

MS 613 RALPH L. BARGER PULLMAN COMPANY COLLECTION

1874-1970. 21 boxes + 2 half-boxes

This collection is comprised of Pullman Company corporate records collected by historian Ralph Barger. Includes correspondence, blank forms, requisition forms, property ownership documents, car and equipment forms and other documents. These records were generated by several Pullman Company departments, including: the Office of the President, the Operating Department, the Office of Finance and Accounts, the Transportation Department and the Employee and Labor Relations Department. They focus primarily on the sale of Pullman property and cars in the late 1960s.

Arranged by Pullman Company department.

Record Group 1. Operating Department
 Sub-Group 1.1. Purchases and Stores Department
 Sub-Group 1.2. Superintendent of Transportation

Record Group 2. Employee and Labor Relations Department

Record Group 3. Office of Finance and Accounts
 Sub-group 3.1. Vice-President and Comptroller
 Sub-sub-group 3.1.1 Manager of Office Services
 Sub-group 3.2. Auditor of Receipts

Record Group 4. Office of the President

PROVENANCE Gift of Ralph L. Barger, 2003 (387-976)

HISTORICAL INFORMATION Ralph L. Barger was born in Putnam County, New York in 1929. As a child, he and his brother J.P. Barger, collected model trains. Their interest prompted Ralph Barger to write various railroads asking for information about famed passenger trains. During service in the Army beginning in 1948, he served as an instructor at West Point, then as a 2nd Lieutenant stationed in Germany, the Dominican Republic, and Vietnam.

In 1961, he began to collect passenger car prototype information and started to compile passenger equipment roster information on U.S. railroads. His interest in Pullman cars was piqued by Lucius Beebe's book MR. PULLMAN'S ELEGANT PASSENGER CARS. The works of John H. White, Jr., Arthur Dubin, William Kratville and Robert Wayner inspired him to assemble a compendium of all known Pullman cars.

Mr. Barger and his wife, Lois, who were married in the mid 1950s, have two daughters, Keven and Carol, and a son, Ralph III. His brother, J.P., continues to be interested in railroad history, with a focus on railroad photography. Mr. Barger belongs to numerous historical societies, including the Baltimore & Ohio Railroad Historical Society. He has written two books, A CENTURY OF PULLMAN CARS (2 volumes) (1988; 1990) and UNION PACIFIC BUSINESS CARS, 1870-1991: INCLUDING INSPECTION AND INSTRUCTION CARS (1992). He is presently working on a third volume of A CENTURY OF PULLMAN CARS as well as a roster of all operating Pullman cars.

The Pullman Company (incorporated in Illinois in 1867 by George M. Pullman as the Pullman Palace Car Company) led the United States and Canada in sleeping car construction and the provision of luxurious and comfortable cars for passenger railroad travel. By 1880, the company operated cars on 60,000 miles of track across the United States and Canada and its stock was worth over 6 million dollars. The Pullman Company built manufacturing shops at Detroit and the world's largest car plant in 1879 at Lake Calumet, Illinois, 14 miles south of Chicago. Adjacent land was purchased and developed as a company town. In 1881, 12,000 people lived in the town of Pullman. An economic downturn prompted layoffs and pay cuts which led to the unionization of Pullman workers and a strike at the shops in 1894 to try to force a rollback of wage cuts.

The Pullman Company, as it was renamed in December 1899, was very profitable, particularly in the 1920s. In the 1940s, an anti-trust lawsuit was brought against Pullman by the U.S. Department of Justice. As the result of an unfavorable ruling in 1943, Pullman was ordered to sell either its operating division, the Pullman Company or its manufacturing division, the Pullman-Standard Car Company. The Pullman Company along with its 256 parlor cars, over 600 sleeping cars and sleeping car leasing operations, were sold to a consortium of U.S. railroads on July 1, 1947. However, railroads continued to lease sleeping cars back to the Pullman Company.

A major downsizing of shops, laundries, and other real estate helped Pullman remain competitive, but business began to decline. The Pennsylvania Railroad, Penn Central and other railroads began to withdraw from Pullman service. In 1969, all railroads with Pullman service cancelled their contracts with Pullman. The company began to sell off its assets, including the inventory of equipment maintained on each car. Pullman retained a small staff to complete sales and settle lawsuits. The Pullman Company ceased to exist in 1981.

