**RENEW CAR FLEET** ERIE-LACKAWANNA MAGAZINE

ERIE

EL 90687 10000 X

CAPY

LD LMT

100000 XM

00

00 MDV.1 61

FEBRUARY

MARCH 1961

NA

# The President's Page

A S reported in this issue of the Magazine, the Teamsters Union under its President James Hoffa, is engaging in a vigorous campaign to halt the movement of highway trailers in railroad piggyback service through legislation and attacks on the I.C.C.

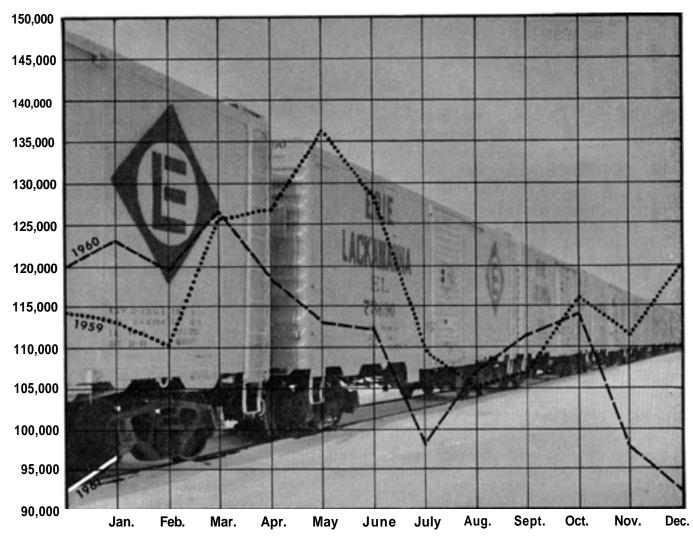
By establishing this revolutionary new service, the railroads are trying to regain traffic that has been lost to them by the trucks. In doing so, the railroads are exercising their "right to compete" by offering attractive rates and dependable allweather service, with resultant savings to the shipping public.

Last year, the Erie-Lackawanna revenue from this source was over \$10 million. I am sure our employes realize what this new traffic means to their own job security and what it can mean to the future welfare of our company.

To meet the challenge of the Teamsters, we should do everything we properly can to assure that piggyback progress is not reversed or impeded. We can do this most effectively, first, by continuing to do the best job we possibly can in providing dependable service; and, second, by taking advantage of every opportunity to tell the story of piggyback and the importance of the railroads' "right to compete" to public officials, legislative representatives, friends and acquaintances.

Myminis

# **Business Indicator**



Freight Cars Loaded on the Erie-Lackawanna and Received from Connections

#### Dollar Figures at a Glance

	Amounts Received	Amounts Spent	Net Income (or Loss)
Month of January: 1961	\$17,066,241	\$20,314,993	\$(3.248.752)
1960	. , ,	20,074,484	(551,123)

() Denotes Loss

(Figures and chart show combined figures for Erie and Delaware, Lackawanna & Western before merger, and for Erie-Lackawanna after merger.)

#### THE COVER:

The Erie-Lackawanna program car shop at Meadville is busy today, upgrading 725 box cars to serve America's industries. The cars arrive at the shop tired, worn, and a dingy brown, and emerge ready to help the railroad earn money, wearing bright new coats of gray with maroon lettering. Here George Palmer, painter, applies lettering on one car while Lawrence Bills, painter leader, works on a car in the background. See Page 6.

#### Magazine Numbers Combined To Save

Stringent economy in all departments of the railroad is necessary in this period of reduced business. In order to save the most money with the least loss to our readers, the February and March numbers have been combined.

#### Erie-Lackawanna Railroad Magazine

Feb.-March, 1961 Vol. 56, No. 12

George C. Frank Asst. to President
Talbot Harding Associate Editor
Muriel Yeagle Secretary
John F. Long Photographer-Reporter

Distributed free of charge to Erle-Lackawanna Railroad employes. To others, \$1.50 a year. Single copies. 15 cents. Material and photographs should be sent to editorial and business offices. 132T Midland Building, Cleveland 15, Ohio.

### Things to Talk About

Snow storms since Dec. 11 cost the Erie-Lackawanna Railroad approximately \$1,800,-000, not counting lost revenue, by mid-February.

The proposal to build a canal from Ashtabula on Lake Erie to the Ohio River via Youngstown has been revived. Railroad management and labor have long opposed the measure as economically unsound and would cause permanent loss of railroad jobs. The Lake Erie-Ohio River Canal was thought dead after studies showed that the rail industry's position was correct, and a geologist testified that it was doubtful that the proposed Grand River Reservoir, principal link in the scheme, would hold water.

From 1953 to 1960 the Federal government spent \$8,324,000,000 (that's right, more than eight billion dollars on promotion of water transportation, highways and aviation). Not one cent of the taxpayers' money was spent in this period to promote rail transport. For the next two years the budget calls for a further expenditure of \$2,755,000,000 (over two and three-quarters billion dollars) on the promotion of these competitors of the railroads. Meanwhile the rails will continue to pay taxes to support the barge lines, truckers and airlines.

In a report to Congress, the Commerce Department said a study by its Bureau of Public Roads showed that heavy trucks and buses pay less than their fair share of the cost of Federalaid highways. After a 4½-year analysis, the Department said there was a definite indication the heavier vehicles "should be paying considerably more, in relation to the payments by the lighter vehicle groups, than they do now."

ahua

William Bush, of Columbus, O., and William Tucker, of Athol, Mass., have been nominated by President Kennedy as members of the Interstate Commerce Commission. Mr. Bush is described by the White House as the cabinet member with the longest service in Ohio's history, and Mr. Tucker as a noted ICC and NLRB practitioner.

\*

Two bills intended to "equalize" the agricultural exemption of the Interstate Commerce Act enjoyed by motor carriers, have been introduced in Congress. One bill would repeal the section of the Act which exempts from economic regulation the trucks transporting certain non-manufactured agricultural commodities; the other would extend to railroads a conditional exemption from such economic regulation comparable to that orovided for motor carriers.

March is Railroad Month for Cub Scouts, and the Erie-Lackawanna passenger department has organized at least six special trains to introduce the youngsters to train riding and to let them see what makes the wheels go round in Diesel shops at Youngstown, Meadville, and Scranton.

New Jersey area commuters are cheered by indications that the New York Port Authority is willing to buy and operate the Hudson & Manhattan Railroad. As a taxpaying, privatelyowned facility the H&M, which carries commuters between Newark, Jersey City, Hoboken and Manhattan, has been in receivership since 1954. "There is, of course, no possibility whatever that either the Port Authority or anyone else could operate the H&M on a self-supporting basis" an official of the P. A. testified recently.

British Railways have been losing money under nationalization. And now it's time for the British taxpayer, already unhappy with service under nationalization, to pick up the tab.

