

Tokyo Office Opens

With an outpouring of enthusiasm and colorful ceremony more than typical of the Japanese, Northern Pacific's Tokyo office was formally opened August 22.

On hand for the occasion were top officials from the Japanese government, presidents and officers of more than 150 Japanese trade, shipping, transportation and manufacturing firms, officers of Japanese chambers of commerce and international trade commissions, representatives of many American industries with international offices and plants, and Northern Pacific officials.

Louis W. Menk, Northern Pacific president, was scheduled to make the major presentation at the event for the company, but was unable to attend because of a death in his family. His plans to participate were cancelled

just before scheduled departure for the Orient with E. M. Stevenson, vice president-traffic.

L. S. Kiser, freight traffic manager and director of containerization, arrived in Japan about three weeks before the grand opening to help set up arrangements with Masae Kitagawa, director of Far East sales, and his staff. They were joined by Stevenson, and together spent nearly a week after the opening calling upon Japanese firms and government officials.

Stevenson and Kiser were particularly impressed by the enthusiastic reception given Northern Pacific by everyone involved.

"We were told by many persons," they said, "that Northern Pacific's Tokyo office opening was unlike anything of its kind they had ever seen in Japan. There was greater interest than

ordinary among businessmen, members of the press and government officials, and many more of them than is usual participated in the opening ceremonies."

Stevenson credited the reception mainly to the "exceptionally high esteem held by Mr. Kitagawa in international and Japanese circles, plus the tremendous potential Northern Pacific has in re-establishing through its Far East import-export program a continuing, high-volume transportation service through Pacific Northwest ports.

"Northern Pacific's venture into containerization and expedited handling of import and export shipments between the Far East and inland or eastern U. S. cities," he said, "has been greeted internationally as opening the way to an even greater

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TOKYO GRAND OPENING of Northern Pacific Far East sales office is proclaimed by a colorful banner at Tokyo Kaikan, an exclusive businessmen's club, where the opening banquet and ceremonies were held. The left hand column translates as "Opening Ceremonies for the Far East Sales Office," and the right one as "Northern Pacific Railway Company." (more pictures on page 3)

ALONG NORTHERN PACIFIC RAILWAY'S

Mainstreet

VOL. I

September 1967

NO. 3

Northern Pacific Rates Among Best Managed Corporations

Northern Pacific has been named among the "Top 100 Best Managed U. S. Corporations" by NEWS FRONT the monthly management news magazine published in New York.

In its listing of top compa-

NP Employee Is Woman of Year

Ruth Wetterlin, associate analyst in data systems and programming for Northern Pacific at St. Paul has been chosen as Woman of the Year by the Boreas Chapter of the American Business Women's Association, St. Paul.

Ruth's consistent advancement in her work for the railway was one of the bases of her selection. She is chairman of the chapter's educational committee, and directed chapter efforts in helping a young woman at Hastings State Hospital and in helping a student nurse at St. Paul Ramsey Hospital to further her education.

NP Agent Wins State Jaycee Vice Presidency

D. G. Garner, Northern Pacific agent at Deerwood, Minn., for the past three years, has recently been named State Jaycee Vice President from Minnesota's Region XXV.

Denny is the immediate past president of the Aitkin, Minn., Jaycees and joined the company in 1952. He has since served as an agent-telegrapher at various points in Minnesota and has been continuously active in community affairs.

nies, based on 1966 sales and profit figures, the July, 1967 issue of the magazine notes that "the calibre of corporate management is the key to a company's success. The Editors of NEWS FRONT have established three criteria which we deem most helpful in identifying the best managed corporations: net profit ratio (per cent of profit to sales); percent of profit to stockholders' equity (return on investment); and percent of sales change from one year to the next."

Among the top 100, selected from 1,500 large manufacturing and non-manufacturing corporations, Northern Pacific was ranked 57th on the basis of profits to sales.

In a separate listing of the top 10 railroads, Northern Pacific ranked third on the basis of profits to sales, and ninth on the basis of percent of sales change from 1965 to 1966.

Northern Pacific Mileposts

95 Years ago — Northern Pacific contracts with Frank Wilkeson to explore Mandan-Bismarck area to find best place to mine coal. This led to first of company's lignite surveys.

80 years ago — Northern Pacific handles "largest single cargo of tea ever sent from Japan," a shipload brought to Tacoma aboard the A. G. Ropes, a U.S. vessel.

65 years ago — NP completes depots at Livingston, Missoula and Wallace, all made of brick from the ill-fated Tacoma hotel. The bricks originally had come from China as ships' ballast.

20 years ago — Company installs first CTC, a 50-mile section in Montana, and institutes use of end-to-end-of-train and dispatcher-to-train radio in Washington State.

5 years ago — A citizens band radio system is installed in the St. Paul general office building to increase efficiency and productivity of maintenance forces.



SEATTLE'S KING STREET STATION now has an up-to-date interior to greet rail passengers. The new look is the result of extensive remodeling at a cost of more than \$250,000 — a project initiated in 1965 by Northern Pacific and Great Northern, joint owners of the facility. Interior design is by Art Cayou, Northern Pacific architect.

Tinney Retires At San Francisco

Daniel Tinney, general agent at San Francisco, retired August 31 after more than 43 years of service with the Northern Pacific and more than 55 years in railroading.

Music was of central interest to Tinney in his early years. He studied voice and was a boy soprano. Later, he took trumpet lessons and played in bands in the San Francisco area, and as his voice matured he became a tenor and worked in many amateur and minstrel shows. He received his education in private and public schools in San Francisco.



D. Tinney

In 1912, Tinney became an office boy for the Southern Pacific, for whom he worked in various capacities until 1921 when he joined the Chicago, Milwaukee and St. Paul Railroad as chief clerk and rate man at San Francisco. He later became city freight agent for the Milwaukee Road and left the company on August 15, 1924 to join the Northern Pacific family as traveling freight agent.

Tinney assumed the duties of general agent at San Francisco in April of 1940 and was officially appointed to the position in June of that year.

He has been active with the Civil Defense Corps, where he was Captain of Personnel guiding activities of some 4,000 reserve police and in connection with this work took FBI courses in police work at the University of San Francisco.

NP Holiday Fruitcakes To Be Discontinued

Northern Pacific employees who in past Christmas seasons counted on sending famous Northern Pacific fruitcakes as gifts will have to revise their selection this year.

