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:
17,700
FOREIGN FREIGHT CARS

Get 'em Off Line before Midnight
save per diem
<table>
<thead>
<tr>
<th>YEAR</th>
<th>PER CAR</th>
</tr>
</thead>
<tbody>
<tr>
<td>1902</td>
<td>20¢</td>
</tr>
<tr>
<td>1920</td>
<td>$1.00</td>
</tr>
<tr>
<td>1949</td>
<td>$1.75</td>
</tr>
<tr>
<td>1959</td>
<td>$2.88</td>
</tr>
<tr>
<td>1969</td>
<td>$2.16 - $12.18</td>
</tr>
<tr>
<td>GROUP</td>
<td>DEPR. CAR COST</td>
</tr>
<tr>
<td>-------</td>
<td>-------------------</td>
</tr>
<tr>
<td>1</td>
<td>$1,000 &amp; LESS</td>
</tr>
<tr>
<td>2</td>
<td>1,000 - 5,000</td>
</tr>
<tr>
<td>3</td>
<td>5,000 - 10,000</td>
</tr>
<tr>
<td>4</td>
<td>10,000 - 15,000</td>
</tr>
<tr>
<td>5</td>
<td>15,000 - 20,000</td>
</tr>
<tr>
<td>6</td>
<td>20,000 - 25,000</td>
</tr>
<tr>
<td>7</td>
<td>25,000 - 30,000</td>
</tr>
<tr>
<td>8</td>
<td>30,000 - 35,000</td>
</tr>
<tr>
<td>9</td>
<td>35,000 &amp; OVER</td>
</tr>
</tbody>
</table>
NET PER DIEM PAID

Actual

1968 $54 MILLION

(EXCLUDING NH)

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!
<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>APPLIANCE BOX CARS, 60 foot</strong></td>
<td></td>
<td>220</td>
</tr>
<tr>
<td><strong>ASSIGNED DF SERVICE, 50 foot</strong></td>
<td></td>
<td>50</td>
</tr>
<tr>
<td><strong>AUTO PARTS BOX</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>50 foot</td>
<td></td>
<td>230</td>
</tr>
<tr>
<td>60 foot</td>
<td></td>
<td>272</td>
</tr>
<tr>
<td>86 foot</td>
<td></td>
<td>383</td>
</tr>
<tr>
<td><strong>AUTO RACKS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bi Level</td>
<td></td>
<td>87</td>
</tr>
<tr>
<td>Tri Level</td>
<td></td>
<td>426</td>
</tr>
<tr>
<td><strong>COVERED HOPPERS - Grain Service</strong></td>
<td></td>
<td>400</td>
</tr>
<tr>
<td><strong>GONDOLAS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>52'6&quot; 100 ton</td>
<td></td>
<td>1000</td>
</tr>
<tr>
<td>65' 70 ton</td>
<td></td>
<td>200</td>
</tr>
<tr>
<td>Coil steel</td>
<td></td>
<td>800</td>
</tr>
<tr>
<td><strong>CABIN CARS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Road Service</td>
<td></td>
<td>50</td>
</tr>
<tr>
<td>Transfer &amp; Yard service</td>
<td></td>
<td>150</td>
</tr>
<tr>
<td><strong>50’ 70 TON CUSHIONED BOX</strong></td>
<td>$19,385</td>
<td></td>
</tr>
<tr>
<td><strong>60’ 70 TON CUSHIONED BOX</strong></td>
<td>$19,400</td>
<td></td>
</tr>
<tr>
<td><strong>86’ HIGH CUBE BOX</strong></td>
<td>$38,000</td>
<td></td>
</tr>
<tr>
<td><strong>100 TON COVERED HOPPERS</strong></td>
<td>$16,000</td>
<td></td>
</tr>
<tr>
<td><strong>100 TON COVERED GONDS</strong></td>
<td>$23,200</td>
<td></td>
</tr>
</tbody>
</table>
I DON'T WANT IT--YOU CAN HAVE IT--IT'S NO GOOD FOR ME--!
**1969**

**EQUIPMENT PROGRAM**

**REBUILT CARS**

<table>
<thead>
<tr>
<th>DF SERVICE BOX CARS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>50 foot</td>
<td>100</td>
</tr>
<tr>
<td>Stretch New Haven 40 foot to 50 foot</td>
<td>100</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GENERAL SERVICE BOX</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>40 foot reconstruction</td>
<td>800</td>
</tr>
<tr>
<td>Stretch 40 foot to 50 foot</td>
<td>600</td>
</tr>
<tr>
<td>50 foot reconstruction</td>
<td>1200</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GONDOLAS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>52 foot rehabilitation (70 ton)</td>
<td>800</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CABIN CARS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Former N8 for Road Service</td>
<td>70</td>
</tr>
<tr>
<td>Former New Haven</td>
<td>40</td>
</tr>
</tbody>
</table>
PENN CENTRAL SYSTEM
MARKS

PC
PRR
BWC
NYC
B&A
P&E
CASO
TOC
NH

NEW YORK CENTRAL SYSTEM

NEW YORK CENTRAL SYSTEM
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
June 24, 1969

CIRCULAR CSD 145-A
ASSIGNED CARS

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, 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 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
June 24, 1969

CIRCULAR CSD 150-A
UNASSIGNED CARS

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 damage, of mechanical designations XL, XLI, XLIH, XP, XPI, XR, REL, 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,

[Signature]

LISTS: CS-1, IA, IB, DMs, CSAs
CIRCULAR CSD NO. 435, TENTH REVISION

TO TRANSPORTATION OFFICERS:

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,

E. Miller

LISTS: CS-1, 1A, 1B, D4s, CSAs.
LET'S MAKE IT BY MIDNIGHT, CINDERELLA!
**TRANSPORTATION FIELD REPORTS**

"T"  
**DELAYED CARS ONLY**

<table>
<thead>
<tr>
<th>LOADS AND SPECIAL EQUIPMENT</th>
<th>GENERAL SERVICE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MAJOR CLASS YARDS</strong></td>
<td></td>
</tr>
<tr>
<td>T - 1</td>
<td></td>
</tr>
<tr>
<td>T - 1B</td>
<td>T - 4</td>
</tr>
<tr>
<td>T - 1C</td>
<td>T - 4A</td>
</tr>
<tr>
<td><strong>SELECTED YARDS</strong></td>
<td></td>
</tr>
<tr>
<td><strong>TRAINMASTER OR MAJOR TERMINAL AREA</strong></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>SHOPPED CARS</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>DAILY CAR AND PD$ INVENTORY</strong></td>
</tr>
<tr>
<td>T - 5</td>
</tr>
<tr>
<td>PD - 3</td>
</tr>
</tbody>
</table>
"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.
201,600 CARS

2,430 POOLS

COBAN
"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.
TRANSMITTING REPORTS TO REGIONAL HEADQUARTERS

TRANSPORTATION (T) REPORTS
COBAN
PD-3

NH
PHIL
SHOW ME THE WAY T'GO

HO-OME
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 RECLAMS
15 CAR DAYS REQUIRED FOR EACH LOAD GENERATED

TARGET - REDUCTION  

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.

Excercise full use of system cars in preference to foreign cars

Move excess equipment—idle equipment costs money