Nationalized management has asked Parliament to pay off from the general public funds, 1,200,000,000 pounds sterling (\$3,600,000,000) of the debt. Of this the taxpayers would be asked to pay one-third immediately. The balance of 800,000,000 pounds would be held "in suspense", i.e. would be paid off later if the railroads began to make money under government management, and made enough to pay it off. Meanwhile the British railroads, once a prime investment under private management, continue to lose money.

And some people recommend government ownership of America's railroads!

4

# **Piggyback Is Hoffa Target; Railroad Men Fight Back**

**PIGGYBACK FREIGHT** service and the rights of railroads to compete for business lost to highway carriers are opposed in an attack on railroads and on the Interstate Commerce Commission by James Hoffa, president of the Teamsters union.

Completely ignoring the 450,000 railroad employes who became unemployed by the growth of government-aided cross-country trucking in the last 30 years, he is charging that the ICC is favoring the railroads and causing unemployment among the members of his union.

Several railroad Brotherhoods and the Association of American Railroads are refuting his charges and his demands for more regulation of railroads to slow down the spectacular growth of piggyback freight service. Pointing to fallacies in the Teamsters' accusations, the AAR claims railroads are following a mandate of Congress to help themselves by adjusting rates as permitted under the Transportation Act of 1958.

The railroads believe American industry has a right to choose the most economical and efficient form of transportation suitable to its needs. Railroads are cooperating with shippers in tailoring service to their requirements.

In an effort to discourage piggybacking by offsetting economies which might benefit users of piggyback transportation, a new contract offered by the Teamsters to midwest trucking companies provides payment of \$5-per-trailermoved-by-piggyback into the Teamsters Welfare Fund effective Feb. 1, 1962, unless some other mutually agreed arrangement is worked out.

#### Hoffa Letter

The ICC, Hoffa declares in a letter addressed to his members, "has openly and completely favored the railroads instead of the trucking field, thereby rendering direct harm to the jobs of Teamster drivers."

"The chief danger of piggyback," Hoffa continues, "is that scores of Teamsters are already losing their jobs," which is, understandably enough, more important to Hoffa than the fact that the people who are paying the freight bills of the country are the ones who are making possible what

he calls "the fantastic and soaring growth of piggyback."

"Piggyback and the question of containerization are not local problems," Hoffa emphasizes. "They are national in scope. Every teamster should make it his duty to contact his Senator, his Congressman, and state or local governmental officials and inform them about the economic dangers of piggyback. We ourselves will do everything possible to get national action on this problem."

Most railroad workers -- especially those employed in train and engine service have been unhappy witnesses of the growth of freighting on the highways paralleling railroad tracks almost everywhere; they are familiar with the unfortunate fact that the railroads have been falling steadily behind in the portion of the nation's intercity freight they handle; and they have seen the effect of this upon their own job opportunities and job security.

Without the right to compete-spelled out by Congress in the Transportation Act of 1958--the future of railroad transportation in the United States would be bleak indeed.

# Give Rails Equal Chance, **Report to Senate Urges**

**C** WEEPING REFORMS that would give railroads an equal chance to compete for business are proposed by a wide-ranging report made to the Senate committee on interstate and foreign commerce. The report, a seven-section, 732-page volume that looked into all aspects of transportation, was compiled by a group of 100 experts headed by John P. Doyle, a transportation specialist and retired Air Force major general.

Among other things the Doyle commission pointed out the need for: • Applying a system of user charges to air and waterway transportation, and adoption of a means of insuring that large highway vehicles pay for that part of highway costs that are chargeable to them.

 Permitting ownership, on a license basis, of highway, air and water carriers by railroads. Other modes could also diversify, if they wished, but in all cases evidence would have to be periodically supplied that ownership of one mode by another was in the public interest.

 Relief from unfair taxation of railroads by state authorities, and a gradual relief from all state taxes on rights of way.

• Restricting the present broad exemptions granted certain farm and fishery products. Under the Doyle plan, such products would cease to be exempt as soon as they had passed into the channels of commerce. No new exemptions would be made.

The Doyle group also urged basic changes in the relation of government to transportation. The study report pointed out several fields where change was needed and recommended:

• Unification of the Interstate Commerce Commission, Civil Aviation Board and Federal Maritime Board into a body. a Federal Transportation Commission. The FTC would deal with economic regulation.

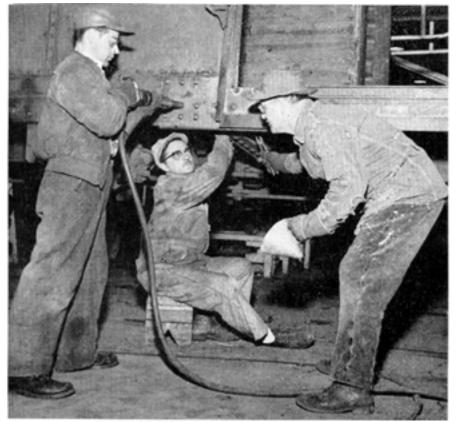
• Creation of a Department of Transportation at cabinet level, to

(Please turn to page 12)

# Long Gray Line Gets New Meaning at Meadviile Shop



FIRST STEP in the rejuvenation process for a box car is the lifting of the car body from the trucks. Then the trucks are moved toward the center of the car, and the body lowered for the trip through the line.



DOOR POSTS ARE REINFORCED. Here Daniel Rinaldi, carman, handles the riveting gun while Arthur A. Catalano, helper, bucks the rivet. Julius Nagy, carman, holds the rivet catcher.

# Bright Uniforms Given 725 Box Cars

**T** HE Long Gray Line is usually taken to mean the whole body of alumni of West Point; but the phrase has taken on a new meaning at Meadville car repair shop.

There The Long Gray Line can be seen every day where 725 box cars are going in at one end, battered, weary and dingy freight car brown and coming out at the other refreshed, strong and ready for service--and clad in Erie-Lackawanna gray with maroon lettering.

Every day outside the car shop the line of bright gray cars stands as the quick-setting paint cures. But the line does not get very long at Meadville---for as six cars a day are produced, six are whisked away and into service.

#### \$1,600,000 Program

For despite the hard times, good cars are always in demand for topquality ladings. Since the program began on Jan. 9, 182 cars have joined the long gray line, and gone forth to earn money for the road, and to give visual proof of the E-L's vitality.

Thanks to the attractive quality of their novel paint job they are eye-poppers in anybody's freight yard, and. they are carrying the symbol of the nation's newest railroad everywhere in the country.

When a car scheduled to be repaired under this \$1,600,000 program arrives at the stripping yard it is inspected and all items that need renewing or replacing are noted. At this time a crane lifts the body off the trucks. Then the trucks are pushed toward the center of the car, and timbers placed between them and the body bolster, and the body lowered again.

