

**A GENERAL CHRONOLOGY
OF THE
PENNSYLVANIA RAILROAD COMPANY
ITS PREDECESSORS AND SUCCESSORS
AND
ITS HISTORICAL CONTEXT**

By Christopher T. Baer

1921

December 2009 Edition

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| Jan. 1, 1921 | PRR lease of PCC&StL in effect; PRR begins operation of Cincinnati, Richmond & Fort Wayne Railroad; PRR begins operation of Louisville Bridge & Terminal Railway under lease of Mar. 26, 1921. |
| Jan. 1, 1921 | Joint Reviewing Committees established on all four Regions. (LC) |
| Jan. 1, 1921 | J. Taney Willcox returns to PRR as Assistant Secretary. (PR) |
| Jan. 1, 1921 | Assistant Chief Chemist Dr. M.E. McDonnell appointed Chief Chemist, succeeding Dr. F.N. Pease (1850-), retired. (CMP) |
| Jan. 1, 1921 | Former Superintendent Victor Wierman (1855-), assigned to special duty, now retired after 42 years service. (Info) |
| Jan. 1, 1921 | Section 10 of the Clayton Act regulating dealings in railroad securities and supplies between companies having interlocking relationships takes effect; forces abandonment of some interlocking directorships. (RyAge) |
| Jan. 3, 1921 | U.S. Supreme Court rules that labor unions can be prosecuted for interfering in interstate commerce under the Commerce Clause. (Gregory) |
| Jan. 3, 1921 | PRR announces job cuts of 15% on Columbus Division. (NYT) |
| Jan. 5, 1921 | O.P. Van Sweringen elected Pres. of Cleveland Union Terminals Company, replacing Joseph L. Cannon, resigned. (MB) |
| Jan. 5, 1921 | Senate Committee on Interstate Commerce begins hearings on the Frelinghuysen bill to replace Section 10 of the Clayton Act. (RyAge) |

- Jan. 6, 1921 ICC announces that it will make a formal investigation of the union charges that railroads contracting their repairs are making excessive payments. (RyAge)
- Jan. 6, 1921 Winslow bill to provide for partial payments of railroad deficits during the guarantee period instead of a lump sum settlement at the end introduced in the (Senate?). (RyAge)
- Jan. 8, 1921 Pres. Rea reverses his position and endorses the Reading remaining neutral instead of going to the B&O.
- Jan. 10, 1921 U.S. Railroad Labor Board serves notice on shop crafts it will consider abolition of National Agreement; comes at time when unemployment among shop crafts is extremely high because of collapse of shipbuilding industry. (Conlon)
- Jan. 10, 1921 U.S. Railroad Labor Board begins hearings on national boards of adjustment; labor economist W. Jett Lauck and Bert M. Jewell present the case for the shop crafts. (Davis)
- Jan. 11, 1921 Andrew W. Mellon resigns as PRR director under requirements of Clayton Antitrust Act restricting interlocking directors. (NYT - PR has 1/12)
- Jan. 13, 1921 Joint Reviewing Committee of the Pennsylvania Railroad System organized at Columbus; to hold monthly meetings in Pittsburgh; R.V. Massey, Assistant General Manager-Eastern Region, elected Chairman and H.R. Karns, General Chairman of BLE for Lines West, as Vice Chairman; position of Chairman and Vice Chairman will rotate between a member of management and labor every six months; consists of 8 management and 9 labor members, including C.E. Musser of the BRT, who will later become an official of the PRR's Personnel Dept. (PR)
- Jan. 14, 1921 Railroads testify to House Committee on Interstate & Foreign Commerce against recent decision of Comptroller of Treasury that Transportation Act of 1920 does not permit partial payments of income guaranteed to roads under federal control legislation and that payments must wait upon final settlement. (NYT)
- Jan. 15, 1921 Cyrus H. McCormick II charts two PRR cars in New York to rush to bedside of his sick wife in a Chicago Hospital; leave on first regular train; at Fort Wayne, cars were attached to special locomotive and raced ahead to Chicago, arriving 7:00 AM. (NYT)
- Jan. 1921 PRR issues \$60 million in 15-year, 6-1/2% Gold bonds to purchase

equipment of former Lines West.

- Jan. 17, 1921 Williamsport Division puts all track forces on half time. (NYT)
- Jan. 17, 1921 Bethlehem Steel Company closes its Steelton Plant indefinitely and cuts wages 10-20%. (NYT)
- Jan. 18, 1921 PRR orders overall system job cuts of 20%; employees are given choice of losing one day of six a week in lieu of layoffs; Hollidaysburg Yard reduced to one trick. (NYT)
- Jan. 19, 1921 Pres. Rea issues a statement citing need for further 10% reduction in expenses of all departments from Nov. 1920 levels in addition to the 10% cut already ordered; traffic has fallen 20-23% from peaks in Aug. and Oct. 1920; 58,000 or 20% of PRR freight cars now idle. (PR)
- Jan. 19, 1921 PRR completes extension of Bridge No. 3 over the Scioto River on the Cincinnati Division at Columbus; the city has widened the river channel hoping to prevent a recurrence of the 1913 flood damage. (PR)
- Jan. 21, 1921 Freight crews on Toledo and Mansfield Divisions cut by 25%; clerks at Toledo put on five-day week. (NYT)
- Jan. 23, 1921 Dept. of Labor announces 3,473,466 Americans are unemployed. (NYT)
- Jan. 24, 1921 ICC holds conference between Eastern and New England railroads in Washington, urging compromise to avoid full hearing process; both sides agree for a payment of \$15 million to the New England roads through Feb. 1922; PRR's share will be \$4.375 million.
- Jan. 25, 1921 PRR presents evidence to the U.S. Railroad Labor Board that productivity of car repairmen declined 11.6% under the National Agreements; those who earned more than the guaranteed rate under the piece work system continued to work hard, but those who had made less did not. (PR)
- Jan. 26, 1921 PRR Board authorizes issue of \$60 million 6½% Gold bonds to Kuhn, Loeb & Co. (MB)
- Jan. 26, 1921 VP W.W. Atterbury issues a circular denying rumors that the PRR is about to cut the wages of anyone not belonging to a union. (PR)
- Jan. 27, 1921 U.S. Railroad Labor Board rules that it cannot reduce wages on unilateral appeal from railroads, but only after collective bargaining has failed. (NYT)

- Jan. 28, 1921 Ford Motor Company resumes operation, shut down since Dec. 23, 1920, at 25% of capacity. (NYT)
- Jan. 29, 1921 LIRR increases non-commuter fares by 20% one day after Appellate Court dissolves injunction that had delayed increase for two months at request of N.Y. PSC; rules that Transportation Act of 1920 cannot be attacked in state courts. (RyAge)
- Jan. 29, 1921 Railroad executives consider implementing general wage cuts. (NYT)
- Jan. 30, 1921 Sleeping car line established between New York and Shreveport, La., via Washington and Vicksburg over Southern Railway and Illinois Central Railroad. (PassDept)
- Jan. 31, 1921 Hearings held before U.S. Railroad Labor Board on "national agreements" and wages of unskilled labor; VP W.W. Atterbury, representing the Labor Committee of the Association of Railway Executives, testifies that railroads are in danger of bankruptcy unless the national agreements are abrogated immediately; would save \$300 million a year; if this is done, railroads won't seek general wage reductions, i.e. one that includes the Brotherhoods; rail labor leaders telegram protests to Pres. Wilson; repeat old charges that the railroads are controlled by the House of Morgan and inefficiencies stem from management policy and deliberate attempts to break organized labor. (NYT, RyAge)
- Jan. 31, 1921 William Z. Ripley submits a tentative report calling for a five-system East; awards Reading to B&O; all Michigan and New England lines to be grouped into neutral lines; each of the Pocahontas lines is to form the nucleus of a separate system.
- Jan. 1921 William Z. Ripley presents ICC's "tentative" consolidation plan calling for five systems in the East; new systems are to be Erie-Wabash-LV and DL&W-NKP; PRR opposes plan as power is to be curtailed, while other systems built up in opposition to it and fifth system created. (check date - may be later)
- Feb. 1, 1921 Association of Railway Executives wires Pres. Wilson rebutting union claims. (NYT)
- Feb. 1, 1921 Meeting of New England and Eastern railroads in New York on rate divisions; Eastern railroads offer compromise of payments of \$1.25 million per month from Jan. 1921 through Feb. 1922 in return for suspending ICC proceedings.

- Feb. 3, 1921 In closing case before U.S. Railroad Labor Board, VP W.W. Atterbury states that 36 railroads have failed to earn expenses during Jan. and an additional 28 have failed to earn fixed charges; union leaders threaten nationwide strike if national agreements are abrogated. (NYT)
- Feb. 4, 1921 After attempting to draft a reply to the rail unions' demands, Pres. Wilson is reported as taking advice of Secretary of Interior Payne and declines to interfere with workings of U.S. Railroad Labor Board. (NYT)
- Feb. 4, 1921 PRR asks ICC for permission to issue \$120 million Gold bonds, half at 6½% to be marketed immediately and half at 6% to be used as security; \$20 million to be applied to purchase equipment of Pennsylvania Company, \$22 million to buy shares of subsidiary companies and the rest for improvements. (NYT)
- Feb. 6, 1921 Pres. Wilson declines to interfere after union leaders respond to W.W. Atterbury's statements with a call for a federal investigation of the railroad industry; Atterbury and Bert M. Jewell then trade a series of attacks. (RyAge)
- Feb. 7, 1921 In U.S. Railroad Labor Board hearings, unions charge railroads have \$26 million union-busting fund. (NYT)
- Feb. 7, 1921 PRR cancels the USRA agreement with the B&O for honoring each other's tickets between Philadelphia and Washington. (PR)
- Feb. 8, 1921 Winslow bill passes the House. (RyAge)
- Feb. 9, 1921 PRR Board approves enlargement of Greenwich engine terminal in South Philadelphia. (according to AR finished in 1921)
- Feb. 9, 1921 PRR issues a circular stating that if piece work is reinstated at Altoona, the rates will be at a level higher than the day work rate established by the U.S. Railroad Labor Board. (PR)
- Feb. 10, 1921 U.S. Railroad Labor Board denies railroads' request to abrogate national agreements and cut wages of unskilled labor to local levels on grounds that putative impending bankruptcies are a financial matter to be handled by the ICC; railroads decide to file wage cuts individually; Board ignores labor lawyer Frank P. Walsh's demand that Board call 24 leading financiers to probe alleged "Wall Street conspiracy" to destroy organized labor. (NYT)
- Feb. 1921 PRR halts work on all construction projects by executive order to conserve money.