A decision has been made to discontinue manufacture and sale of the fruitcakes, effective with the 1967 holiday season. Increasing costs of materials and preparation of the fruitcakes were major factors which prompted the decision.

The Northern Pacific fruitcake tradition dated back more than 50 years. Cakes were baked in small quantities to insure quality and the goodness of the original recipe formulated in 1873.

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Help From You and For You

All across this land of ours are countless national, state and community service agencies which have dedicated their efforts to providing a better way of life for everyone.

Their message is love. It is measured in help for the boy or girl just around the corner from you, for the family just down your block. It is measured by help for you in making your community a better place in which to live. It is measured by help from you . . . for the activities of each of these agencies depend upon you for support.



Many of the communities along the Northern Pacific, our own cities and towns, participate in the United Fund or other community-wide programs to support social service agencies, community centers, Boy Scout and Girl Scout activities, the American Red Cross, nursing and family service agencies, rehabilitation centers, medical research and programs for the handicapped, neighborhood houses for the underprivileged, church sponsored programs of many kinds, YMCA and YWCA programs, legal aid programs and many, many others.

There is no need to point out how vital these services are or how they touch upon each of our lives.

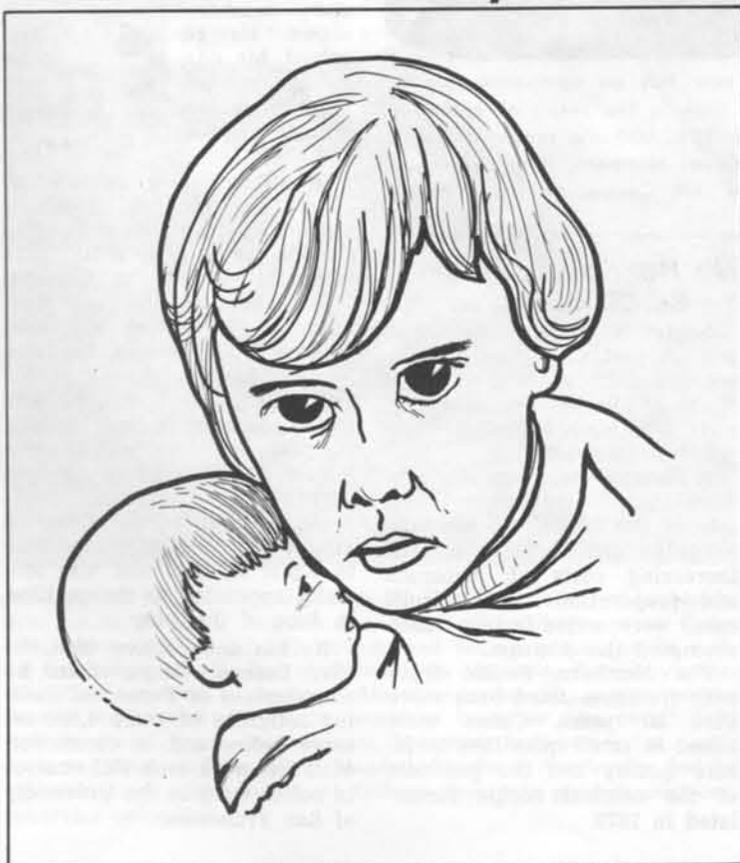
The weeks of October and the closing months of the year are a very important time for these service agencies. Through the United Fund and other programs people like you and other employees are brought together to organize and provide continuing support.

Many of us will be asked to do our part on committees, and it is hoped each of us will do our fair share in making certain all these dedicated service agencies have the kind of financial budgets they need to continue their work.

It has been said that love cannot be bought, but only shared. Through the United Fund and other campaigns, our dollars are only a medium of exchange whereby we can share our lives with others. From St. Paul to Portland and Seattle and at distant off-line offices, we can ask for no better opportunity to show that we on the Northern Pacific are the kind of people who care.

One gift works many wonders, and you can even make it easier for yourself by arranging for a monthly share through payroll deductions at most offices and shops along the line.

Your Gift Works Many Wonders



NOR PAC Group includes R. C. Gilbert, R. Low, R. Wetterlin and T. M. Taylor

NOR PAC Reports Play Vital Role

Tomorrow morning, just before you take that last bite of breakfast food, pause for just a minute. Think about your job with the Northern Pacific and what it may have had to do with getting that very bite onto your spoon.

Let your mind wander off into the world of time and materials and ask yourself how it is possible for you and millions of other persons just like yourself to have before you the same kind of cereal.

Wheat from the Great Plains . . . enriched with vitamins, iron and other minerals produced and refined at points all across the land . . . packaged in a paper carton manufactured from wood pulp grown and processed in the Far West . . . carefully wrapped and sealed in waxed paper made in part from petroleum products from the

Williston Basin or Oklahoma oil fields . . . all brought together as a final product by men and machines. A miracle. You and one bite of breakfast food have met.

Take another minute or two and apply the same kind of thinking to other manufactured things around you. Item for item, the chain of events that let to its being seems almost endless.

It's no secret to you that transportation is a vital link in these chains of events. You and the Northern Pacific play a significant role in bringing together materials that find their way as finished products to the market places of the world.

That role is changing dramatically. In just the past few weeks a new program has been started by Northern Pacific to answer the demands of its cus-

tomers for faster and more reliable information on the flow of raw materials and finished products.

Northern Pacific is now providing to some of its patrons special daily reports, five days a week, telling them the status and location of freight cars containing their products or materials they need for manufacture.

These NOR PAC reports are representative of new services railroads are being asked to provide in helping to coordinate the flow of production and distribution. You won't find any reference to them on that box of cereal, but there is more than a fair chance that somewhere along the line a traffic manager has depended upon one of these reports or a similar one to make sure materials or products ar-

(Continued on Page 3)

Sounds Unkind, but . . .

COMPUTERS ARE STUPID

Marvels of the age, Wizards of the modern way of life though they be, computers are stupid.

Give one even the smallest bit of misinformation and it's like telephoning home and getting the city dump. In the language peculiar to the computer craft — GIGO — "garbage in = garbage out."

Only when fed the proper diet of code numbers and orders for electronic processing of information does the computer earn its keep.

Computer stupidity has been most markedly publicized on those heralded occasions when one or another of them has been involved in producing multi-million dollar paychecks where only a weekly salary was actually involved.

