

Carolina Conductor



Volume 7 Number 9

Monthly Newsletter of the Carolina Railroad Heritage Association, Inc.

© September 2020

Preserving the Past Active in the Present Planning for the Future

Web Site: hubcityrrmuseum.org

Facebook: Carolina Railroad Heritage Association & Hub City RR Museum

Meeting Site:

Woodmen of the World Bldg.

721 East Poinsett Street

Greer, SC 29651-6404

Third Friday of the Month at 7:00 pm

Hub City Railroad Museum and SOU Rwy Caboose #X3115:

Spartanburg Amtrak Station

298 Magnolia Street

Spartanburg, SC 29301-2330

Wednesday 10-2 and Saturday 10-2

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Articles can be submitted anytime.

Pullman Co.

The Pullman Car Company, founded by George Pullman, manufactured railroad cars in the mid-to-late 19th century through the early decades of the 20th century, during the boom of railroads in the United States. Its workers initially lived in a planned worker community or "company town," named Pullman. Pullman developed the sleeping car which carried his name into the 1980s. Pullman did not just manufacture the cars: he also operated them on most of the railroads in the United States, paying railroad companies to couple the cars to trains. The labor union associated with the company, the Brotherhood of Sleeping Car Porters, which was



A young George Pullman.

company also built thousands of streetcars and trolley buses for use in cities.



Pullman Company houses.

founded and organized by A. Philip Randolph, was one of the most powerful African-American political entities of the 20th century. The

History

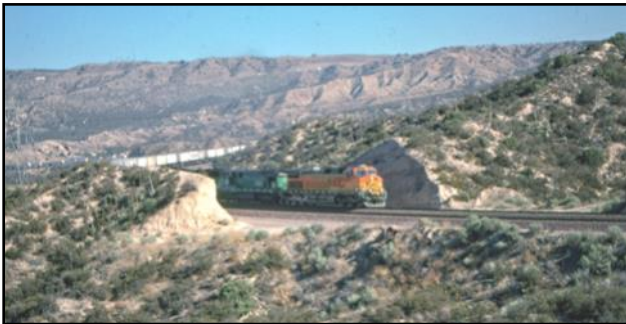
After spending the night sleeping in his seat on a train trip from Buffalo to Westfield, New York, George Pullman was inspired to design an improved passenger railcar that contained sleeper berths for all its passengers. During the day, the upper berth

was folded up somewhat like a modern airliner's overhead luggage compartment. At night, the upper berth

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Monthly Meeting

For those who feel comfortable there will be a monthly meeting on September 18th at 7:00 pm. It will be a slide show presented by Craig Myers outside at the museum. Please social distance and wear your mask. “Travel back 21 years ago to 1999 on a trip to Southern California. See Cajon Pass with ATSF, BN, BNSF, UP, SP, LMX and more locomotives. See helpers at Victorville and an F45 at Barstow. Overnight on the Queen Mary in Long Beach. Experience an old-fashioned slide show under the stars at our Hub City Railroad Museum in Spartanburg. Bring your own chair and popcorn!



Photos from upcoming program by Craig Myers.



Amtrak has released renderings of the first new Siemens ALC-42 locomotives that will replace the GE P40 and P42 fleet on its national network, including all long distance and many state-sponsored routes.

Five of the first six locomotives will have this version of the current Phase VI paint scheme, and one will be painted to recognize next year’s 50th anniversary of the inauguration of Amtrak service. A final



scheme will be unveiled later as part of a fleet-wide plan.

The ALC-42 series was developed by Amtrak with Siemens Mobility and is equipped with the latest safety systems, including positive train control and crash energy management. They have alternating current for a maximum speed of 125 mph. The 16-cylinder Cummins QSK95 engine is U.S. EPA Tier 4 emissions compliant to reduce nitrogen oxide by more than 89 percent and particulate matter by 95 percent, while providing a savings in diesel fuel consumption and reaching Amtrak sustainability goals.

They are similar to the SC-44 locomotives purchased by some state agencies and operated by Amtrak, but have greater fuel capacity for longer routes and increased Head End Power generating capacity for bigger trains. A multitude of other upgrades will also lead to longer maintenance intervals. The front of the ALC-42 locomotive will serve as a “new face of Amtrak” in much of the U.S. and is designed to enhance safety, aesthetics and to simplify repairs.