This procedure allows complete inspection of parts of the car ordinarily inaccessible, and permits (Please turn to page 15)

### **E-L Moves Bulk** of N.Y. Mails **During Crisis**

STRIKING demonstration of the efficiency and flexibility of rail transport was given by the men of the Erie-Lackawanna Railroad during January, when the United States Post Office called on the road to take over a major portion of the mail to and from New York City usually handled by other lines.

During the period from January 10 to 13 the E-L handled 347 extra cars of mail, and eight solid special trains, not counting a train of empty cars needed in the East because of the disturbance of normal traffic flow.

The call upon the E-L was caused by a strike of marine workers in New York harbor, a strike that eventually all but shut down completely two railroads, one that carries much of the Western, and the other the bulk of the New England mails for New York City.

#### Demand Varied

One of the factors in the movement that demanded the utmost flexibility was the great variance in demand. At the beginning of the interruption of normal routes only a few cars now and a few cars a few days later were asked for by the post office. But by the end of the period, when both the New York Central and the New Haven were seriously strike-bound the movement was heavy.

"Thanks to the operating department's co-operation we were able to keep the cars and trains moving despite the volume which came at a time when we had one of the season's worst blizzards," said Martin P. Nelson, assistant to the president in charge of mail, express, baggage and milk traffic, Hoboken.

"Because normal routes were not operating, we had to use some that were roundabout," he pointed "In fact, the Erie-Lackaout. wanna was the key to the whole eastern mail operation during those days."

Mail and express from New England for the west was moved (Please turn to page 14)

February-March, 1961

#### NAME

William Achong Marie B. Albrecht Clarence D. Allen Clarence T. Arend John Bills Vandoliah C. Brown Raymond H. Buzzard Raymond H. Buzzard Arthur G. Clemente Raymond E. Clement Guy H. Crossett Edward L. Davidson James P. Downey Jed W. Dykins Esther C. Ehresman James A. Flynn Etienne J. Girard Anna T. Hadden Arthur W. Harris John M. Jacewicz Jens Jorgensen William J. Kingston Charles H. Knorr Karl Lindeman Karl Lindeman Karl Lindeman James J. Lynch Lawrence B. McBride Loretta T. McGrane William F. Muehlnickel John J. Mullane John Paszkiel Helen A. Plarr Charles A. Robinson, Sr. James G. Robinson Ralph A. Salvatore George M. Saunders Ralph A. Salvatore George M. Saunders Emma R. Sessler George r. Singleton Helen E. Sweeney Lewis M. Swoap Edward Teske Harold Wickizer Andrew Wilczek Harold WICKIZEI Andrew Wilczek John J. Worzel Hezekiah A. Swingie

Michael F. Arbutow Milton C. Bertram Edward Bielinski William N. Bloomer Arbutowlch William N. Bioomei Robert L. Brandner Patrick F. Burns Raymond L. Carlisle Alfred Colopietro John F. Costigan

John D. Crowell John D. Crowell Charles Dalzell Ray C. Damon Earl J. Estes Howard R. Felger Michael J. Flannery David Fleming Baive Flemining Blias Flemister Walter A. Ford Carl D. Gardner Fred L. Garvin William J. Giddings Jay L. Gould Jay L. Gould Peter Grudzinskl Jacob C. Heyberger James H. Hilton Arthur T. Hopwood Robert L. Hulit Uarold Karr Robert L. Hulit Harold Kerr Frank J. Komoseske William J. Lamb Alexander Leggat Roswell C. McNett Allen W. McDonald Otis Mead Lawrence L. Miles Otis Mead Lawrence L. Miles Frank Micglire John H. Michel Marion D. Montgomery Dominick Mottillo Samuel M. Nardo Anthony T. Natiello Glenn P. O'Brien Joseph A. Orlowskl Camllo E. Pacioni Leo C. Raynor Clarence E. Ripley Dorothea D. Rixford Raymond W. Roonev James A. Santorelli Nelson G. R. Scarfa Howard S. Secor Scarfass Howard S. Secor Clarence A. Spicer John A. Stouse Monte W. Swindler Paul Tachok Frank A. Van Duyne Clifford V. Willaman Elmer H. Winfield Isaac M. Wymer

# Retirements

POSITION	LOCATION	DATE	YEARS SERVICE
Car Repairer Station Accountant Sales Representative Chief Clerk Car Inspector Lighter Foreman Locomotive Engineer Road Foreman of <b>Engines</b> Trackman Yardmaster Engineer Airbrake <b>Rackman</b> Locomotive Engineer Stenographer General Clerk Car Inspector Carlest Car Inspector Carlest Car Inspector Carlest Carlest Car Inspector Carlest Ca	Buffalo, N. Y. Hoboken, N. J. Secaucus, N. J. Buffalo, N. Y. Hoboken, N. J. Scranton, Pa. Secaucus, N. J. Huntington, Ind. Philadelphia, Pa. Hornell, N. Y. Port Jervis, N. Y. Youngstown, Ohio Dummore, Pa. Hawley, Pa. Secaucus, N. J. Morristown, N. J.	$\begin{array}{c} 12 \cdot 3 \cdot 6 \\ 10 \cdot 31 \cdot 6 \\ 12 \cdot 27 \cdot 6 \\ 12 \cdot 31 \cdot 6 \\ 12 \cdot 22 \cdot 6 \\ 12 \cdot 31 \cdot 6 \\ 12 \cdot 22 \cdot 6 \\ 12 \cdot 31 \cdot 6 \\ 12 \cdot 21 \cdot 6 \\ 12 \cdot 31 \cdot 6 \\ 12 \cdot 21 \cdot 6 \\ 12 \cdot 31 \cdot $	$\begin{array}{cccccccccccccccccccccccccccccccccccc$
Locomotive Engineer Road Conductor File Clerk Carman Machinist Electrician Checker Engineer Car Repairer Yard Brakeman & Extra	Avoca, Pa. Port Jervis, N. Y. Hoboken, N. J. E. Buffalo, N. Y. Port Jervis, N. Y. So. Orange, N. J. Chicago, Ill. Youngstown, Ohio Brier Hill, Ohio Jersey City, N. J.	1- 2-6 10-18-6 1-25-6 12-21-6 2-6-6 1-30-6 1-16-6 1-7-6 i- 3-5	$\begin{array}{cccccccccccccccccccccccccccccccccccc$
Yard Conductor Senior Draftsman Rate Clerk Road Conductor General Foreman Switchman Trainmaster-Rd. Foreman Trucker Baggage Helper Towerman Laborer Switchtender Switchtender Switchtender Switchman Chief Clerk Crossing Watchman Chief Clerk Baggage Porter Material & Supply Clerk Chief Clerk Baggage Porter Yard Conductor Yard Brakeman Car Inspector Locomotive Engineer Foreman Road Conductor Laborer Clerk Laborer Clerk Laborer Track Foreman Mail Handler Night Gen. Yardmaster Car Repairer Section Foreman Telegrapher Patrolman Accountant & Timekeeper Transportation Sales Representative Clerk Locomotive Engineer	New York, N. Y. Jamestown, N. Y. Newark, N. J. Hornell, N. Y. Marion, Ohio Hoboken, N. J. Cleveland, Ohio Buffalo, N. Y. Hornell, N. Y. Hornell, N. Y. Youngstown, Ohio Hoboken, N. J. Jersey City, N. J. Cleveland, Ohio Susquehanna, Pa. Scranton, Pa. Elmira, N. Y. Port Jet, N. Y. Port Jet, N. Y. Port Jet, N. Y. Port Jet, N. Y. Cleveland, Ohio Creston, Ohio Meadville, Pa. Suffern, N. Y. Hoboken, N. J. Kent, Ohio Buffalo N. Y. Hoboken, N. J. New York, N. Y. Cleveland, Ohio Creston, Ohio Meadville, Pa. Suffern, N. Y. Hoboken, N. J. New York, N. Y. Cleveland, Ohio Hoboken, N. J. New York, N. Y.	$\begin{array}{c} 12 - 30.6\\ 1 - 31 - 6\\ 1 - 13 - 6\\ 1 - 13 - 6\\ 1 - 17 - 6\\ 1 - 17 - 6\\ 1 - 17 - 6\\ 1 - 17 - 6\\ 1 - 15 - 6\\ 2 - 3 - 6\\ 1 - 15 - 6\\ 1 - 15 - 6\\ 1 - 13 - 6\\ 1$	$\begin{array}{cccccccccccccccccccccccccccccccccccc$
Locomotive Engineer Trainman Engineer Conductor Car Repairer Engineer Telegraph Operator Loading Car Inspector Freight House Foreman	Bangor, Pa. Hoboken, N. J. Buffalo, N. Y. Hoboken, N. J. Marion, Ohio E. Buffalo, N. Y. Hoboken, N. J. Leavittsburg, O. Susquehanna, Pa. Mansfield, Ohio		50 39   50 32   51 44   50 45   51 44   50 36   50 43   51 24   51 43