- Feb. 14, 1921 U.S. Railroad Labor Board orders Erie Railroad to rescind its wage cut and that no change in wages or work rules can be made without mutual agreement and approval by Board. (RyAge)
- Feb. 15, 1921 VP A.J. County, in address to Mayor and Chamber of Commerce in Philadelphia, says manufacturers must accept lower profits and consumers must resume buying to end downturn. (NYT)
- Feb. 15, 1921 International Association of Machinists begins eight-month strike against William Cramp & Sons Ship & Engine Building Company in Philadelphia. (Conlon)
- Feb. 1921 PRR posts a loss of over \$8.5 million for the month. (PR)
- Feb. 17, 1921 Pennsylvania System Veteran Employees Association of the General Offices organized at the Bellevue-Stratford Hotel in Philadelphia for employees with over 21 years of service; addressed by retired VP John P. Green, one of the oldest veterans; General Paymaster James C. Rogers elected Pres. (PR)
- Feb. 17, 1921 PRR announces further layoffs of 875 at Altoona Works, 262 on Middle Division; employment at Juniata Shops now at under 900, down from 2,300 in Nov. 1920. (NYT)
- Feb. 18, 1921 Association of Railway Executives accepts the report of its Labor Committee and rejects union proposal to settle the question of national agreements and unskilled wage rates by bargaining at the national level. (RyAge, NYT)
- Feb. 18, 1921 Pres.-elect Warren G. Harding meets with A.H. Smith of NYC on railroad problem. (RyAge)
- Feb. 20, 1921 Severe snowstorm brings down transmission lines between Manhattan Transfer and Bergen Tunnel; passengers on 5:26 PM from New Brunswick are forced to transfer to Hudson & Manhattan train at Manhattan Transfer which stalls half a mile east of station; passengers burn newspapers, advertising cards and seats to keep warm until rescued by a locomotive from Jersey City; finally reach New York at 11:00 PM; most delays are in third rail territory. (NYT, PR)
- Feb. 21, 1921 PRR resumes normal service after the blizzard. (PR)
- Feb. 22, 1921 Milton H. Smith (1836-1921), Pres. of Louisville & Nashville Railroad and former PRR General Agent at New York, dies at Louisville. (RyAge)

- Feb. 22, 1921 Senate passes the Winslow Bill. (RyAge)
- Feb. 23, 1921 First annual meeting of the reinvigorated Women's Aid of the Pennsylvania System is held at the West Philadelphia YMCA with 700 delegates; Mrs. W.W. Atterbury, the head of the organization, is absent because of the death of her father. (PR)
- Feb. 23, 1921 Railway labor unions call on Pres. Wilson to veto Winslow Bill that would release to railroads part of funds due from USRA. (RyAge)
- Feb. 23, 1921 Henry Ford announces return to full operation. (NYT)
- Feb. 24, 1921 PRR Board approves payment of \$20.47 million to Pennsylvania Company in return for transfer of all rolling stock to PRR: PRR also to receive \$20.47 million in PFW&C stock at par and \$2 million in PCC&StL stock; approves purchase by PFW&C of Massillon & Cleveland Railroad for \$328,000 in PFW&C stock; authorizes extension of westbound classification yard at Columbus. (MB)
- Feb. 24, 1921 At call of Samuel Gompers, leaders of 109 AFL unions meet in Washington to form united front against the open shop movement. (NYT)
- Feb. 25, 1921 Atlanta, Birmingham & Atlantic Rail__ enters receivership after U.S. Railroad Labor Board fails to approve its request for a wage cut. (RyAge)
- Feb. 26, 1921 Over labor opposition, Pres. Wilson signs the Winslow Bill providing for partial payments to the railroads on the guarantee period called for by the Transportation Act of 1920; railroad stocks advance. (RyAge, NYT)
- Feb. 26, 1921 PRR announces further job cuts in Central Region, including elimination of separate Pittsburgh Terminal organization and partitioning of lines entering Pittsburgh back to original divisions. (RyAge)
- Feb. 26, 1921 Work stopped on Indianapolis track elevation. (CE)
- ca. Feb. 1921? Telegraph Dept. educational courses and School of Telegraphy in Philadelphia abolished.(Mutual - unclear if done earlier or as depression measure)
- Feb. 27, 1921 PRR announces a new system of dedicated telephone lines to inform commuters on the Paoli Line of delays to trains; lines run from Broad

- Street to all station agents, who are equipped with bulletin boards to post any delay over 15 minutes. (PR)
- Feb. 28, 1921 Forty-two state railroad commissions file briefs with the U.S. Supreme Court denying the power of the ICC to fix intrastate rates. (RyAge)
- Mar. 1, 1921 Pittsburgh Terminal Division abolished and trackage returned to former divisions with the exception of South Side-Dravosburg, which becomes part of Pittsburgh Division; headquarters of Eastern Division moved from Canton to Pittsburgh; Juniata Division abolished and merged into Middle Division; part of general retrenchment to save on salaries. (MB, NYT)
- Mar. 1, 1921 Work suspended at new engine terminal at Canton (Stark), Ohio, with work 99% completed; lacks electrical work and overhead crane in erecting and machine shops. (CE - not resumed until after 1923)
- Mar. 1, 1921 Cumberland Valley Relief Association merged into the Pennsylvania System Voluntary Relief Dept. (MB)
- Mar. 1, 1921 U.S. Supreme Court accepts plan of meatpackers Wilson & Co., Morris & Co. and Cudahy & Co. to sell their holdings of stockyards, stockyard railroads, and stockyard newspapers as per antitrust decree; rejects plans of Swift & Co. and Armour & Co.; ___'s lease of PRR Jersey City Stock Yards to be allowed to expire naturally. (NYT)
- Mar. 1, 1921 U.S. Railroad Labor Board resumes hearings on work rules with testimony of union leaders. (RyAge)
- Mar. 1, 1921 300,000 railroad workers have been laid off nationwide since Sep. 1, 1920. (Flynn)
- Mar. 3, 1921 Pres.-elect Harding arrives at Washington at 1:00 PM on special PRR train from Marion, Ohio, after fast run from Harrisburg that shaves a half hour off schedule. (NYT)
- Mar. 3, 1921 U.S. Treasury begins first payments to railroads under the Winslow Act. (RyAge)
- Mar. 4, 1921 W.W. Atterbury abolishes Labor Committee of Association of Railway Executives, of which he is Chairman, because the existence of a national management bargaining organization implies management accepts principal of national rather than local negotiations. (RyA, NYT)
- Mar. 4, 1921 Warren G. Harding inaugurated; states there should be "less government in business and more business in government." (NYT)

Mar. 4, 1921 PRR lays off 300 men at Trenton Shops. (NYT)

Mar. 4, 1921 John Barton Payne retires as Secretary of the Interior and Director-General of Railroads. (RyAge)

Mar. 5, 1921 Atlanta, Birmingham & Atlantic Rail__ struck after receiver makes unilateral wage reductions. (RyAge)

Mar. 7, 1921 PRR closes Juniata Shops except for heat treating plant, press plant and scales department; employment cut from 900 to under 300. (NYT)

Mar. 7, 1921 PRR has resumed work on the Spruce Street Engine Terminal at Columbus to keep passenger engines from having to cross freight mains to and from Union Station. (PR)

Mar. 7, 1921 Edgar C. Felton elected a PRR director in place of Andrew W. Mellon, resigned under provisions of Clayton Act. (NYT)

Mar. 8, 1921 At annual meeting, PRR stockholders approve increase of debt by \$100 million. (AR)

Mar. 8, 1921 NYC officials meet with representatives of unskilled workers to push a wage cut effective Apr. 1; men reject plan. (RyAge)

Mar. 9, 1921 Pres. Rea reports to Board that PRR is not earning fixed charges despite layoffs and retrenchments in road and equipment maintenance; process of rolling back wasteful USRA labor contracts is stalled; 30% of freight cars are idle; number of employees cut by 70,000 or 25% since 1920; gross earnings per day down from \$2.4 million in Oct. 1920 to \$1.6 million in Feb. 1921 or 33% drop; in Feb. 1921 70% of earnings were absorbed by labor costs vs. normal share of 50% before the war; Board authorizes across-the-board pay cuts based on comparable scales in other industries, local cost of living, job hazards, and skill. (MB)

Mar. 9, 1921 PRR Board agrees to subscribe for 77,538 shares of Pacific Oil Company for \$1.16 million, a spinoff from its holdings in Southern Pacific. (MB)

Mar. 9, 1921 PRR announces wage cuts effective Apr. 15. (NYT)

Mar. 9, 1921 Central Region is now running off-season Sunday excursions to tourist attractions to better utilize idle passenger cars. (PR)

Mar. 10, 1921 Harry S. Jeffrey, representative of the AFL Shop Craft unions in Philadelphia, denounces proposed PRR pay cuts. (NYT)

- Mar. 11, 1921 PRR announces that average pay cut will be about 12½%, with officer salaries to be cut up to 20%. (NYT)
- Mar. 11, 1921 PRR announces that it has postponed its semiannual dividend. (PR)
- Mar. 11, 1921 Pres. Harding nominates defeated Rep. John J. Esch and Mark Winslow Potter to ICC; Senate approves Potter, who had been appointed by Wilson in May 1920, but Esch's confirmation is held up by Sen. La Follette; Esch goes on to win confirmation and eventually serve as ICC Chairman. (RyAge)
- Mar. 12, 1921 Retired Secretary of Branch Lines F.W. Schwarz (1845?-1921), once an associate of H.H. Houston, dies at home in Wayne. (PR)
- Mar. 13, 1921 PRR imposes cuts in passenger service; Nos. __ & __ and Nos. __ & __ combined between Philadelphia and Harrisburg. (NYT); one midday southbound and two northbound New York-Washington trains now run in and out of Broad Street Station, permitting the discontinuance of one round trip between Broad Street and Washington. (PR)
- Mar. 14, 1921 Sen. Robert M. La Follette makes presentation on Senate floor with charts showing interlocking directorates among leading New York banks, railroads, and railroad equipment companies; furnishes charts prepared by union lawyers and repeats claim that 25 directors control 82% of railroad system; praises USRA and denounces Transportation Act of 1920. (NYT)
- Mar. 14, 1921 U.S. Railroad Labor Board subpoenas W.W. Atterbury, Pres. C.R. Gray of Union Pacific, T. DeWitt Cuyler, Chairman, and Robert S. Binkard, Assistant to the Chairman, of the Association of Railway Executives. (RyAge)
- Mar. 14, 1921 Leaders of Brotherhoods meet with Executive Committee of Association of Railway Executives at T. De Witt Cuyler's office in Philadelphia; no details given to press, although the discussion centers on the question of national vs. regional adjustment boards. (NYT, RyAge)
- Mar. 15, 1921 Manhattan Division abolished and merged into New York Division.
- Mar. 15, 1921 National Industrial Traffic League files petition with U.S. Railroad Labor Board to appear in hearings on national agreements controversy. (RyAge)
- Mar. 15, 1921 New England Governor's Committee begins hearings on the railroad

situation. (RyAge)

- Mar. 16, 1921 Northern Ohio General Division abolished; Mansfield Division abolished and merged into Fort Wayne Division; J.B. Hutchinson, Jr., from General Superintendent of Northern Ohio Grand Division to Superintendent of Toledo Division; Paul Jones from Superintendent of Toledo Division to Grand Rapids Division, replacing G.R. Barry, demoted; T.A. Roberts from Superintendent of Mansfield Division to Fort Wayne Division; B.H. Hudson from Fort Wayne Division to Logansport Division, replacing C.B. Reynolds, demoted. (MB, RyAge)
- Mar. 16, 1921 PRR posts bulletins announcing wage cuts for Apr. 20. (PR)
- Mar. 18, 1921 In hearings before the U.S. Railroad Labor Board, Bert M. Jewell and union counsel Frank P. Walsh grill T. De Witt Cuyler and attempt to show from minutes of the Association of Railroad Executives that W.W. Atterbury and E.T. Whiter control the organization and are forcing an anti-union policy. (NYT, RyAge)
- Mar. 19, 1921 Labor lawyers continue grilling of T. De Witt Cuyler and Union Pacific Pres. Carl R. Gray before U.S. Railroad Labor Board; over objections of Board, keep trying to bring in matters of railroads' using Ivy Lee to write anti-union publicity. (NYT)
- Mar. 19, 1921 LIRR announces it will impose wage cuts effective Apr. 1 and sets conferences with employees to begin Mar. 30. (RyAge)
- Mar. 19, 1921 PRR publishes first issue of *Pennsylvania Standard* "for the information of the public and employes," an employee newspaper got up by Ivy Lee to push management's viewpoint in its struggle with the unions; apparently, no more published after Sep. 1925 (or 1926?), when labor situation stabilizes. (PR, PaStd)
- Mar. 21, 1921 Labor lawyer Frank P. Walsh grills VP W.W. Atterbury before U.S. Railroad Labor Board; Atterbury pounds his fist on the table for emphasis; says Director-General Hines accepted the national agreements out of fear of labor; calls national agreements a "dog collar" on management. (NYT)
- Mar. 21, 1921 Indianapolis Union Railway signs supplemental contract with city regarding a division of costs for track elevation. (AR)
- Mar. 22, 1921 Pres. Rea issues circular "To the Men Who Work for This Railroad" in which he states that wage reductions are unavoidable; have laid off 70,000 men but wages still take 70 cents of every dollar of income. (PR)

