

WESTERN PACIFIC

# MILEPOSTS

JULY/AUGUST 1980



## 526 MISSION STREET

These are indeed challenging times in the railroad industry. The twin problems of recession-reduced declines in traffic and continued inflation, the inevitability of changes in the regulatory framework under which railroads operate, the likelihood of major changes in the railroad industry's corporate structures all present challenges. But those same factors present us with opportunities. And the opportunities presented in one area can provide us with a means of responding to the challenges we face in another.

Just such an example of an opportunity and a challenge was presented some 18 months ago when the Interstate Commerce Commission took a small step toward deregulation by loosening its restrictions on contracts between railroads and shippers. In effect, the ICC told railroads that in this one area they would essentially be free to operate in the same fashion that other types of businesses do, that is, to negotiate agreements with shippers that address themselves to the specific problems and peculiarities of a shipper and which offer distinct advantages to all parties to the contract.

Western Pacific, I am proud to say, has been a leader in introducing innovative, productive, even imaginative provisions into the contracts that we have negotiated with a number of our shippers. The whole concept of the railroad-shipper contract was virtually untilled soil less than two years ago, but it has become a fertile field for Western Pacific. And the contracts that we have entered into with shippers—shippers, of all sizes, I might add—provide some definite advantages to those shippers, as well as benefits to the railroad.

Our contract with Ford Motor Company, for example, states that Ford will receive a small, but far from insubstantial, reduction in rates for shipping motor vehicle parts on Western Pacific. Ford receives a volume discount only on shipments of 30 or more cars turned over to Western Pacific at Salt Lake City, and the discount increases with each five cars up to a maximum of 60. The discount only applies on carloads of parts, though shipments of finished cars and trucks are counted to determine the level of the discount. In addition, the contract provides that Ford will ship 95 percent of its Northern California-bound traffic via Western Pacific each month in order to be eligible for any volume discount.

Our contract with Ford also provides the automaker with a reduction in rates for every 15 minutes, up to a maximum of eight hours, that shipments of auto parts to Ford's Northern California assembly plant are delayed beyond our agreed-upon schedule. For cost and convenience reasons, auto manufacturers carry little or no parts inventory at their assembly plants. They depend upon railroads to serve as "rolling warehouses," so it is all the more important to them that the windshields, bumpers, transmissions, and headlights arrive as planned. And with the railroad serving, in effect, as part of the assembly line process, it is all the more important that Western Pacific keep its trains running on time.

Two of our other contracts with shippers are aimed at insuring that maximum use is made of cars moving on Western Pacific. California's canners produce large volumes of traffic for Western Pacific. But generally, our canned goods traffic moves in one direction only, east, with the result that empty box cars move west. An experimental 90-day contract we have entered into with Del Monte Corp. is a first step toward solving this "empty backhaul" problem. Del Monte is eligible for a rate reduction for every car that makes a roundtrip between a Del Monte facility in the East and one of its plants on the

Western Pacific under load in both directions. Sweet corn or peas thus move west in a car that otherwise might well be empty.

A third contract of ours seeks to maximize equipment utilization in a slightly different fashion. In our recently-negotiated contract with Sierra Pacific Industries, we introduced what we believe to be the railroad industry's first "freight car assignment charge." Sierra Pacific, a Northern California forest products manufacturer, pays a monthly fee for the exclusive use of 25 of our woodchip cars. Sierra Pacific receives a reduction in the rates that it pays for movement of woodchips from Quincy to the Port of Sacramento. Sierra Pacific thus has a double incentive to make maximum use of the cars and thereby lower its average cost per trip. Western Pacific gains from having a shipper share in the fixed costs of owning the cars and a shipper with an extra incentive to keep his freight moving on Western Pacific.

Freedom to enter into contracts with shippers is likely to be just one of the first changes that we see in the move to deregulate the railroad industry. Like contracts, many of those changes will provide new beneficial opportunities to Western Pacific. Other foreseeable changes in rail regulation—such as the threatened withdrawal of the antitrust immunity under which railroads establish rates for goods moving over more than one road—will have a disproportionately negative effect on smaller railroads such as Western Pacific, and it is this type of change in regulation that is contributing to the already approved and proposed consolidations of a number of railroads, including the merger of Western Pacific into Union Pacific.

We, of course, believe that merger with Union Pacific will have numerous benefits including, but not limited to, improvement in our capacity to respond to the less favorable elements of deregulation. Until our merger is consummated, however, an independent Western Pacific will continue to support and to take advantage of those new freedoms that enable us to offer our shippers even better, more innovative, and more productive service.



*Roger G. Meldahl*

Roger G. Meldahl  
Senior Vice President—Marketing

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Back Cover: Coal, the fastest-growing commodity moved by Mo-Pac, here moves from Western fields by unit train. Coal traffic increased by more than 55 per cent in 1979 and continues a substantial rise in 1980.

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Jack Burke, Editor

# OPERATION LIFESAVER: A PROGRAM TO REDUCE GRADE CROSSING ACCIDENTS

Railroad grade crossing accidents in California have declined to the lowest level since the early days of the Motor Age. The number of grade crossing accidents resumed its downward trend in 1979 following a slight upturn in accidents in 1978.