# Obsolete Rules Cost Roads \$600,000,000 Every Year

T HE PRESIDENTIAL COMMISSION on Work Rules heard at its first session that survival of the nation's railroads depends upon the elimination of pay for work not needed or not performed, which is costing the railroads \$600,000,000 a year.

Opening the carriers' case before the recently organized Commission, Howard Neitzert, of Chicago, special counsel for the railroads, pointed to the industry's sharp setbacks in freight and passenger competition and declared that "complete insolvency can be avoided only by eliminating unwarranted and unjustifiable operating costs."

The devastating effect of this burden is pointed up by the fact that it equals the current annual net income of all Class I railroads, he added.

Mr. Neitzert praised "the spirit of cooperation and goodwill" which the five operating unions have displayed in seeking the help of a special public group in revising old work rules.

"I believe that a majority of the employes now feel that many of the carriers' proposals, if made effective, will benefit them personally--as well as the industry and the nation," he stated.

#### Ike Named Fifteen

Appointment of the special Presidential Commission was requested by representatives of railroad management and the Engineers, Conductors, Firemen, Trainmen and Switchmen unions on October 17, 1960. These labor organizations represent some 200,-000 railroaders in train and engine service--about one-fourth the total railroad work force.

President Eisenhower on December 22 formally appointed 15 men to the commission and named former Secretary of Labor James P. Mitchell as its chairman. Of the 15, five represent labor; five, management and five, the general public.

Mitchell has since resigned because of the pressure of personal affairs and President Kennedy is expected to appoint his successor soon.

The commission, hailed as a historic landmark in labor-management relations because of the public's representation in a major negotiating effort, is due to report on its investigation of railroad work rules by December 1, 1961. The issues before it include seven carrier proposals and a number of labor counter-demands.

Neitzert summarized the carrier proposals as follows:

(1) Allow management to determine when firemen should be used on diesel locomotives in freight and yard service. The fireman position on passenger diesels would not be affected.

(2) Revise the 42-year-old dual basis of pay for engine and train crews to reflect greatly increased train speeds and allow longer runs for a day's pay.

(3) End union spread-the-work rules which limit miles covered each month by operating employes. The effect would be to increase an individual's earnings opportunities.

(4) Eliminate rules banning (Please turn to page 15)

# Supreme Court Sets Date for Argument on Order

T HE UNITED STATES SUPREME COURT has fixed March 27 as the date for arguments on the unions' appeal from the decision of the Interstate Commerce Commission establishing the New Orleans conditions for the protection of labor in the Erie-Lackawanna merger.

Pending decision of the case, the Supreme Court ruled that the terms of a temporary stay imposed by a statutory court at Detroit will continue in effect. (See Erie-Lackawanna Magazine for December.)

Before the merger was approved by the ICC, exhaustive hearings were held by the commission.

Two weeks before the date (Oct. 15, 1960) the commission's order became effective, the Brotherhood of Maintenance of Way Employees and the Rail Labor Executives Association filed suit in a Federal court in Detroit against the United States and the ICC challenging the order and asking that the effective date of the merger be postponed until questions dealing with employe protection were settled.

The case was heard on Oct. 12, and on Oct. 14 the court ruled that it would not delay the effective date of the merger, but ordered that no jobs be abolished or transferred until entry of a further order except under certain conditions. On Nov. 15 arguments were heard by a three-judge statutory court. In December it rejected the unions' stand in the matter.

In discussing the union contention that all jobs should be preserved where and as they were for four years, the court said: "It seems to "us that if the Congress had intended such a result, it could have, and would have, said so in unequivocal language."

Early in January the unions filed notice of appeal of the case to the U. S. Supreme Court. On Jan. 23 the court agreed to hear the case, but by a 6 to 3 decision refused to restrain the company from putting its merger plan into operation. However, the refusal was modified by the phase "without prejudice as to renewal."

The unions did renew their request for a stay, and the Supreme court granted it on Feb. 20.

# 400 E-L Veterans Hear MGM Outline Challenges Ahead

# Group Installs Officers for Year 1961

**F** OUR HUNDRED MEMBERS of the Erie-Lackawanna Railroad Veterans Association, meeting for their annual installation dinner held at Cleveland's Hotel Hollenden, heard Milton G. McInnes, president of the road, outline the challenges that lie ahead to achieve profitable operations for the merged railroad.

"Profits are needed for growth and progress," he said. "The job isn't going to be easy. We are going to have to rely on the seasoned and experienced railroaders, as represented by you veterans here tonight, to provide the intelligent guidance and know-how for the younger employes of the railroad.

"Our theme song should be 'Let's Get Back in the Black,' " he added.

#### High Quality Service

In his preview of the year to come Mr. McInnes stressed the need for leadership, imagination and aggressiveness to reach the desired goal.

"Doing things in the same old way and hoping for the best isn't going to do the job," he told the group. "We are going to have to look for ways and means to bring in more revenue and reduce our operating costs, while still maintaining a high quality of service."