The new locomotives are designated as ALC-42 for “Amtrak Long-distance Charger, 4,200-horsepower” and are in production in Sacramento, Calif. They will primarily replace Amtrak P40 and P42 diesel-electric locomotives. Although modern when bought in the 90s, the P-series locomotives have been intensively used for more than 25 years, lack up to date technology and do not achieve Tier 4 emissions standards.

The initial order of 75 new locomotives, first announced by Amtrak in December 2018, is expected to be delivered through 2024. Amtrak also has an option to order additional ALC-42 locomotives. ✓

Wanted—Articles for the Carolina Conductor

Submit an article of 200 words or more with some photos and captions and see them in print. Every one of us has some unique railroad experience that would make interesting reading for our membership. Your editor always needs more contributions of local railway history and news.

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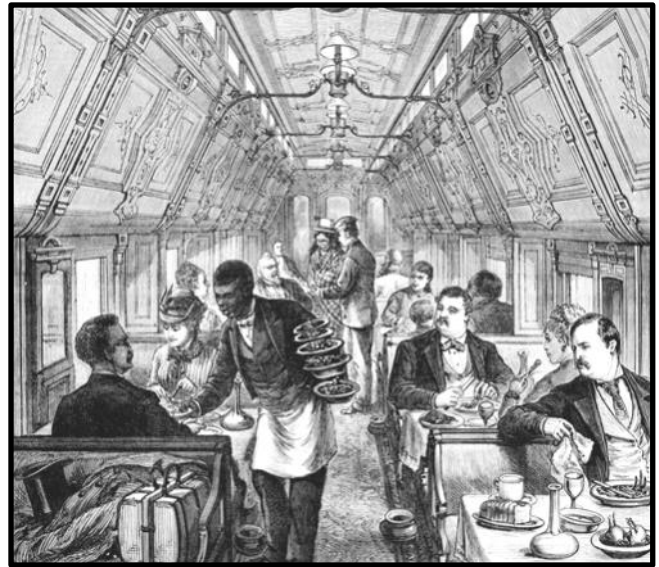
folded down and the two facing seats below it folded over to provide a relatively comfortable bunk for the night. Although this was somewhat spartan accommodation by today's standards, it was a great improvement on the previous layout. Curtains provided privacy, and there were washrooms at each end of the car for men and women.

Pullman established his company in 1862 and built luxury sleeping cars which featured carpeting, draperies, upholstered chairs, libraries and card tables and an unparalleled level of customer service. Once a household name due to their large market share, the Pullman Company is also known for the bitter Pullman Strike staged by their workers and union leaders in 1894. During an economic downturn, Pullman reduced hours and wages but not rents, precipitating the strike. Workers joined the American Railway Union, led by Eugene V. Debs.



Robert Todd Lincoln

After George Pullman's death in 1897, Robert Todd Lincoln, son of Abraham Lincoln, became company president. The company closed its factory in the Pullman neighborhood of Chicago in 1955. Pullman purchased the Standard



Dinner in the Pullman diner.

Steel Car Company in 1930 amid the Great Depression, and the merged entity was known as Pullman-Standard Car Manufacturing Company. The company ceased production after the Amtrak Superliner cars in 1982 and its remaining designs were purchased in 1987 when it was absorbed by Bombardier.

On January 1, 1900, after buying numerous associated and competing companies, it was reorganized as The Pullman Co., characterized by its trademark phrase, "Travel and Sleep in Safety and Comfort."

In 1924, Pullman Car & Manufacturing Co. was organized from the previous Pullman manufacturing department, to consolidate the car building interests of The Pullman Co. The parent company, The Pullman Co., was reorganized as Pullman, Inc., on June 21, 1927.

The best years for Pullman were the mid-1920s. In 1925, the fleet grew to 9800 cars. Twenty-eight thousand conductors and twelve thousand porters were employed by the Pullman Co. Pullman built its last standard heavyweight sleeping car in February 1931.

Pullman purchased controlling interest in Standard Steel Car Company in 1929, and on December 26, 1934, Pullman Car & Manufacturing (along with several other Pullman, Inc. subsidiaries), merged with Standard Steel Car Co. (and its subsidiaries) to form the Pullman-Standard Car Manufacturing Company. Pullman-Standard remained in the rail car manufacturing business



Opulent Pullman car interior.