But the toll of 54 deaths and 173 injuries in the 626 grade crossing accidents in California in 1979 was still definitely too high, and brought the state's railroads to renew and intensify the statewide Operation Lifesaver crossing safety campaign that was begun in 1979.

Operation Lifesaver is an on-going, grassroots program promoting crossing safety education, observance and enforcement of driving safety laws, and engineering improvements at railroad-highway grade crossings. These three elements are frequently referred to as the three "E's" of Operation Lifesaver: education, enforcement and engineering.

Operation Lifesaver has produced tremendous results in other states. During the year following the campaign in their states, Idaho experienced a 39 per cent reduction in grade crossing fatalities; Nebraska, 46 per cent; Kansas 47 per cent; and Georgia, 63 per cent. Campaigns are now underway in 22 other states, and the National Transportation Safety Board has recommended that the Operation Lifesaver program be extended to all states.

Operation Lifesaver in California is being presented by California's major railroads, including Western Pacific, and the California Association of Safety Councils in cooperation with the Office of Traffic Safety and other state agencies, including the California Highway Patrol, Department of Motor Vehicles, Department of Transportation, California Public Utilities Commission and the Department of Education. Also participating are railroad labor, the National Transportation Safety Board, the National Safety Council, the California Association of Women Highway Safety Leaders, the National Association of Railway Businesswomen, and the California Committee for Traffic Safety.

Local governments, law enforcement agencies, school districts, Parent and Teacher Associations and other groups are lending their support to the effort through the formation of local Lifesaver organizations.

The director of the California Office of Traffic Safety, Thomas A. Lankard, serves as chairman of the California Operation Lifesaver coordinating committee.

Lankard points out that grade crossing accidents are far more likely to be fatal than other highway accidents—14 times greater, in fact. But crossing accidents are more preventable because of the limited number of places trains and vehicles, or pedestrians, can meet.

In spite of the decline in such accidents in California during 1979, and an 11 percent drop in injuries resulting from grade crossing accidents, deaths actually increased to 54 from the 51 fatalities experienced in 1978.

In an effort to encourage even greater public awareness of Operation Lifesaver—and of its message of safety—the California State Legislature adopted a resolution designating the week beginning May 12, 1980, as "Operator Lifesaver Week" in California.

State Senator John F. Foran, from the Sixth Senatorial District, and Assembly Walter M. Ingalls, representing the 68th District, sponsored the Operation Lifesaver resolution.

The resolution recognized that the state of California has been a leader in supporting safety programs aimed at reducing accidents at railroad-highway grade crossing and that the state has also been a leader among all the states in the installation of crossing gates and separations.

In California, in fact, railroads operate 7,650 route miles and 13,700 track miles. In California there are 15,563 crossings or intersections of streets, roads, and highways with railroads. Included in that total are 9,526 public grade crossings; 1,503 grade separations; and 4,534 private grade crossings.

Of the public grade crossings in California, 4,750, or 50 percent, are equipped with automatic warning devices, including 2,791 that are equipped with automatic gates.

In just the last five years, gates have been installed at 864 California crossings at a total approximate cost of \$35 million provided by local towns and cities, the state and federal governments, and railroads.

Despite these impressive efforts at grade-crossing protection, California Public Utilities Commission statistics show that during the last five years, two-thirds of the grade crossing accidents in the state occurred at crossings where gates had already been installed. That fact, said the state legislature's resolution, indicates that a significant reduction in accidents can be achieved through education and public awareness.

Operation Lifesaver has been a multi-faceted effort to raise driver and public awareness of the dangers posed by grade crossings. The program has included the preparation and dissemination of news releases, backgrounders and suggested editorials to newspapers, radio and television stations throughout the state. Advertisements on grade crossing safety have been run in 70 newspapers in California as part of the program. Public service messages have been prepared and distributed to radio stations through the California Highway Patrol, and a 20-second public service announcement is



Doris V. Alexis, Director of the California Department of Motor Vehicles, addressed government, safety, railroad, citizen, and media representatives gathered for an Operation Lifesaver demonstration. Also on board the Western Pacific locomotive that served as the centerpiece of the demonstra-

tion was Lloyd A. DeBock, President of the San Joaquin Safety Council (left). Brotherhood of Locomotive Engineers General Chairman and Western Pacific engineer John R. Bunce also spoke on grade-crossing safety at the event, held in Stockton, Calif., in late 1979.

planned for television.

In addition, Operation Lifesaver speakers bureaus have been established at a number of locations throughout the state, including the San Francisco Bay Area, Stockton, and Sacramento. Talks have already been presented and films shown at service clubs, industry safety meetings, teacher workshops and exhibits at safety fairs, and have brought the Operation Lifesaver message personally to over 10,000 people. An additional 76,000 people have seen the film "Gambling with Death," circulated by Operation Lifesaver, in commercial theaters and drive-ins in California.

