



City of Alexandria
Office of Historic Alexandria
Alexandria Legacies
Oral History Program



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Interviewer: *Jennifer Hembree*

Transcriber: *JoAnn LaFon*

Abstract: Mr. Wilbur S. Morris was born in Spotsylvania County, Virginia, in 1924. Having obtained his first position for the Richmond, Fredericksburg, and Potomac (RF&P) Railroad in 1943 in Fredericksburg, Mr. Morris worked his way up to Master Mechanic at Potomac Yard in Alexandria in 1968. During the course of the interview Mr. Morris explains his responsibilities as Master Mechanic and the intricacies of the Potomac Yard operations.

Table of Contents/Index

Tape: *Tape 1*

Side: *Side 1*

Minute	Counter	Page	Topic
<i>Not indicated</i>	1	3	Introductions
	20	3	Background and Responsibilities
	117	6	The Transfer to Richmond
	161	7	The Transfer to Potomac Yard
	212	8	Typical Workday at Potomac Yard
	300	9	Safety Conditions
	378	11	Departments at Potomac Yard
	486	12	Changes at Potomac Yard since1968

Tape: *Tape 1*

Side: *Side 2*

Minute	Counter	Page	Topic
<i>Not indicated</i>	1	12	Changes at Potomac Yard since1968 continued
	65	13	Retirement in 1985 and Subsequent Years

Introductions	
Jennifer Hembree:	Today is Saturday, June 24, 2006. My name is Jennifer Hembree and I am a volunteer with the Alexandria Legacy’s Oral History Program as part of the City of Alexandria, Alexandria Archeology and Lyceum Oral History Program. We are here today with Mr. Wilbur Morris at his house on Fort Hunt Road in Alexandria in order to talk about his memories at Potomac Rail Yard including RF&P. Mr. Morris, can you state your name for the record?
Wilbur S. Morris:	My name is Wilbur S. Morris.
J.H.:	And do I have permission to record this interview?
Wilbur S. Morris:	Yes, you do.
Background and Responsibilities	
J.H.:	Great...to start off...can you tell me where and when you were born?
Wilbur S. Morris:	Yeah. I was born November 2, 1924.
J.H.:	And where was that?
Wilbur S. Morris:	In Spotsylvania County. Virginia.
J.H.:	So when did you first arrive here in Alexandria?
Wilbur S. Morris:	I accepted the Master Mechanic’s position here at Potomac Yard in Alexandria, Virginia, on June 1, 1968.
J.H.:	And what had you been doing prior to that?
Wilbur S. Morris:	Prior to that, I was located with the RF&P Railroad in Richmond, Virginia, and my position at the time that I accepted the Master Mechanic’s job was Chief Car Inspector.
J.H.:	What were the Chief Car Inspector’s duties?
Wilbur S. Morris:	Chief Car Inspector was primarily to review the operation of the mechanical department in Richmond and also associated with the connector railroads, Seaboard and Coastline Railroads on the south and the B&O [Baltimore and Ohio] and Pennsylvania Railroad from the north.
J.H.:	And how did you first start working for the RF&P?
Wilbur S. Morris:	I first started with the RF&P in May of 1943 in Fredericksburg as a clerk to the Chief Inspector.
J.H.:	And so what did that mean? Did you run his errands?

