, and other membership matters.

III. Building and Facilities

It is recommended:

- A. That efforts be made to improve the appearance of the Hoboken RR Y.
- B. That, as a beginning toward this suggestion, the House Committee and Secretary inspect the entire facility and make a full report to the Board of Managers of repairs and improvements needed in each Department of Service. ✓
- C. That the Board assign priority to items and endeavor to develop ways and means of improvements and changes in order of best advantage to improve income and/or reduce expense.
- D. That the House Committee also inspect equipment and supplies.
- E. That the partitions, unused and stored in lobby, be used as later suggested or stored in less conspicuous place.
- F. That lobby furniture be repaired -- that, when possible, the present long "sofa" type furniture be eliminated and comfortable single chairs be provided.
- G. That employees be made conscious of the need to keep showcases clean, stock rooms tidy, etc. and that each employee be responsible for maintenance of a clean, tidy facility.

IV. Finance and Operation

The Financial status as revealed by operating statements, balance sheets and other data compels improvement. A combination of ways and means will probably be required to accomplish this. A new "concept" of function and duty of employees appears to be indicated; one that is more compact and efficient, especially in terms of labor costs.

The decrease in total volume, increase in percentage of labor costs, overhead, and other factors indicate that the services offered, which appear to be basically sound and needed, can be furnished by methods similar to those in use at recently constructed and remodeled Railroad YMCA's which utilize labor forces to better advantage.

To move the operation closer to a balanced budget of operations will require a change in method of operation. The charts emphasize the need for better utilization of personnel.

It is recommended:

- A. That the separate "desk" operation of a desk clerk be eliminated. In many RR YMCA's the tasks assigned to this position are now performed by a combination "counter-man", by waitresses, or by combination "porter-counter-man". ✓
- B. That the "desk" operation be moved to combine with restaurant cash register operation. This can be accomplished without purchase of addi- ✓

tional equipment. Advantages are: It is possible, in some cases, to reduce labor force; (2) at other times, it is possible to better utilize labor force through use of counter-man to aid in restaurant operation; (3) during slow periods, late at night, etc., it is possible to provide coffee and sandwich service and other essential services with one man.

- G. That the best arrangement would be to re-open the former opening to the cafeteria as a space for the desk counter, swinging the restaurant counter across the restaurant, permitting the person in charge to have supervision of entire operation.
- D. That this change in concept of service may be helpful to meet the difficulty of obtaining qualified desk clerks, in reducing the costs of "fringes", such as Social Security, meals, etc., and in permitting wage adjustments which would result in better employees.
- E. That persons employed in future and present employees be trained in the need to actively perform not a "desk clerk" job, but "combination" tasks.
- F. That capitalization of equipment and a depreciation schedule for same be set up on the books to help provide ways and means of keeping equipment in condition.
- G. That, when new meal books are purchased, larger denominations be used so that fewer pages are required and that \$10.00 books be used instead of \$5.00 books. This should result in savings from less bookkeeping expense, less book cost per total issuance, less time required of personnel handling books and coupons, etc. Service fees for books could be adjusted accordingly and clearance made with proper payroll record officers.
- H. That some decreases in expense of labor be instituted forthwith in order that budgets may be balanced as closely as possible.
- I. That efforts be continued to gradually pay up pressing accounts now in arrears, and that, due to the severe financial condition in the matter of accounts payable and the demands of creditors, the Erie-Lackawanna continue their cooperation in the matter of performing laundry service and holding in abeyance bills for same. The Railroad 'Y' has been vouchering these bills and they are taken into the Accounts Payable on the Balance Sheet. It is suggested that it would be very beneficial to have these bills forgiven and eliminated from the balance sheet and laundry service performed without cost until such time as the Association has cleared away the present pressing Accounts Payable items.
- J. That, in order to satisfy anxious creditors, and as quickly as personnel changes can be made and monthly savings channeled into partial payment of back accounts, a request for a monthly appropriation from the Railroad Company of \$250.00 per month be made — such appropriation to be effective for the next year and need re-examined at the end of that time, and such appropriation to be used only for the purpose of making payment on present outstanding indebtedness so that same can be reduced to reasonable proportions. As the pressure of creditors is

- J. (Continued) eased, attention should be given to improvements as suggested and to necessary adjustments of salaries, etc. to continue improved efficiency of operation.
- K. That a complete list of current accounts payable be submitted to the next Board meeting and that progress on this be noted at subsequent meetings of Board or Executive Committee. That a list of indebtedness as of December 31, 1962 be compiled, separated by months when due, so that the arrearage can be quickly noted.