A filmstrip, entitled "We've Got To Stop Meeting Like This," is now in use in high school driver education classes throughout the state. California Operation Lifesaver developed the filmstrip in cooperation with the California Department of Education, and distributed 450 copies of the filmstrip to school districts. Future plans include development of similar safety filmstrips for use in junior high and elementary schools.

#### THE OPERATION LIFESAVER MESSAGE

The thrust of the Operation Lifesaver educational effort is to bring to the attention of the public the fact, for just one example, that a 150-car freight train traveling at 30 miles per hour requires approxi-

mately 3,000 feet to stop.

Operation Lifesaver's goal is to educate drivers on the practices that are the causes of grade-crossing accidents. Among the most common driver practices that result in crossing accidents are these:

- Driver races train to crossing and is either struck by it, or, as frequently happens, runs into the side of the train.
- Driver disregards warning devices, gambling by running around a gate or past flashing lights.
- Driver sees a train approaching, but misjudges its speed and distance from the crossing.
- After a train clears a crossing, the driver proceeds across the tracks without looking for other trains on adjacent tracks.
- A driver fails to exercise proper caution when approaching a crossing that is too familiar, one on which he may never before have seen a train.
- The night-time driver travels at a speed that is too great for conditions and is unable to stop.
- While driving with windows up and radio blaring, driver fails to hear warning bells and train whistle.

Western Pacific employees who may be interested in participating in Operation Lifesaver should contact the company's Public Relations Department at the company's headquarters, 526 Mission St., San Francisco, 94105. ☐



# A LOOK AT MISSOURI PACIFIC

When, on January 8, 1980, Union Pacific and Missouri Pacific Corporations announced an agreement in principle under which the two corporations would merge, the dreams of the leaders of the city of St. Louis of some 130 years earlier were brought as close to realization as now seems possible. The civic leaders of St. Louis were successful in 1849 in obtaining a charter for the "Pacific Railroad," a railroad to extend, said the charter, "from St. Louis to the western boundary of Missouri and thence to the Pacific Ocean."

The Pacific Railroad, which became the Missouri Pacific in the 1870's, never itself reached the Pacific Ocean, but the proposed consolidation with Union Pacific would at least make the Missouri Pacific an affiliate of a road that serves port cities in California, Oregon and Washington. (The Union Pacific-Missouri Pacific announcement of January 8, 1980, was followed 13 days later, by the announcement of a proposed merger of Western Pacific into Union Pacific.)

Just as the St. Louisians of 1849 could hardly have foreseen the manner in which their dreams would belatedly approach realization, they also could not have presaged that their "Pacific Railroad" would be recognized in 1980 as one of the country's most efficient, modern and healthy railroads. Chances are, however, the founders of the Pacific Railroad would be disappointed on neither point.

The Missouri Pacific Railroad Company today operates approximately 11,500 miles of track in a 12-state service area. Its lines extend west from the Mississippi River to the Rockies; south and southwest from St. Louis, Chicago, and Omaha to the Gulf of Mexico and the United States-Mexico border. "Mo-Pac"—also frequently referred to as just plain "Mop"—connects the important Mississippi River gateways of St. Louis (its ancestral home and headquarters city) and Memphis on the east with Pueblo, Colo., and El Paso on the west, and with Houston and New Orleans on the south. Other major cities served by Mo-Pac include Dallas, Fort Worth, Laredo and

*Left:*

*Grain, which accounts for more than 17 per cent of Mo-Pac's ton-miles of freight service, here moves through the wheat fields of Kansas at harvest time to terminal elevators.*

Brownsville, Tex.; Little Rock, Ark.; Tulsa, Okla.; and both Kansas Cities.

Mo-Pac employs about 21,700 people who help move a widely diverse mix of traffic—of which chemicals, grain, automobiles and auto parts and coal account for major portions—over its system.

In 1979 alone, the Mop acquired 3,003 freight cars bringing its fleet to 55,178, and 133 locomotives raising to 1,303 the number of diesel-electric units that bear the Mop's deep-blue-with-white-trim paint scheme. In 1979, Mo-Pac's maintenance of equipment expense was \$328 million. Mo-Pac's 1979 figures for maintenance of way are equally impressive: 394 miles of welded rail laid; 1.1 million crossties installed; 840 road crossings rebuilt; 2.1 million tons of ballast applied; 30 bridges repaired; and significant improvements to the railroad's communication network completed. The total for maintenance of way expenses for the year was \$212 million, a figure which does not include an additional \$43 million in capitalized road expenses.

Such numbers—and the expenditures they represent—are nothing new for the Missouri Pacific, but they do pay off for the railroad in the form of \$1.461 billion in operating revenues and \$110 million in net revenue in 1979.

Business has grown steadily on Mo-Pac in recent years. The railroad is positioned in some of the nation's prime agricultural and chemical territory, and is also being called upon to move increasing amounts of coal, particularly of the low-sulphur Western variety, to utilities in the Midwest and Southwest that are converting to coal.