Selected bibliography:

Barger, Ralph L. A CENTURY OF PULLMAN CARS. 2 vols. Sykesville, Maryland: Greenberg Publishing Company, 1988; 1990.

Pullman Company. ANNUAL REPORTS. 1948-1956, 1969 (calendar year).

White, John H., Jr. THE AMERICAN RAILROAD PASSENGER CAR. Baltimore, Maryland: Johns Hopkins University Press, 1978.

"George Mortimer Pullman." In RAILROADS IN THE NINETEENTH CENTURY, edited by Robert L. Frey, pp. 335-339. New York: Facts on File, 1988.

Filing Location: Statewide Museum Collections Center I2.211.I2 - I9 ID 2613

MS 613 RALPH L. BARGER PULLMAN COMPANY COLLECTION

1947-1970. 12 boxes + 1 half-box

Record Group 1. OPERATING DEPARTMENT

The Pullman Company Operating Department was responsible for the operation, service, maintenance and repair of cars and equipment, operations in Mexico, corporate regions and districts, and purchases and stores. The retention and destruction of Pullman Company records was originally a function of the Purchases and Stores Department. On July 17, 1947, Circular 47-3 transferred responsibility to the Office of the Vice President, Operating Department. By the 1960s, the Manager of Office Services, a Department of the Vice President and Comptroller's office, was in charge of records retention schedules. Labor relations was part of this department until 1951, when the Employee and Labor Relations Department was created.

Record Group 1. Operating Department is further divided:

Sub-group 1.1. Purchases and Stores Department

Series 1. Withdrawal of equipment / Sale of protective stock

Series 2. Requisitions of forms and letterhead

Sub-Group 1.2. Superintendent of Transportation

Sub-group 1.1. Purchases and Stores Department

The Purchases and Stores Department was under the Operating Department. Its responsibilities included stocking cars with linens and supplies, maintaining a stock of parts for car maintenance and repair, and the operation of ten Pullman-owned laundries and storerooms throughout the US. The Department also maintained a catalogue of over 75,000 items and controlled the requisition and ordering of all materials and supplies. The Purchases and Stores Department was created in 1915 and J.R. Mulroy was the first General Storekeeper. The Chief Purchases and Stores Officer from 1952-1954 was A.J. Uttich and 1955-1959 was Barton Newell Lewis, who became Manager of the Department in 1959 and stayed in this position until 1968.

The Purchases and Stores Department records are divided into two series:

Series 1. Withdrawal of equipment / Sale of protective stock

Documents include Car and Equipment Receipt forms, Equipment of Car forms, telexes, lists, and correspondence. In 1968, after the railroads cancelled their leases, Pullman sold its passenger cars and all material on board. Inventories were prepared upon the sale and withdrawal from lease of passenger cars to Penn Central, Pennsylvania Railroad, Chicago & Eastern Illinois Railroad, and the New York, New Haven & Hartford Railroad. Files date between 1954 and 1970.

Arranged by corporate name or by car name(s).

Series 2. Requisitions of forms and letterhead

Includes a catalogue of forms, blank forms, and completed Requisition for Material forms. The blank requisition forms document purchases of forms by various departments. Pullman forms address all Pullman activities, including car condition and car movements, car defect repairs, departure sheets, linen returns, rates, ticket sales, accidents and damage to cars, crew assignments, employee payroll deductions, absenteeism, statements of account, conductor's report, and deadhead car arrival. There is also letterhead for various company executives and department heads and two Calumet Shops office supplies and forms catalogues. Files date between 1947 and 1957.

Forms are arranged in the following order:

Unnumbered forms. Arranged alphabetically by title.

Numbered forms. Arranged chronologically.

Alpha-numeric forms. Arranged by letter and then by number.

Calumet Shops forms and catalog of office supplies.

Sub-Group 1.2. Superintendent of Transportation

The Superintendent of Transportation was a member of the Operating Department and worked closely with the Passenger Traffic Department and the Office of Finance and Accounts. D. R. Culver was the only person to hold this position (1951-1967).

