

EQUIPMENT

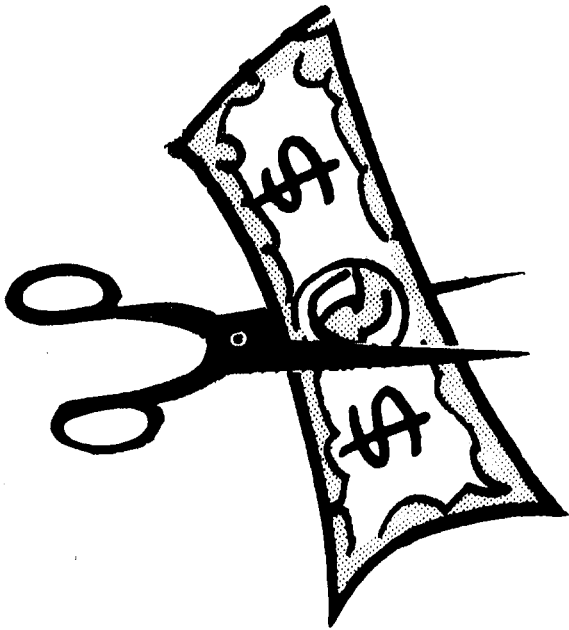
AND ITS

UTILIZATION

THE PAINLESS WAY TO CUT COST

CAR UTILIZATION

- Do not hold cars for prospective loading.
- Interchange cars before midnight.
- Move special equipment in accordance with CSD 145-A. & CSD 150-A
- Repair cars promptly.
- Do not hold cars with company material.
- Constructively place cars according to tariff.
- Dispose of foreign equipment promptly.



CAR FLEET

(AUGUST 1969)

1.8 Mil.

PC AVERAGE

DAILY CARS ON LINE

262,500

PC AVERAGE

DAILY LOADINGS

(Mon.-Sat.)

On Line	10,900 cars
Received From Conn.	6,800
Total:	<u>17,700</u>

FOREIGN FREIGHT CARS



**Get 'em
Off Line before
Midnight
save per diem**

PER DIEM RATES

<u>YEAR</u>	<u>PER CAR</u>
1902	20¢
1920	\$1.00
1949	\$1.75
1959	\$2.88
1969	\$2.16 - \$12.18

1 9 6 9

P E R D I E M

<u>GROUP</u>	<u>DEPR. CAR COST</u>	<u>RATE PER DAY</u>
1	\$1,000 & LESS	\$2.16
2	1,000 - 5,000	2.79
3	5,000 - 10,000	3.58
4	10,000 - 15,000	4.50
5	15,000 - 20,000	6.15
6	20,000 - 25,000	7.11
7	25,000 - 30,000	9.00
8	30,000 - 35,000	10.18
9	35,000 & OVER	12.18



NET PER DIEM PAID

Actual

1968 \$54 MILLION

(EXCLUDING NH)