"I am confident we have a great railroad," he said. "It is up to us to take advantage of the privilege we have of helping ourselves and working out our own problems."

#### **Encouraging** Signs

"I believe there are encouraging signs that government officials and the public are beginning to understand the seriousness of the unequal competitive sit u at ion under which the railroads are required to operate. It was heartening to see that the new adminis-



AFTER HE HAD SPOKEN, Mr. McInnes (center) was presented with a pen set by Charles J. R. Taylor, new president of the veterans, while Frank P. Belling, social director, looked on.

tration intends to review the status of the government's regulatory powers in the transportation field. If this study results in supporting legislation that will place regulation on a realistic basis the year 1961 could mark a real milestone in railroad progress."

Among the bright spots in the Erie-Lackawanna picture, he men-

tioned the rapidly growing piggyback traffic, now more than a \$10,-000,000 a year business for the combined railroad, and the new mail handling facility to be built at Kearney, N. J., which will be the largest mail distribution center in the country.

David R. Thompson, vice presi-(Please turn to page 11)



LAST MINUTE DETAILS are checked over by officers of the association just before dinner. Left to right: Frank P. Belling, social director; Leslie H. Arold, financial secretary, Harry C. Travis, outgoing president; Rex P. Reebel, recording secretary; Charles J. R. Taylor, incoming president; Leonard P. Johnson, treasurer, and Jack F. Hazzard, first vice president.

# Have Fun and Save Money: Lay Retirement Plans Now

# Individual Must Base His Choice upon His Own Personality

**R** EALISTIC PLANNING for retirement can be enjoyable, as enjoyable as planning for a vacation. It can also be informative, and can even be profitable in the monetary sense, well before retirement begins.

Genuine planning has to take in a lot of factors sometimes overlooked, with consequent loss of money, comfort and time by those who delay that planning too long.

Now that retirement has become a standard phase of life for nearly everyone, the man who looks ahead to retirement, and plans for it, is to be commended, not condemned.

Planning, however, is far from day-dreaming. And planning isn't, by any means, deciding to do what the man at the next desk did, or what your predecessor in the job you now hold did.

Retirement plans must be fitted to the individual, and to his circumstances. Under circumstances many things enter besides the mere question of what his income will be.

#### Individual Needs

What are his hobbies? Does he like to fish, read, hunt, play, golf, sail, ride, stay in one place or travel? What is his health likely to be at retirement? And what are his wife's tastes, and what of her desires and health?

Too, plans must be kept flexible. The world is changing fast, and we all change too. One way to go about planning for retirement is to make up a list beginning with basic questions about the individual concerned, following a general outline of Who? How much? Where ? How long ?

Under who belong all those items that only the individual can answer honestly for himself. Perhaps you would be happiest in a shantyboat on a Mississippi bayou. Perhaps you are one of those who would be happy in one of the Florida settlements with many other retired persons.

However, neither of these solu-

tions may be the one for you-shantyboat life as lived may be a lot different from your picture of it. Some find other places, ranging from Minnesota to Virginia, fit them better. And one recent retiree has taken up residence in Ireland.

If you do know the place you want, now may be the time to buy it. Over the long haul, prices go up, and if your retirement home is paid for by the time you retire, you have one less expense to meet at a time when every penny will be welcome.

Sometimes such early purchases pay off handsomely, as do lottery tickets, but just about as often. A case in point is the man who felt, when he was still relatively young, that he knew just the place --a spot on a quiet riverbank, not far from a good-sized town, and only two hours' train ride from a large city.

#### Shack Turns to Gold

The riverbank site he found came cheaply. It was too scenic to farm profitably but the fishing was good. He put up a small cottage, and spent his vacations there. This was going to be his retirement home. Then, after he had held it a few years, a utility company found the river water just off the site was especially cool.

It was this coolness that had made the fishing good--but it made his cottage site all ten acres of it--immensely valuable as a place to locate a generating plant. The far-sighted one's plans did not turn out as he expected them to, but he has more than 25 times as much money now to shop for an alternate retirement home as he spent for his choice.

Perhaps your roots are so deep in your present community that you feel no desire to look around for a different place to live. If you will be able to afford to live where you are, that may be the best for you.

#### Local Taxes, Trends

But communities do change.

If you do feel that you want to go somewhere else when you retire, here are some tips before you make up your mind, spend some vacations there. Be sure to attend church and visit the library. You'll find both church and reading mean more to you after retirement.

And, by all means, if you think you have settled on a place to live, take out subscriptions to as many papers as the town may have, plus one or two from nearby towns. Mail subscriptions are cheaper than home delivery, and study of these papers--news columns and advertisements--may reveal things ranging from taxes to police news that may either confirm your decision or lead you to change it.

The papers will also give you a good idea of what year-round life in the town is like. Are there recurrent floods in some parts of town? Does some kind of agricultural or fishery activity make the otherwise pleasant place a miserable place at certain seasons?

#### Water Supply, Hospitals

Are public services, efficient the year round, or only at certain times? (Many towns experience seasonal water shortages, and some, even hundreds of miles from the sea, are finding the fresh water in their wells replaced by salt.)

What seem to the natives to be fair prices for real estate? For rentals? Is the long term expectancy up or down? What are the stores like, and do they offer the things you are used to? And above all--for we all get sick sometimes--take a look at the medical services. Are there enough doctors for the population? Is there a hospital, and what is its standing?

(This is the first of a series on looking forward to retirement. Others in the series will discuss financial and health aspects of retirement.)

### Veterans

#### (Story begins on page 9)

dent, marketing, was toastmaster; Anthony J. Celebrezze, mayor of Cleveland, brought the city's greetings and recalled his own adventures as a railroad man.

#### New Offices Installed

J. Philip Allison, general manager, Western District, substituted for Garret C. White, operating vice president, who had been called out of town by the tugmen's strike. Mr. Allison welcomed the veterans, who had come from the entire system.

The new officers were installed by Michael A. Redding of the Buffalo chapter.

Those installed were: Charles J. R. Taylor, general office chapter, president; Jack F. Hazzard, Jersey City, first vice president; Leo P. Driscoll, Youngstown, second vice president; Leonard P. Johnson, Salamanca, treasurer; Leslie H. Arold, general office, financial secretary; Rex P. Reebel, Youngstown, recording secretary.

Harry C. Travis, outgoing president, turned the gavel over to Taylor, who spoke briefly of his plans for the coming year; he presented Mr. McInnes, a fellow veteran with a desk set to mark the beginning of his presidency of the railroad. With a broad grin, Taylor couldn't resist saying "The pens contain only black ink."

#### **Outing Date Set**

Frank P. Belling, Jersey City, the director of social activities, announced that the annual outing would be held at Conneaut Lake on July 15.