These files include tariffs, correspondence, memos, mailing lists, handwritten notes and drafts, telexes and financial files generated by Superintendent of Transportation, D.R. Culver. Includes information sent to the Association of American Railroads and the superintendents, traffic managers, and the Vice President of Operations from participating railroads. Subjects include mileage rates, and the assignment of Pullman leased cars to railroads. Withdrawal of cars from service files include information about the rental rates and depreciation for cars, car storage and reasons for discontinuation of service.

Arranged alphabetically by subject.

BOX LIST

Sub-group 1.1. Purchase and Stores Department

Series 1: Withdrawal of equipment / Sale of protective stock

By corporate name

1:1 - 1:2 Lists of equipment, 1968

1:3 Chicago & Eastern Illinois Railroad / Louisville & Nashville Railroad, various lots in the 6900 series, 1952-1954

1:4 Chicago & Eastern Illinois Railroad, 1968-1969

1:5 New York, New Haven & Hartford Railroad, 1948-1949, 1968,

1:6 New York, New Haven & Hartford Railroad, 1950, 1969

1:7 New York, New Haven & Hartford Railroad, 1970

1:8 - 1:11 Penn Central Railroad 1968

1:12 Penn Central Railroad 1969

1:13 Pennsylvania Railroad, 1962

1:14 Pennsylvania Railroad, 1964

1:15 Pennsylvania Railroad, 1965

1:16 Pennsylvania Railroad, 1967

By car name(s)

1:17 - 3:11 1967-1969

Series 2: Requisitions of forms and letterhead

Unnumbered forms

4:1 - 4:18

Numbered forms

4:19 - 4:53 Forms 5.13 to 24.81

5:1 - 5:67 Forms 25.113 to 57.1293

6:1 - 6:59 Forms 75.14 to 91.1244

7:1 - 7:45 Forms 91.1245 to 93.310

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9:1 - 9:50 Forms 93.1360 to 93.3425

10:1 - 10:38 Forms 93.8102 to 371.137

11:1 - 11:52 Forms 371.138 to 375.175

Alpha-numeric forms

12:1 - 12:88 A of D (Auditor of disbursements) to P&S (Purchases and Stores)

Calumet Shops

12:89 - 12:90 Catalogue of forms, 1957

12:91 Catalogue of office supplies, 1947-1957

Sub-Group 1.2. Superintendent of Transportation

13:1 Change in mileage rates for coach service, 1950-1966

13:2 Government payment for passenger traffic, 1957-1958

13:3 Government payment for passenger traffic, 1959-1962

13:4 Local tariffs, 1953-1961

13:5 Local tariffs, 1965-1968

13:6 Train sheets, 1966-1967

13:7 Withdrawal of cars from service, 1954

13:8 Withdrawal of cars from service, 1954

13:9 Withdrawal of cars from service, 1955

14:1 List of 593 Railroad-Owned Pullman sleeping cars stored on government property, Dec. 21, 1959

14:2 List of railroad & Pullman owned sleeping cars stored on government property, 1958-1959

14:3 List of 358 standard Pullman cars withdrawn from active service, Jan. 25, 1956

14:4 List of standard Pullman cars stored on government property, Sept.-Nov. 1954

14:5 Department of Army contract for storage of 700 Pullman cars, Sep. 15, 1954

14:6 List of 300 Pullman owned heavyweight sleepers withdrawn from active service, Feb. 11, 1954

14:7 Department of Army contract for storage of 266 Pullman owned sleeping cars, Jan. 13, 1954

14:8 Cars in government storage -- Correspondence and contracts, 1958-1959

14:9 - 14:12 Listing of cars in government storage, Dec. 1, 1959

Filing Location: I2.211.I2 [Boxes 1-8]
I2.211.I3 [Boxes 9-13]
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- Sub-group 1.1. Purchases and Stores Department
 - Series 1. Withdrawal of equipment / Sale of protective stock
 - Series 2. Requisitions of forms and letterhead
- Sub-Group 1.2. Superintendent of Transportation

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Filing Location: Statewide Museum Collection Center ID 3058

1947-1970. 12 boxes + 1 half-box

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Filing Location: Statewide Museum Collection Center ID 3195

MS 613 RALPH L. BARGER PULLMAN COMPANY COLLECTION

1963-1968. 1 box

PROVENANCE Statewide Museum Collections Center I2.211.I3

Record Group 2. EMPLOYEE AND LABOR RELATIONS DEPARTMENT

The Employee and Labor Relations Department was created in 1951 from the merger of the Employee and Labor Relations departments and removing them from the supervision of the Operating Department. Departmental responsibilities included formulating basic employee relations policies, negotiating union contracts, defining procedures for employee selection, training and evaluation, administering benefit plans, salary matters, and safety and medical programs, and, in conjunction with the legal department, advising on laws and regulations governing employees. Material from April 1949 to July 1955 comes from General Manager A.H. Lobeck (1958-1959). Fred J. Boeckelman was the first Manager of Employee Relations, 1958-1961, and 1967-1969, during a period when there was labor unrest over job protection, particularly among the porters.