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until 1982. Standard Steel Car Co., had been organized on January 2, 1902, to operate a railroad car manufacturing facility at Butler, Pennsylvania (and, after 1906, a facility at Hammond, Indiana), and was reorganized as a subsidiary of Pullman, Inc., on March 1, 1930.

In 1940, just as orders for lightweight cars were increasing and sleeping car traffic was growing, the United States Department of Justice filed an anti-trust complaint against Pullman Incorporated in the U.S. District Court at Philadelphia (Civil Action No. 994). The government sought to separate the company's sleeping car operations from its manufacturing activities. In 1944, the court concurred, ordering Pullman Incorporated to divest itself of either the Pullman Company (operating) or the Pullman-Standard Car Manufacturing Company (manufacturing). After three years of negotiations, the



A Pullman Co. warship, the USS Brattleboro.

Pullman Company was sold to a consortium of fifty-seven railroads for around US\$40 million.

In 1943, Pullman Standard established a shipbuilding division and dived into war-time small ship

design and construction. The yard was on Lake Calumet (Chicago), on the north side of 130th Street, at the most southerly point of Lake Michigan. Pullman built the boats in 40-ton blocks. The blocks being assembled in a fab shop on 111th Street and moved to the yard on gondola cars. In two years, they built 34 PCEs {Corvette}, which were 180 feet long and weighed 640 tons, and 44 LSMs, which were 203 feet long and weighed 520 tons. Pullman ranked 56th among United States corporations in the value of World War II military production contracts.

Pullman-Standard built its last sleeping car in 1956 and its last lightweight passenger cars in 1965, an order of ten coaches for Kansas City Southern. The company continued to market and build cars for commuter rail and subway service and Superliners for Amtrak as late as the late 1970s and early 1980s.



A R-46 Pullman NYC subway car.

Beginning in 1974, Pullman delivered seven hundred and fifty 75 ft. stainless steel subway cars to the New York City Transit Authority. Designated R46 by their procurement contract, these cars, along with the R44 subway car built by St. Louis Car Company, were designed for 70 mph running in the Second Avenue Subway; after it was deferred in 1975, the Transit Authority assigned the cars to other subway services. Pullman also built subway cars for the Massachusetts Bay Transportation Authority, which assigned them to the Red Line. Pullman-Standard was spun off from Pullman, Inc., as Pullman Technology, Inc., in 1981, and was sold to Bombardier in 1987.

The End of Pullman

United States v. Pullman Co., 50 F. Supp. 123, 126, 137 (E.D. Pa. 1943) defendant ordered to divest itself of one of two lines of sleeping car business where it had acquired all its competitors.

After the 1944 breakup, Pullman, Inc., remained in place as the parent company, with the following subsidiaries: The Pullman Company for passenger car operations (but not passenger car ownership, which was passed to the member railroads), and Pullman-Standard Car Manufacturing Co., for passenger car and freight car manufacturing; along with a large freight car leasing operation still directly under the parent company's control. Pullman, Inc., remained separate until a merger with Wheelabrator, then headed by CEO Michael D. Dingman, in late 1980, which led to the separation of Pullman interests in early and mid-1981.

Operations of the Pullman Company sleeper cars ceased, and all leases were terminated on December 31,

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Heavyweight Pullman sleeper. ↑
↓ Lightweight Pullman observation car.



1968. On January 1, 1969, the Pullman Company was dissolved, and all assets were liquidated. (The most visible result on many railroads, including Union Pacific, was that the Pullman name was removed from the letterboard of all Pullman-owned cars.) An auction of all Pullman remaining assets was held at the Pullman plant in Chicago in early 1970. The Pullman, Inc., company remained in place until 1981 or 1982 to close out all remaining liabilities and claims, operating from an office in Denver.

The passenger car designs of Pullman-Standard were spun off into a separate company called Pullman Technology, Inc., in 1982. Using the Transit America trade name, Pullman Technology continued to market its Comet car design (first built for New Jersey Department of Transportation in 1970) for commuter operations until 1987, when Bombardier purchased Pullman Technology to gain control of its designs and patents. As of late 2004, Pullman Technology, Inc., remained a subsidiary of Bombardier.