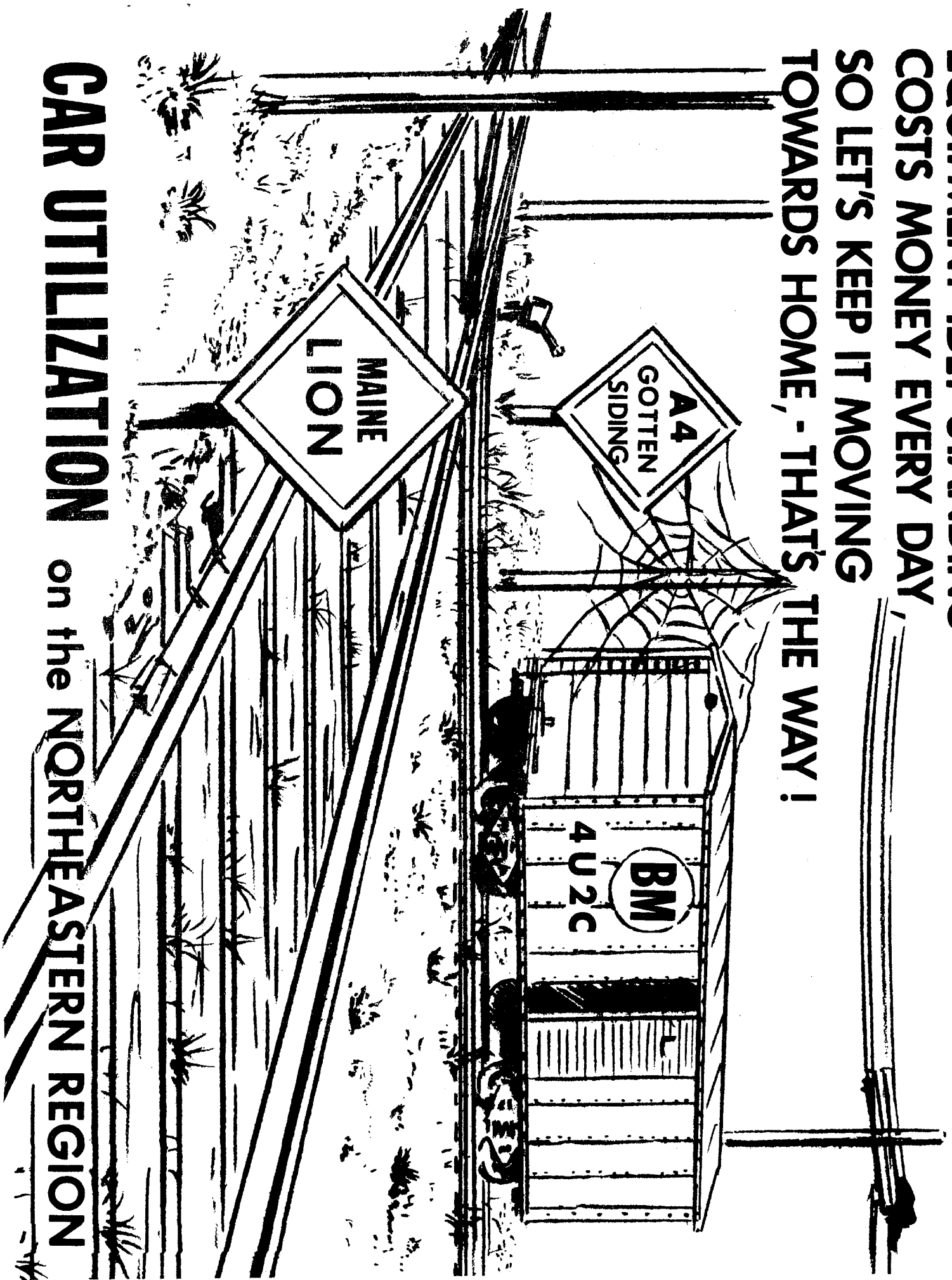
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Estimated

1969 \$62 MILLION

(INCLUDING NH)