- Mar. 22, 1921 Under grilling by Frank P. Walsh, VP W.W. Atterbury admits that PRR made use of labor spies before the war and had small arsenals of firearms at strategic points; notes that unions also had spies; Walsh also produces an alleged memo from I.W. Geer, General Manager of the Southwestern Region, urging supervisors to pump all employees for information on their views on unions and wage cuts, "even resorting to the defamation of all labor organizations if necessary." (NYT)
- Mar. 23, 1921 Francis I. Gowen promoted from General Counsel to VP & General Counsel; Clarence B. Heiserman, formerly General Counsel of Western Lines moved from Pittsburgh to Philadelphia as General Counsel.
- Mar. 24, 1921 MD&V Railway Board authorizes negotiations with Delaware State Highway Dept. for ferry between Lewes and Cape May. (MB)
- Mar. 24, 1921 Standing Committee of Association of Railway Executives responds to Brotherhoods' for Board of Adjustment that negotiations will be on a regional, not national, basis. (NYT)
- Mar. 24, 1921 Pres. Harding calls a conference with the heads of the ICC and the U.S. Railroad Labor Board on the wage and rate situation. (RyAge)
- Mar. 24, 1921 Before U.S. Railroad Labor Board, Bert M. Jewell requests that other members of disbanded Labor Committee of Railway Executives Association be subpoenaed; then begins rebuttal of management testimony lasting until Mar. 29. (RyAge)
- Mar. 25, 1921 John J. Esch appointed recess member of the ICC. (RyAge)
- Mar. 25, 1921 S. Davies Warfield, head of the National Association of Owners of Railroad Securities, files a plan for railroad administration with the Senate Committee on Interstate Commerce. (RyAge)
- Mar. 26, 1921 Grand Rapids & Indiana Railway, PCC&StL, Cleveland, Akron & Cincinnati Railway, Englewood Connecting Railway, Indianapolis & Frankfort Railroad, Louisville Bridge & Terminal Railway, Ohio Connecting Railway, Pittsburgh, Ohio Valley & Cincinnati Railroad, South Chicago & Southern Railroad, Toledo, Columbus & Ohio River Railroad, Cincinnati, Lebanon & Northern Railway and Wheeling Terminal Railway all leased to PRR, retroactive to Jan. 1, 1921. (Church)
- Mar. 26, 1921 Pres. Harding appoints James C. Davis Director-General of Railroads. (RyAge)

Mar. 28, 1921 Pres. Rea travels to Washington to meet with Treasury Secretary Andrew W. Mellon and Sen. Penrose on the railroad situation. (NYT)

Mar. 28, 1921 Ground broken for Princeton University dormitory on site of old PRR station. (NYT)

Mar. 29, 1921 Pres. Harding and the Cabinet discuss the railroad situation. (NYT)

Mar. 29, 1921 Before U.S. Railroad Labor Board, unions' consulting economist W. Jett Lauck begins two days of presentations of exhibits purporting to show that efficiency actually increased under National Agreements; says that it is management that is "inadequate" and wastes \$1 billion a year. (RyAge)

Mar. 29, 1921 U.S. Railroad Labor Board denies petition of National Industrial Traffic League for a hearing on the national agreements controversy. (RyAge)

Mar. 31, 1921 PRR begins a series of meetings with employee representatives to explain the new wage schedules; meets first with maintenance of way and unskilled forces, proposing cuts of 16-25%; PRR has hoped to elicit a counter-proposal so as to bargain only with its own employees; however, the employee representatives have been given no authority to bargain, merely to oppose the cuts; both sides agree to prepare a joint submission to the U.S. Railroad Labor Board. (PR)

Mar. 31, 1921 Bert M. Jewell appeals to Pres. Harding to force direct labor-management bargaining; Harding ignores him. (RyAge)

Apr. 1, 1921 Employes' Saving Funds of Lines East and Lines West consolidated under a Manager, with Superintendents at Philadelphia and Pittsburgh.

Apr. 1, 1921 PRR leases New York Bay Railroad retroactive to Jan. 1, 1921.

Apr. 1, 1921 Alexander P. Gest (1853-), Secretary of Association of Transportation Officers, retires after 46 years of service. (ATO)

Apr. 1, 1921 Former Superintendent Frank P. Abercrombie retires for health. (Info)

Apr. 1, 1921 Peninsula Auto Express Company incorporated in Del. to operate trucking service in Wilmington area and down Delmarva Peninsula as far as Chincoteague, Va. (MB)

Apr. 1, 1921 Work on West Rochester-Kenwood low-grade line suspended with about 30% of work done. (CE)

Apr. 2, 1921 PRR acquires all equipment of Pennsylvania Company. (MB)

- Apr. 4, 1921 At Pittsburgh meeting, PRR asks Shop Crafts to take 22% wage cut; Mutual Beneficial Association, which represents some unorganized workers accepts; Pennsylvania System Federation No. 90 (AFL) and American Federation of Railway Workers refuse. (NYT)
- Apr. 4, 1921 Perth Amboy & Woodbridge Railroad leased to PRR retroactive to Jan. 1, 1921.
- Apr. 4, 1921 A committee of the National Association of Owners of Railroad Securities headed by S. Davies Warfield (1863-1927) of the Seaboard Air Line meets with representatives of the Big Four Brotherhoods in New York. (RyAge)
- Apr. 5, 1921 PRR officers meet with Norfolk marine employees at Cape Charles; Marine Engineers Beneficial Association and national organization of Masters, Mates & Pilots boycott meeting; majority agrees to wage cut. (LC)
- Apr. 6, 1921 Meeting of New York business leaders at Metropolitan Club agrees to incorporate Hudson River Bridge & Terminal Association to lobby for the latest version of Gustav Lindenthal's Hudson River Bridge between Weehawken and an new Union Station to be built in Midtown; Samuel Rea continues to support the scheme. (NYT)
- Apr. 6, 1921 Before U.S. Railroad Labor Board, Bert M. Jewell and Frank McManamy (1870-1944) begin presenting labor's case re shop crafts agreement. (RyAge)
- Apr. 7, 1921 PRR issues a statement denying that I.W. Geer wrote the memo attributed to him by union counsel Frank P. Walsh. (PR)
- Apr. 7, 1921 U.S. Railroad Labor Board denies NYC's plan for immediate wage cuts and sets hearings for Apr. 18. (RyAge)
- Apr. 8, 1921 Stationary engineers reject PRR's proposed 16-18% wage cut. (NYT)
- Apr. 9, 1921 Brotherhood of Railway & Steamship Clerks, Freight Handlers, Express & Station Agents, American Federation of Railway Workers, and Order of Railroad System Agents reject PRR's proposed 12-20% wage cut for clerical workers. (NYT)
- Apr. 12, 1921 In a speech to Congress, Pres. Harding declares railroad rates and costs must be reduced. (RyAge)
- Apr. 12, 1921 Sen. Albert B. Cummins introduces resolution for his Committee on

Interstate Commerce to investigate the railroad situation, particularly the increase in costs. (RyAge)

- Apr. 13, 1921 PRR Board celebrates 75th Anniversary with address by Pres. Rea; authorizes contribution of \$20,000 to Executive Committee of Associated Railroads of Pennsylvania for expenses in seeking to overturn state Full Crew Law. (MB)
- Apr. 13, 1921 At noon, all PRR locomotive and shop whistles system-wide are blown for 30 seconds to mark company's 75th anniversary; American flags are flown on all company stations, shops and other large buildings. (PR, RyAge)
- Apr. 13, 1921 VP W.W. Atterbury reports on financial crisis: from Oct. 1920 to Mar. 1921, gross earnings down by 28.2%; expenses down 29.3%; 84,000 employees laid off and payroll cut 35.7% from \$46.7 million to \$30 million; 1,670 locomotives placed in storage; shops consolidated and all construction stopped; passenger service cut. (MB)
- Apr. 13, 1921 PRR Board hears report on New England situation; 90% of Eastern and Central railroads have agreed to contributions, but New England roads refuse to accept without 100% participation. (MB)
- Apr. 13, 1921 PRR cancels contract of 1903 granting NYC right to run excursion trains over Elmira Division via Wellington to Sodus Point and Lake Shore. (MB)
- Apr. 13, 1921 PRR cancels meetings with employees set for Apr. 15 & 16 because U.S. Railroad Labor Board has set Apr. 18 for hearing all wage cases under Decision No. 2. (PR)
- Apr. 14, 1921 U.S. Railroad Labor Board issues Decision No. 119, terminating the shop crafts national agreement effective July 1 and provides that each railroad negotiate an agreement with its own employees. (LC, RyAge, Conlon)
- Apr. 14, 1921 W. Jett Lauck presents exhibit "Human Standards and Railroad Policy" to U.S. Railroad Labor Board, saying depression is the result of a strike of organized capital against society to break unions and drive down prices. (RyAge)
- Apr. 14, 1921 PRR officers meet with licensed and unlicensed marine employees at Philadelphia regarding Employee Representation Plan. (LC)
- Apr. 14, 1921 PRR announces that it has established a Consolidated Yard Car Record Office at Pittsburgh to record movements in and out of all yards in the

Pittsburgh District. (PR)

- Apr. 14, 1921 Flour sells at Minneapolis at \$8 a barrel for first time since 1914. (NYT)
- Apr. 15, 1921 BLE and BLFE reject PRR wage cut. (NYT)
- Apr. 1921 Pres. Harding names former Republican Tennessee Gov. Ben W. Hooper (1870-1957) as one of the public members of the U.S. Railroad Labor Board and Walter L. McMennen (1883-1941) of the BRT as one of the labor members; Hooper is a small-town southern conservative who opposes railroad strikes as attacks on the public; McMennen is nominated not by his own union but by the Order of Railroad Station Agents and the Train Dispatchers Association and often votes with the management side; he eventually becomes an executive with the Pullman Company; the appointments put the union position on the Board in the minority. (Davis - verify dates, NYT)
- Apr. 16, 1921 Rest of PRR marine employees accept contract with wage cut; cuts were to be effective Apr. 20, but were postponed as Reading, New Haven and B&O did not make cuts. (LC)
- Apr. 17, 1921 Pres. Rea responds to charge by William H. Johnston (1874-1939), Pres. of International Association of Machinists, that PRR spent \$3.5 million more to have 200 locomotives repaired at Baldwin's than if it had done the work in its own shops; Rea states that outside work is 40% cheaper because it is done on a piecework basis, while the railroad is on a day wage basis. (PR, NYT)
- Apr. 18, 1921 Hearings begin before U.S. Railroad Labor Board on request of 72 railroads for wage cuts with management presentations, including that of PRR. (Davis, Flynn, PR)
- Apr. 18, 1921 Under cross examination by labor attorney Frank P. Walsh before ICC General Superintendent of Motive Power J.T. Wallis admits cost of repairing 200 locomotives at Baldwin was \$25,700 each vs. \$9,400 in company shops but says company needed repairs done as quickly as possible. (NYT)
- Apr. 19, 1921 Pres. Rea repeats defense of outsourcing repairs to Baldwin in testimony before ICC; ICC accountants produce statement to show Baldwin repairs cost \$3.2 million more, and a USRA mechanical engineer testifies that locomotives needing only light repairs were selected for heavy repairs. (NYT)
- Apr. 19, 1921 Senate orders Committee on Interstate Commerce to investigate the

railroad situation. (RyAge)