Obviously, with computers now being used in many more ways, the possibility of "garbage" production is greatly increased.

Let's take a look at Northern Pacific's X-3 reports and throw a bit of confusion at the computer to see what can happen.

These vital reports have the important function of maintaining a running record on trains operated by the railway. Error in transcribing even a single letter or number can, in effect, "lose" entire trains. And, "finding" them in the garbage heap

is a smelluva job.

The X-3 reports are put into the computer by terminal reporting stations all along the system. They are really quite simple. Each train (i.e. 601 on a given month, day and year, originating at Northtown) is given a coded manifest number (i.e. 95A20) which identifies the train. The code number matches up-to-the-minute information on location of the train with information stored in the computer when the particular train was made up, including identification of each car in the consist by owner initials and serial number (i.e. NP 97785).

Information from X-3 reports is fed into the computer as the train moves across the system to up-date data on the train and its location, together with cars in the consist.

Now, let's assume a train made up at Northtown and identified as 95A20 has moved out along the railway and has passed several reporting points. It has just passed Laurel, Mont., and a new report is made up.

Let's intentionally make an error in reporting the manifest number to see what can happen. Instead of 95A20, the information reads "95B20 — 8:30 p.m. — Laurel."

When a check is run on the computer to locate a particular car in the train, the computer

searches through its memory banks for the latest information it has on 95A20, and reports back that the train is still at Glendive, Mont., or the last station from which information was correctly received.

The information we fed to the computer on arrival of the train at Laurel is "garbage". Only that information which conforms to the pre-determined formula or program is usable.

The stupid computer won't ever know the difference between one kind of information and another, but Northern Pacific customers will. They need the most up-to-date and reliable information possible on shipments, and they depend upon reports prepared by the railway to keep their own operations running smoothly.

Frank Coyne, vice president-management services, has pointed out that it is only reasonable to expect that the early stages of new computer operations will be the most difficult and that as everyone becomes more familiar with new coding systems and other procedures the reporting systems rapidly improve.

"It's like learning a new language," he says. "Once we've learned it and have used it for a while we can smile proudly at our accomplishment of being able to communicate in new ways and more effectively."

Reports Have Key Distribution Role

(Continued from Page 2)

rived where they were needed on time.

You're familiar with that old adage, "A chain is only as strong as its weakest link." The production chain is no different. If something fails to arrive on time the chain breaks.

NOR PAC reports fit into the scheme of things by telling the manufacturer or distributor where his shipment is and when it will arrive at its appointed destination so that he can plan production or marketing procedures.

Time was, when huge inventories were kept to make sure production continued at an orderly pace even if some parts were delayed. Someone discovered there wasn't much sense in keeping a million dollars worth of buckwheat cake mix on hand if the entire flow of materials from farm to the breakfast table could be set up in such a way as to have everything arrive as it was needed. The million dollars could be freed to do other things.

The flow of materials is transportation business and Northern Pacific is a vital part of it. So, when a railway customer wants information on shipments moving across the line or on cars

Daily messages are sent out by wire in a format prepared by the computer for patrons who request the NOR PAC service. The computer checks a list of the cars in which the patron is interested against the latest information available on cars reported. The resulting message shows the latest data on location, time, date and status of the specific cars, and the message arrives at the patron's office in the form of punched paper tape ready for use by his own computers.

The intricacies of the total operation call for highly skilled personnel who are well-trained in data processing and computer programming, plus close coordination of activities involving the communications, freight traffic and transportation departments.

Most directly involved in the NOR PAC report operation are Dick Low, system analyst, and Ruth Wetterlin, associate analyst, who report to G. C. Krahn, director of data systems, and Bob Gilbert, system engineer in the customer service planning department.

The NOR PAC group draws upon the full resources of the company's data systems department, the company telephone transmission facilities, and personnel in the traffic and operating departments. When microwave installations have been completed, this facility will help speed up the reporting operation.

E. E. Chapman, assistant to the vice president-traffic, R. S. Wells, chief of the service bureau, and E. T. Gibson, staff assistant to the vice president-traffic, coordinate activities of the freight traffic department in the program.

L. L. Pilate, general wire chief, is responsible for setting up and coordinating telephone and microwave transmission of data, and N. V. Kolpin, assistant to the general superintendent of transportation, directs activities of his department in preparation of the reports.

The final product seems like very basic information, and is, but when the number of cars involved is considered, the number of trains and their schedules, and the extensiveness of the railway system, preparation of the NOR PAC reports is obviously quite complex.

Of prime importance in the program is the company's data processing department under R. J. Helfman and the data control department under J. J. Auge. Hundreds of persons, including yard clerks, telegraphers, key punch operators, computer operators and data processing machine operators, contribute to the final product, as does the company's electronic equipment with computers and more than 150 pieces of modern electronic "hardware" or data processing machines.



AMONG CELEBRATED GUESTS at Tokyo office opening were, seated left to right, Matsutoshi Tanibayashi, managing director of the Japan Foreign Trade Council; Tatsuzo Mizukami, president of Mitsui & Co., Ltd.; and Tadashi Adachi, president of the Japan Chamber of Commerce and Industry and the Tokyo Chamber of Commerce and Industry. Standing, left to right, are Northern Pacific's L. S. Kiser, Masae Kitagawa and E. M. Stevenson.



HAROLD WITTICH, chief electronics operator, sets up NOR PAC report run on one of Northern Pacific's computers.

available for his use, Northern Pacific provides it.

Through a continuous or "running" data reporting system which keeps records of cars loaded and empty in manifest trains on the railway, information is provided by NOR PAC on car initials and number, car location as of report time, status of the car—and if it's in bad order the day and hour out of service; whether the car is loaded or empty; whether the car has passed a given report location; and the date and time of departure from the report location.

Mechanics of the report system integrate the use of computers at Northern Pacific's headquarters in St. Paul and equipment at 19 reporting stations, and microwave transmission. Where microwave facilities have not been completed, company telephone lines are used for data transmission.

Reported information is placed in storage by Northern Pacific's computers, up-dated as each new report comes in on trains as they move across the system, and is held for a maximum of seven days to answer inquiries. After seven days, data is "purged" or wiped out.