**EQUIPMENT IDLY STANDING
COSTS MONEY EVERY DAY,
SO LET'S KEEP IT MOVING
TOWARDS HOME, - THAT'S THE WAY!**



CAR UTILIZATION on the **NORTHEASTERN REGION**

1969

EQUIPMENT PROGRAM

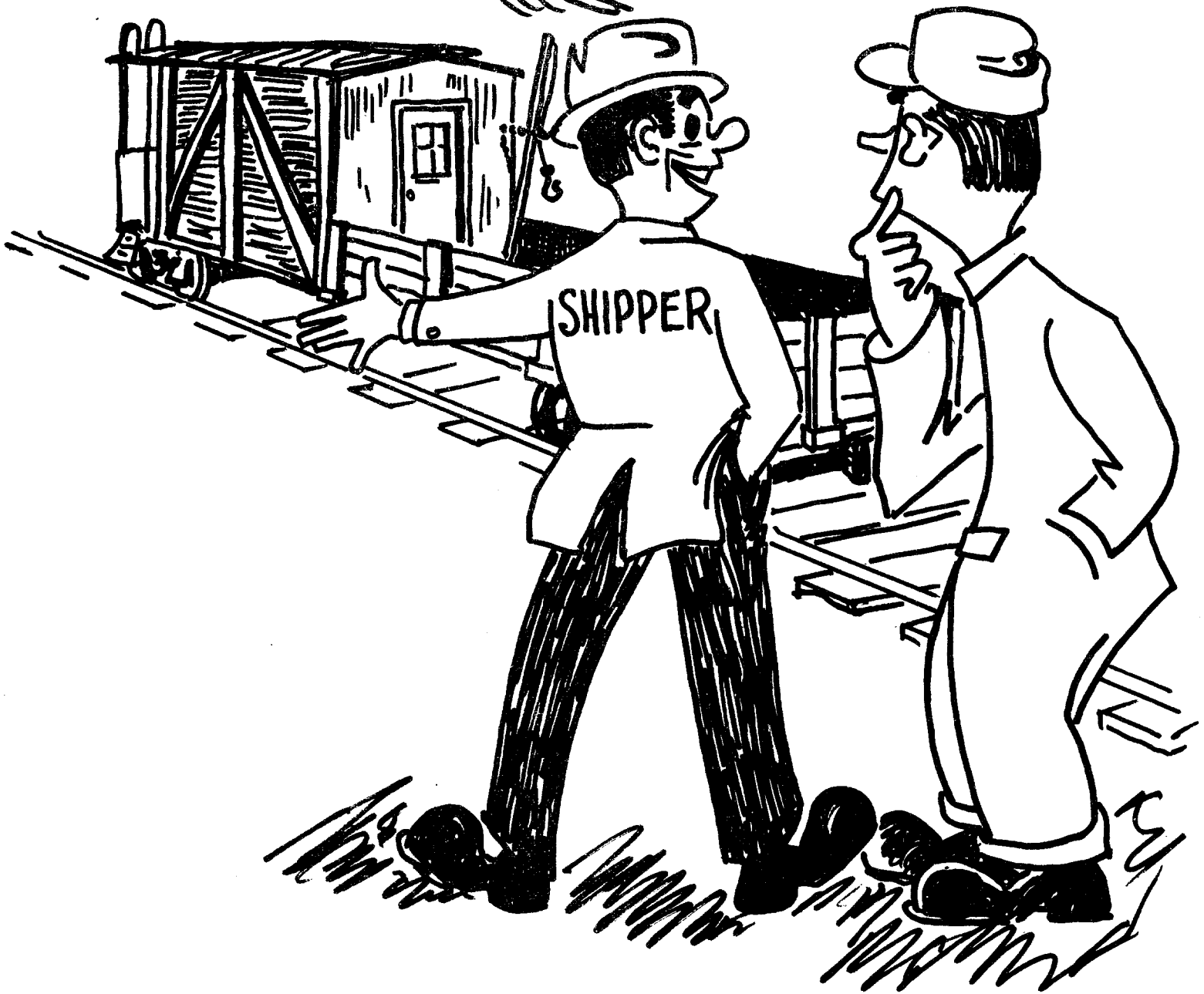
NEW CARS

APPLIANCE BOX CARS, 60 foot	220
ASSIGNED DF SERVICE, 50 foot	50
AUTO PARTS BOX	
50 foot	230
60 foot	272
86 foot	383
AUTO RACKS	
Bi Level	87
Tri Level	426
COVERED HOPPERS - Grain Service	400
GONDOLAS	
52'6" 100 ton	1000
65' 70 ton	200
Coil steel	800
CABIN CARS	
Road Service	50
Transfer & Yard service	150

**PURCHASE COST -
P C 1969 NEW EQUIPMENT**

50' 70 TON CUSHIONED BOX	\$19,385
60' 70 TON CUSHIONED BOX	\$19,400
86' HIGH CUBE BOX	\$38,000
100 TON COVERED HOPPERS	\$16,000
100 TON COVERED GONDS	\$23,200

I DON'T WANT IT—YOU CAN HAVE IT—
IT'S NO GOOD FOR ME—!



1969

EQUIPMENT PROGRAM

REBUILT CARS

DF SERVICE BOX CARS

50 foot	100
Stretch New Haven 40 foot to 50 foot	100

GENERAL SERVICE BOX

40 foot reconstruction	800
Stretch 40 foot to 50 foot	600
50 foot reconstruction	1200

GONDOLAS

52 foot rehabilitation (70 ton)	800
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CABIN CARS

Former N8 for Road Service	70
Former New Haven	40

PENN CENTRAL SYSTEM

MARKS

PC



PRR



BWC

NYC



B&A

P&E

CASO

TOC

NH



CODE OF CAR SERVICE RULES

RULE 1

FOREIGN CARS, EMPTY AT A JUNCTION WITH THE HOME ROAD, MUST BE:

- A. LOADED AT THAT JUNCTION TO OR VIA HOME RAILS, OR,
- B. DELIVERED EMPTY AT THAT JUNCTION TO HOME ROAD, EXCEPT IN INSTANCES WHERE RULE 6 HAS BEEN INVOLVED, OR UNLESS OTHERWISE AGREED BY ROADS INVOLVED.