Industrial development on Mo-Pac has been impressive: In 1979, a record 161 new or expanded industries were built along Mo-Pac track, to the tune of a total capital investment of approximately \$2.2 billion.

The Missouri Pacific Railroad System is one of two subsidiaries under the Missouri Pacific Corporation banner. The railroad's sister subsidiary, the Mississippi River Transmission Corporation operates a natural gas pipeline from Northern Louisiana to St. Louis, sells gas to both utilities and industrial customers, and is engaged in gas exploration and production in six states.

## MO-PAC'S HISTORY

While the present and future for Mo-Pac certainly look bright, the founders of the Pacific Railroad must be forgiven if back in 1849 their faith in their fledgling road may have flagged.

The building of the Pacific Railroad had to be delayed, for in that year of the Gold Rush, St. Louis was first struck by a cholera epidemic that killed close to 10 per cent of the population and then by a fire which destroyed a large portion of the city's financial district and 23 river steamboats. The formation of a preliminary organization of the company was delayed until January 31, 1850, at which time three prominent St. Louisians quickly subscribed to the company's initial offering of \$100,000 in stock. A permanent organization soon followed, and one Thomas Allen was named the first president of the Pacific Railroad.

A country-wide search for a chief engineer ended in the selection of James P. Kirkwood, a veteran of Massachusetts and New York railroads, for that position. Since surprisingly little was known in 1850 about the "interior" of Missouri, Kirkwood's civil engineers were forced to survey five possible routes across the state to make possible the selection of the most suitable route.

While Kirkwood's engineers were exploring for the best route, efforts were underway to secure aid from the U.S. Congress for the Pacific Railroad. Alas, the railroad was to suffer another setback with the rejection of its entreaties by Congress.

The state of Missouri was kinder to the enterprise, however. In some quarters, it is thought that the state's assistance—in the form of bonds issued as a loan to the railroad secured by a first mortgage—resulted in overly large measure from Mr. Thomas Allen's dual role as president of the Pacific Railroad and chairman of the state senate committee on internal improvements. State support did spur additional stock sales, and as a further inducement to such sales, a "groundbreaking celebration," complete with parade, fireworks and speeches, was held on the Fourth of July, 1851, at St. Louis.

The purchase of land and grading soon commenced, as did construction of two tunnels some 30 miles west of St. Louis. On August 20, 1852, a locomotive, which was named the "Pacific" and which was to provide the motive power for a momentous event, arrived in St. Louis from Taunton, Mass.

The event was to occur the following December 9, when "Pacific"

led a passenger train, carrying railroad officials and the leading citizens of St. Louis, the five miles to Cheltenham. The train was the first ever to be operated west of the Mississippi River.

By July of the following year, the Pacific Railroad was operating through the tunnels it had begun construction on two years earlier to the town of Franklin, Mo.—now called Pacific—a total of 38 miles from St. Louis. By 1855, another 70 miles of track was complete extending the railroad to Missouri's capitol, Jefferson City.

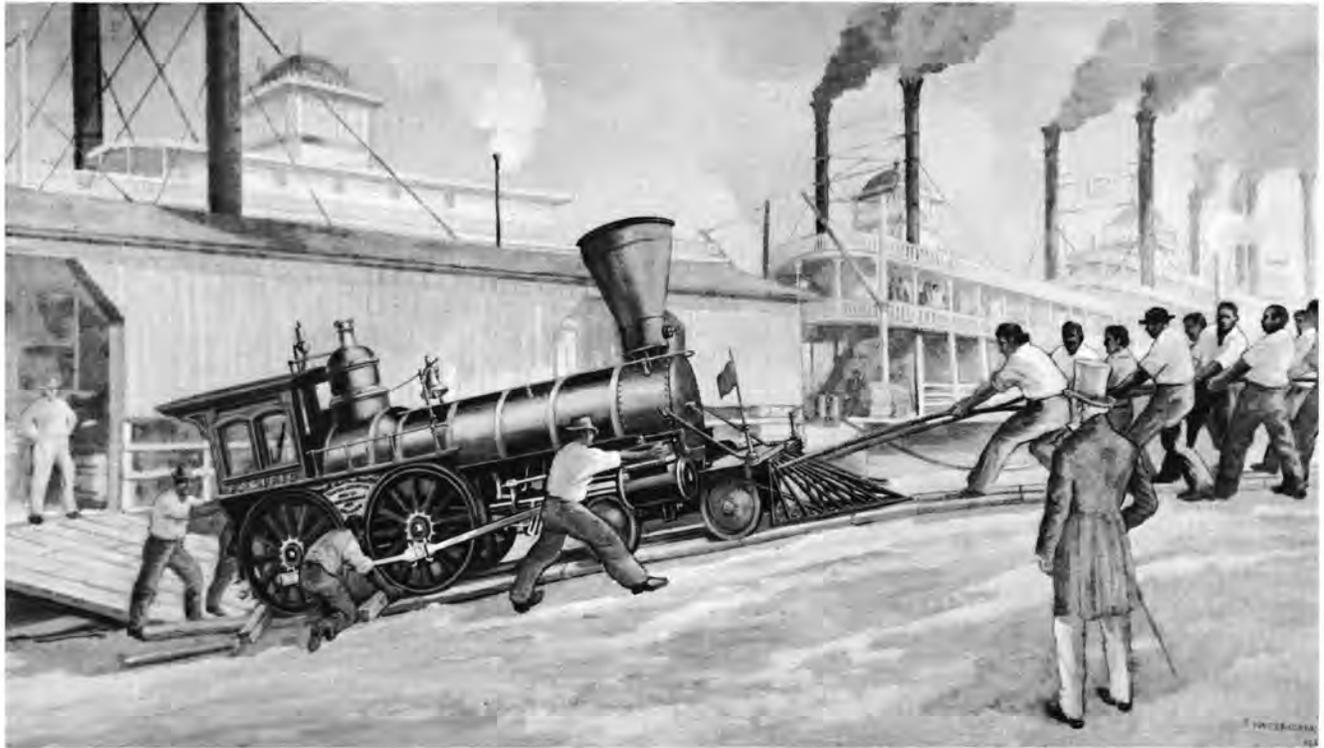
Other railroads that were destined to become parts of the Missouri Pacific also were under construction during the 1850's. Among such roads were the St. Louis and Iron Mountain, begun in 1851; the Galveston, Houston & Henderson, started in 1853; and the Houston Tap & Brazoria, begun in 1856. These lines pushed either southward from St. Louis or to the north from the Texas Gulf Coast.