Pullman, Inc., spun off its large fleet of leased

freight rail cars in April 1981 as Pullman Leasing Company, which later became part of ITEL Leasing, retaining the original PLCX reporting mark. ITEL Leasing (including the PLCX reporting mark) was later changed to GE Leasing.

In mid-1981, Pullman, Inc., spun off its freight car manufacturing interests as Pullman Transportation Company. Several plants were closed and in 1984, the remaining railcar manufacturing plants and the Pullman-Standard freight car designs and patents were sold to Trinity Industries.

After separating itself from its rail car manufacturing interests, Pullman, Inc., continued as a diversified corporation, with later mergers and acquisitions, including a merger in late 1980 with Wheelabrator-Frye, Inc., in which Pullman became a subsidiary of Wheelabrator-Frye, Inc. In January 1982, Wheelabrator-Frye merged with M. W. Kellogg, a builder of large, cast-in-place smokestacks, silos, and chimneys. Wheelabrator-Frye retained both Pullman and Kellogg as direct subsidiaries. In 1990, the entire Wheelabrator-Frye group was sold to Waste Management, Inc. The Pullman-Kellogg interests were spun off by Waste Management as Pullman Power Products Corporation, and by late 2004 that company was doing business as Pullman Power LLC, a subsidiary of Structural Group, a specialty contractor.

As a separate side note, other construction engineering portions of Pullman-Kellogg were spun off as a new M. W. Kellogg Corporation, and in December 1998, became part of the merger that formed Kellogg, Brown & Root, a specialty contractor which itself was later sold to Halliburton, an oil well servicing company. In an eventual competitive move, other Kellogg engineering interests were merged with Rust Engineering becoming Kellogg Rust, which itself became The Henley Group, and later Rust International before it became the Rust Division of what is today Washington Group International, a specialty contracting firm that competes directly with Halliburton worldwide. Washington Group International is the successor to the Morrison Knudsen civil engineering and contracting corporation, and is also the owner of Montana Rail Link.

After the last of the Kellogg interests of Pullman-Kellogg were spun off, and after the railcar manufacturing plants were sold, and with the formal dissolu-

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tion of the old Pullman Company (the operating company from the 1944 split), the remaining portions of the Pullman interests were spun off in May 1985 by Waste Management, Inc., into a new Pullman Company. In November 1985, Pullman bought Peabody International and the new company took the new name of Pullman Peabody. In April 1987 (after Pullman Technology was sold to Bombardier), the name was changed back to Pullman Company. In July 1987 the company acquired Clevite Industries. By 1996, Pullman Co., with its Clevite subsidiary, was almost solely a supplier of automotive elastomer (rubber) parts, and in July 1996 the company was sold to Tenneco. As of late 2004, Pullman Co. (now the brand name Clevite), as a manufacturer of automotive elastomer products, was still under the control of Tenneco Automotive.



Company Town

George Pullman announced his plan to build a company town along with a factory in late April 1880. Three years prior, the United States underwent the Great Railroad Strike of 1877. The strike forced businessmen, like Pullman, to take the feelings of their employees into consideration. Pullman's objective in building a company town was to attract a superior type of employee and elevate his employees through the exclusion of baneful influences. Pullman also expected the rents on the houses in the company town to make a return of 6 percent on its investment. This was never realized. The

rents of the houses in the company town only made a return of 4½ percent on investments.

The company built a company town, Pullman, Illinois on 4,000 acres, 14 mi south of Chicago in 1880. Pullman contracted Solon Spenser Beman and Nathan F. Barrett to design and landscape the entire company town, respectively. Both Beman and Barrett were experts in their respective fields. Beman interned under the famous architect Richard Upjohn and Barrett landscaped areas in Staten Island and Tuxedo, New York, as well as Long Branch, New Jersey. The community was



A street scene from the company town, Pullman, Illinois.

designed by Solon Spencer Beman and landscaped by Nathan Barrett. According to George Pullman's governing conception, it was not within the city limits of Chicago but in the adjoining town of Hyde Park. On April 24, 1880, groundwork began on the company town. Throughout the construction of the company town Pullman strove to minimize costs and maximize construction efficiency. Whenever and wherever possible Pullman adopted techniques of mass production.



Mass production of all sort of railway equipment took place in the Pullman Company shops.