Wilbur S. Morris:	No, that meant I did the clerical work in his office at Fredericksburg and after that—after a few years, I was promoted to foreman of the Car Department and after about fifteen or sixteen years there, I was transferred to Richmond to become the General Car Foreman in the Car Department in Richmond.
J.H.:	And then above the Foreman is the Chief Car Inspector?
Wilbur S. Morris:	Yeah. After the General Foreman returned to his position in Richmond, I was appointed to Chief Car Inspector.
J.H.:	How did you first get the job at RF&P? How did you decide that you were going to work there?
Wilbur S. Morris:	My father took me to the Chief Car Inspector's office for an interview because my father was employed by the RF&P Railroad.
J.H.:	When you were younger, did you enjoy visiting him at his job or hanging out in the yards?
Wilbur S. Morris:	Yeah, very much so. My father worked in a position that took him away from home pretty much of the time Monday through Friday and then would return on the weekend. But, yes, I enjoyed the railroad work that he was doing.
J.H.:	You were interested in trains as a child?
Wilbur S. Morris:	Absolutely.
J.H.:	Did you have any toy trains?
Wilbur S. Morris:	We had some toy trains at home but very few.
J.H.:	When you first started working at the Yard, you were working as a clerk in the—was it called the Car Department or what department?
Wilbur S. Morris:	Yeah, it was the Mechanical Department but it was the car section of the Mechanical Department.
J.H.:	You kind of went over this already, but as a clerk, what was the paper work involved or what were you tracking?
Wilbur S. Morris:	We were tracking the repairs that were made to freight cars; also the interchange rules that govern the interchange of the freight cars from one railroad to another. The gentleman that I worked for who was the Chief Car Inspector by the name of Tom Cheatom [?] was very active in the AAR [Association of American Railroads] Interchange rules and he traveled extensively to Chicago and different areas where committees were forming the rules that would govern all of the railroads.

J.H.:	Do you remember what these rules were?
Wilbur S. Morris:	Well, I had the opportunity of learning most of the rules through the gentleman who participated in writing some of the rules. The rules governed, as I said before, the interchange of cars between different railroads.
J.H.:	Moving a car from one railroad to another?
Wilbur S. Morris:	That is correct.
J.H.:	You had your clerical job for how many years before you were promoted?
Wilbur S. Morris:	I would say it was probably, six or seven years.
J.H.:	And do you remember what the wages were when you first started?
Wilbur S. Morris:	Yeah, my salary was \$97 a month.
J.H.:	How did that compare to other jobs in general?
Wilbur S. Morris:	Generally, it was rather good pay for that time. 1943.
J.H.:	And as you were promoted, did they provide training opportunities so that you could be promoted? How did promotion work?
Wilbur S. Morris:	Well, most of the promotion was on-the-job training and I wanted to better myself and I wanted to move up in the railroad industry so I studied the rules and I was very active in what was going on and tried to better myself.
J.H.:	We learned a little bit about your clerical job. Let's talk about after that—the position after that.
Wilbur S. Morris:	The position after the clerk's job was foreman of the Car Department, which we had about 13 or 14 employees at Fredericksburg, and Fredericksburg used to cover about 70 miles of the railroad from Franconia to Tazewell, which any trouble that developed on trains or cars that were sent off on the line of road and that needed repairs—the employees would go out and repair these cars. I was in charge of that operation.
J.H.:	So this was based in Fredericksburg?
Wilbur S. Morris:	Yes.
J.H.:	You stayed in that position for another decade or so?
Wilbur S. Morris:	I stayed with that position until about eight or ten years and then I was transferred to Richmond.

The Transfer to Richmond	
J.H.:	And in Richmond, was it the same position?
Wilbur S. Morris:	No, when I arrived in Richmond, I took over the General Car Foreman's job, which was to—a gentleman who had been sick or was taken sick and was away—I filled his position until he returned in about a year's time.
J.H.:	And after that year's time, was that when you were transferred?
Wilbur S. Morris:	After he returned, I served time in the Freight Car Department and the Passenger Car Department learning all of the operations there, and from there I was promoted to Chief Car Inspector.
J.H.:	In Freight Car and Passenger Car Department—does that mean you are becoming familiar with the mechanics of each type of car?
Wilbur S. Morris:	Yes, I was becoming familiar with the building and repair of both freight and passenger cars.
J.H.:	Do you want to describe those situations to me—how you would build a freight car or what the usual repairs would have to be done?
Wilbur S. Morris:	The freight cars mostly were repairs made to them. The passenger cars, which we purchased from different companies, would be renovated or refurbished from time to time and then they would take all of the trucks and all of the interior of the car out and make whatever repairs were necessary.
J.H.:	And were you actually one of the guys doing the physical repairs or were you overseeing them?
Wilbur S. Morris:	I was mostly supervising them.
J.H.:	I see. How many years did you do that position?
Wilbur S. Morris:	That position I was probably at for a period of about three years.
J.H.:	After that, that was when you became Chief Car Inspector?
Wilbur S. Morris:	That is correct.
J.H.:	Now, that was located in Alexandria. Was there a reason that the Chief Car Inspector's position was in Alexandria or were there other Chief Car Inspectors in the other—
Wilbur S. Morris:	No, there was only one Chief Car Inspector on the RF&P Railroad and that position, when I first started with the RF&P, was at Fredericksburg and then it was moved to Richmond.