RULE 2

FOREIGN EMPTY CARS OTHER THAN THOSE COVERED IN RULE 1 SHALL BE:

- A. LOADED TO OR VIA OWNER'S RAILS.
- B. LOADED TO A DESTINATION CLOSER TO OWNER'S RAILS THAN IS THE LOADING STATION OR DELIVERED EMPTY TO A SHORT LINE OR SWITCH LOADING ROAD FOR SUCH LOADING.
- C. DELIVERED EMPTY TO THE HOME ROAD AT ANY JUNCTION SUBJECT TO RULE 6.
- D. DELIVERED EMPTY TO THE ROAD FROM WHICH ORIGINALLY RECEIVED UNDER LOAD, AT THE JUNCTION WHERE RECEIVED, EXCEPT THAT WHEN HANDLED IN ROAD HAUL SERVICE, CARS OF DIRECT CONNECTION OWNERSHIP MAY NOT BE DELIVERED EMPTY TO A ROAD WHICH DOES NOT HAVE A DIRECT CONNECTION WITH THE CAR OWNER.
- E. RETURNED EMPTY TO THE DELIVERING ROAD WHEN HANDLED ONLY IN SWITCHING SERVICE.

NOTE: BOX CARS COVERED BY CAR SERVICE DIVISION SPECIAL CAR ORDER NO. 90 SHOULD BE HANDLED AS PROVIDED THEREIN.

SCO 90

WHAT?

A SHORT ROUTE PLAN FOR PLAIN BOX CARS

APPLIES TO?

INDIRECT CONNECTION OWNERSHIPS

PROVIDES?

OUTLET FOR:

SPECIFIC OWNERSHIPS TO SPECIFIC RAILROADS

THRU SPECIFIC INTERCHANGES

OPERATIONS AND MAINTENANCE DEPARTMENT · CAR SERVICE DIVISION
 AMERICAN RAILROADS BUILDING · WASHINGTON, D. C. 20036

E. P. MILLER
 Chairman

HARRY PETERSON
 Executive Assistant

June 24, 1969

CIRCULAR CSD 145-A
ASSIGNED CARS

B. W. TAYLOR
 Manager, Railroad Relations
 J. H. BLOSE
 Manager, Closed Car Section
 R. H. BUCHANAN
 Manager, Open Car Section
 R. K. MCCARTHY
 Assistant to Chairman—Data Systems
 H. SCHREIBER
 Assistant to Chairman—Statistics
 J. E. HATHAWAY
 Assistant to Chairman—Advisory Boards

TO ALL RAILROADS:

Effective: September 1, 1969.

This Circular applies to cars assigned to shippers or to district distribution pools carrying railroad reporting marks and equipped with load restraining devices and/or permanent dunnage, of mechanical designations XL, XLI, XLII, XP, XPI, XR, RBL, RPL, GBC, GBR, GBS, GBSR, GDC, GDS, GSC, GSS, GSSR, GTC, GTS, GTCR, FA, FC, FCS, and FMS.

Waybills covering loaded movement of cars covered by provisions of this Circular must be endorsed in one of the two following ways:

- (a) Assigned Car CSD 145-A. When empty bill back to _____ at origin of last load in reverse of the loaded movement. (shipper)

OR

- (b) Assigned Car CSD 145-A. When empty bill back to Agent at _____ in reverse of the loaded movement. (station)

Waybills covering empty movement of cars covered by the provisions of this Circular must be endorsed "Assigned car CSD 145-A."

The above endorsements must not be shown on waybills covering loaded or empty movements of cars of mechanical designations which are not included in this Circular.

All empty movements shall be billed on revenue form of waybill WITHOUT CHARGES, showing full routing by railroads and all junction points. CLOSE AND SEAL DOORS OF CLOSED CARS.

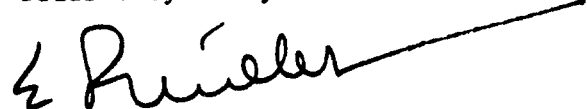
Under authority of Per Diem Rule 19, Car Service Rules 1 and 2 are suspended as to cars covered by this Circular, insofar as they may conflict with provisions herein.

Special per diem reclaims on cars of mechanical designations covered by this Circular may be made in accordance with Per Diem Rule 22.

Please refer to Circular CSD 150-A covering equipped cars in unassigned service.

Please acknowledge.