Material in this record group include a copy of an agreement between employees represented by the Brotherhood of Sleeping Car Porters and the Pullman Company, correspondence, handwritten notes, drafts of agreements, memos, statistics, separation allowances, circulars, copies of notices of termination of operating agreements, copies of ICC pooling of expense agreements, a legal complaint filed by the Order of Railway Conductors & Brakemen (ORC&B), and seniority rosters.

Subjects include the effect of the takeover of Pullman operations by various railroads (Canadian National, New York Central, New York, New Haven & Hartford, Pennsylvania Railroad) on Pullman employees, negotiations with various Pullman employee unions including the Brotherhood of Sleeping Car Porters and the Order of Railway Conductors & Brakemen, renewals of labor agreements after sleeping car takeover, employee severance, seniority, requests by employees for leaves of absence to work for railroads, protection of former Pullman workers, reduction in forces, abolition of positions, and rates of pay of remaining Pullman workers.

Arranged alphabetically.

BOX LIST

1:1 - 1:2 Agreement between the Pullman Company and porters, attendants, maids and bus boys represented by the Brotherhood of Sleeping Car Porters, effective January 1, 1953, revision of July 1, 1965
1:3 Agreement between the Pullman Company and the Order of Railway Conductors and Brakemen, effective December 9, 1963, revision of July 1965, 1964-1967
1:4 Drafts of Employee and Labor Relations Department forms, 1960s
1:5 Memos concerning employee losses, personal injuries, complaints and claims, undated
1:6 Separation allowances, 1967-1968

Takeover of Pullman Company by Railroads [arranged by corporate name]
1:7 - 1:8 Canadian National Railway, 1958-1966
1:9 - 1:11 New York Central, 1958
1:12 New York Central, 1959
1:13 New York, New Haven & Hartford Railroad, 1968
1:14 Pennsylvania Railroad, 1962
1:15 Pennsylvania Railroad, 1963-1964
1:16 Pennsylvania Railroad, 1966
1:17 - 1:20 Pennsylvania Railroad, 1967
1:21 Pennsylvania Railroad -- Conductors and brakemen civil action suit, 1964
1:22 - 1:23 Pennsylvania Railroad -- Seniority rosters for porters, 1964
1:24 Pennsylvania Railroad -- Seniority rosters for porters, 1965
1:25 Pennsylvania Railroad -- Sleeping car employees, 1967

ID 2615

MS 613 RALPH L. BARGER PULLMAN COMPANY COLLECTION

1874-1969. 8 boxes + one half box

PROVENANCE I2.211.I3 [Boxes 1-2]

I2.211.I4 [Boxes 3-9]

Statewide Museum Collections Center

Record Group 3. OFFICE OF FINANCE AND ACCOUNTS

The Office of Finance and Accounts was responsible for corporate accounting, payment of taxes, reporting to the Interstate Commerce Commission, and transactions relating to company property and other assets.

Record Group 2 Office and Finance Accounts is further divided:

Sub-group 3.1 Vice President and Comptroller

Series 1. Real estate records

Sub-sub-group 3.1.1 Manager of Office Services

Series 1. Record retention records

Sub-group 3.2. Auditor of Receipts

Sub-group 3.1 Vice President and Comptroller

The Vice-President and Comptroller supervised the Pullman Company's accounting practices and finances.

The Vice President and Comptroller records contains one series:

Series 1. Real estate records

Real estate records include inventories of equipment, deeds, leases, legal documents, tax bills, special assessments, correspondence. Subjects include negotiation of sales, purchase of laundry, shops land and equipment, and construction of buildings. Real estate records had been kept by the Secretary of the Office of the President during the 1910s-1940s. The name of J. F. Kane, Secretary to the President from 1918 to 1933, appears frequently in these files. In the 1940s, control of these records was ceded to the Vice President and Comptroller's Office by the Office of the President. Wayne Irwin, who was Vice President and Comptroller from 1953 to 1959, is signatory for documents related to the 1959 sales of various laundries.