The Civil War brought development of this network of railroads to an abrupt halt. Many of the lines were in fact damaged during the war, including the line that the Pacific Railroad had begun building in 1864 east from Kansas City. Despite these difficulties, the line running east from Kansas City was connected with the line west from St. Louis in September of 1865. On September 20, 1865, the first train from Kansas City to St. Louis made the trip in 14 hours.

With the end of the war, construction on the Missouri and Texas lines spurted. One major construction project undertaken in 1868—and completed in 1874—was the Eads Bridge over the Mississippi River, a bridge that not only connected the Pacific Railroad with Eastern railroads but also brought conversion of the Pacific from "wide" to standard gauge.

Financial difficulties were also to be visited upon the Pacific in the 1870's, as the railroad fell into its first bankruptcy—only to emerge in 1876 with a new name, the Missouri Pacific Railway Company.

Three years later, Jay Gould, who had already played a significant role in the affairs of the Union Pacific, secured a controlling interest in the Missouri Pacific, which was to serve as the cornerstone of his "Southwest System." While Gould's control over many of the elements of the system was short-lived, his control brought to a halt much duplicative construction and pushed the rails of the International and Great Northern (a combination of the Houston and Great Northern and the International) southwest through San Antonio to Laredo, and the Texas and Pacific was built westward to El Paso and



*The Missouri Pacific is the first railroad to be built and operated west of the Mississippi River. Ground was broken for the Pacific Railroad, predecessor of Mo-Pac, at St. Louis, July 4, 1851. Its first locomotive was built in Massachusetts and moved up the Mississippi River by steamboat to St. Louis, where an artist's rendition shows it being unloaded on August 20, 1852. It became the first locomotive to operate west of the Mississippi.*

eastward to New Orleans. While Gould was in control of the Missouri Pacific, its lines were extended west to Pueblo, Colo., north to Omaha, Neb., and south to Alexandria, La. The Texas & Pacific and International-Great Northern were to slip from Gould's control before his death in 1892, but both railroads would later become parts of the Missouri Pacific.

Numerous construction projects were completed during the period from 1892 to 1910, and the Gulf Coast Lines, running from Baton Rouge, La., to Brownsville, Tex., and later to become part of the Mo-Pac, was built as a subsidiary of the Frisco.

In 1915, the Missouri Pacific again went into bankruptcy, along with the Iron Mountain. The two were consolidated, and the Missouri Pacific Railroad Company emerged from reorganization in 1917.

More consolidation followed in the 1920's with the Gulf Coast Lines, the International-Great Northern, and San Antonio, Uvalde &

Gulf added to the fold.

The Depression sent the Missouri Pacific into reorganization for the third time, but this time around the railroad was to remain in bankruptcy for 23 years—from 1933 to 1956. During its lengthy reorganization, the Mop did not stand still, however.

In 1938, Missouri Pacific Freight Transport Company was organized as a subsidiary of the railroad with truck routes that were to supplement the company's rail lines. In 1937, the first diesel locomotives made their appearance on the Missouri Pacific, and by 1955, all steam locomotives had been retired. Significant advances were made in the installation of centralized traffic control, and in grade reductions. A major 375-acre flat switching yard was built in Houston. Radio communications equipment became standard on all Mo-Pac locomotives.