Then the group adjourned to dance and visit and to listen to music--which included a few songs written by Mrs. Paul W. Johnston, wife of the chairman of the Erie-Lackawanna's executive committee.

Those attending came from every part of the railroad. Two veterans--Robert F. Denton and Lewis E. Drew--came up from Florida for the affair.



## THERE'S MONEY FOR YOU IN NORTHJERSEY...

Come to the outstanding bank in the Erie area of New Jersey when you need extra cash. You get fast service and low monthly payments.



PATERSON, BLOOMINGDALE, CLIFTON, MT. VIEW, POMPTONLAKES PREAKNESS, RINGWO00, BOROUGHOF TOTOWA, WANAQUE BOROUGHand WEST MILFORD New Jersev

## THE WALTON R. COLLINS CO., INC.

RAILWAY SUPP

SUPPLIES

122 EAST 42nd STREET, NEW YORK 17, N. Y.

# BUCKEYE CAST STEEL PRODUCTS

Truck Side Frames Truck Bolsters Couplers Yokes and Draft Attachments Freight Car Castings 6- and 8- Wheel Trucks

Buckeye C-R (Cushion-Ride) Trucks and Package Units

THE BUCKEYE STEEL CASTINGS COMPANY New York, N.Y. Columbus, Ohio Chicago, III. St. Paul. Minn. San Francisco. Calif.

### SLAG RAILROAD BALLAST

Sand & Gravel

THE BUFFALO SLAG CO., INC.

866 Ellicott Square Bldg. Buffalo 3, N.Y.

Grade "A" Crushed Stone, properly prepared and screened clean for all purposes. Quarry at Huntington, Ind., on the Erie Railroad

Ask Us For Prices

THE ERIE STONE COMPANY TOLEDO 4, 0HI0



## W. H. MINER, INC. EFFICIENT RAILWAY APPLIANCES

CERTIFIED FRICTION DRAFT GEARS CERTIFIED RUBBER DRAFT GEARS POWER HAND BRAKES TRUCK SPRING SNUBBERS

THE ROOKERY

#### **CHICAGO**

### THE ERIE DOCK COMPANY

CLEVELAND, OHIO

IRON ORE UNLOADING DOCKS

Unloading Capacity 2,400 Tons per Hour from Vessel

"Large enough to serve you, Small enough to know you" This is our Motto at . . .

# LAWRENCE REALTY CO.... REALTORS

(Member Cleveland Real Estate Board)

# We specialize in residential properties, sales, rentals, land contracts, leases and FHA deals.

15 qualified salespeople to HELP you For FREE consultation: come out, phone or write...

## Doyle

(Story begins on page 5)

include many existing agencies dealing with highway, water and air transport not currently part of ICC, CAB or FMB. This department would also take over some of the functions of those three groups, especially the safety inspections.

Creation, from the existing panel of Federal judges, of a Transportation Circuit Court of Appeals having authority to review transportation matters, to assure speedy decisions in such matters.

#### Inconsistent Enforcement

As it now stands, transportation law and its enforcement are inconsistent. Why, asks the commission, should there be so many differences in law or regulation between different modes of transport, when there is competition between modes ?

One section of the report is devoted to a study of the economic position in which common carriers find themselves.

Here the study reports that the government's investment in transportation facilities has far outrun the demand, and that most of this investment has come from tax dollars.

#### Too Much Investment

"Since 1916," the report says, "the Federal Government has embarked on ever-expanding programs of improvements in the highway, waterway and airway transportation facilities. The cumulative total of Federal expenditures in highways, airways and waterways has come to ap-\$23,000,000,000, or proximately two-thirds of the huge private investment in the railroad system of the nation and, when the highway program is completed, will equal or exceed that amount. If state expenditures were included the total public investment in intercity way facilities would substantially exceed the private investment in rail and pipeline ways and structures."

This public investment has encouraged expansion of the publicly aided transport industries with

Cleveland 16, Ohio

the result that carrier capacity as a whole has far outrun the demand.

Overcapacity, it is pointed out, has led to a less favorable relation of income to expenses. Since 1955, the trend of net income on Class I railroads has been definitely downward, falling over 40% between 1955 and 1959, and operating ratios have risen since 1950, and risen very rapidly since 1955.

Other effects of this general overcapacity have been reductions in service, higher financing costs, and finally, higher transportation costs to the public.

#### **Eastern Region Income**

The danger of government ownership if this trend continues was emphasized.

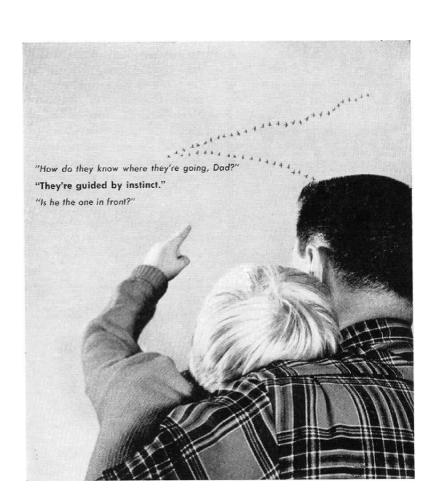
Of special interest to all railroad men in the area of operation of the Erie-Lackawanna are the findings of net income decline in the Eastern region. The report says:

"While there has been a decline in net revenue in each major region since 1955 the amount of decline varies widely among them. For the Pocahontas region it was very slight, from \$110 million to \$109 million. For the Southern region the drop was from \$154 million to \$102 million. For the Western region it was from \$424 million to \$334 million. But for the Eastern region the drop was from \$239 million to \$33 million. This reveals the truly critical condition that exists in the Eastern region."

#### **Bright Spot--TOFC**

On the brighter side the report mentions the rapid development of piggyback service, which it hails as mutually beneficial to different modes of transport, to shippers and to the public.

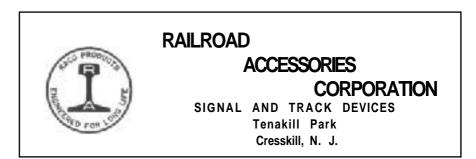
Early standardization of piggyback should not be delayed, the commission points out, particularly since piggyback in its present form will probably give way to standardized containers. It is recommended that the problems involved in standardization be studied by the National Bureau of Standards, the National Academy of Science or some other authorized agency.



Dad will patiently clear up the confusion about instinct. He'll also be careful to point out that people can't rely on instinct alone when it comes to making important decisions. That's why you should use Prudential's famous "Dollar Guide" when planning your family's security. With the "Dollar Guide," you and your Prudential Agent can easily determine what your family's future dollar needs will be and how far your current assets will go toward meeting them. The "Dollar Guide" is an exclusive service provided by your Prudential Agent...Welcome him when he calls.



TO OVER 35 MILLION PEOPLE--INSURANCE MEANS PRUDENTIAL





### Mail

(Story begins on page 7)

via the Delaware & Hudson from Albany to Binghamton, and thence via the Erie-Lackawanna to Buffalo. Westbound some cars moved from Hoboken to Buffalo from New York for forwarding to Chicago and points west.