- Apr. 25, 1921 Senate confirms Pres. Harding's appointments of former Tennessee Gov. Ben W. Hooper, S__ Higgins, and Walter L. McMenimen as members of the U.S. Railroad Labor Board, replacing Democratic appointees H. W. Hunt, W.L. Park and J.J. Forrester; Hooper is generally considered to hold the balance of power on the Board. (RyAge)
- Apr. 27, 1921 PRR reduces quarterly dividend to 1%; first time annual rate has fallen under 6% since 1899. (NYT)
- Apr. 28, 1921 Union leaders begin rebuttals of management charges in wage hearings before U.S. Railroad Labor Board; Bert M. Jewell, head of Railway Employees Dept. of AFL claims railroads can save \$1.23 billion annually by correcting "inadequacies of management." (NYT)
- Apr. 28, 1921 Pa. Legislature repeals Full Crew Law of 1911; instead, power to regulate number of men on trains is given to PSC to decide on case-by-case basis; unions soon flood PSC with complaints. (RyAge)
- Apr. 29, 1921 New England Governors' Committee opposes rate hikes in New England. (RyAge)
- Apr. 30, 1921 Compact between New York and New Jersey creates the Port of New York Authority, a quasi-public bi-state agency, to manage port development, in part to eliminate interstate dispute over freight rates and lighterage costs; original goal was railroad improvements, particularly neutral terminals and belt lines that would decrease railroad occupation of waterfront. (Bard)
- Spring 1921 Charles E. Fisher (-) and three others form Railway & Locomotive Historical Society, first amateur railroad historical society. (RRH)
- May 1, 1921 Miss Adaline L. Bowers (1851-), matron of the Harrisburg station, retires after 34 years service. (Info)
- May 2, 1921 Shop Craft leaders meet in Chicago to draft new uniform work rules as substitute for present national agreements. (NYT)
- May 2, 1921 Independent unions present arguments against wage cuts to U.S. Railroad Labor Board. (RyAge)
- May 3, 1921 United States Steel Corporation announces 20% wage cut for all employees. (NYT)

May 4, 1921 W. Jett Lauck concludes presentation to U.S. Railroad Labor Board. (RyAge)

May 4, 1921 Port of New York Authority requests conference with Association of Railway Executives; they appoint committee of presidents of 11 lines in New York Harbor with Samuel Rea as Chairman.

May 4, 1921 City of New York condemns old Pier No. 1, North River, the former Camden & Amboy station. (MB)

May 5, 1921 Union leaders begin testimony to U.S. Railroad Labor Board in favor of a "living wage." (RyAge)

May 6, 1921 Management representatives, including E.H. Seneff of PRR's Legal Dept., begin two days of testimony demolishing Lauck's reports. (RyAge)

May 7, 1921 Management ends its presentation to the U.S. Railroad Labor Board on the first wage reduction. (RyAge)

May 7, 1921 Hudson River Bridge & Terminal Association, Inc., draws up articles of association in New York (filed next day?); directors include Samuel Rea and Ralph Peters; is to take over Gustav Lindenthal's plan for a railway and road suspension bridge at 59th Street; bridge is to have 3,240 foot span and towers 780 feet high; cost \$100 million. (NYT)

May 7, 1921 First NYC test run of containers in mail service arrives in Chicago from New York. (RyAge)

May 9, 1921 USRA General Director James C. Davis submits report to House estimating loss from USRA operations at \$1.2 billion, up from \$900 million estimated by former Director General Walker D. Hines. (NYT)

May 10, 1921 Senate Committee on Interstate Commerce begins hearings into railroad industry with testimony of Julius Kruttschnitt of Southern Pacific Company. (RyAge)

May 11, 1921 Germany agrees to demands of Allies led by France that it pay full war reparations of £10 billion (?) in gold over 42 years; averts threats of full occupation and the collapse of the German government. (Mercer)

May 12, 1921 Union attorney Frank P. Walsh admits to U.S. Railroad Labor Board he cannot prove authenticity of letter, allegedly written by ___ I.W. Geer ordering PRR Transportation Dept. to defame railroad unions if necessary, except by hearsay; Walsh refuses to divulge who obtained the letter. (NYT, RyAge)

May. 12, 1921 ___ H.A. Enochs tells representatives of System Federation No. 90 that the PRR will not recognize them and will hold its own ballot of its employees, saying that the unions will be unable to “get someone [the government] to spank us.” (Davis)

May 12, 1921 Pennsylvania Terminal Warehouse Company of St. Louis incorporated to operate warehouse at Main & O'Fallon Streets, leased from PCC&StL. (Cards)

May 14, 1921 W.W. Atterbury presides at annual reunion dinner of AEF transportation officers at Hotel Pennsylvania. (NYT)

May 15, 1921 PRR employment hits depression bottom of 185,625. (PR)

May 1921 Van Sweringens begin negotiating with Henry E. Huntington for C&O.

May 1921 PRR establishes System Athletic Committee in Personnel Dept.; prizes and operating expenses covered by charging admission to meets. (PersDept)

May 1921 PRR refuses to negotiate new contract with shop crafts. (Conlon)

May 1921 Stone Harbor Railroad resumes operation between Cape May Court House and Stone Harbor after being closed by USRA since Oct. 1918; Stone Harbor Railroad also operates Stone Harbor Terminal Railroad, which owns short track connecting with Atlantic City Railroad at Cape May Court House. (Val)

May 16, 1921 U.S. Railroad Labor Board concludes hearings on wage case. (Flynn)

May 16, 1921 Daniel Willard of B&O and A.H. Smith of NYC testify before Senate Committee on Interstate Commerce. (RyAge)

May 17, 1921 Connecting Railway Board authorizes extending Ought Track from 29th to Dauphin Street and No. 5 Track from Diamond Street to Montgomery Avenue in North Philadelphia; building station and platform at Highland Avenue on the Chestnut Hill Branch. (MB)

May 17, 1921 U.S. Railroad Labor Board approves wages cuts effective July 1. (RyAge - prob not published til 6/1?? try NYT)

May 18, 1921 Meeting of property owners dominated by garment manufacturers votes proposed changes in zoning, supported by PRR and others, that would prevent concentration of the garment industry in the area between 31st & 42nd Streets and 7th & 9th Avenues. (NYT)

- May 19, 1921 Pres. Harding signs the Dillingham Bill that had been vetoed by Pres. Wilson; it restricts immigration to 3% of any nationality living in the U.S. as of 1910 each year. (Trager)
- May 20, 1921 PRR announces it will extend the Joint Reviewing Committee system to all classes of labor to take place of national agreements, in effect creating a company union. (NYT, PRR)
- May 20, 1921 PRR presents its Employee Representation Plan to U.S. Railroad Labor Board; then proceeds to hold elections for shop crafts and other trades; AFofL unions urged members to boycott the elections; majority of those voting, which AFL claims is only 10% of total, endorse PRR Plan, to become effective July 1. (LC, Conlon, PR)
- May 21, 1921 Hudson River Bridge & Terminal Association, Inc., holds promotional banquet at Hotel Plaza; Pres. Rea speaks in support, claiming PRR will need additional facilities for its suburban business. (NYT)
- May 24, 1921 System Federation No. 90 orders its members to boycott the PRR election and appeals to the U.S. Railroad Labor Board. (Davis)
- May 24, 1921 B&O purchases stock of Indian Creek & Northern Railway from New England Fuel & Transportation Company for \$733,977.
- May 25, 1921 ICC approves government-guaranteed loan of \$5.7 million to PRR to enable it to meet debts coming due. (NYT)
- May 25, 1921 Henry B. Ledyard (-1921), Chairman of the Michigan Central Railroad, dies at Detroit. (RyAge)
- May 26, 1921 PRR announces it has a record 140,159 stockholders as of May 1. (NYT)
- May 27, 1921 Pres. Harding signs Emergency Tariff Act imposing high tariffs on 28 agricultural commodities in an attempt to shore up farm income; the end of the war has brought a worldwide glut of agricultural commodities and a resulting collapse in prices; the Twenties are hard times for American farmers compared to the good years before and during the war; this is especially true of staple producers in the South, Midwest and Plains, as opposed to truck farmers serving urban markets; causes a resurgence of the Farm Bloc's demand for low railroad rates and a wave of anti-railroad agitation reminiscent of the Granger days. (Burg)
- May 28, 1921 Voting begins for PRR Employee Representation Plans with the Signal

Dept. (PR)

- May 29, 1921 Third section of northbound Atlantic City excursion train with 12 coaches rear-ends Burlington local at Burlington station; 2 killed, 8 injured in telescoped cars. (NYT)
- May 31, 1921 Sen. Cummins, Chairman of Interstate Commerce Committee, and USRA Director-General Davis meet with Pres. Harding at the White House; discuss funding of the \$750 million which the railroads owe the government for improvements during Federal control so that companies won't have to pay out of current earnings; Pres. Samuel Rea calls for the government to complete payments for Federal control and allow railroads to issue 15-year obligations for improvements made under the USRA, which would relieve their current financial distress; railroads are not earning a fair rate of return and have no cash surpluses from 1920. (PR, NYT)
- May 31, 1921 U.S. Railroad Labor Board Order No. 147 imposes 12% wage cut, effective July 1, reducing railroad payrolls by \$400 million. (NYT - RyAge has 6/1)
- May 31, 1921 Post Office Dept. terminates New York-Washington air mail service in an economy move. (Davies)
- June 1, 1921 U.S. Railroad Labor Board imposes 8-cents per hour wage cut on shop workers effective July 1; shop crafts threaten strike. (LC)
- June 1, 1921 U.S. Railroad Labor Board issues Decision No. 147 authorizing 12.5% average wage cuts effective July 1 that repeal about two-thirds of the raise granted in 1920 on the grounds that there has been a decline in the cost of living and in wages for similar work in other industries; annual savings to railroads estimated at \$378 million; again, both labor and management are dissatisfied. (RyAge, Davis, Flynn, PMiddleton)
- June 1, 1921 Pres. Harding visits ICC to call for rate cuts to match wage cuts. (NYT)
- June 6, 1921 U.S. Railroad Labor Board begins hearings on request of railroads for additional wage cuts to return to rates in effect before Decision No. 2 in July 1920. (RyAge, NYT)
- June 6, 1921 National Association of Owners of Railroad Securities appoints a committee to study railroad problems. (RyAge)
- June 8, 1921 PRR Board revises terms for purchase of Lines West rolling stock dropping receipt of shares of PCC&StL and substituting additional shares of PFW&C. (MB)

June 9, 1921 U.S. Railroad Labor Board closes wage hearings. (RyAge)

June 11, 1921 Pres. Rea chairs meeting of railroad presidents to address issue of cooperation in port development at New York City, including new tunnels and bridges and elimination of duplication of facilities. (NYT)

June 11, 1921 U.S. District Court places Reading Company's Coal & Iron Company and CNJ stock with trustees pending segregation; Reading stockholders appeal.