Major improvements continued after the company's emergence



*To meet the demands of the heavy movement of grain in the territory it serves, Mo-Pac has a fleet of more than 5,000 covered hopper cars*

*assigned to the grain harvest this year. The railroad added 1,000 new cars of this type to its fleet this year at a cost of \$38 million.*



*Chemicals are the Missouri Pacific's largest single form of traffic, originating at plants in Texas and Louisiana and moving northward. This commodity*

*accounted for more than 22 per cent of Mo-Pac's business (ton-miles) in 1979.*

from reorganization. In 1959, a double-crest, automatic, freight car classification yard went into service in Kansas City, Mo. A single-crest automatic yard in North Little Rock, Ark., was added in 1961.

The year 1961 also saw Mo-Pac acquire railroading's first solid-state computer and a new president, Downing B. Jenks, who is today chairman of the board of Missouri Pacific Corporation. Major improvements and growth through purchase of other rail lines continued under Jenks.

In 1964, the Mop's Texas and Pacific subsidiary acquired the 203-mile Kansas, Oklahoma & Gulf and the 335-mile Midland Valley Railroad, a combination that gave the Mop a route between Kansas City and the Southwest, by way of Oklahoma, that was 319 miles shorter than the railroad's previous route.

In 1967, Mo-Pac was granted ICC authorization to control the Chicago & Eastern Illinois. While the authorization included a requirement that some C&EI trackage be sold, acquisition of that railroad made possible service between Chicago and the West and Southwest bypassing the busy St. Louis gateway via Thebes in Southern Illinois. In the C&EI's western leg, Mo-Pac now had a direct link between the important St. Louis and Chicago gateways.

It was not until nine years later, on October 15, 1976, that unification of the entire Missouri Pacific system was allowed to be completed and the Texas and Pacific and Chicago & Eastern Illinois were officially merged into the Missouri Pacific Railroad.

Improvements of track and other facilities continued during the same period. Major expansions of the North Little Rock classification

yard were completed in 1962, 1964 and 1966. Also in North Little Rock, an automated wheel shop and airbrake shop were built, a plant that produces quarter-mile lengths of continuous welded rail was completed, and a diesel locomotive repair and overhaul complex constructed. In 1964, Mo-Pac doubled the capacity of its San Antonio yard and in 1970, completed a three-year modernization and expansion program at its Ft. Worth, Tex. Centennial Yard.

In 1969, Mo-Pac launched its Transportation Control System (TCS), a computer-based management information and control system that actually exceeds in scope and complexity the information system employed in the Apollo Moon Program. TCS helps Mo-Pac keep a tight rein on its railroad by providing pinpoint control of the 400 trains that on average move 70,000 cars every day on Missouri Pacific's system. The goals for the installation of TCS were more efficient and reliable freight transportation by Mo-Pac, maximum utilization of Mo-Pac equipment, and better communication with customers.

Whether with TCS or with other improvements in services, equipment, or facilities, Mo-Pac has apparently been meeting those goals. Since the early 1960's, the Missouri Pacific has steadily increased its traffic share of such major commodities as chemicals, automobiles and auto parts, wheat and other food grains, lumber and paper products, steel, iron ore, and coal. Its success has even been recognized by *Forbes* magazine, which in 1976 wrote: "A generation ago, the Missouri Pacific was one of our sickest railroads. Today it is one of the healthiest, and how it got that way is quite a story." ☑

# EMPLOYEE ASSISTANCE SCORING SUCCESSES, SEEKING MORE

Tom Cutter has been observing a number of anniversaries recently.

One of these anniversaries, earlier this year, marked the completion of Tom's second year as manager of Western Pacific's Employee Assistance Program.

More important to Tom, however, have been anniversaries observed by a number of participants in the program. For them, the anniversary marked a year without alcohol, a major milestone in an individual's struggle with alcoholism.

The Employee Assistance Program, which Tom directs in a role that can alternately be described as manager and counselor, is designed to assist employees in obtaining the professional, or whatever other, guidance and help may be necessary to overcome problems with alcohol or drug abuse.

While Tom will say that the number of recently-observed anniversaries is "several," he steadfastly refuses to discuss any other details involved, for the first rule of the Employee Assistance Program is strict confidentiality.

Voluntary inquiries made to Tom about the program are known to him alone and result in absolutely no entries in the company's records. What files on participation in the program are necessary are maintained by Tom Cutter only and he alone has access to those files.

To insure that no employee would be discouraged from making inquiry about the program by a location too close to his or her place of work, the program's office—Tom's headquarters—was located off Western Pacific property at 41 West Yokut Ave., Room 205, in Stockton, Calif.

Tom can also be reached by phone 24 hours a day at the non-company number of (209) 957-2452. Those outside the Stockton area need not think that the Employee Assistance Program is too far away from them, for Tom Cutter has logged thousands of miles in the last two years to bring the program closer to and even into the homes of employees.

"My role," says Tom, "is to help an individual to recognize his problem and then to help him find the best means of overcoming it.

"Everyone who comes to me wants to do something about their condition when they come. Even if a crisis triggered their coming to

me or contacting me, my job is to help them recognize the problem."

Tom says that one of, if not the, most effective means of coming to grips with the problems he most often confronts is "to put one's life down on paper so one can see the coincidence of drinking or drug abuse and problems."