Yours very truly



LISTS: CS-1, 1A, 1B, DMs, CSAs

AMERICAN RAILROADS

OPERATIONS AND MAINTENANCE DEPARTMENT · CAR SERVICE DIVISION
 AMERICAN RAILROADS BUILDING · WASHINGTON, D. C. 20036

E. P. MILLER
 Chairman

HARRY PETERSON
 Executive Assistant

June 24, 1969

CIRCULAR CSD 150-A
UNASSIGNED CARS

B. W. TAYLOR
 Manager, Railroad Relations

J. H. BLOSE
 Manager, Closed Car Section

R. H. BUCHANAN
 Manager, Open Car Section

R. K. McCARTHY
 Assistant to Chairman—Data Systems

H. SCHREIBER
 Assistant to Chairman—Statistics

J. E. HATHAWAY
 Assistant to Chairman—Advisory Boards

TO ALL RAILROADS:

Effective: September 1, 1969.

This Circular applies to unassigned cars (cars not assigned to shippers or district distribution pools covered by CSD 145-A) carrying railroad reporting marks equipped with load restraining devices, and/or permanent dunnage, of mechanical designations XL, XLI, XLIH, XP, XPI, XR, RBL, RPL, GBC, GBR, GBS, GBSR, GDC, GDS, GSC, GSS, GSSR, GTC, GTS, GTCR, FA, FC, FCS, and FMS.

Waybills covering loaded movement of cars covered by provisions of this Circular must be endorsed as follows:

- (a) Unassigned Car CSD 150-A. When empty handle per owner's instructions or return empty or loaded to owner.

Waybills covering empty movement of cars covered by the provisions of this Circular must be endorsed "Unassigned car CSD 150-A."

The above endorsements must not be shown on waybills covering loaded or empty movements of cars of mechanical designations which are not included in this Circular.

All empty movements shall be billed on revenue form of waybill WITHOUT CHARGES, showing full routing by railroads and all junction points. CLOSE AND SEAL DOORS OF CLOSED CARS.

Under authority of Per Diem Rule 19, Car Service Rules 1 and 2 are suspended as to cars covered by this Circular, insofar as they may conflict with provisions herein.

Special per diem reclaims on cars of mechanical designations covered by this Circular may be made in accordance with Per Diem Rule 22.

Please acknowledge.

Yours very truly,



LISTS: CS-1, 1A, 1B, DMs, CSAs

E. P. MILLER
Chairman

HARRY PETERSON
Executive Assistant

March 27, 1969
File: 537-General

CIRCULAR CSD NO. 435, TENTH REVISION

TO TRANSPORTATION OFFICERS:

[REISSUED ACCOUNT NUMEROUS REPORTS OF
FAILURE TO HANDLE CARS IN ACCORDANCE
WITH THE PROVISIONS OF THIS CIRCULAR]

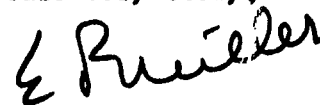
The following regulations will govern the handling of railroad owned or leased
Class "L" Special Car Types:

1. Class "L" Car Types, in interline service (including intraterminal switch movements) after being unloaded shall be returned promptly to the originating line via reverse of service route, billed on standard form waybills without charges.
2. Switching lines releasing Class "L" Special Car Types, handled on switch bills which do not show name of originating line or complete reverse route shall return the empty promptly to line from which load was received for further handling as outlined in Paragraph 1.
3. The only exception to the procedure outlined in Paragraphs 1 and 2 shall be on specific instructions by the car owner, or by the Car Service Division.
4. Destination Agents of loads will show on the waybill covering empty return of a Class "LO" car, the name of commodity last loaded in such car.
5. Destination carriers are requested to check closely to see that, after empty release of covered hopper cars, hopper slides are properly closed, also that hatch covers are secured to insure against contamination which results when dirt and moisture enter cars through these openings.
6. To avoid claims due to contamination when covered hoppers are transferred from one commodity service to another, it is necessary to stress the importance of thoroughly cleaning the cars.

INSTRUCTIONS CALLING FOR FULL COMPLIANCE SHOULD BE RENEWED, WITH APPROPRIATE FOLLOW-UP TO INSURE PROPER OBSERVANCE. PROMPT MOVEMENT OF CARS, BOTH LOADED AND EMPTY, IS ALSO ESSENTIAL.

Please acknowledge.

Yours very truly,



LISTS: CS-1, 1A, 1B, DMs, CSAs.