June 13, 1921 Glassboro & Bridgeton RPO extended to Philadelphia & Bridgeton RPO. (Kay)

June 14, 1921 E.T. Whiter concludes testimony before Senate Committee on Interstate Commerce on question of national agreements. (RyAge)

June 1921 Veteran Employes Association of the Buffalo Division organized at Olean. (Info)

June 16, 1921 ICC approves PRR's direct control of PFW&C by purchase of \$34,239,000 trust certificated from Pennsylvania Company. (NYT)

June 17, 1921 Cleveland Union Terminals Company ratifies contract with Cleveland Terminal Buildings Company, obtaining from it the property under the terminal site with air rights reserved to the Buildings Company; ratifies contract with NYC, CCC&StL and Nickel Plate to advance \$1.5 million towards construction of terminal. (MB)

June 20, 1921 PRR Philadelphia marine employees vote for Employee Representation Plan. (LC)

June 20, 1921 PRR announces contract to remove train shed of Jersey City Terminal at Exchange Place. (NYT)

June 20, 1921 Dow Jones rail average bottoms at 65.52, lowest since average began in 1897. (Wyckoff)

June 20, 1921 ICC holds oral arguments in PRR locomotive repair case. (RyAge)

June 22, 1921 PCC&StL Railroad Board postpones consideration of dividend because of poor earnings; Pennsylvania Company declares a 3% dividend. (PR, NYT)

June 23, 1921 PRR Board approves Road Committee recommendation for reducing officers salaries about 6%; Pres. Rea cut from \$75,000 to \$70,000; VP

- Atterbury from \$40,000 to \$37,500, effective July 1. (MB, NYT)
- June 23, 1921 Long Island Railroad Company, North Shore Branch, merged into LIRR. (Moody's)
- June 27, 1921 U.S. Railroad Labor Board extends scope of wage cuts, adding 92 railroads and one union to Decision No. 147. (RyAge)
- June 28, 1921 U.S. Railroad Labor Board reverses earlier ruling and orders USRA national agreements to remain in force beyond July 1. (RyAge)
- June 29, 1921 White Horse Pike, a former turnpike company that became a state highway in 1918, opens as the first concrete paved highway between Camden and Absecon, near Atlantic City. (Butler)
- June 30, 1921 PRR signs agreement with Altoona Works Employees Association, terminating national shop crafts agreement; restores piecework, abolishes punitive overtime and reclassifies work to eliminate featherbedding; establishes a 48 hour week and 9 hour day with time-and-a-half after the tenth hour; classifications are based on skill. (PR)
- June 30, 1921 W.S. Murray, et al., of the U.S. Geological Survey issue report to Secretary of the Interior Albert Fall on *A Superpower System for the Region between Boston and Washington*; recommends intensifying electrification of industry and transportation, including PRR in Northeast Corridor. (Murray)
- July 1, 1921 U.S. Railroad Labor Board issues Order No. 147 cutting wages and eliminating overtime for ninth and tenth hour and for Sunday work. (NYC AR - Flynn has this issued 6/1??)
- July 1, 1921 U.S. Railroad Labor Board's 12% wage cut takes effect; also imposes time-and-a-half for overtime and new classifications of railroad employees. (RyAge, NYT).
- July 1, 1921 PRR Board cuts officers' salaries to equal U.S. Railroad Labor Board cuts. (PR)
- July 1, 1921 PRR cuts wages of Chesapeake Bay marine employees by \$10 per month. (LC)
- July 1, 1921 PRR makes permanent a one-month experiment so that passenger locomotives run Fort Wayne-Chicago-Crestline-Fort Wayne without servicing; previously ran simply between Crestline and Chicago. (PR)
- July 1, 1921 Railroad union leaders meet in Chicago to consider response to wage

- cut. (RyAge)
- July 1, 1921 Bethlehem Steel Corporation announces 15% wage cut. (NYT)
- July 2, 1921 Joint resolution of Congress proclaims official end of war with Germany without ratifying Versailles Treaty. (Gregory)
- July 3, 1921 John Findley Wallace (-1921), consulting engineer and Chairman of the Chicago Railway Terminal Commission, dies at Washington. (RyAge)
- July 4, 1921 Pres. Rea writing to William Z. Ripley declines to absorb the New Haven; prefers all New England roads be combined into a neutral terminal line, as all are basket cases.
- July 5, 1921 Steel companies reduce prices. (NYT)
- July 6, 1921 Six shop craft unions announce that their members have rejected Decision No. 147 but take no further action. (Flynn - verify)
- July 7, 1921 PRR holds meeting in New York to explain Employee Representation Plan to marine employees. (LC)
- July 7, 1921 City of New York begins demolition of former Camden & Amboy terminals at Piers No. 1 & 2, North River as part of widening West Street. (NYT)
- July 8, 1921 U.S. Railroad Labor Board holds hearings on new wage rates and work rules in action against PRR's Employee Relations Plan brought by AFL shop craft unions; PRR informs Board it will continue with Plan. (NYT)
- July 8, 1921 Charles A. Prouty (1853-1921), ICC Director of Valuation, dies at home in Newport, Vt. (RyAge)
- July 1921 Economic contraction ends and two-year expansion begins. (NBER)
- July 12, 1921 Pres. Rea telegraphs W.W. Atterbury his congratulations and says he is glad the company is taking a stand on the shop craft issue now. (PersDept)
- July 12, 1921 ICC announces it will investigate Gould management of Western Pacific, Denver & Rio Grande, and Denver & Rio Grande Western. (RyAge)
- July 13, 1921 PT&T grants (B&O? LV?) trackage rights into Penn Station for five

years from Sep. 1, 1920. (MB)

- July 14, 1921 PRR officials, including Assistant to VP in Charge of Personnel E.T. Whiter, General Solicitor E.H. Senef, and Chief of Motive Power J.T. Wallis defend PRR Employee Representation Plan in two days of testimony before U.S. Railroad Labor Board. (RyAge)
- July 15, 1921 Philadelphia marine employees sign contract under Employee Representation Plan; hours of ferrymen cut from 9.33 hours to 8 hour day; tugboat and float crews from 12 hour days to 242.66 hours per month. (LC)
- July 19, 1921 New York & Rockaway Beach Railway merged into LIRR.
- July 21, 1921 PRR concludes Employee Representation Plan agreements with all New York marine forces except for lighter captains and hoisting engineers, who remain loyal to old unions; lighter captains, who are members of the International Longshoremen's Association, remain a continuing source of trouble. (LC)
- July 21, 1921 Committees of all engine, train and yard service employees meet in Chicago to consider the response to the wage cut under U.S. Railroad Labor Board Decision No. 147 and whether to strike; they also approach management committees to try to have the wage cuts withdrawn, which is refused. (PMiddleton)
- July 22, 1921 Pres. Harding announces the railroads' plan for funding the debt of the railroads to the USRA. (RyAge)
- July 26, 1921 U.S. Railroad Labor Board issues Order No. 218 holding recent PRR elections for Shop Crafts under Employee Representation Plan illegal insofar as question of open shop was not meant to be part of choice; PRR had used a secret ballot allowing choice of individual representatives, not as members of unions and separate boards by Region; workers at Altoona Shops had voted for Employee Representation Plan by 56%; Labor Board orders new election be held using a ballot of its design which will permit choice of one of two national unions, AFL System Federation No. 90 or American Federation of Railroad Workers and with the same slate for all Regions; Labor Board also wants the substantial number of laid-off men to vote, even though they may never return to PRR; order is made public on Aug. 1. (LC)
- July 26, 1921 Pres. Harding sends plan to Congress for financing railroads' indebtedness to government for USRA period; railroads are waive claims for reimbursement for increased expenses caused by alleged

inefficiency of labor; War Finance Corporation is to be extended and to purchase 10-year notes of the railroads and use them as collateral to raise money with which USRA can settle its obligations to the railroads. (RyAge)

- July 27, 1921 PRR contracts with City of Philadelphia for construction of 60th Street Branch in Southwest Philadelphia.
- July 27, 1921 Sen. __ Townsend introduces bill for War Finance Corporation to handle funding of railroad debts to USRA. (RyAge)
- July 28, 1921 ICC declines to fix new division of New England rates. (RyAge)
- Aug. 1, 1921 U.S. Railroad Labor Board orders new shop crafts election on PRR; rules PRR had no authority to bargain independently on each Region; also orders LIRR to deal with System Federation No. 90. (RyAge)
- Aug. 1, 1921 American Railway Association reorganizes its Car Service Commission. (RyAge)
- Aug. 3, 1921 PRR notes that use of signed ballots as prescribed by U.S. Railroad Labor Board will intimidate union men from voting for Employee Representation Plan. (NYT)
- Aug. 4, 1921 U.S. Railroad Labor Board orders conference for new ballot for PRR clerical employees; finds PRR in wrong for not allowing the names of organizations on ballot and Brotherhood wrong for demanding that the ballot not contain names of individual candidates. (NYT)
- Aug. 4, 1921 Steel industry announces that pig iron production in July was lowest since Dec. 1903. (NYT)
- Aug. 5, 1921 Director Effingham B. Morris writes to Pres. Rea noting that while he would personally ignore the U.S. Railroad Labor Board, the PRR's financial condition is so bad that it should not risk antagonizing the government.
- Aug. 5, 1921 U.S. Railroad Labor Board orders secret ballot for PRR shop crafts election. (RyAge)
- Aug. 6, 1921 ICC rules that it will not measure labor efficiency in setting the maximum amounts to be paid to the railroads during the federal guarantee period. (RyAge)
- Aug. 8, 1921 PRR obtains use of Detroit Union Railroad, Depot & Station Company between Delray and 18½ Street for 96 years from Jan. 1, 1920, and use

of Fort Street Union Depot Company as tenant from 18½ Street to and including depot, also retroactive to Jan. 1, 1920. (Church)

- Aug. 8, 1921 PRR signs trackage rights agreement with Pere Marquette Railway for rights between Junction Avenue and Oak, Mich; also over Wabash Railway between Ecorse Jct. and Delray and between Delray Jct. and Junction Avenue, all retroactive to Jan. 1, 1916. (C&C)
- Aug. 8, 1921 PRR, Pere Marquette Railway and Wabash Railway sign agreement for joint use of Wabash-Pere Marquette track between Delray and 18½ Street and from Belt Line of PRR to Oak and Delray Line; also to build joint engine house at 21st Street. (Church)
- Aug. 8, 1921 PRR and Pere Marquette Railway agree for new railroad to be built by PRR Toledo-Alexis, Carleton-Detroit and Belt Line at Detroit, to be used jointly by PM; PRR to use PM lines Alexis Jct. to Carleton and Delray Jct. to junction with West Belt Branch; PRR also to use joint PM-Wabash Railway track Delray-18½ Street. (Church)
- Aug. 8, 1921 U.S. Railroad Labor Board begins hearings on piece-work. (RyAge)
- Aug. 9, 1921 PRR Board meets to consider response to U.S. Railroad Labor Board Order No. 218; have also held similar elections for clerical employees in Philadelphia and Pittsburgh; Pres. Rea recommends contesting the power of the Labor Board to impose the closed shop; Board votes to file appeal with Labor Board and continue to negotiate with employees under basis of old elections. (MB)
- Aug. 9, 1921 Senate Committee on Interstate Commerce begins hearings on Townsend Bill to extend War Finance Corporation as a means of funding railroad debts to government. (RyAge)
- Aug. 10, 1921 T.J. Ross writes VP W.W. Atterbury that Col. Alfred P. Thom's office advises that there is no chance of the Funding Bill going through either the House or Senate before the Aug. 20 recess. (Ivy Lee Papers)
- Aug. 10, 1921 U.S. Railroad Labor Board issues Addendum to Decision No. 222, eliminating time-and-a-half from running repairmen; union leaders have difficult time preventing strikes. (Conlon)
- Aug. 10, 1921 On day it had originally set for PRR-AFL meeting, U.S. Railroad Labor Board grants PRR request for 15 day extension to comply with Decision 218, requiring it to meet with representatives of System Federation No. 90; in Philadelphia, Henry S. Jeffrey, Chairman of the Advisory Board of the Shop Craft Unions in the Philadelphia-Camden district issues a statement that the unions will rely on public opinion to