Although Tom's primary effort is helping an individual to realize that he has a problem with alcohol or drugs and then guiding him to the treatment program that is best suited to that person, Tom never hesitates to continue his assistance while the individual is undergoing that treatment—provided the person desires to continue to meet with or simply talk to Tom.

Nor is Tom reluctant to field inquiries that relate to problems other than drugs and drinking. He has, in fact, received inquiries on family, marital, financial and legal problems, and been successful in directing the questioners to sources of assistance in those areas.

## **UNDERSTANDING THE PROBLEM**

Tom Cutter is no newcomer to either Western Pacific or the railroad industry.

Tom left the position of General Chairman of the United Transportation Union, a role he fulfilled for the previous 13 years, to move to the Employee Assistance Program. He had previously spent close to a decade—from 1956 to 1965—as a Western Pacific switchman.

To prepare for his new position, Tom first spent three weeks in a training program at the Johnson Institute in Albert Lea, Minn., training that included living in an alcoholism treatment facility for one of the three weeks.

Tom also traveled to other railroads to observe their Employee Assistance Programs, and attended a week long program on counseling conducted by the Nevada Association of Drug and Alcoholism Counselors.

In June and July of 1979, he spent three weeks at the Rutgers School of Alcoholism Studies in New Jersey, studying counseling and family assistance programs.

In the course of the last year, particular effort has been made to explain the dimensions of the problems of drug abuse and alcoholism to as wide a range of Western Pacific personnel as possible, and

to emphasize the availability of the Employee Assistance Program to everyone.

One of the chief tools in this education effort has been a series of three seminars conducted by Tom Cutter. These seminars brought together for one day employees from various levels and crafts to discuss the nature of the problem, to learn more about the effects of alcoholism and drug abuse, and to hear from Tom Cutter an explanation of the Employee Assistance Program.

Attendees at the three seminars had the opportunity to listen to such authorities on alcoholism and drug abuse as Dr. Gary Q. Jorgensen, Coordinator, Alcoholism and Drug Abuse Clinic, University of Utah Medical Center; Dr. Ralph W. Gant, Consulting Psychologist, Utah Division of Alcoholism and Drugs; and Mr. Gary F. Jensen, Executive Director, Governor's Council on Drug and Alcohol Abuse, Commonwealth of Pennsylvania. All three addressed the most recent seminar, held in Elko, Nev., Oct. 30, 1979.

The audience for the Elko seminar numbered more than 60, and included several spouses of employees.

At each of the seminars, the point was made repeatedly that attempts by fellow employees or by family and friends to cover up a drinking or drug problem—to carry—an individual whose job performance and all around conduct are suffering as a result of his problem only add to the problem. Well-intentioned though they be, such efforts to deny that someone has a problem only delay and may permanently postpone a solution.

"The company has a legitimate concern with the job performance of its employees," says Tom. "And while the company does not intrude upon its employees' off-duty activities, when drinking or drugs begin to affect what an employee does on the job, then the problem becomes a company problem.

"If we can help an individual to regain control of his life, we may be regaining years of training and experience. So much the better that in the process we may also be helping an individual to reassume his proper role in life among his family, friends and fellow employees."

Tom always concludes his discussion of the Employee Assistance Program by reminding his audience that his office address is 41 West Yokut Ave., Room 205, Stockton, Calif. 95207, and that his phone number is (209) 957-2452. ☐

## RETIREMENTS

Arthur E. Biggs  
Albert J. Bochatay  
Jean M. Bruce  
Jesse D. Cabrera  
John H. Claney  
Conrad T. Clark  
Ned English  
Emery L. Field  
Glenn W. Fischer, Jr.  
Angel Flores  
Leroy J. Godwin  
Theodore C. Hammond  
Richard C. Hansen  
John R. Harnes  
Jess O. Harris  
Florian J. Hilton  
Charles E. Humphreys  
Richard J. Joyce  
Clifton H. Kizer  
William L. Liley  
Delbert A. Lovdal  
W. P. Patterson  
Leory Price  
Aniceto M. Ramirez  
Frank Z. Reyes  
Johnny L. Slaughter  
Jewett Thompson  
Lloyd J. Walloupe  
James W. Walsh  
Edward K. Wiley

Daniel J. Craig  
Elizabeth G. Engel  
Daniel H. Galloway  
Jess M. Glisan  
Melvin H. Haslett  
Alfred P. Haynes  
Philip C. Hendren  
Mildred Hunter  
Denver V. Jenkins  
Lester Dwight Johnson  
George P. King  
Stanley Otto Kister  
Elwood T. Knarr  
Fern M. Lester  
Wilford C. Marcy  
Norman E. Martin  
Josephine Mihas  
August E. Nelson  
John P. Noggle  
August A. Ottoson  
Geronimo Ramos  
Elvira L. Rauchfuss  
George B. Tew  
Wade H. Wald  
Leonard Williams

## IN MEMORIAM

Mileposts wishes to record the deaths of the following active and retired Western Pacific employees and to extend condolences to their families and friends.