Western Golf Winners Posted

A. J. "Tony" Poplawski, Seattle switchman, and Jack Lancien, Lewiston conductor, fired par breaking rounds to become 1967 champions in company golf tournaments held in Tacoma and Spokane this summer.

Lancien shot an even par 72 over the tough Liberty Lake course on July 15 to win the low gross title in the Spokane tourney. James Knoll, Spokane yard clerk, claimed low net honors with a phenomenal 49 using the Peoria handicap system.

Flight winners in the Spokane contest were: 1st flight, W. A. Deaver, Yakima, net 61; 2nd flight, J. R. Campbell, Missoula, net 63; 3rd flight, L. J. Cramer, Spokane, net 63; and 4th flight, P. A. DiCiano, Pasco.

Co-chairmen of the eastern Washington event were J. H. Dunn and H. B. Clark from the Yardley office in Spokane.

Poplawski toured the back nine of the Allenmore Elks Club course on August 5 in a record smashing 32 to capture low gross honors in the Tacoma tourney with a two under par score of 70. Perennial high



NORTHERN PACIFIC guests are received at Tokyo office opening by E. M. Stevenson, left, vice president-traffic; Masae Kitagawa, center, director of Far East sales; and L. S. Kiser, freight traffic manager and director of containerization.



FIELDING QUESTIONS at Tokyo news conference on the company's new role in Far East trade attended by more than 50 newspaper and other media representatives are, left to right, Northern Pacific's Japanese interpreter; E. M. Stevenson, vice president-traffic; L. S. Kiser, freight traffic manager and director of containerization; and Masae Kitagawa, director of Far East sales.

finisher, Kelly McCulloch, Seattle conductor, was runner-up at 73.

G. T. Flynn, Tacoma general freight and passenger agent, edged out R. C. Castle, Seattle city passenger agent, by a single stroke to take home the low net title with a 65. Ralph Swanson,

Seattle car service agent, claimed a net 63 under the Peoria system to win that division.

Defending champion, J. J. Ackley, Tacoma dispatcher, was again chairman of the Tacoma event which drew approximately 100 entries.

NP Tokyo Office Opens August 22

(Continued from Page 1)

flow of raw materials and manufactured products between our nation and countries throughout the Orient.

"The advantages of shipping over our lines and through ports of the Pacific Northwest are many," he said, "and our Tokyo office grand opening provided an excellent opportunity to acquaint both American and Far East firms and others with these advantages."

Stevenson also noted the event was an exceptionally profitable experience for Northern Pacific personnel.

"It has given us a far greater understanding and appreciation of what we must do on our part to perfect the kind of service we are offering in export and import trade."

Stevenson, Kiser and Kitagawa met with many industry leaders in Japan and visited their production plants and shipping facilities to learn more about transportation service needs.

CORRECTION

Last month's issue of MAINSTREET carried a story on Page 1 (continued on Page 3) about the July rail strike in which an error appears concerning the union's position on their proposal.

In the second column on Page 3, after the paragraph stating "The panel's proposals were not accepted by either party," the story should read, "Union representatives subsequently (April 25, 1967) made it clear they would not retreat from their earlier proposal which included:

1. **Duration:** A two-year contract from January 1, 1967, to January 1, 1969.

2. **General Wage Increase:** 6.5% effective January 1, 1967, and another 5% effective January 1, 1968.

3. **Differential Compression:** 12.5 cents per hour, effective January 1, 1967, and another 12.5 cents per hour effective January 1, 1968."

The story in the August issue of Mainstreet incorrectly attributed this position to "Carrier representatives . . ."

RETIREMENTS

Name	Occupation	Years of Service
Roy H. Anderson	Wireman	St. Paul, Minn. 33
Cornell C. Badger	Chauffeur-Store Dept.	Brainerd, Minn. 30
Glenn L. Berner	Chief Clerk to Agent	Jamestown, N.D. 52
George J. Bienusa	Carman	Staples, Minn. 24
Roy Bowen	Yardman	Spokane, Wash. 21
Ira E. Bowser	Switchtender	Auburn, Wash. 23
Lee R. Boyd	Car Repairer	Parkwater, Wash. 20
Fred J. Brandl	Carman	St. Paul, Minn. 27
Edward M. Brass	Locomotive Engineer	Minneapolis, Minn. 51
Harvey H. Bratlie	Section Laborer	E. Grand Forks, Minn. 23
Carl B. Brown	Machinist	Livingston, Mont. 32
Manford S. Christianson	Locomotive Engineer	Glendive, Mont. 40
Harold C. Crowder	Purchasing Agent	St. Paul, Minn. 50
Lawrence M. Delamater	Dining Car Chef	St. Paul, Minn. 47
William A. Dempsey	Board Clerk	Dilworth, Minn. 50
Donald E. Divine	Conductor	Livingston, Mont. 49
Philip D. Elliott	Revising Clerk	Duluth, Minn. 51
Walter H. English	Cashier	Valley City, N.D. 48
George H. Ericksen	Machinist Inspector	Minneapolis, Minn. 50
Carl H. Frederickson	Agent	Valley City, N.D. 49
Edwin Gaustad	2nd Class Carpenter	Staples, Minn. 21
Lee Giles	Carman Helper	So. Tacoma, Wash. 21
Raymond D. Gillespie	Manager - Wire Chief	Livingston, Mont. 31
Arthur Godwin	Mechanical Inspector	St. Paul, Minn. 43
Jacob W. Gonder	Tinsmith	Livingston, Mont. 42
Buddy W. Griffin	Ticket Clerk	Billings, Mont. 47
Wilbur C. Hanson	Machinist	Staples, Minn. 45
Howard How	Diesel Supplyman	Pasco, Wash. 44
Petra A. Jessop (Mrs.)	Clerk	Minneapolis, Minn. 24
Glendon M. Johnson	Yard Clerk	Carlton, Minn. 43
Frank L. Kaufman	Machinist	Brainerd, Minn. 53
William E. Lamb	Drive Box Packer	Seattle, Wash. 41
Cornelius B. Lane	Conductor	Livingston, Mont. 51
Ray A. Larson	Machinist	Brainerd, Minn. 30
Lloyd C. Larson	Section Foreman	Motley, Minn. 47
Joe L. Loveridge	Chief Clerk	Tacoma, Wash. 20
Lawrence P. Lydon	Car Clerk	Superior, Wis. 50
Clarence J. Marker	Store Helper	So. Tacoma, Wash. 45
Emil J. Martin	Baggage Foreman	Tacoma, Wash. 48
Lillian N. McBride	Telegrapher	Pasco, Wash. 24
Leonard W. Merreid	1st Class B&B Carpenter	So. Tacoma, Wash. 23
Arthur M. Midgley	Agent-Telegrapher	McHenry, N.D. 52
Joseph B. Moore	Roundhouse Foreman	Glendive, Mont. 41
James H. Morgan	Store Laborer	Brainerd, Minn. 24
Philip J. Niemala	Section Laborer	Fergus Falls, Minn. 25
Herman H. Nieman	Section Foreman	Rowen, Mont. 42
Herman E. O'Connell	Warehouseman	Grafton, N.D. 47
Roy C. Pankratz	Ast. Chief Clerk	Auburn, Wash. 50
Lewis B. Perry	Section Foreman	Palouse, Wash. 23
Alexander A. Petsolt	Locomotive Engineer	Minneapolis, Minn. 49
Edward S. Phelps	Chief Clerk to General Freight Agent	Portland, Oregon 47
Fred H. Rauenhorst	Driller	St. Paul, Minn. 25
Frank Reda	Carman Welder	So. Tacoma, Wash. 39
Emmett C. Searles	Train Attendant	St. Paul, Minn. 34
Perry M. Seely, Sr.	Machinist	Livingston, Mont. 26
Gaylord A. Smily	Agent	Aberdeen, Wash. 48
George E. Smith	Locomotive Engineer	Pasco, Wash. 21
John W. Swainson	Machinist	Livingston, Mont. 43
William Trolley	Car Oiler	Mandan, N.D. 24
Anthony D. Trossen	Signal Maintainer	Perham, Minn. 44
George Wasisco	Store Helper	So. Tacoma, Wash. 21
Ira N. Williams	Triple Valve Repairman	Laurel, Mont. 45
Norman F. Ziebell	Leading Car Inspector	Brainerd, Minn. 48