V. Dormitory

It is recommended:

- A. That a modest raise be made in dormitory rates to bring "operating fund" of dormitory back up to at least the approximate 40% of 1960 to overcome the increase in costs of 1961-62, which rose from .83¢ in 1960 to .94¢ in 1962 (Chart VIII)
- B. That appearance of rooms be upgraded through gradual replacement plan -- now needed are blankets, chairs, clothes racks, and that this be referred to the House Committee as previously mentioned.
- C. That dormitory "desk" operation be combined as mentioned previously.
- D. That rooms "out of use" be put into usable condition as quickly as possible so that no dormitory income may be lost.
- E. That schedule of replacement of equipment be formulated so that mattresses required (two at present) are replaced periodically; for example, it requires \$2250.00 to replace 75 mattresses at \$30.00 each and provision needs to be made in advance.

VI. Restaurant

It is recommended:

- A. That the restaurant counter be moved across dining room and operation of cash register be combined as previously mentioned.
- B. That some of the available partitions be used to block out view of men's washroom and that present show cases be used across opening to display merchandise, etc.
- C. That food service, of some kind, be provided around the clock.
- D. That restaurant equipment be capitalized and depreciated on regular basis.

VII. Employees

It is recommended:

- A. That ways and means be found to utilise any "dead" time of employees.
- B. That the service of present personnel be recognized and, if possible, changes be made in conjunction with retirement of employees; that present personnel be "retrained" if possible for the type of positions required as changes are made.
- C. That during the periods when "supervisor-clerks" are on duty, they be given some of the daily record-keeping to perform, reports which can be checked and certified by office Bookkeeper or Secretary, counting of coupons, etc. so that office load is reduced.
- D. That the following proposed employee schedule be made effective immediately (present wage scale used as indicated):

1st Trick

Salary cost per month

General Administration - General Secretary	\$ 600.00
Bookkeeper	330.00
Restaurant - Dormitory - 1. Cook-Kitchen Man	400.00
2. Counter Girl	213.00
3. Counter Girl or Man	223.30

(Some adjustment in wages may be necessary to employ capable counter-man to perform functions in recommendations)

Building - General	1. Caller-Porter	243.00
	2. Janitor	220.00

2nd Trick

Restaurant - Dormitory	4. Counter Man	343.00
	5. Counter Girl (4 hrs)	104.00
	6. Supervisor-Clerk	225.00
Building-General	3. Caller-Porter	243.00

3rd Trick

Restaurant - Dormitory	7. Counter Man	343.00 (6 days)
	8. Supervisor-Clerk	243.00 (7 days)

(In periods of very slow business on 3rd Trick, it may be possible to operate with one man, replacing #7 and #8, serving light lunches only)

Building - General	4. Caller Porter	243.00 (7 days)
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1st Trick - Canteen - One man	200.00 (5 days)
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(Numbers preceding job classification identify departments of service)

(The above schedule contemplates reduction in payroll of one Clerk - \$135.00 per month; one Counter Girl or Desk Clerk at approximately \$200.00 monthly; part-time of one third trick Desk Man at approximately \$175.00 per month.)

(Some adjustments to meet periodic needs may be necessary.)

- E. As soon as it is possible to operate more effectively and efficiently, examination should be made of salaries and wages and adjustments made when possible to encourage better productivity and to secure better employees when replacements are necessary.
- F. That the need to conserve funds, give better service, and to operate within the budget be explained to employees at staff meetings and/or other means so that they understand the extreme need to make necessary changes in operation, and that this also be interpreted to the general membership.

VII. Lockers

It is recommended:

- A. That efforts be continued to secure all names and addresses of all persons using lockers until this matter is resolved and complete records are available.
- B. That efforts be developed, with proper railroad office, to improve methods of assigning lockers and obtaining return of locker keys when man is reassigned to another location, etc.

IX. Canteen:

It is recommended:

- A. That the services of Canteen be continued and opportunities for any similar service be developed, if possible.

X. Program

It is recommended:

- A. That the pool tables be improved and replaced where formerly located, permitting better supervision.
- B. That the Program Committee, together with the Secretary, explore the possibilities of informal education classes, public speaking classes, classes on parliamentary law, etc.
- C. That the Program Committee, together with the Secretary, explore the possibilities of using professional teachers of such subjects from Stevens College and/or other educational institutions for classes at the Hoboken RR R or other locations.

I. Program (Continued)

- D. That the Program Committee explore other possibilities of program which might supplement Bowling, etc., perhaps Golf Tournaments in Summer, etc.

The above recommendations are submitted for consideration with the belief that, although some time will be required to materially reduce the outstanding accounts, overtake the deferred repairs of equipment and maintenance, the Hoboken Railroad Y.M.C.A., by a changed concept and better utilization of personnel, can render effective and efficient service to the Membership.

Respectfully submitted,

James R. Winterhalter

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1/28/63