- force PRR to comply and will not strike. (NYT)
- Aug. 10, 1921 Berlin & Claiborne RPO extended to Ocean City & Claiborne RPO. (Kay)
- Aug. 11, 1921 Railroads refuse Big Four operating Brotherhoods' demand that wages be restored to the level of June 30. (RyAge)
- Aug. 11, 1921 U.S. Railroad Labor Board issues Decision No. 222 eliminating overtime rates for Sundays, holidays and relief work. (Davis - check)
- Aug. 12, 1921 ICC denies certificate of public convenience for Cleveland Union Terminal after testimony depicting project as real estate speculation of Van Sweringen brothers. (Wheeler, RyAge)
- Aug. 12, 1921 U.S. Railroad Labor Board concludes hearings on piecework. (RyAge)
- Aug. 15, 1921 Congress passes Packers & Stockyards Act regulating meat, poultry and dairy trades; stockyards removed from control of meat-packers and operations regulated by Packers & Stockyards Administration. (Pate)
- Aug. 1921 U.S. Government sells all buildings at Camp Upton at auction; purchasers then remove buildings for recycling.
- Aug. 1921 Association of Railway Executives meets in Chicago and plans for each railroad to apply to the U.S. Railroad Labor Board to rescind the remainder of the raises granted in 1920. (Flynn - verify)
- Aug. 16, 1921 Senate Committee on Interstate Commerce concludes hearings on Townsend Bill by 6-4 vote over objections of Progressive Senators La Follette, Pomerene, Pitman and Stanley; on same day, refuses to hear testimony of labor leaders or of W.G. McAdoo and Walker Hines, who oppose the bill. (RyAge)
- Aug. 16, 1921 U.S. Railroad Labor Board establishes seven new rules governing overtime payments. (RyAge - enlarge)
- Aug. 16, 1921 Railroad executives meet with New York Mayor John F. Hylan regarding the proposed belt line and tunnel between Staten Island and Brooklyn; Pres. Rea says neither is needed yet and refuses to commit PRR to the project. (NYT)
- Aug. 19, 1921 U.S. Railroad Labor Board upholds seven rules in shop crafts national agreement relating to overtime, but rules that railroads need not pay overtime for necessary work performed on Sundays and holidays; AFL representative A.O. Wharton dissents in favor of affirming all rules

- without change. (NYT - verify, may be 7/29?)
- Aug. 19, 1921 Senate Committee on Interstate Commerce reports Townsend Bill. (RyAge)
- Aug. 19, 1921 United States Steel Corporation reduces unskilled wage rate to 30 cents an hour. (NYT)
- Aug. 22, 1921 Representatives of 80,000 PRR maintenance of way, signal, shop craft and clerical employees express unanimous approval of recent Employee Representation Plan election; W.W. Atterbury presides; representatives of national unions, including 250 who had been elected from System Federation No. 90, boycott meeting. (NYT)
- Aug. 22, 1921 Pres. Samuel Rea applies to the U.S. Railroad Labor Board to set aside its decision in the Shop Crafts case. (PR)
- Aug. 22, 1921 AFL Pres. Samuel Gompers says labor will resist further wage cuts. (NYT)
- Aug. 22, 1921 House passes its version of the Townsend railroad refunding bill by 214-120. (RyAge)
- Aug. 24, 1921 Dow Jones industrials bottom at 63.90, down 46% in 21 months. (Wyckoff)
- Aug. 24, 1921 PRR files with U.S. Railroad Labor Board asking that it vacate Decision No. 218 on grounds Board has no authority to prescribe method of election; denies the right of the Board to regulate working conditions. (LC, NYT)
- Aug. 24, 1921 Sens. La Follette, Pitman and Stanley present a voluminous minority report opposing passage of the Townsend Bill written by La Follette; Stanley reads into the record a letter from W.G. McAdoo opposing the bill. (RyAge)
- Aug. 26, 1921 VP W.W. Atterbury announces PRR will appeal to public opinion against stance of U.S. Railroad Labor Board; says Board is an arbitration body which has usurped administrative functions; has no power to bring any railroad into court; note that Labor Board wanted the 59,000 employees who have been let go since the war and who will probably never return to railroad work to vote in recent PRR elections; also notes that piece work is being restored in shops. (NYT)
- Aug. 26, 1921 ICC grants rehearing on Cleveland Union Terminal project, to be heard in Cleveland rather than Washington.

Aug. 30, 1921 ICC publishes preliminary consolidation plan devised by William Z. Ripley; gives B&O the Reading, CNJ, Monon, Cincinnati, Indianapolis & Western, New Haven, L&NE and L&HR; NYC gets northern New England; on same day, VP A.J. County writes to Pres. Rea that the financial complexity renders the plan impractical without government ownership or guarantees. (Wheeler)

Aug. 31, 1921 *The Outlook* magazine carries an article "Employee Representation - Success or Failure," which mentions the PRR; PRR sends a letter to its editor. (PR)

Sep. 1, 1921 PRR pays 1% quarterly dividend, with note from Pres. Rea that is not earned. (NYT)

Sep. 1, 1921 Baltimore, Chesapeake & Atlantic Railway is unable to meet interest payments; PRR refuses to advance funds but does agree to buy coupons from bondholders; continues this practice for several years. (MB)

Sep. 5, 1921 B&O announces it has contracted to continue using Penn Station. (NYT)

Sep. 7, 1921 First two-day "Atlantic City Beauty Pageant" concludes in Atlantic City to generate tourist traffic after the Labor Day weekend; the winner is proclaimed "Miss America." (Butler)

Sep. 1921 PRR raises New York ferry fares from 3 cents to 4 cents; operated at a deficit of \$438,273 in 1920. (RyAge)

Sep. 10, 1921 Property of Stone Harbor Terminal Railroad deeded to Stone Harbor Railroad after foreclosure sale. (Val)

Sep. 12, 1921 U.S. Director-General of Railroads begins sale of equipment trust certificates. (RyAge)

Sep. 15, 1921 Pres. Rea informs Lehigh Valley Railroad Pres. E.E. Loomis that PRR will not renew its agreement for LV use of Penn Station. (CE)

Sep. 15, 1921 PRR drops \$7.78 surcharge on *Broadway Limited*, including war tax, between Washington and Chicago to meet B&O competition. (RyAge)

Sep. 17, 1921 Sunbury Division Veteran Employees Association organized. (Info)

Sep. 18, 1921 Bert M. Jewell announces strike vote of six shop craft unions against July 1, wage cut. (NYT)

- Sep. 19, 1921 U.S. Railroad Labor Board replies to PRR appeal by ordering it to appear at a new hearing in Washington on Sep. 27. (NYT)
- Sep. 21, 1921 Federal Reserve Bank cuts rediscount rate to 5%, down from 7% earlier in year. (NYT)
- Sep. 22, 1921 Equitable Life Assurance Society of the United States announces that it will build its new headquarters opposite Penn Station at 7th Avenue & 31st Street, partly on land owned by PRR; PRR also offers air rights on western half of block between 8th and 9th Avenues to the Post Office Dept., but Post Office wants private interests to build on this parcel. (NYT)
- Sep. 23, 1921 Pres. Rea responds to U.S. Railroad Labor Board asserting PRR's right to deal with its own employees without outside interference. (NYT)
- Sep. 24, 1921 Second PRR system athletic meet held at the Panhandle Athletic Club Park at Dennison, Ohio. (PR, RyAge)
- Sep. 24, 1921 U.S. Railroad Labor Board defines its powers and legal status. (RyAge - enlarge)
- Sep. 25, 1921 Sleeping car line established between Washington and Springfield, Mass.; re-established between New York and Memphis via Cincinnati over L&N (discontinued in 1893). (PassDept, PR, NYT)
- Sep. 25, 1921 PRR establishes new Chicago-Washington sleeping car on No. 136-? to meet B&O competition. (RyAge)
- Sep. 25, 1921 Atlantic Coast Line restores through service to Havana via Key West; No. 85 ___ southbound cut 14:00; northbound cut 3:25. (RyAge)
- Sep. 25, 1921 Mail train No. 11, consisting of 7 mail cars and a rider combine, rear-ends freight extra No. 7468 West inside Gould Tunnel west of Steubenville; engineer of first locomotive and conductor of freight train killed; 9 injured; line blocked for 28 hours; caused by false indication on block signal. (RyAge)
- Sep. 26, 1921 Pres. Harding convenes Unemployment Conference in Washington consisting of 51 labor and business leaders under chairmanship of Secretary of Commerce Herbert Hoover (1874-1964). (NYT, RyAge)
- Sep. 26, 1921 PRR notifies U.S. Railroad Labor Board of its refusal to appear; Pres. Rea files a protest charging that the Board has refused to hear evidence that the majority of PRR employees support the Employee Representation Plan; claims that the matters in dispute are outside the

Board's jurisdiction, and the real question is the right of employers and employees to deal directly with each other. (PR, RyAge)

- Sep. 26, 1921 VP W.W. Atterbury in address to Mutual Beneficial Association says future wage reductions are inevitable or alternative is receivership and government ownership. (NYT)
- Sep. 28, 1921 VP W.W. Atterbury reports to the Road Committee on the need to continue economies; have now liquidated all overdue vouchers, and settlements with other railroad companies are nearly normal; Atterbury recommends 1) accumulating an additional 15 days supply of coal for \$2 million, and 2) reducing the amount of bad order equipment at the rate of about \$2 million per month. (MB)
- Sep. 28, 1921 ICC issues its tentative consolidation plan merging all railroads into 19 systems. (RyAge)
- Sep. 30, 1921 Ocean City & Claiborne RPO cut back to Berlin & Claiborne RPO. (Kay)
- Oct. 1, 1921 PRR increases wages of Philadelphia marine employees averaging \$14 per month to compensate for loss of overtime. (LC)
- Oct. 3, 1921 Charles C. McChord elected Chairman of the ICC. (RyAge)
- Oct. 4, 1921 Former PRR Master Mechanic at Baltimore Charles S. Gaskill (1877-) sails as part of Herbert Hoover's relief mission to Russia. (RyAge)
- Oct. 5, 1921 Pres. Rea issues a statement that the PRR is willing to cooperate with the Harding Administration's plan to cut unemployment; have hired about 14,000 men since the low point on May 15. (PR)
- Oct. 6, 1921 PRR announces it will hire 450 men at Pitcairn Shops and 165 at Conway for car repairs. (NYT)
- Oct. 6, 1921 Lehigh Valley Railroad files coal segregation plan with U.S. District Court. (RyAge)
- Oct. 8, 1921 U.S. Railroad Labor Board issues Addendum No. 3 to Decision No. 222 removing the prohibition against piecework. (Davis)
- Oct. 11, 1921 U.S. Railroad Labor Board orders PRR to appear on Oct. 20 to show cause why it should not be held in violation of Order No. _; first time a railroad has been cited for failure to obey a Board order. (NYT)
- Oct. 11, 1921 Pres. Harding's unemployment conference urges railroad rate revisions.