'Star Spangled Freedom Plan' Starts

How would you like to lend yourself some money, put it to use in serving your own good and still be able to draw a very handsome return in interest?

Sound impossible?

Well, it isn't. Thousands upon thousands of people all across the nation are doing just that on a regular basis and among them are some 6,000 Northern Pacific employees.

All are regular investors in U.S. Savings Bonds and U.S. Savings Notes.

Through payroll deductions for saving they assure themselves of a more sound financial future and at the same time are helping to underwrite the domestic and international programs carried out by the United States.

In truth, they are actually lending themselves money. And, after they have used it to help buy the great American way of life, they get it all back, plus

interest, for personal use or re-investment.

No investment program is more reasonable, and it is as unique in this world of ours as is the United States among all nations.

From September 15 through October 15, all along the Northern Pacific Railway system, the 1967 "Star Spangled Freedom Plan" will be in effect. Its objective is to inform every employe of the opportunities open to him through payroll savings for investment in Freedom Shares (U.S. Savings Notes) and Series "E" U.S. Savings Bonds.

The opportunity to purchase "Freedom Shares" is new this year for Northern Pacific employes. They are being offered to all regular buyers of Series "E" Bonds and bear the higher interest rate of 4.74 per cent when held to maturity in four and a half years as compared to the Series "E" Bonds which re-

turn an average of 4.15 per cent when held to maturity in seven years.

President Johnson has endorsed the campaign, saying that "the sale of more U.S. Savings Bonds to more Americans is essential to our nation's economic security. I can think of no better way for any American to contribute to his country, and to his own personal future."

To achieve the objectives of the program, Northern Pacific is organizing its own "Freedom Corps". Chairmen from each department or division will work with committeemen. Together they will organize canvassers to contact each employe and provide him with information on the "Star Spangled Freedom Plan," the way it works, the financial rewards for participation, and how each person can work out his own plans for payroll savings.

The Northern Pacific family has a past record in payroll savings for U.S. Bonds of which every employe can be proud. In 1965 the Minuteman Flag was won through participation by 54 per cent of all employes. Last year a Minuteman Star for that flag was awarded through 50 per cent participation, an honor open to companies with 500 or more employes.

With this Minuteman "can-do" spirit to back up the 1967 campaign, the Northern Pacific family has the opportunity to set the pace for the entire transportation industry.

Heading up the "Star Spangled Freedom Plan" for the company is David E. Ryan, assistant director of personnel. During September, he and Harry Schmokel, a representative and area manager of the Savings Bond Division of the U.S. Treasury Department, will meet with chairmen throughout the system to set up the program.



A FINAL CHECK of Northern Pacific's work on the "North Star" private business car is made by Clifford H. Thomas, owner, left; G. B. Tiemann, center, general foreman at Como; and D. T. Capistrant, Como Shop superintendent. Thomas plans to headquarter the car in the Carlton, Minn., area and use it in land development work in northern Minnesota.

Historic Business Car Visits Northern Pacific's Como Shops

The stylish old New York Central business car number 17 found temporary residence at Northern Pacific's Como Shops in St. Paul early in July for repainting, installation of new EG-25 oxide batteries and a conversion from plain bearings to Hyatt roller bearings.

The car has been named "North Star" by its owner, Clifford H. Thomas, who purchased it in June from the New York Central for use in land development business in Northern Minnesota. Thomas is president of the Duluth and Northern Minnesota Land Co. headquartered in Minneapolis.

The all-steel car was built about 1928 and cost the New York Central about \$400,000. It has a canopied observation deck, full air conditioning, four staterooms, a secretary's room, two telephones, complete galley with freezers and refrigeration equipment, crew quarters for a chef and waiter, a dining room, and an observation-conference room. The North Star is 82 feet long and has a gross weight of just under 196,000 pounds.

The car was originally named the "Roald Amundsen" after the famous explorer, and was once used by the Pullman Company for its private business car.

Thomas beams proudly as he

relates the history of the car and its service. It has been used in presidential campaigns by Dwight D. Eisenhower, Harry S. Truman and Thomas E. Dewey. Other celebrated persons who have been aboard, according to an historical affidavit obtained by Thomas, include Queen Fredrika of Greece, Prince Bernadotte of Sweden, hotel magnate Conrad Hilton, August Busch of Anheuser-Busch brewing company, Lucille Ball, and Dan Topping, former owner of the New York Yankees.