Arranged alphabetically by location of shop or laundry.

Boxes 1-4 have been removed for preservation photocopying.

Sub-sub-group 3.1.1. Manager of Office Services

This department, supervised by the Vice President and Comptroller's Office, was responsible for retaining and disposing of company documents and ensuring that ICC requirements for document retention were being followed.

The Manager of Offices records contains one series:

Series 1. Record retention records

The retention and destruction of Pullman Company records was originally a function of the Purchases & Stores Department. On July 17, 1947, Circular 47-3 transferred responsibility to the Office of the Vice President, Operating Department. By the 1960s, the Manager of Office Services, a Department of the Vice President and Comptroller's office, was in charge of records retention schedules.

Manager of office services material includes a company-wide 1948 inventory of old records covering 1875-1947, which appears to have been generated by the Assistant Vice-President and Comptroller's office. The Office Services Department controlled record retention and destruction and insured that the Interstate Commerce Commission rules were followed. Inventories also include correspondence notifying all Pullman company department heads of the record's existence and requestion permission to destroy them. Some of the notations are in pencil and they list the box number and content. There are stamps indicating which files have been destroyed. By 1960, there was a new form, indicating the boxes to be destroyed and noting that the ICC had given its permission. Organized chronologically.

Sub-group 3.2 Auditor of Receipts

The Auditor of Receipts office supervised general accounts, prepared general books and accounts, prepared income taxes, supervised ticket and revenue accounts, allocated earnings to railroads for contract settlement purposes and compiled and assigned revenue from special car movements. The Auditor also assembled reports that were used to determine whether the Pullman Company was viable or whether it should be sold. F.L Simmons was the first Auditor of Receipts for the Pullman Company in 1909. H.E. Hlavaty held the position from 1956 to 1968+.

In 1948, the Auditor of Receipts hired the engineering firm Coverdale and Colpitts to study the various factors effecting the "fairness" of car pooling operations shared among the Pullman Company and the various railroads leasing equipment back to Pullman. This study led to the Uniform Service Contract of 1949, which increased the number of factors considered when pooling expenses. A copy of the Coverdale & Colpitts report is included.

Reports and statements on income and earnings include original written copies of annual car statements with information about investments, depreciation, car days, rentals, ratio of increases and adjusted average per car day. Other documents include written copies of mileage for sleepers, grand capitulation reports with information about weighted units and actual costs, recapitulation of total adjusted annual expenses reports, report covering audit of annual contract settlements. Reports of revenue on parlor-coaches, reproduction room performance, revenue and service units (which break down revenue by standard tourist and slumbercoach sleepers), reports of cars in special service, special service assignment reports, memos, circulars, correspondence, accounting codes, bills to railroads for use of cars, telexes, and statistics about lightweight sleeper cars are also found in this material.

Subjects include information about special cars assigned to railroads for a particular trip, Pullman cars moving on freight trains, settlement procedures for movement of flight simulator cars, the results of a lightweight sleeper shop study summary, and methods of billing for government radar bomb score trains. Group insurance premiums and the effect of the New York Central Railroad takeover of service in the late 1950s on revenue are subjects of other files.

Arranged alphabetically by subject.

BOX LIST

Sub-group 3.1 Vice President and Comptroller

Series 1. Real estate records

- 1:1 Atlanta shops -- Sale, 1955
- 1:2 Atlanta shops -- Sale -- Appraisal report, 1955
- 1:3 - 1:5 Atlanta shops -- Sale -- Inventory, 1954
- 1:6 - 1:8 Atlanta shops -- Sale -- Inventory, 1955
- 1:9 Buffalo laundry, 1933
- 1:10 Buffalo shops, 1925-1950
- 1:11 Buffalo shops -- Lease of land, 1886-1891
- 1:12 Buffalo shops -- Lease of land, 1899-1900
- 1:13 Buffalo shops -- Lease of land, 1904-1907
- 1:14 Buffalo shops -- Lease of land, 1917-1918