(RyAge)

- Oct. 11, 1921 Port of New York Authority rejects North River Bridge Company plan in favor of tunnels.
- Oct. 13, 1921 PRR Board authorizes purchase of two steel ferries for Philadelphia-Camden service and construction of an additional slip on each side of the Delaware River. (MB)
- Oct. 13, 1921 U.S. Railroad Labor Board issues drafts of 17 revised work rules reducing featherbedding in shops and lifting ban on piecework. (RyAge)
- Oct. 13, 1921 President's unemployment conference concludes. (RyAge)
- Oct. 14, 1921 Association of Railway Executives meeting in Chicago resolves that they will make no rate cuts until labor costs brought under control; will apply to U.S. Railroad Labor Board to rescind remainder of increase granted to engine and train employees under Decision No. 2 of 1920 (equal to a 10% pay cut) and to cut wages of other workers to equal those paid to same classes of labor in each locality; only then will the cuts be passed on in the form of lower rates. (LC, NYT)
- Oct. 14, 1921 In address to National Vehicle & Instrument Association in Chicago, W.W. Atterbury suggests that wage cuts be passed along to public in form of rate cuts. (NYT)
- Oct. 15, 1921 Brotherhoods call for nationwide strike unless wage cuts rescinded; to be in stages with first group of western and southern railroads struck Oct. 30, another group on Nov. 1, a third, including the NYC and B&O, on Nov. 3, and fourth, including PRR on Nov. 5. (NYT)
- Oct. 15, 1921 Pres. Harding confers with public members of the U.S. Railroad Labor Board on railroad strike threat. (RyAge)
- Oct. 15, 1921 Philadelphia Terminal Division beats Columbus Division to win the W.W. Atterbury Trophy in the PRR system baseball championship game played at Shibe Park in Philadelphia. (PR)
- Oct. 16, 1921 Following suggestion of W.W. Atterbury, public members of U.S. Railroad Labor Board propose a compromise to Pres. Harding that wage cuts be passed along to public in form of rate cuts with no further wage cuts until rate cuts take effect; propose a general and orderly deflation. (NYT)
- Oct. 18, 1921 C.E. Musser, Chairman of BRT on PRR system, announces that 15,000

PRR trainmen will refuse to obey strike order; rumors abound that PRR is making secret deals with its employees for no-strike pledges. (NYT)

- Oct. 19, 1921 American Train Dispatchers Association and Railroad Yardmasters Association of America announce will not join proposed nationwide rail strike. (NYT)
- Oct. 20, 1921 U.S. Railroad Labor Board holds hearings to PRR management on whether PRR actions violate Section 313 of Transportation Act of 1920; PRR General Counsel C.B. Heiserman presents statement from Pres. Rea that the PRR has neither “violated” nor “defied” the Board but that the Board’s Decision No. 218 is outside the law and that the Board has exceeded its authority and invaded the domain of management. (PR, LC, NYT)
- Oct. 21, 1921 PRR has advertisements for replacement workers ready for insertion in Midwest papers in event of strike; expect greater loyalty on former Lines East where most men have long seniority. (NYT)
- Oct. 21, 1921 PRR announces it has instituted \$1 dining car lunches and dinners with four “special combinations” daily, including meat or fish, two vegetables, roll and beverage, with big saving over a la carte meals. (PR)
- Oct. 22, 1921 Trainmen on the International & Great Northern Rail__ begin strike prematurely. (RyAge)
- Oct. 22, 1921 ICC orders rate reduction on western grain and hay. (RyAge)
- Oct. 24, 1921 Union officials announce that 1,100 of 1,200 shop workers at Wilmington have voted to strike over refusal to recognize System Federation No. 90. (NYT)
- Oct. 22, 1921 German government resigns. (Mercer)
- Oct. 23, 1921 PRR operates a special train for Admiral David Beatty (1871-1936) of Great Britain, Gen. Armando Diaz (1861-1928) of Italy and Gen. Alfonse Jacques (1858-1928) of Belgium from New York to Washington; consists of a combine, diner, 2 parlor cars and 3 private cars, each with national flags; are en route to the American Legion convention in Kansas City. (PR)
- Oct. 25, 1921 U.S. Railroad Labor Board announces it will not consider any further wage cuts at this time. (NYT)
- Oct. 26, 1921 U.S. Railroad Labor Board holds all-day conference of labor and

- management in Chicago in attempt to head off nationwide rail strike. (NYT)
- Oct. 26, 1921 PRR Board authorizes \$17,000 for a track motor car for the Lewisburg, Milton & Watsonstown Passenger Railway to be operated over PRR between Montandon Jct. and Mifflinsburg to be paid for out of trackage rights rent. (MB)
- Oct. 27, 1921 At midnight, engine & train Brotherhoods call off strike set for Oct. 30 after Ben W. Hooper promises them they will receive separate treatment from the other rail unions and trades; other unions had refused to join the strike. (LC, RyAge, Davis)
- Oct. 27, 1921 Senate Committee on Interstate Commerce reports House version of refunding bill. (RyAge)
- Oct. 28, 1921 Marshal Ferdinand Foch (1851-1929), Supreme Allied Commander in final phase of World War I, arrives in New York to begin six-week U.S. tour arranged by VP W.W. Atterbury; travels from New York to Washington over PRR in Atterbury's private car. (PR, WWA)
- Oct. 29, 1921 U.S. Railroad Labor Board decision re wages of engine & train crew strike; shop crafts call off threatened strike. (LC)
- Oct. 29, 1921 Admiral Beatty leaves for Chicago in a private car attached to *The Broadway Limited* en route to Kansas City. (PR)
- Oct. 29, 1921 Washington & Waynesburg RPO discontinued. (Kay)
- Oct. 30, 1921 Marshal Foch's special leaves Washington via PRR to St. Louis and American Legion convention at Kansas City. (WWA)
- Oct. 30, 1921 Muncie-Converse, Ind., passenger train replaced by mixed train. (Sanders)
- Nov. 1, 1921 Pittsburgh & Uniontown RPO rerouted to Pittsburgh & Nemaquin RPO. (Kay)
- Nov. 1, 1921 John E. Oldham of Boston banking house of Merrill, Oldham & Co. presents his consolidation plan at the convention of the Investment Bankers Association of America at New Orleans; calls for 13 systems, with all New England lines to be jointly owned by four Trunk Lines; PRR gets nothing; NYC gets CNJ and NYO&W; Erie gets Nickel Plate, Wabash, Pere Marquette, W&LE, D&H, DL&W and BR&P; B&O gets Reading, WM, Ann Arbor, LV, and Toledo, St. Louis & Western; all three Pocahontas roads to be merged. (RyAge)

- Nov. 1, 1921 U.S. Railroad Labor Board recognizes the railroads' "ability to pay" as a secondary factor in setting wages. (RyAge)
- Nov. 2, 1921 Equitable Life Assurance Society of the United States signs air rights agreement for building the Equitable Building over PRR tunnels between 31st & 32nd Streets east of 7th Avenue. (MB)
- Nov. 4, 1921 Marshal Foch's special leaves St. Louis via PRR en route to Chicago via Indianapolis. (WWA)
- Nov. 5, 1921 Secretary of the Interior Albert Fall delivers the Superpower Survey to Pres. Harding; prepared under New York consulting engineer W.S. Murray; calls for electrifying parts of 11 railroads, including all main lines in N.J. and southeastern Pa. (RyAge)
- Nov. 7, 1921 PRR announces it has contracted with the Sun Ship Building Company for two steel ferry boats for Camden service. (PR)
- Nov. 7, 1921 Marshal Foch's special leaves Chicago via Michigan Central for Cleveland and return to Washington via B&O. (WWA)
- Nov. 9, 1921 Pres. Harding signs the Federal Highway Act of 1921, creating the familiar network of numbered U.S. highways designed to serve every county seat; requires state highway departments to designate no more than 7% of roads as a coherent system of U.S. highway to receive federal aid; appropriates an additional \$75 million, with regular annual appropriations thereafter.
- Nov. 10, 1921 L.F. Loree, Chairman of Eastern Railroad Presidents' Conference, announces Eastern Railroads will seek to impose a wage cut. (NYT)
- Nov. 10, 1921 Marshal Foch arrives in Pittsburgh on special PRR train. (HistPitts)
- Nov. 11, 1921 Former Mechanical Engineer Axel S. Vogt (1849-1921) dies of heart disease. (RyAge)
- Nov. 11, 1921 PRR marks Armistice Day by stopping all activity for two minutes at noon. (PR)
- Nov. 11, 1921 Marshal Foch's special returns to Washington; Admiral Beatty and Gen. Diaz travel in private cars on regular trains. (PR)
- Nov. 12, 1921 Marshal Foch's special leaves Washington via PRR for New Haven and Yale-Princeton game, continuing to Boston. (WWA)

Nov. 14, 1921 *The Southland* restored on PRR running via Cincinnati and Albany on L&N-CofG-ACL route. (RyAge)

Nov. 14, 1921 Senate Committee begins hearings on Capper bill to amend the Transportation Act of 1920. (RyAge)

Nov. 14, 1921 Marshal Foch's special leaves Boston for Richmond, Va., stopping at Philadelphia. (WWA)

Nov. 15, 1921 PRR gives notice through Employee Representation Plan that it intends to cut wages of shop workers; bargaining continues into June 1922. (LC)

Nov. 1921 PRR issues a general order to all employees commending a crossing watchman for saving a little girl; Henry M. Crossman, a machinist at Ebenezer Shops near Buffalo, reads order and suggests a medal be awarded. (Mutual)

Nov. 1921 Four electric tractors installed in Polk Street Freight Station in Chicago.

Nov. 1921 PRR adopts \$1.00 combo platters (choice of four) in dining cars as economical alternative to a la carte meals.

Nov. 16, 1921 Association of Railway Executives resolves to petition ICC to publicly announce its rate policy; announces a 10% rate reduction on all agricultural products to replace cuts only on western grain and hay. (RyAge)

Nov. 17, 1921 In speech to Philadelphia Chamber of Commerce, VP-Eastern Region Elisha Lee describes PRR's "Americanization" program for its 20,000 foreign-born workers. (NYT)

Nov. 20, 1921 After attending Mass at St. Patrick's Cathedral and other celebrations, Marshall Foch leaves New York on a 12,000-mile tour arranged by the American Legion. (NYT - check)

Nov. 23, 1921 PRR Board cancels 1908 contract with NYC for use of its Toledo station and tracks; authorizes placing advertising cards in passenger cars and ferries; authorizes publication of an employee newspaper in the Central Region for six months at \$14,700. (MB)

Nov. 23, 1921 Allegheny Supply Company dissolved after sale of store at Kaylor, Pa.; remaining assets transferred to Western Allegheny Railroad. (Cards)

Nov. 23, 1921 Revenue Act repeals excess profits tax.