The Transfer to Potomac Yard	
J.H.:	When was it relocated to Alexandria?
Wilbur S. Morris:	I arrived at Potomac Yard in June of 1968 and accepted the position as Master Mechanic.
J.H.:	That makes sense. And, as Master Mechanic, again, that position was only in a particular yard like Potomac Yard; or were there Master Mechanics in the other yards?
Wilbur S. Morris:	No, there was only one Master Mechanic and that was at Potomac Yard.
J.H.:	Why was it located at Potomac Yard?
Wilbur S. Morris:	The plan of accounting for Potomac Yard required that there be a superintendent and that there must be a Master Mechanic.
J.H.:	And what does it mean to be a Master Mechanic?
Wilbur S. Morris:	The Master Mechanic was in charge of the Mechanical Department, which is broken down into two sections—the Freight Car Section and the Locomotive Section. The position covered supervising and repairs and inspection of all rolling stock, which is locomotive and cars.
J.H.:	How many cars do you think you were overseeing?
Wilbur S. Morris:	Daily, we had anywhere from two to five thousand cars at Potomac Yard in the 24-hour operation.
J.H.:	While you were working at the Yard, were you working a regular 9-5 shift or was there an alternative shift that you were required to work on certain days—how did that work?
Wilbur S. Morris:	Primarily, my hours as Master Mechanic was from about 8 until whatever time I got off. At the time I arrived there in [19]68, I had approximately 450 people.
J.H.:	Working under you?
Wilbur S. Morris:	Under me—in the Car Department and the Locomotive Department.
J.H.:	Do you remember when you moved to Alexandria—where you were living in Alexandria at that time and what your commute was like to the Yard?
Wilbur S. Morris:	When I moved from Richmond, I moved here at my present location at 8319 Fort Hunt Road. I traveled into Potomac Yard, which is about 20 minutes from here.

J.H.:	That would be by car?
Wilbur S. Morris:	Yeah.
Typical Workday at Potomac Yard	
J.H.:	Can you describe a typical workday when you arrived at the Yard—what would happen?
Wilbur S. Morris:	On a typical day as a Master Mechanic, the first thing you did was get a morning report, and that morning report would consist of what occurred in the last 24 hours—whether you had any delays of trains; how many back-order cars you had; how many locomotives that need repairs; whether there were personal injuries and anything pertaining to the operation. My job required me to be on duty 24 hours a day seven days a week.
J.H.:	So someone called you at your house?
Wilbur S. Morris:	They could call me at any time—day or night—seven days a week. Potomac Yard was a 24-hour 7-day-a-week operation, and I, being in charge of the Mechanical Department, was responsible for the Mechanical Department operation 24 hours 7 days a week.
J.H.:	After you read the 24-hour report to tell you what you would be working on for the rest of the day or what needed some attention—
Wilbur S. Morris:	There was quite a bit of correspondence regarding the Master Mechanic’s job, and this came in from connecting railroads that we dealt with and we had five railroads that came into Potomac Yard, which was the RF&P, the C&O [Chesapeake and Ohio], and the Southern on the south and the B&O and the Pennsylvania Railroad on the north. So in running that type of operation, there was a lot of correspondence from the connecting railroads that I had to reply to. Also, I was out of the office quite a bit looking at the operation. We had a large repair shop for freight cars and a locomotive shop to repair locomotives and I was in constant contact with the supervisors and the employees running that operation.
J.H.:	You would leave your office and go down and check out what was going on.
Wilbur S. Morris:	Yeah—maybe two or three times a day.
J.H.:	Did you ever take a lunch break? Did you bring your lunch to work?
Wilbur S. Morris:	Most of the times, I carried my lunch, but then from time to time, when there were salesmen or representatives of other railroads, we would go out for lunch.