Other cars moved over the E-L to Huntington, Ind., where connections were made with the Wabash for Detroit and St. Louis.

Solid trains moved to Chicago, and one solid train of empty mail and express cars was moved from Chicago to the east to ease the

STILL GREATER PROTECTION--For Cars and Lading

Cardwell Friction Balter Springs to absorb vertical and lateral forces Cardwell and Westingbonce Friction Draft Gears to absorb horizontal forces

CARDWELL WESTINGHOUSE CO., Chicago, III.

**BRAKES-**

# AND DEPENDABILITY

Highly standardized, interchangeable parts are vital to the production of dependable mechanism. Precision, which demands accuracy down to 1/1000th of an inch, is the foundation on which our brakes are built. Such precision-plus skill in assembling, naturally results in quality which insures dependable and economical performance.

### The New York Air Brake Company

230 Park Avenue. New York 17. N.Y.

Plant: Watertown. N. Y.

car shortage the work stoppage caused.

Mail for metropolitan New York moved from New England over the D&H to Binghamton, and then over the E-L to Hoboken. Some cars were sent to Philadelphia, Washington and the South via E-L to Taylor Yard, near Scranton, where connections were made with the Central of New Jersey, the Reading Co. and the Baltimore & Ohio.

"The routing skill of our mail and operating people here at Hoboken was a big factor in minimizing delays to the mail during these critical days," Mr. Nelson said in discussing the operation.

"The cooperation of everyone, including the extra help that was required, was the other element in our successful operation. Our transportation system, necessarily geared for volume traffic, does possess a great degree of flexibility-and this was successfully demonstrated--proving once again the essential character of the railroads when it comes to handling volumes of mail and express."

#### ERIE-LACKAWANNA EMPLOYEES

did you KNOW

TravelersAccident and Sickness Insurance is available on the payroll deduction plan.

For name of agent nearest you write

**Railroad Department** 

THE TRAVELERS Insurance Company Hartford 15, Conn.

### Work Rules

(Story begins on page 8) from operating through crews present division or crew-change points, so as to end multiple changes on short train runs and permit the extension of crew operations in keeping with rising train speeds.

#### Asks Standby's End

(5) Wipe out the arbitrary lines now drawn between the work that may be performed by road crews and vard crews, thereby allowing full interchange of these crews without the present waste of duplicated effort, penalty navments and impaired service.

(6) Eliminate rules which stipulate the number of crew members required on trains.

End rules requiring idle (7)standby operating employes when self-propelled equipment is used in track maintenance, repair or inspection.

Attrition, No "Ax"

The railroad spokesman cited numerous methods of helping workers adjust to changed rules, such as unemployment compensation, severance pay, shifting to other jobs and "attrition."

An attrition formula, he said, has been successfully put into effect on Canadian railroads as part of the program agreed to by those carriers and the union to eliminate the Diesel fireman position. In this, no workers are thrown out of work--but as positions become vacant through retirements and job shifts, they are not filled.

## Meadville

(Story begins on page 6) the car to be moved easily through the shop on its old wheels to the point where the old trucks are removed, and replacement trucks installed in their proper places.

Then as the cars are pulled through the various sections in the stripping area defective parts are removed.

When the cars enter the huge hall of the \$4,000,000 ultramodern shop (see Erie Magazine for October, 1958) door posts are reinforced and new center plates applied.

As they roll through the production line, faulty roof plates are

# Losses in the E-L Family

NAME

\*Adams, Munson Barillo, Mark Michael \*Bitcola, Michael Bowen, Charles Franklin Brennan, Martin Joseph Burnett, Thomas \*Burnett, Thomas \*Case, James John \*Circelli, Donate \*Collins, Daniel \*Conners, Henry Ashley \*Dedinsky, Andrew Joseph \*Demcok, Michael John \*Didas, John Francis \*Didas, John Francis \*Diegle, Hilton Richmond \*Pooling, Florence Mary Downing, James Lycurgus \*Eckhart, Adam John \*Fitzgibbon, William Andrew \*Galloway, Alfred Fonda \*Harvey, Robert William \*Keefe, Thomas Henry \*Kingsbury, Stanley Rupert \*Koutsovasilis, James MacVie, Lawrence Donald McDermott, Edward Josenh McDermott, Edward Joseph McGuire, Richard Joseph Moore, Willie Moore, \*Noyes, John William Olsen, Albert Milford \*Pilla, Angelo Pose, Morris Harry Pose, Morris Harry \*Reed, Clarence Rcnner, Nelson William Sanders, Earl Raymond \*Schueler, John, Sr. \*Sheets, Harvey Thomas \*Sheets, Harvey THOMAS Simpkins, Tony Skaehill, William Lawrence \*Smith, Charles Buford \*Stanley, William Joseph \*Turnbridge Amages Thalr Trowbridge, Amasa Thalr Valentine, Gary Edward Weber, John Nicholas Weber, John Nich \*Wick, Waiter (L) \*Ahearn, Henry Vincent Askins, George Washington Balletti, Harry E. \*Bartoszek, Joseph \*Berry, Glenn Samuel \*Bogert, George Francis Bowen, John Bowen, John Burkhart, Curtis Henry \*Carlough, John Joseph \*Carpenter, Clayton Jonathan \*Crowley, William M. \*Crowley, William M. \*Curtis, Robert Emme \*Deininger, William F. Emmett

\*Deininger, where \*Didas, Peter Joseph Eltel, Jacob Evans, Henry Derwood \*Fillhart, John Harold \*Galazin, Joseph \*Hartman, Joseph F. Jackson, Floyd J. \*Johnson, Albert Alonzo \*Kaczenowski, Victor \*Kazenowski, Victor \*Kayina, Joseph \*Kay, Joseph Edward \*Keller, Giles Earle \*Kudzinowski, Julian John \*Kudzinowsk., \*Legan, Mike \*Marendo, Domenick \*Maskell, Stephen 9AcAllister, William Michael \*McIntyre, John Francis \*Murray, Andrew Francis Erank Joseph \*Murnyre, John Francis \*Murray, Andrew Francis \*Pickett, Frank Joseph Ruland, Clara Teresa \*Salerno, Angelo \*Sanders, George Aloysius \*Santucci, Pasquale \*Shaw Charles Alicon \*Santucci, rasquare \*Shaw, Charles Alison \*Sini, Guiseppe Sullivan, Emil Edward \*Swain, Frank \*Thompson, William Alford \*Titman, Harry Lester \*Weile Leon \*Thompson, \*Titman, Har \*Weile, Leon Wesolowski, Joseph Edward \*Wolf, Thomas R.

\*Retired employes

replaced, trucks are reconditioned, safety equipment renewed and linings and floors brought up to standard.