Nov. 23, 1921 ICC orders general rate investigation, in part to relieve farmers. (RyAge)

Nov. 24, 1921 Marshal Foch's special leaves Washington for Chicago via PRR beginning a great circle tour to the West Coast. (WWA)

Nov. 29, 1921 U.S. Railroad Labor Board announces decision promulgating new work rules to take place of 1919 shop crafts national agreement effective Dec. 1; recognizes open shop; less rigid restrictions on crossing trade lines; will save railroads \$50 million a year in payroll costs. (RyAge, NYT)

Nov. 30, 1921 PRR extends 10-trip tickets for Atlantic City bridge trains to year-round. (PR)

Dec. 1, 1921 U.S. Shipping Board asks railroads to abrogate their foreign shipping line contracts. (RyAge)

Dec. 1, 1921 Veteran Employes Association of the Pennsylvania Railroad, General Office, Pittsburgh, organized. (Info)

Dec. 5, 1921 United Brotherhood of Maintenance of Way Laborers & Railway Shop Laborers announces that it is repudiating all agreements made by its PRR System Division in Aug. and expelling the entire salaried staff of the Division for negotiating the agreement without authorization and leading a secessionist movement; leaders in Wilmington to be prosecuted for taking union funds into new "Pennsylvania System Fraternity." (NYT)

Dec. 5, 1921 U.S. Supreme Court begins hearing arguments on constitutionality of Transportation Act of 1920 in case brought by the State of Texas. (RyAge)

Dec. 6, 1921 ICC approves certificate of public convenience for Cleveland Union Terminals Company after Erie, B&O and Wheeling & Lake Erie endorse plan. (MB, RyAge)

Dec. 6, 1921 Norfolk marine employees of PRR establish "Brotherhood of Ferry Employees of the Pennsylvania System" (whites-only). (LC)

Dec. 7, 1921 General Counsel C.B. Heiserman reports to Board advising they seek injunction blocking the publication of the Labor Board's finding that PRR is violating the Transportation Act of 1920; should only attack jurisdiction of Labor Board, but if that fails should attack constitutionality of Transportation Act itself; Board approves action. (MB)

- Dec. 8, 1921 Cleveland Union Terminals Company contracts with NYC, CCC&StL and Nickel Plate for use of steam railroad portion of terminal, to be 10 tracks and five platforms with possible expansion to 23 tracks and 11 platforms; contracts with Cleveland Traction Terminals Company for use of transit station of nine tracks and nine platforms, concession area, and "joint" area. (MB)
- Dec. 9, 1921 Judge Kenesaw Mountain Landis (1866-1944) issues temporary restraining order against U.S. Railroad Labor Board from issuing decision against the PRR in the Shop Craft case. (NYT)
- Dec. 9, 1921 VP W.W. Atterbury chairs a meeting of representatives of railroads, industry and agriculture at the Racquet Club in Washington at call of James A. Emery, Secretary of the National Association of Manufacturers; discuss lowering costs and rates; try to get unanimity in opposing the Capper bill in the Senate, which would end guaranteed rate of return under Transportation Act of 1920 and return control of intrastate car service rates to the states; opposed by agricultural organizations. (NYT)
- Dec. 9, 1921 In response to a rash of mail and post office robberies, the Post Office Dept. announces it is placing armed U.S. Marine guards in cars carrying valuable mail and access to such cars by railroad personnel is limited; plainclothes guards are also placed on trains. (GO)
- Dec. 10, 1921 Marshal Foch's special leaves Washington for Jersey City via PRR, then to Montral via West Shore. (WWA)
- Dec. 13, 1921 Investment banker F.J. Lisman testifies before Senate Committee on Interstate Commerce hearings on Capper and Nicholson Bills; calls for Congressional investigation of the Plumb Plan League and for the duties of the U.S. Railroad Labor Board to be given to the ICC. (RyAge)
- Dec. 13, 1921 Marshal Foch returns to New York and embarks for France. (WWA)
- Dec. 14, 1921 PRR Board revokes authorization for all new work approved prior to Mar. 1, 1921 and not yet begun; orders sales of all securities of Hotel Conewago Company at Mount Gretna to proprietors as never profitable; authorizes construction of 20 D78 restaurant cars to replaced 15 wooden ones. (MB)
- Dec. 14, 1921 ICC begins hearings on further rate reductions. (RyAge)
- Dec. 14, 1921 U.S. Railroad Labor Board hands down revised work rules for MofW

- forces, making time-and-a-half overtime effective after 10 hours, not 8. (RyAge)
- Dec. 15, 1921 PRR extends 150-trip Philadelphia-Atlantic City tickets year round instead of being limited to May 1-Oct. 31. (PR)
- Dec. 15, 1921 Pres. Harding pardons Eugene V. Debs, imprisoned under the Sedition Act. (Gregory)
- Dec. 16, 1921 Pres. Rea denies rumors that both he and VP W.W. Atterbury will resign and be replaced by Alfred H. Smith of NYC and Frederick D. Underwood of Erie. (NYT)
- Dec. 1921 Number of PRR employees at 218,859, down from 280,733 in Dec. 1920.
- Dec. 19, 1921 U.S. Railroad Labor Board opens hearings on right of railroads to contract out repairs of rolling stock. (RyAge)
- Dec. 21, 1921 Port of New York Authority issues "comprehensive plan" for port development; calls for joint terminals and a series of concentric belt lines using existing lines as a base; replaces existing car float system with bridges and tunnels; Belt Line No. 1 runs over Hell Gate Bridge to a new tunnel between Bay Ridge and Greenville, then to Elizabethport and St. George, with line along west side of Palisades to New Durham on NYC; also calls for a system of automatic freight subways like those of Chicago in Manhattan; like Ripley, the Port Authority planners expect to get railroads to surrender competitive advantages without compensation.
- Dec. 22, 1921 Port of New York Authority holds conference with railroads; assures them plan will proceed in small steps as economically feasible; railroads finally agree to everything but freight subways and outermost belt line; NYC balks at opening its West Side freight line to competitors.
- Dec. 24, 1921 Heavy flooding in Upper Ohio River drainage basin; worse than 1913 flood in some areas of southern Ohio; flood stage of 50 feet at Cincinnati; PRR flooded at Lebanon, Ohio. (NYT)
- Dec. 24, 1921 Pres. Samuel Rea publishes a letter denying that he or any PRR Pres. was ever paid a salary of \$100,000; notes officers did not participate in raises under USRA and had salaries cut in July. (NYT)
- Dec. 25, 1921 Pres. Harding pardons Eugene V. Debs, who had been serving a 10-year term under the Sedition Act; Debs had drawn 920,000 votes as the

- Socialist candidate for President in 1920 while in jail. (see above)
- Dec. 28, 1921 PRR Board consents to abandonment of Central Indiana Railway; authorizes enlargement of Richmond, Ind., yard and four-tracking between 14th Street and Richmond Jct. (MB)
- Dec. 28, 1921 PCC&StL Rail__ passes dividend for the year. (PR)
- Dec. 28, 1921 Atlantic Division Veteran Employees Association organized. (Info)
- Dec. 31, 1921 In New Year's message, Pres. Rea states PRR has reduced operating expenses by \$170 million in 1921, but its rate of return is still less than savings bank interest. (NYT)
- Dec. 31, 1921 PRR contracts with Fruit Growers Express Company to operate refrigerator cars over PRR and leases to it the 5,927 PRR system refrigerator cars. (MB)
- Dec. 31, 1921 PRR purchases Jamison Branch No. 2 from Jamison Coal & Coke Company on Pittsburgh Division.
- Dec. 31, 1921 Port of New York Authority issues its Comprehensive Plan for consolidation of rail terminals in New York harbor; includes a rail freight tunnel between Greenville and Brooklyn to be used by all railroads; Port Authority has no power of enforcement over private railroad companies and soon turns to dock and highway projects. (, NYT)
- Dec. 31, 1921 Sen. Boies Penrose (1860-1921), Republican Party Boss of Pennsylvania, dies; party breaks into several factions, including ones lead by Joseph Grundy (pro-small business, high tariff, dry), Gifford Pinchot (anti-business, dry), W.W. Atterbury (pro-big business, wet). (DAB, NYT)
- 1921 “The Worst Year in Railroad History,” according to *Railway Age*; as of Oct 31, net return on investment nationwide has fallen to 2.75%; freight ton-miles down 23% and passenger-miles down 19.3% from 1920; freight falls below 1916 levels, and passengers nearly so; new lows in locomotive and car orders. (RyAge)
- 1921 PRR's operating ratio is 87.3%; return on investment is only 1.94%. (PR)
- 1921 In period of labor unrest, VP W.W. Atterbury orders Mutual Beneficial Association (MBA) to have a full-time General Organizer at headquarters; Millard F. Loughner appointed. (Outlaw)

- 1921 ICC endorses Ripley's consolidation plan, but makes the two new eastern systems the Erie-DL&W-Wabash and NKP-LV-TStL&W-LE&W-W&LE-P&WV-B&LE. (check date, systems)
- 1921 PRR posts deficit for Jan.-Aug. for first time in its history.
- 1921 PRR stock hits low of 33, worst since 1877.
- 1921 PRR taxes at \$29.6 million, up from \$13.9 million in 1911.
- 1921 PRR discontinues Apprentice School at Altoona; later revived in 1925. (PaNews)
- 1921 Trucks divert 5,000 tons of agricultural produce from LIRR.
- 1921 LIRR sells ferries *Babylon* and *Hempstead*. (AR)
- 1921 New York City acquires old Piers No. 3, 4 & 5, North River, for widening of West Street. (NYT)
- 1921 New freight yard built between Pavonia and Fish House, N.J. (AR?)
- 1921 Work on enlarging 52nd Street Yard resumed. (AR)
- 1921 Position light signals replace manual block between Mount Vernon (Baltimore) and Hollins, Md., on Baltimore Division. (RyAge)
- 1921 Washington Terminal Company upgrades rails from 85-lb. to 100-lb. standard. (AR)
- 1921?? Double-tracking of Delaware Railroad completed.
- 1921 Baltimore, Chesapeake & Atlantic Railway unable to continue payment of Maryland, Delaware & Virginia Railway's interest; Delmarva traffic now goes directly by truck to various cities rather than being sent to Baltimore for redistribution; state has also granted subsidies to vehicular ferries across Chesapeake Bay. (AR)
- 1921 Lewisburg, Milton & Watsonstown Passenger Railway Company replaces use of three battery cars with a single gasoline motor car in its service between Montandon and Mifflinburg over PRR's Lewisburg & Tyrone Branch. (Rohrbeck)
- 1921 Grade signal aspect added to signals between Altoona and Conemaugh to permit tonnage freights to pass signals on grades at slow speeds to prevent having to restart on grades. (RyAge)

- 1921 Indian Creek & Northern Railway opens from Mine No. 3 of New England Fuel & Transportation Company to Mine No. 4 near Arnettsville, W.Va. (2.6 miles).
- 1921 New 15-level mechanical interlocking installed at crossing at Canton, Ohio. (RyAge)
- 1921 New yards and engine terminal completed at Mingo Jct.
- 1921 New 44-level electric interlocking installed at Richmond, Ind. (RyAge)
- 1921 Hawthorne hump yards and engine terminal completed.
- 1921 PRR purchases first gasoline railcar with mechanical transmission for branch line service.
- 1921 Car Service Department Glee Club increased from 8 to 40 members. (PR)
- 1921 NYC inaugurates employee stock ownership plan; can purchase stock at par on installments (AR)
- 1921 First efforts made to organize red caps into a union. (Trains)
- 1921 Protestant Episcopal Academy, a private day school (“prep school” to those who can’t afford to go there) founded in 1785, moves from Center City Philadelphia to a new campus on the west side of City Line Avenue in Lower Merion Township; its students will commute on the Paoli Local via nearby Merion Station for over 80 years until the school moves to a larger campus in Newtown Square. (Baltzell,)