J.H.:	Do you remember any of the restaurants that you went to in Alexandria?
Wilbur S. Morris:	There used to be a restaurant right across from Potomac Yard—I can't remember the name of it now, but we usually went there because it was just a short distance from the office.
J.H.:	On the other side of Route 1?
Wilbur S. Morris:	Route 1.
J.H.:	Can you describe perhaps the general aura of the Yard—like sounds that you would hear taking a walk down to the repair shops or what you would see?
Wilbur S. Morris:	Potomac Yard was one of the largest classification yards on the eastern seaboard at one time, and we had a northbound hump and a southbound hump. The B&O and the Pennsylvania Railroads would come in the north end of the Yard and their cars would be classified over the southbound hump. And the RF&P and the C&O and the Southern trains would leave out of the southbound classification. We also had a northbound hump and the RF&P and the C&O and Southern would bring their trains in the northbound hump and they would be classified over that hump and those cars would depart in the B&O and the Pennsylvania trains. We had “retarders” to retard the speed of cars rolling over the hump, so there was noise and there was—of retarders—and also there were noise from the movement of the cars and locomotives.
J.H.:	Was it pretty loud?
Wilbur S. Morris:	I would say it was pretty normal—yeah.
J.H.:	Did people have to wear earplugs?
Wilbur S. Morris:	No, no, we never wore earplugs.
Safety Conditions	
J.H.:	What were the safety conditions? What kind of safety measures were instituted in the Mechanics Department?
Wilbur S. Morris:	The Mechanical Department had a rigid safety program going on. In fact, we would hold safety meetings every morning in the Car Department before going to work. We had rules and regulations that were prepared by the RF&P Railroad that the men had to abide by—men who were violating those rules were disciplined. Also, in the Locomotive Department, we had strict safety rules and the men—most men—complied with the safety rules that we had.

J.H.:	At these safety meetings, as the Master Mechanic, were you the one who conducted the meetings?
Wilbur S. Morris:	I was not the one that was conducting, unless it was a special meeting and then I would conduct it. I had supervisors and I had employees. I would try to get the employees involved in reading the rules and explaining the rules to the men before we began work.
J.H.:	Do you remember any of the rules off the top of your head?
Wilbur S. Morris:	I can't remember many of the rules. I know we had a rule called the "Blue Flag Rule" where you had to go to the end of the track and display a blue flag. In addition to that, we were to lock the switch going into that track before men would go on or under a car to work on it.
J.H.:	And the blue flag would indicate—
Wilbur S. Morris:	The blue flag would indicate to any person who worked in the Yard in the Transportation or any other Department that there were employees working on ground or under a car.
J.H.:	In other words, don't move the car—
Wilbur S. Morris:	Don't go in the track. Well, we locked the switch so they couldn't get into the track.
J.H.:	When you were working at the Yard, do you think the railroad workers were a close-knit family in terms of on or off site?
Wilbur S. Morris:	Very much so. In fact, we used to say that if you worked at the railroad as much as five years, then you made a career of it. It was a teamwork crew—you had to work as a team in order to get the job done.
J.H.:	Were there any picnics or any other outings that the Potomac Yard would conduct or hold for the employees?
Wilbur S. Morris:	We had company picnics in Richmond and we had some company picnics at Potomac Yards but, as a rule—and also when I was at Fredericksburg, we had company picnics. And then we had special meetings at Potomac Yard and the Richmond employees would attend.
J.H.:	Combined [events]?
Wilbur S. Morris:	Yeah.
Departments at Potomac Yard	