Then they pass to the sandblasting area, and then into the paint

#### OCCUPATION

Passenger Conductor Trucker Car Repairer Helper Cashier ReceivingClerk&Checker Freight House Laborer Machinist Trackman Machinist Telephone Maintainer Coach Cleaner Trackman pipe fitter Yard Clerk Coach Cleaner Engineer Engineer Telegrapher Engineer Yard Conductor Machinist Relief Operator Trackman Clerk Tugboat Captain Engineer Stower Car Inspector Carpenter Crossing Watchman Car Foreman Section Foreman Trackman Loco. Engineer Carman Fireman Car Inspector Agent-Operator Conductor Crossing Watchman Yard Brakeman Machinist Helper Yard Brakeman Blacksmith Engineer

Blacksmith Train Yd. Foreman Car Inspector Tender Repairer Trackman Road Conductor Trainman Checker Shop Hostler Car Inspector Pipefitter Helper Division Car Foreman Carpenter Machinist Locomotive Inspector Operator Yard Conductor Car Repairer Yard Conductor Operator-Leverman Asst. Chief Engineer Trackman Carpenter Yard Brakeman Chief Clerk Boilermaker Trackman Laborer Foreman Conductor Carman Clerk Extra Janitor Cleaning Woman Laborer Barge Captain Track Foreman Machinist Carman Helper Chief Clerk Trackman Engineer Car Repairer Car Inspector Car Repairer Helper

Deckhand

#### LOCATION

DATE

OF DEATH Delaware Division 12-13-60 Hornell, N.Y. Dunmore Car Shop Warren, O. Rochester, N.Y. 12- 6-60 10-28-60 12-14-60 Rochester, N.Y. Susquehanna Division Port Jervis Loco. Dept. Mahoning Division Cleveland Loco. Dept. Commun. Dept., Elmira, N.Y. Jersey City Pass. Car Dept. Susquehanna Division 11-20-60 11-26-60 9-28-60 11-25-60 11-23-60 12- 7-60 10-24-60 Salamanca Shop Kent Division 11-21-60 12- 8-60 Jersey City Pass. Car Dept. Mahoning Division Bradford Division N.Y. Division 11-13-60 11 - 23 - 60N.Y. Division Delaware Division Marion. O. 10-10-60 10-15-60 12-11-60 12- 5-60 Marion, O. Susquehanna, Pa Mahoning Division Susquehanna Division Suspension Bridge, N.Y. 10-13-60 12- 6-60 11-30-60 Marine Dept. N.Y. Division Maine Dopi. N.Y. Division 28th St. Stn., New York City Weehawken, N.J. Susquehanna Division Susquehanna Division E. Buffalo Car Shop 11-1-60 10-19-60 11-26-60 11-26-60 11-30-60 9-23-60 11-22-60 12- 4-60 12-14-60 Kent Division N.Y. Division Mahoning Division E. Buffalo Car Shop 11-26-60 11- 1-60 Kent Division 12- 5-60 12- 1-60 Marion, O. Blossburg, Pa. Allegany Division 11-13-60 10- 2-60 Wyoming Division Jersey City, N.J. Susquehanna Shop 10-16-60 10- 8-60 12-11-60 Hornell, N.Y. Ferrona Car Shop 11-24-60 12- 2-60 Scranton, Pa. 11-11-60 Kent Car Shop Hornell, N.Y. Hoboken Passgr. Car Dept. Buffalo Shop Kent Division New York Division New York Division Scranton, Pa. Paterson, N. J. 12-27-60 12-16-60 12 - 27 - 6011-18-60 12-5-60 12-21-60 1-7-61 12-25-60 Creston, Ohio Susquehanna, Pa. Port Jervis, N.Y. Allegany Division Hornell Diesel Shop Jersey City Shop Susquehanna Division Lima, Ohio Jersey City Car Dept. Mahoning Division Susquehanna Division Pa. 1- 1-61 1-25-61 12- 6-60 12-23-60 1-15-61 1. 8-61 1-10-61 1-16-61 12-30-60 Susquehanna Division Hoboken, N.J. Delaware Division 12 - 6 - 61 11 - 5 - 60 12 - 23 - 60Delaware Division Cleveland Shop Jersey City, N.J. Supt. Mot. Power, Cle Scranton Loco. Shops B&SW Division Meadville Shop Jersey City Shop N. Y. Division Duroza B 1- 9-61 12-23-60 12-28-60 10-12-60 Cleveland 11- 8-60 12-30-60 1-15-61 1-8-61 N. Y. DIVIOL. Avoca, Pa. Supv. Mail Service, N.Y.C. Jersey City, N.J. Scranton, Pa. 12-29-60 11-12-60 1-17-61 11-1-60 10-27-60 Scranton, Pa. Scranton, Pa. Marine Dept. N.Y. Division 11-10-60 N.Y. Division Meadville Shop Hornell Car Dept. Jersey City Car I Allegany Division Kent Division  $12 - 31 - 60 \\ 1 - 5 - 01$ Dept. 1 - 20 - 6112-10-60 1- 5-61 I- 4-01 Port Jervis C Hoboken, N.J Car Shop 10-15-60 Buffalo Car Shop 10- 3-60 II- 7-60 E.

shop, where the traveling paintspray booths give them their new shining coats. The cars are then ready to join the E-L's modern freight car fleet in bringing in revenue for the merged company.

Marine Dept.

### ERIE-LACKAWANNA RAILROAD

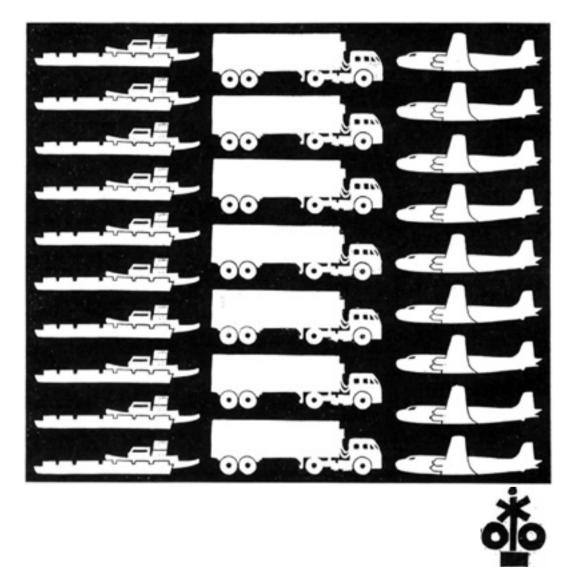
#### MAGAZINE

Midland Building Cleveland 15, Ohio

RETURN POSTAGE GUARANTEED

BULK RATE

U. S. POSTAGE PAID Cleveland, Ohio Permit No. 1605



While other forms of general transportation operate on governmentprovided right-of-ways, for which they make inadequate or no user payments, railroads build and maintain their own and pay taxes on them, too.