LET'S MAKE IT BY
MIDNIGHT, CINDERELLA!



TRANSPORTATION FIELD REPORTS

" T "

DELAYED CARS ONLY

LOADS AND SPECIAL EQUIPMENT	GENERAL SERVICE EMPTYES
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MAJOR CLASS YARDS

SELECTED YARDS

TRAINMASTER OR MAJOR
TERMINAL AREA

SHOPPED CARS
DAILY CAR AND PD\$
INVENTORY

T - 1	
T - 1B	T - 4
T - 1C	T - 4A
	T - 5
	PD - 3

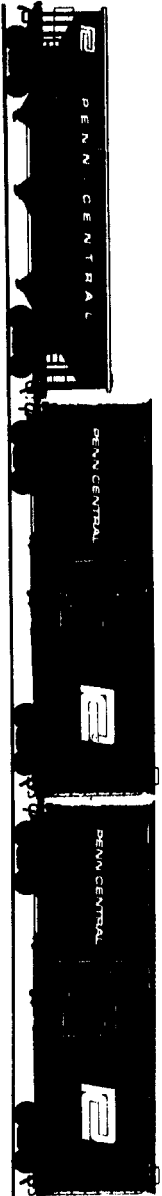
"T" REPORTS

- T - 1 Intransit loaded cars and special equipped empty cars delayed at selected classification yards over 24 - 48 hours up to 6 days.
- T - 1B Loaded cars and empty special equipped cars delayed in selected yards in their origin/destination district in excess of certain number of hours (24 - 48).
- T - 1C Loaded cars and empty special equipment delayed in origin destination district in excess of certain number of hours (48 - 72).
- T - 4 Empty general service cars delayed over 3 days in selected yards.
- T - 4A Empty general service cars which have accumulated over 1200 continuous empty car miles and/or 6 continuous days without a load.
- T - 5 Shop car situation
- T - 7 Foreign and private line cars interchanged at selected Penn Central districts daily by on and off-going junction and road.

COBAN

2,430 POOLS

201,600 CARS



COBAN REPORTS

- DAILY SUMMARY

- DAILY DETAIL

- BOOKS



"TIP"

TRANSPORTATION INQUIRY PROGRAM

- WHAT: A computer-generated transportation information system.
- OBJECT: To rapidly provide selected current information on freight cars to aid in improved car utilization.
- PROVIDES: Selected car information by car type, pool code, present location, origin, destination, per diem group, car initial, car number, contents, etc.
- AVAILABLE: On line now for System and Regional use via Mohawk on daily, weekly, or monthly basis.
- REQUESTS: Call Car Utilization Planning ext. 1421, 1422 in Philadelphia.

CAR DISPOSITION * CURRENT LOCATION-STATUS INFO
 CAR PC P PL L CONDTY DESTN OR C TYP M * OFFLINE MISCILLANEOUS
 INIT NO. KREQ COD E GRADE OFF JCT-RK D RPT SYMBOL LOCAT TIME MO DYRBY SHIPPER ORIGIN ST CNSGNEE DESTINATION MILE KIND LAST I/C
 LINES UNDER
 LOAD OR EMPTY
 MOVE
 LAST INTERCHANGE