Avery M. Anderson  
Nyal R. Ausmus  
Harry E. Baker  
Roy F. Beik  
Norman L. Bode  
Swan R. Bowman  
Ernest E. Boyd  
Edward Alexander Branco  
Frank Buckholtz

## APPOINTMENTS

D.L. Buccolo, senior trainmaster, Stockton.  
D.S. Black, road foreman engines, Portola.  
G.M. Christ, senior trainmaster, Salt Lake City.  
M. Evans, assistant superintendent—cars, S.F.  
R.C. Furtney, assistant shop superintendent, Elko.  
G.R. Groves, roadmaster, Elko.  
J.L. Holmes, assistant trainmaster, Milpitas-San Jose.  
D.L. Johnston, assistant shop superintendent, Sacto.  
C.D. Jones, assistant roadmaster, Elko.  
J.L. Larsen, bridge and building supervisor, Sacto.  
J.B. Leonard, trainmaster, Stockton.  
J.P. Lorda, division administrator, Sacto.  
M.G. Lusk, district administrator, Stockton.  
C.T. Mallory, transportation coordinator, Sacto.  
P.R. Marquis, transportation supervisor, Milpitas.  
K.L. Maybury, senior trainmaster, Sacto.  
M.C. McManus, district superintendent, Oroville.  
R.L. Millhiser, assistant shop superintendent, Stockton.  
S.F. Moore, assistant trainmaster, Oakland.  
G.S. Nilsson, district administrator, Oakland.  
R.L. Nunes, assistant roadmaster, Keddie-NCE.  
R.T. Price, general shop superintendent, Sacramento.  
E.W. Ragsdale, roadmaster, Winnemucca.  
B. Wheeler, supervisor-M.W. equipment & welding, Keddie.



Personnel Officer Barbara Adams (left), Assistant Manager-Computer Operations Edna Brown, and Vice President-Management Services Chuck Hughes admire the Top Hat Award that their combined efforts—and those of Western Pacific—helped to bring to WP Mrs. Adams compiled and prepared the background information that supported the nomination of the company submitted by Mrs. Brown.

Western Pacific Railroad Company has been presented with a "Top Hat Award" by the California Federation of Business and Professional Women's Clubs in recognition of the company's efforts to provide opportunities for women in non-traditional and management roles.

C.P. "Chuck" Hughes, Vice President-Management Services, accepted the award on behalf of Western Pacific at a luncheon May 30, 1980, during the federation's state convention at the Marriott Hotel at the Los Angeles International Airport. More than 900 people were in attendance to see the award presented by state federation president Orval Winters. Western Pacific was one of six California organizations and businesses honored this year with Top Hat Awards; other recipients included Imperial Savings and Loan and United California Bank.

## TOP HAT AWARD RECOGNIZES WOMEN'S ROLE AT WESTERN PACIFIC

The Federation of Business and Professional Women's Clubs—or BPW's—selected Western Pacific for a Top Hat Award in acknowledgement of a number of contributions that Western Pacific has made to the advancement of opportunities for women:

- Western Pacific's appointment of 45 women to managerial positions previously held by men.
- The fact that, while 10 per cent of the company's employees are women, 14 per cent of all managerial positions are held by women.
- The dramatic increase in the number of women in non-traditional jobs between 1978, when only two women were in such jobs, and 1979, when a total of 19 women filled such positions as brakeman and signalman (brakeperson and signalperson?), yard engineer, hostler, machinist, train dispatcher, investigator, and laborer
- The company's policy of reimbursing women, as well as men, for business and professional courses taken outside its offices.
- Western Pacific's encouragement of participation by its female employees in the career-enhancing activities of women's organization, encouragement which has often taken the form of payment of membership dues or registration fees for seminars.

### PURPOSE OF THE "BPW"

Western Pacific was nominated for the Top Hat Award by Edna Brown, Assistant Manager-Computer Operations in San Francisco and a woman with 29 years of Western Pacific service. Mrs. Brown has for the last five years been a member of the Union Square Business and Professional Women's Club of San Francisco, one of three BPW's in Western Pacific's headquarters city and one of over 300 such clubs in the state of California.

"What our organization and all BPW's attempt to do for women in business and the professions is to elevate professional standards, promote shared interests, advance a spirit of mutual cooperation, and encourage the extension of opportunities to women," says Mrs. Brown. The organization also contributes to and recommends candidates for educational grants and loans that are administered by the state and national federations of BPW's, and which assist their recipients in advancing their careers.

The National Federation of Business and Professional Women's Clubs was the first and is now among the largest organizations in the world dedicated to the promotion of the interest of business and professional women.

"Those of us in Business and Professional Women's clubs strongly believe that women should be given the opportunity to enter non-traditional fields and should be given the same opportunity as men to advance on the corporate ladder," says Mrs. Brown. "But we believe just as strongly that no one should be placed in a position for which she does not qualify simply because she is a woman."

The National Federation of Business and Professional Women's Clubs has itself recently made one change in rules to advance equal opportunity: Membership in BPW's is now open to men. ☑

WESTERN PACIFIC 526 MISSION STREET SAN FRANCISCO, CA 94105

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