The Northern Pacific contracted for repainting and refurbishing the elegant car, and on accepting it for delivery in late July to the Cloquet, Minn., area, Thomas highly commended the men who had worked on the car.

He particularly praised D. T. Capistrant, Como Shop superintendent; G. B. Tiemann, shop general foreman; and F. E. Marvin, district storekeeper.

"I am very highly pleased by the service of these distinguished gentlemen," Thomas said, "And I know that I could get no finer service or workmanship anywhere in the country than these men and their crews provided. Northern Pacific officials have rendered outstanding service all the way through."



A. T. Boerner retired effective July 31 as departmental chief clerk in the general freight traffic department offices at St. Paul. Here, he and P. A. Walsh, assistant vice president-rates and divisions, look over a card, cake and gifts presented by scores of fellow employes at an office party marking the occasion.

Virgil E. Weihs, assistant to western freight traffic manager, retired August 1 after 44 years of service. Nearly 100 friends and associates honored him at a party in Seattle's Arctic Club. He joined the company in 1923 as a stenographer-clerk. Left to right (top right photo) are J. D. Nankivell, general manager-sales; Weihs; O. A. Kobs, western freight traffic manager; and E. M. Stevenson, vice president-traffic.



Under Management Services

New NP Unit Is Cost Conscious

Recent organizational changes at Northern Pacific's general office in St. Paul have included the formation of the division of cost and economic research under the management services department, with E. L. Kubiak as manager.

Many of the functions of the new office were formerly under the accounting department. Kubiak has established as objectives for his "primarily cost conscious" unit such functions as the analysis of individual Northern Pacific operations ranging from tariff rates to actual commodity movements.

Analysis and presentation of data for changes in service at regulatory hearings continues to be of primary importance. This function is constantly being expanded, using new or adjusted cost methods as well as refined statistical techniques.

"Economic research encompasses a wide range of challenges," Kubiak states. "Profit analysis of agency service, branch line operations, passenger train service, freight train operations and rates, and comparative cost studies and rate investigations on competing carriers are just a few. Analysis of comparative carrier (rail, water, highway and air) costs and rates is alone an exciting area."

The cost function, as emphasized by the office title, is of greatest importance, according to Kubiak.

"Freight carriers in general,

and the railroad industry specifically, have monumental costing problems. Methods have evolved primarily through the Interstate Commerce Commission and by no means have been accepted by the industry. Experiments and direct studies to improve costing methods continue to be of prime importance."

Kubiak has brought together a small but unique force with backgrounds ranging from rail line operations and civil engineering to statistics and accounting.

All members of the division of cost and economic research either have college degrees or have taken college level courses. In addition to widely diversified backgrounds, the staff has to its credit one bachelor of science degree in statistics, two bachelor of business administration degrees in accounting and one bachelor of arts degree in business administration.

Kubiak joined the Northern Pacific in 1953 and worked into the field of cost analysis through the accounting department.

D. G. Brostrom, senior cost analyst, has as his primary job the analysis of passenger train operations and accounting for profit determination. F. A. Mahoney, senior cost analyst, develops presentations either for or against highway transportation, depending upon the results of his studies, and occasionally conducts studies on station and branch line operations.



"OLE SAFETY SAM CLUB" certificate is presented to sectionman R. P. Gonzales at Livingston for having averted more serious injury by wearing safety shoes when a ribbon rail bowed out and landed on his foot. Presenting the certificate from Safety First Shoe, Inc., are roadmaster K. W. Goddard, left, and safety supervisor D. M. Smith.

G. M. Schroeffer, cost analysis supervisor, joined the Northern Pacific in 1963, was with the Chicago, Burlington and Quincy Railroad for a year, and recently returned to the company to handle statistical analysis and rail costing experimentation. G. T. Hill, cost analyst, augments the staff with extensive yard, terminal and auditing background, and concentrates mainly on special studies. J. S. Craig, research assistant, has an engineering, accounting and business background and is assigned to detailed and extensive special studies.

SAFETY SCOREBOARD

January 1 thru July 31, 1967

RANK	Standings by District	REPORTABLE CASUALTIES		CASUALTY RATIO	
		1967	1966	1967	1966
1.	Eastern District	91	96	16.42	15.30
2.	Western District	125	83	21.21	12.39
	Standing by Division				
1.	Rocky Mountain	10	11	7.11	6.58
2.	Yellowstone	18	16	10.17	8.17
3.	Fargo	13	14	13.39	12.12
4.	St. Paul—Lake Supr. Terml.	60	66	21.41	20.84
5.	Tacoma	60	47	22.28	15.83
6.	Idaho	54	25	30.12	12.15
	Standing by Class of Employee				
1.	Shopmen	5	4	5.63	4.11
2.	Stationmen	18	17	6.02	5.19
3.	Carmen	13	15	9.65	10.56
4.	Enginemen	15	17	11.47	12.86
4.	B & B Dept.	6	3	11.68	4.95
6.	Trackmen	31	23	13.34	8.18
7.	Trainmen	42	42	35.76	29.59
8.	Yardmen	87	58	83.96	50.62
	Standing by Main Shop				
1.	South Tacoma	0	3	.00	9.70
2.	Brainerd	1	3	2.72	7.64
3.	Livingston	1	3	3.81	10.94
4.	Como	1	1	4.34	3.48
	Miscellaneous Departments				
1.	Security & rt. Cl. Prev.	0	0	.00	.00
2.	Gen. Off. & Misc.	3	5	1.26	3.01
3.	Communications	1	4	3.52	16.21
4.	Dining Car	1	4	6.26	13.07
5.	Signal Department	3	1	10.01	3.48
6.	Store Department	5	4	11.53	8.18
7.	Electrical Engr.	1	0	21.49	.00
8.	Engineering Dept.	8	13	32.33	50.11
	System	240	227	14.30	12.63

NP = Nice People

Carl Pickrell Feted at Seattle Party

NP also stands for nice people, and events of a few weeks ago in Seattle attest to the fact.

The occasion—64th birthday of Carl Pickrell, foreign freight agent.

From the easternmost reaches of Northern Pacific came the greeting: "Dear Carl—Not only does today mark your 64th birthday, but also 48 years and 9 days with the Northern Pacific. Certainly many accomplishments can be attributed to your efforts. More importantly, however, we are all richer from your friendship and helpful counsel."