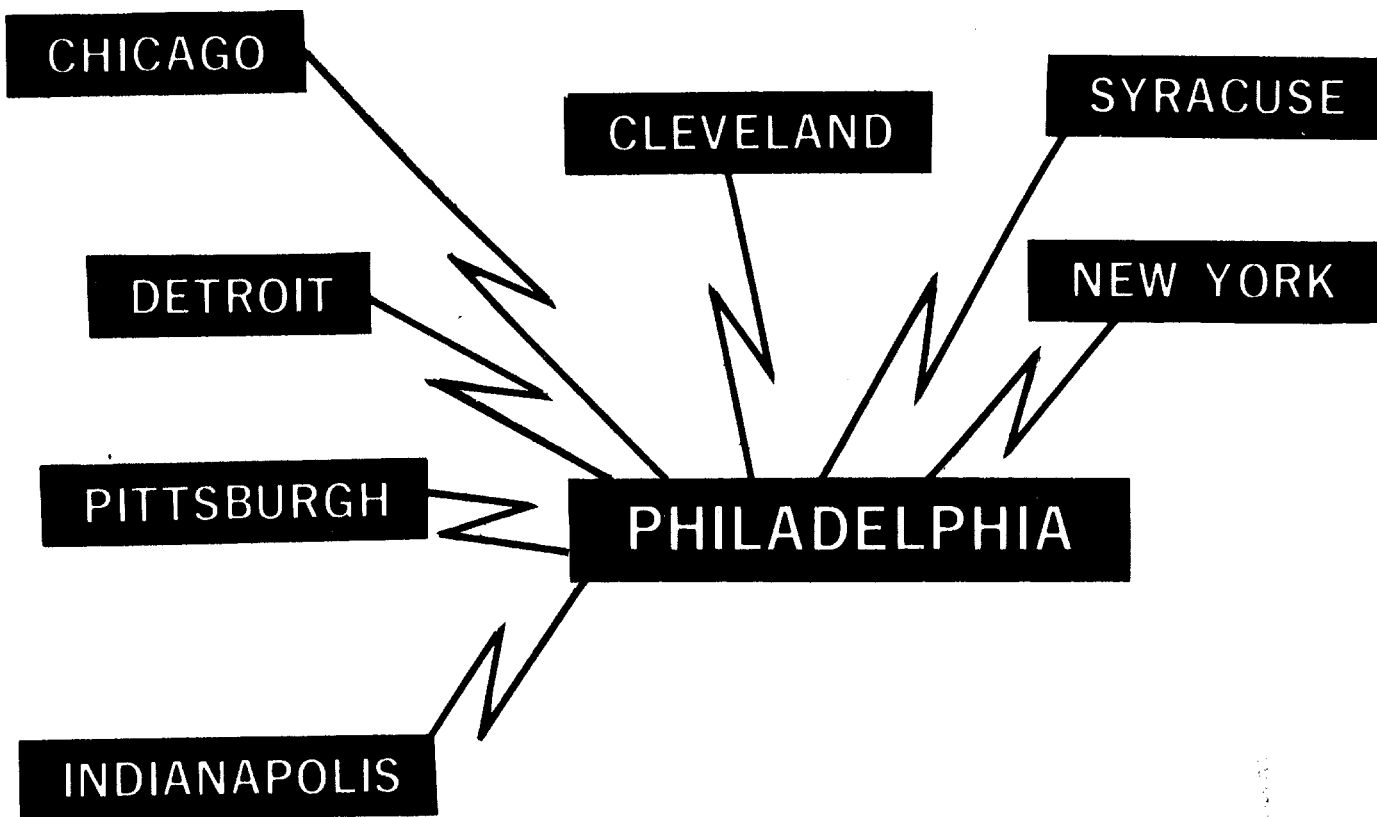
COMPUTER KIND OF CAR CODE	POOL CODE	PRESERT OR LAST COMMODITY	OR LINE DEST. OR OFFGOING JUNCT. & ROAD	STATUS CODE	TRAIN SYMBOL	PRESERT LOCATION OF CAR	ACTIVITY TIME MONTH DAY	WAYBILL DAY	ORIGIN DATA	MISCILLANEOUS L/F AAR RECD OR MILE KIND LAST I/C	AAR KIND OF CAR CODE
NH 037067 B491 99C	L	SCRUM	ERIE	PA S CP CP		ERIE	1700 09 01C20	PC	CONWAY PA PC	045 8105	
PRR 363689 G5H2	L	COGATE	ERIE	PA V PAT A115		ERIE	0850 09 05C25	PCMAIWA	COLUMBU OH URIFOUN	233 6312	
PRR 378102 G5M2	L	CRODIE	DUNKIRK NY	DEP E12		DUNKI	1055 09 04C26	MGRNTLJ	ORRIVILL OH	400 6342	
PC 546070 G5H3	L	CRODIE	DUNKIRK NY	DEP E12		DUNKI	1055 09 04C26	MGRNTLJ	ORRIVILL OH SUPTRAC	400 6112	
PRR 387858 G5H4	L	TIES	CLEVELA OH	ARR TSI		KINSM	0600 08 21C15	MOSAMER	INDIANA IN DIVENGI	411 6312	
SOU 292241 G5H2	L	TIES	CLEVELA OH	V PAT N119		KINSM	0648 08 28C15	MOSAMER	INDIANA IN HAMLIN	418 6112	
PRR 378944 G5X2	L	RAIL	CLEVELA OH	V PAT N119		KINSM	0648 09 02C18	PCMAIWA	COLUMBU OH PC	041 6342	
NVC 715471 G5I2	L	RAIL	CLEVELA OH	V PAT N119		KINSM	0648 09 02C18	PCMAIWA	COLUMBU OH PC	000 6322	
PRR 366022 G5H4	L	TIES	CLEVELA OH	DEP BF2		RUCKP	2015 09 02C30	REPCREG	INDIANA IN PC	002 6312	
PRR 366837 G5H3	L	CRETIE	CLEVELA OH	ARR BF2		RUCKP	0940 09 04C03	REPCREG	INDIANA IN DIVENGI	413 6332	
PRR 378901 G5H2	L	CRETIE	CLEVELA OH	ARR BF2		RUCKP	0940 09 04C03	REPCREG	INDIANA IN PC	413 6342	
PC 515256 G5H3	L	CRETIE	CLEVELA OH	ARR BF2		RUCKP	0940 09 04C03	REPCREG	INDIANA IN DIVENGI	413 6312	
PLE 013769 G5H1	L	M-S/ITM	CLEVELA OH	X DEP C08		RUCKP	0900 09 06C03	SUPRTELJ	COLUMBU OH PC	000 6312	
NVC 632940 G4H1	L	MACHRY	COLLINW OH	ARR FLE9		CULLI	2130 08 24C20	PCDORAL	GIBSON OH PC	330 6112	
NH 022767 B492	L	COMATL	CLEVELA OH	ARR BR2		CULLI	1710 08 25C20	PCLENAU	MEMHARE CT PC	478 8100	
NVC 178117 B592	54M	CGMATL	COLLINW OH	ARR BR2		CULLI	1630 08 31C28	PC	EGADY IN AGENTPC	726 8207	
PRR 612817 G5M2	L	TIES	CLEVELA OH	ARR RC4		CULLI	0945 09 01C28	REPCREG	INDIANA IN PC	413 6342	
PRR 385851 G5Y3	L	TRAHAT	SELKIRK NY	DEP NY6		CULLI	1015 09 01C28	ASSNGRM	COLUMBU OH PC	000 6332	
PC 137895 B493	L	R/PART	CLEVELA OH	ARR BC7		CULLI	0030 09 04C02	MAGNETA	DEPEM NY PCSTORE	184 8100	
PC 525317 G6ZN	L	SCRSQL	CLEVELA OH	X DEP CES		CULLI	0500 09 06C02	PRR	HOLRECP PA ASHAW	146 6332	