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The first departments and shops constructed were ones such as painting, iron, and woodworking, which could be used in the continuing construction of the company town. By January 1, 1881, the company town was ready for its first resident to move in. A foreman from the Pullman Company's Detroit shop, Lee Benson, moved his wife, child, and sister

into the company town. On the exterior, the buildings of the company town were made of red brick with limestone trim. On the interior, the buildings had high ceilings and large windows. The walls of the interior of the buildings were also purposefully painted in light colors to provide the semblance of a cheerful environment. By the time construction was finished on the company town it was composed of a library, theater, hotel, church, market, sewage farm, park, and residential buildings. The bar in the Florence Hotel was the only place where alcohol could be served and consumed in the company town. In the residential section of the town, there was 150 acres dedicated to tenements, flats and single-family homes that rented from \$0.50 to \$0.75 a month. The residences featured modern conveniences such as gas, water, indoor sewage plumbing and regular garbage removal. By 1884, the town included more than 1,400 tenements



and flats, and by July of the following year, its population was over 8,600.

The town agent oversaw the company town. The town agent oversaw departments including street and building maintenance, gas and water works, and fire protection. The town agent also oversaw businesses including the hotel, sewage farm, as well as the nursery and greenhouse. Under the town agent there were nine department heads and approximately 300 men under them. All company town officials were selected by Pullman. There were no elections in the company town besides elections for the school board.

After its completion, the company town attracted national attention. Many critics praised Pullman's conception and planning of the company town. One newspaper article titled "The Arcadian City: Pullman, the Ideal City of the World" praised the company town as "the youngest

and most perfect city in the world, Pullman; beautiful in every belonging." In February 1885, Richard T. Ely published his article "Pullman: A Social Study" in Harper's Monthly. While the article praised the company town for creating an elevated environment for its workers, the article criticized the all-encompassing influence of the company. The article concluded that "Pullman is un-American" and "it is benevolent, well-wishing feudalism."

During the Panic of 1893, Pullman closed his manufacturing plant in Detroit to move all manufacturing to the company town. Wages were reduced and employees were laid off, but the costs of utilities remained unchanged. On May 11, 1894, the employees of the Pullman Co. walked off the job and initiated the Pullman Strike. The Pullman Co. had reduced wages, but not the rents on housing. 30 people were killed because of the strikes and sabotage.

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After the strike, the company town was not the same. The strike resulted in the loss of pride for the company town.

In February 1904, the Pullman Company was mandated to sell the company town by court order. Despite this, the Pullman Company did not sell the company town until 1907. Today, Pullman is a Chicago neighborhood, and a historical landmark district on the state, National Historic Landmark and National Register of Historic Places lists. In 2014, the National Park Service is considering creation of a new urban national park in Pullman.

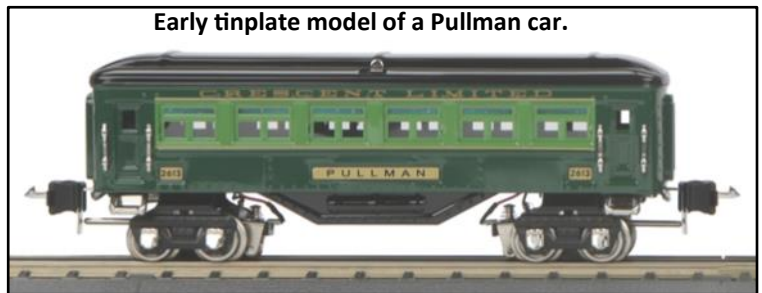
Other Pullman Sites

The Pullman Company operated several facilities in other areas of the U.S. One of these were the Pullman Shops in Richmond, California which was linked to the mainline tracks of both the Southern Pacific and the Santa Fe, servicing their passenger equipment from throughout the Western U.S. The main building of the Richmond Pullman Shops still exists, as does the thoroughfare it is located on Pullman Avenue.

Porters

The Pullman Company was also noted for its porters. The company hired black men almost exclusively for the porter positions. Men of Filipino descent were primarily hired for club car service positions. Although a porter's occupation was menial in some respects, it offered better pay and security than most jobs open to African Americans at the time, as well as an opportunity to travel the country. Many

credit Pullman porters as significantly contributing to the development of America's black middle class. In 1925, Pullman porters became unionized as the Brotherhood of Sleeping Car Porters, founded by A. Philip Randolph. At one time Pullman was the largest employer of African Americans in the United States.



Early tinplate model of a Pullman car.



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