1:15 Buffalo shops -- Lease of land, 1925-1926
1:16 Buffalo shops -- Purchase agreement between Depew Improvement Company and Wagner Palace Car Co., 1896
1:17 Buffalo shops -- Purchase agreement between Depew Improvement Company and Wagner Palace Car Co., 1900
1:18 Buffalo shops -- Sale, 1958
1:19 Buffalo shops -- Sale -- Appraisal, 1958
1:20 - 1:24 Buffalo shops -- Sale -- Inventory, 1958

2:1 Chicago ice plant, 1903-1959
2:2 - 2:3 Cincinnati laundry -- Purchase, 1883-1923
2:4 Cincinnati laundry -- Sale, 1949
2:5 Kansas city laundry, 1920-1957
2:6 Kansas city laundry -- Map, 1920
2:7 Long Island laundry, 1934-1953
2:8 Miami laundry, 1929, 1958
2:9 Miami laundry -- Sale, 1959
2:10 New York laundry -- Construction, 1934
2:11 - 2:12 New York laundry -- Construction, 1935
2:13 New York laundry -- License to operate, 1936-1938
2:14 New York laundry -- License to operate, 1939-1940
2:15 New York laundry -- License to operate, 1941-1942
2:16 New York laundry -- License to operate, 1943-1950
2:17 New York laundry -- License to operate, 1951-1958
2:18 New York laundry -- License to operate, 1959-1963
2:19 New York laundry -- License to operate, 1964-1966
2:20 New York laundry -- License to operate, 1967-1968

3:1 - 3:2 New York laundry -- Sale, 1968
3:3 - 3:4 New York laundry -- Sale, 1969
3:5 - 3:7 New York laundry -- Sale -- Lawsuit, 1969
3:8 Oakland laundry, 1924-1960
3:9 Richmond shops, 1909-1960
3:10 Richmond shops -- Sale, 1959
3:11 -- 3:12 Richmond shops -- Sale, 1960
3:13 - 3:15 Richmond shops -- Inventory, 1959
3:16 Richmond shops -- Storm sewer easement, 1954-1955

4:1 St. Louis laundry, 1928-1929
4:2 St. Louis shops, 1920-1962
4:3 St. Louis shops -- Purchase of land, 1874-1881
4:4 St. Louis shops -- Purchase of land, 1916-1967
4:5 St. Louis shops -- Sale of land to General Electric, 1926
4:6 St. Louis shops -- Sale of land to the United States government, 1941-1942
4:7 Tampa laundry, 1925-1926
4:8 Tampa laundry, 1941-1952
4:9 Washington, D.C. laundry, 1921-1925
4:10 Washington, D.C. laundry, 1926-1958
4:11 Wilmington shops -- Catenary supporting structures, 1927-1960
4:12 Wilmington shops -- Sale, 1958-1959
4:13 -- 4:14 Wilmington shops -- Sale, 1960
4:15 Wilmington shops -- Sale, 1961-1962
4:16 Wilmington shops -- Sale -- Inventory -- Section 1, 1958
4:17 Wilmington shops -- Sale -- Inventory -- Section 2, 1958
4:18 Wilmington shops -- Sale -- Inventory -- Section 3, 1958
4:19 Wilmington shops -- Sale -- Inventory -- Section 4, 1958
4:20 Wilmington shops -- Sale -- Inventory -- Section 5, 1957-1958

Sub-sub-group 3.1.1 Manager of Office Services

Series 1. Record retention records

8:13 - 8:16 Records retention and destruction, 1948
8:17 Records retention and destruction, 1960

9:1 Records retention and destruction, 1961
9:2 Records retention and destruction, 1962-1963
9:3 Records retention and destruction, 1964-1968

Sub-group 3.2. Auditor of Receipts

5:1 Annual car statements for 1963
5:2 Annual car statements for 1964
5:3 Annual car statements for 1965
5:4 Annual car statements for 1966