61
 18 SYSL 18 SYSE
 2 FGNL 2 FGNE
 20 ETOT PVT
 20 ETOT PVT
 20 LTOT PVT
 20 LTOT PVT
 G10T PVT
 G10T PVT

SUMMARY TOTAL LINES
 G10T = GRAND TOTAL
 LTOT = LOAD
 ETOT = EMPTY
 PVT = PRIVATE
 FGN = FOREIGN
 SYS = SYSTEM

SYSTEM OUTPUT

MOHAWK



TRANSMITTING REPORTS TO REGIONAL HEADQUARTERS

TRANSPORTATION (T) REPORTS

COBAN

PD-3

**NH
PHIL**



PROBLEM AREAS

IDENTIFYING PROPER CAR TYPE

IMPROPER CARS TO CLEANOUT TRACKS

NOT IDENTIFYING REJECT AND HOME SHOP CARS

RIP TRACK DELAYS

APPROPRIATION OF ASSIGNED CARS

LOADING IMPROPER CARS WITH COMPANY MATERIAL

SLOW UNLOADING OF COMPANY MATERIAL

MONITORING INTERCHANGE EMPTIES

LENGTHY HOLD FOR PROSPECTIVE LOADING

TERMINAL DELAYS

MISBILLING OR FAILING TO BILL SPECIAL CARS

LACK OF MCR-FCMR REPORTING

BAD QUALITY REPORTING

FAILURE TO PREPARE RECLAIMS

15 CAR DAYS REQUIRED FOR EACH LOAD GENERATED

TARGET - REDUCTION **1** DAY

RESULTS - **\$60,000** PER DAY SAVINGS

\$20 MILLION PER YEAR SAVINGS

Seven Ways To Make Money

Process interchange records currently

Expedite interchange cars

Reclaim on cars not having record rights or proper billing

Delayed cars cost money — move equipment promptly

Interchange cars before 11:59 p. m.

Exercise full use of system cars in preference to foreign cars

Move excess equipment — idle equipment costs money