The words are those of C. E. Moehring, eastern freight traffic manager, and they represent the sentiments expressed by more than 250 fellow workers, business associates and friends from 50 different locations in a special "birthday book" given to Pickrell.

Pickrell began accumulating these friends and stacking up accomplishments June 14, 1917 at Interbay yard in Seattle, a few blocks from where he was born in 1903 and where he now resides with his wife, Mable, on Magnolia Bluff.

Working 12 hours a day, 7 days a week as a night shift "mud hopper," Pickrell says he first earned \$67.50 per month. Confronted with a figures of \$75.00 per month from his personnel file, Carl chalked up the difference as "the price one pays for working for his father" who was Interbay agent.

Carl's career with the NP has now spanned half a century, but was interrupted, he remembers, for a short while when the United States Railroad Association rearranged matters and he walked home one day with a Great Northern paycheck. His

duties in the operating division covered all yard offices in the Pacific Northwest and included those of chief clerk, assistant cashier, section timekeeper, refrigerator car inspector and a myriad of others made possible by the hectic "bumping" practices during the depression years. Carl recalls that "one fellow followed me around and bumped me regularly, but I did my share too, even bumped my own brother once!"

Pickrell's service in the traffic department began as a city freight agent in 1943. He became travelling freight agent a year later, and, in 1952, succeeded now vice president—traffic, E. M. Stevenson, as foreign freight agent. His area of operations extends from San Diego along the Pacific Coast states through Alaska—"the largest area of any freight agent," he proudly notes. He gets around. The introduction to his "birthday book" begins, "Carl H. Pickrell, foreign freight agent, Alaska agent, Alaska passenger agent, and representative, Seattle, Washington."

Carl beams when he talks about his happy affiliation with the Northern Pacific family.

The Pickrells all are NP people. His father, brother, sister, and son, Robert C., Seattle claim inspector, have all been employed by the Northern Pacific. In addition to their son, Pickrell and his wife have a daughter, Elaine (Mrs. David C). Friese, five grandchildren and two great grandchildren.

He says he hopes they don't make the same mistakes he has, but as the "birthday book" attests they could fare worse.



BIRTHDAY BOOK greetings from more than 250 persons are reviewed by Carl Pickrell, foreign freight agent, left, and O. A. Kobs, western freight traffic manager.



CHAMPS ALL are members of Northern Pacific's softball team which took the St. Paul Maroon Commercial League championship with nine wins and a single loss. The team also won the city-wide commercial playoff championship—four wins and no losses—went to defeat in the metropolitan tournament after one win and two losses. Left to right are: 1st row—Gary Harvey (2b), Richard (Red) Roberts (lf), Art Carlson (2b), Don Sahlin (utility), and Leroy Tyler (3b); 2nd row—Bill Blatzheim (c), Pat Carney (lf), Jack Schmidt (1b) and Gordon Crupe (rf); and 3rd row—David Belling (ss), Bob Trapp, Jr., (p), Jack Chlebeck (cf and 1b), Jim Gerlich (cf) and Bob Trapp, Sr. (team manager).

INDUSTRIAL NEWSFRONTS

Boise Cascade Corp. is constructing additional trackage at Creston, Wash., to handle double its present daily chip loading. Chips which were formerly burned are trucked from the Boise Cascade mill at Lincoln for loading. In other changes at the mill, Boise Cascade has added a planer so all lumber is finished at the mill and moves directly into national distribution.

Solar Gas Company, a local propane distributor at Missoula, Mont., has leased a site on Northern Pacific industrial property for a number of years. Now, so it can receive jumbo tank cars of propane, a private spur track will be constructed.

Ocean Spray Cranberries, Inc., is completing work on a \$2 million expansion and modernization of its plant at Markham, Wash., on the Ocosta branch. The changes are to be completed in time for the 1967 harvest.

Two major cement manufacturers are working on extensive new facilities in Seattle. Ideal Cement Co. has dedicated a sophisticated, computer-controlled facility on the Duwanish Waterway. In addition to Northern Pacific rail service, the plant will be served by barge and truck.

Kaiser Cement and Gypsum Corp. is working on a \$3.5 million complex, also on the Duwanish. A storage silo was recently finished in a continuous 8-day pour of concrete. Kaiser plans to construct manufacturing facilities at a later date.

Pacific Gamble Robinson is moving ahead with remodeling and expansion of the Northern Pacific building which it leases on industrial properties in Fargo, N.D. The building was formerly occupied by the Goodyear Rubber Co. Gamble Robinson is being displaced from its present downtown location by Fargo's urban renewal program. Work is expected to be completed by mid-November on freezers, cooler rooms, banana rooms, and a 7,500 sq. ft. addition.

New Positions, Changes Announced

Among recent changes and promotions announced by Northern Pacific have been the following:

David E. Ryan as assistant director of personnel at St. Paul. He joined the company August 1, after having served in the U. S. Air Force since 1943. He rose from enlisted man to lieutenant colonel and his most recent duty assignment was as chief-military personnel at McClellan AFB in Sacramento, Calif.

R. E. Haas as manager-salary administration at St. Paul. He joined the company in 1936 as a clerk in the accounting department and rose through the ranks to become in 1965 assistant general statistician, his most recent post until the new promotion.

J. A. Miller as supervisor of pensions at St. Paul. Miller started as a clerk in the secretary's office in 1953 and continued working in that office until named to the new post in the personnel department.

N. W. Ault as methods analyst in the methods and planning division of the management services department. He joined the company as a caller-clerk at Pasco in 1946, served in various clerical positions in the Idaho Division, was traveling auditor

at Glendive and Missoula, Mont., joined the comptroller's staff in 1965 and most recently served as traveling auditor in the bureau of internal audit.

G. E. Thorne as general agent at San Francisco. He started as a junior clerk in the office of the auditor of freight accounts at St. Paul in 1936, has been chief clerk for the traffic department at Milwaukee, traveling freight and passenger agent at Boston, commercial agent at Chicago and Milwaukee, and was most recently general agent at Milwaukee. He succeeds Daniel Tinney (see story, page 1).

F. A. Grieder succeeds Thorne at Milwaukee as general agent. He joined the company in 1951 as an office boy in the office of the general freight agent at St. Paul, held various clerical positions there, including chief clerk to the assistant general freight agent, became chief clerk at Milwaukee in 1955, traveling freight and passenger agent at Milwaukee in 1959 and was most recently commercial agent there.