5:5 Annual car statements for 1967
 5:6 Annual car statements for 1968
 5:7 Codes, 1949-1951
 5:8 - 5:9 Codes, 1953
 5:10 - 5:11 Codes, 1955
 5:12 - 5:16 Codes, 1956
 5:17 Contract settlements by railroad, covering 1963-1964
 5:18 Coverdale and Colpitts Report -- Car cleaning, 1948
 5:19 Coverdale and Colpitts Report -- Car distribution, 1948
 5:20 Coverdale and Colpitts Report -- Car ownership cost, 1948
 5:21 Coverdale and Colpitts Report -- Car repairs -- Shop, 1948
 5:22 Coverdale and Colpitts Report -- Car repairs -- Yard details, 1948
 5:23 Coverdale and Colpitts Report -- Car supplies and expense, 1948
 5:24 Coverdale and Colpitts Report -- Conductors, 1948

 6:1 Coverdale and Colpitts Report -- Normalization of expenses and determination of indirect and overhead, 1948
 6:2 - 6:3 Coverdale and Colpitts Report -- Porters, 1948
 6:4 Coverdale and Colpitts Report -- Recommended prices for commissary operations, 1948
 6:5 Coverdale and Colpitts Report -- Return on investment, 1948
 6:6 Coverdale and Colpitts Report -- Statistical and pricing units, 1948
 6:7 Coverdale and Colpitts Report -- Tariffs, tickets, advertising and other revenue items, 1948
 6:8 Coverdale and Colpitts Report -- Appendix A -- Revenues and expenses, 1956
 6:9 - 6:11 Four winds Americana tour, 1964
 6:12 - 6:13 Four winds Americana tour, 1965
 6:14 - 6:16 Four winds Americana tour, 1966
 6:17 Four winds Americana tour, 1967
 6:18 Freight car movements, 1962

 7:1 Grand recapitulation: Weighted units and actual costs, undated
 7:2 - 7:4 Lists of accumulative shop study summaries, 1959
 7:5 Lists of accumulative shop study summaries, 1960
 7:6 Method of billing for movement of government "Radar Bomb Score Trains," 1962-1963
 7:7 Mileage of sleeper cars and ticket sales, 1959-1968
 7:8 Recapitulation of reinstatements of group insurance, 1957
 7:9 Recapitulation of total adjusted actual expenses, 1964
 7:10 Recapitulation of total adjusted actual expenses, 1967
 7:11 Report covering audit of annual service contracts, 1965
 7:12 Report covering audit of annual service contracts, 1967
 7:13 Report of audit of the general books for 1958
 7:14 Report of audit of the general books for 1959
 7:15 Report of audit of the general books for 1960
 7:16 Report of audit of the general books for 1961
 7:17 Report of audit of the general books for 1964
 7:18 Reporting revenue on parlor car tickets issued... involving one or more roads, 1958- 1960
 7:19 Reproduction room performance, 1955
 7:20 Revenue and service units, 1956-1957
 7:21 Revenue and service units, 1957-1958
 7:22 Revenue and service units, 1958-1959
 7:23 Revenue and service units, 1959-1960
 7:24 Revenue and service units, 1960-1961
 7:25 Revenue and service units, 1961-1962
 7:26 Revenue and service units, 1962-1963
 7:27 Revenue and service units, 1963-1964

 8:1 Revenue and service units, 1964-1965
 8:2 Revenue and service units, 1965-1966
 8:3 Revenue and service units, 1966-1967
 8:4 Sales reports of conductors and porters for 1967-1968
 8:5 - 8:7 Statements of operation of various railroads, 1946-1949
 8:8 Unadjusted basic line summaries: 3000 and 4000 lines, August 1956
 8:9 Uniform procedures in connection with movement of KC-135 and B-52 flight simulator cars, 1963-1966
 8:10 Uniform Service Contract, 1949
 8:11 Uniform Service Contract with Canadian National Railway, 1959
 8:12 Uniform Service Contract with New York Central, 1951-1959

ID 2617

1949-1959. 1 half-box

Record Group 4. OFFICE OF THE PRESIDENT

Includes circulars, memoranda, announcements and notices generated by the Office of the President as well as other department heads. Circulars announce new procedures and practices, personnel matters such as appointments, promotions, retirements, layoffs and duty statements. Many circulars and correspondence pertain to Purchases and Stores departmental procedures.

Arranged chronologically.

BOX LIST

1:1 1949-1954

1:2 1955-1956

1:3 1957

1:4 1958-1959

Filing Location: Statewide Museum Collections Center I2.211.I4 ID 2616

MS 701 FLETCHER, WILLIAM BARGER

ID 8376