G. S. Schally succeeds Grieder. He joined the company in 1956 as a duplicator operator in the mail and baggage department at St. Paul, held various clerical positions in the passenger traf-

fic and commercial offices at St. Paul, became chief clerk at Milwaukee in 1962 and city freight and passenger agent there in 1963.

C. H. Hurston succeeds Schally. He started as chief clerk in the traffic department at Los Angeles in 1964.

Merrill C. Saxton, formerly district passenger agent at St. Paul, has been named district freight and passenger agent at Butte, Mont., to succeed the late L. R. Behrens who died July 24 after suffering a heart attack.

Saxton joined the company in 1941 as a driver for the Northern Pacific Transport Company at Missoula and has served successively as train auditor at Spokane, traveling passenger agent at Seattle, city passenger agent at Chicago, and district passenger agent at St. Paul. His appointment at Butte was effective August 16.

C. H. Wilson, former general agent at Everett, Wash., has been named to succeed Virgil E. Weihs as assistant to western freight traffic manager. Weihs retired August 1 after 44 years of service.

Robert G. D'Andrea has been named general agent in the passenger traffic department at St. Paul to succeed **Harry S. Cotton** who retired August 31 after 42 years of service.

D'Andrea started as an office boy in 1955, held various clerical positions until 1963 when he was named city ticket agent at St. Paul. He has most recently served as city passenger agent, the post he held from November of 1966 until the most recent promotion.

Cotton started as a cashier in the Minneapolis ticket office in 1925, became a ticket seller in 1928, traveling passenger agent in Chicago in 1935, city passenger agent at Minneapolis in 1938, district passenger agent at Missoula in 1942, and district passenger agent at St. Paul in 1946.

Two Special Programs Have Help For MAINSTREET as Objectives

On top of this week's file of things which must be done is a short memo from the **MAINSTREET** editor to the **MAINSTREET** editor. It says, simply, "HELP."

The letters stand for "Have Everyone on the Line Participate," and the memo is staying right where it is as a continual reminder to improve **MAINSTREET** coverage of events involving the company and its employees.

We are fortunate in having a fairly regular flow of information on main events and have been blessed with increasing numbers of letters and photographs about retirements and other activities.

Now, to augment these established sources of news, we are in hope of setting up a couple of additional programs, each of which involves you and every other member of the Northern Pacific family.

The first program is "DIAL" **MAINSTREET**. The **DIAL** part means "Direct Information And Liaison." As of right now you are asked to use any and every means you have available to let the advertising and publicity department know what's happen-



OLD BOXCARS NEVER DIE . . . and some from the Northern Pacific find new ways to carry loads. The timber division of the properties and industrial development department reports use of salvaged railroad car underframes for bridges on access roads to company timber lands in Montana. Timber contractors carry out the construction. This one, being built in the Jim Creek area of the Swan River tree farm near Missoula, is now completed and in use. Others are planned in the Swan River and Thompson River tree farm areas.



TOP TEAMS in the NP trap league shot it out August 22 to close their second season in competitive shooting after 16 weeks of eliminations among five teams. First place team, row 1, includes, left to right, G. Gouette, J. Golaski, T. Cossack, V. Demarais and J. Maher. Runners-up, top row, are B. Moser, S. Sievert, R. Beltz, W. Marshall and J. Gruba. Officers for 1968 are Jack Thayer, president, George Gouette, vice president, and Jim Maher, secretary-treasurer.



NP BAGGAGE CAR 1594 has become a permanent exhibit at the National Railroad Museum in Green Bay, Wisc. Among those on hand for presentation of the car were (left to right at center of picture) Mrs. V. A. Jacobs, a museum director; G. E. Thorne, NP general agent at Milwaukee; R. H. Winters, museum president; and Mrs. Thorne. The car was originally an elegant dining car placed in service by the Northern Pacific in 1910 on the North Coast Limited. It was rebuilt in 1921 as a dining car and then in 1941 as a baggage car. The museum, designated as The National Railroad Museum by an act of Congress, is the only one of its kind in the nation.



A NEW RUG for Seattle's Memorial Stadium was delivered by Northern Pacific in early August. The "rug" of synthetic grass fibers weighed more than 67,000 pounds and was produced in 26 rolls 15 feet long and 4 1/2 feet in diameter by Monsanto Company's textile division plant in Decatur, Ala. Completed installation makes Seattle the second city in the world to have an "Astroturf" field and the first to have one outdoors. The other is Houston, Tex., with its Astrodome. At left, W. P. Stupfell, Northern Pacific city freight and passenger agent, and A. N. Gilbert, Monsanto product engineer, supervise unloading.

Candy Stripers' Schedule Starts

The fall schedule for Candy Stripers at the St. Paul NPBA hospital begins this month. The program is open to all girls, including daughters of Northern Pacific employees, who are 14 years of age and older.

The Candy Striper program offers girls an opportunity to serve in various capacities at the hospital and provides both on-the-job experience and social activities after school and on weekends.

Girls who are interested may call Mrs. J. Gall, Candy Striper director, at 646-0801 in St. Paul.

L. D. Dries Named To Two AAR Units

L. W. Dries Northern Pacific car accountant has been named to two committees under the Association of American Railroads.

At the July 13-14 meeting of the committee on mileage and per diem rules, he was elected a member of that group to succeed F. P. Oslund of Great Northern Railway. He has also been elected to a new committee on car ownership costs established by the general committee, operating-transportation division of the AAR at its July 12 meeting.

ig where you are. If pictures are available and might help the story or even tell it in full, send some of them, too.

The second program is called "PACE" and it stands for "Program to Accelerate Correspondent Establishment." Here, the intention is to get things set up for **MAINSTREET** so that in every division and/or office there will be Northern Pacific employees who will channel facts and stories into the advertising and publicity department on a regular basis for use in the newspaper.

DIAL is for everyone and more of a short-term deal. **PACE** is longer range, and will be set up on a more formal basis through each of the divisions, offices and departments.

Just around the corner is a better company newspaper. Imagine, if you will, regular correspondents, more representative coverage, by-lined stories crediting those who sent them in, an all-out effort on each of our parts to make sure all of us are better informed.

Say, where is that memo? If the mail bag gets too big it may even have other applications.