J.H.:	Do you remember what other general positions were available at the Yard besides the ones that you worked on in the Mechanical Department? What other departments?
Wilbur S. Morris:	We had a Superintendent who was in charge of the complete operation at Potomac Yards. He answered to the Board of Directors of Potomac Yard and each of the tenant lines, which were the RF&P and the C&O and the Southern, the B&O and the Pennsylvania Railroads had a representative that sat on the Board of Directors of Potomac Yard. The Superintendent answered to them. There was a Transportation Department, which the Trainmaster was in charge of. There was a Mechanical Department, which I was in charge of. There was a Signals and Communications Department and there was a Maintenance of Way Department.
J.H.:	About five departments?
Wilbur S. Morris:	Four departments and Superintendent.
J.H.:	Were there any females working at the Yard?
Wilbur S. Morris:	They had a lot of ladies working at the Yard—yes. Even I think almost from the very beginning I think. It was founded in 1906 and I think there were ladies working there—many ladies.
J.H.:	Could you explain some of the terminology that you used? I know that you used the word “hump,” the southbound hump, and the northbound hump. What exactly is a hump?
Wilbur S. Morris:	When I speak of the word “hump,” it really means where the earth is raised up high and where the cars roll over the hump; they roll on their own momentum once it gets over the hump. In the southbound classification yard, we had 39 tracks and the car could roll into any of those tracks. On the northbound classification yard, we had 50 tracks and when the cars were shoved to the hump and over the hump, they were separated from each other and then would be classified into certain tracks where we made up certain trains.
J.H.:	So, classifying a car meant determining which track it was going to go on and which train it was going to be a part of?
Wilbur S. Morris:	That is correct. When the trains would arrive, they would have cars going to certain railroads and we had certain classification tracks designated for those railroads and when the car went over the hump and was cut off and classified, it went into the track of whatever train they were designated to go to.
J.H.:	Okay. And that would be determined by what freight was in the car?

Wilbur S. Morris:	Well, you had a waybill that traveled with a car—every car had a waybill and that waybill showed the route that that car should take from origination point to destination and what the commodity was in that car.
J.H.:	What were some general or most common commodities?
Wilbur S. Morris:	Years ago, we had personal trains where we would have solid trains of oranges and grapefruits and bananas and melons and so forth. Most of these were traveling from Florida to the New York market. We hauled a lot of paper. We hauled a lot of cigarettes. We had a lot of coal, sand, ore and lumber. In addition to a boxcar, we had open-top cars.
J.H.:	Would they be mostly for coal?
Wilbur S. Morris:	The open-top cars would be for coal or for lumber that type of thing—pipe or steel.
Changes at Potomac Yard Since 1968	
J.H.:	Can you describe any changes after arriving at Potomac Yard in the general vicinity of the Yard during the time that you worked there through the [19]70s in terms of development or changes in the Yard, in general.
Wilbur S. Morris:	Generally, when I arrived at Potomac Yard, the diesel locomotive had replaced the steam locomotive. The Pennsylvania Railroad had electric locomotives.
J.H.:	So you had to deal with both the diesel and the steam?
Wilbur S. Morris:	We had to deal with the diesel and the electric. The steam was pretty well out at that time. In the Locomotive Department, we would have to inspect in order to for them to turn around and go back on another train. We had a turntable that would turn the locomotive if we had to turn it to head back north and so forth. When you got—later on, when we had the diesels, we did not have to do that because you could operate from either end of the locomotive. I guess we made changes constantly to improve the operation of the Yard as much as possible. In addition to the inspection and repairs and servicing the cars and locomotives, the Mechanical Department was responsible for the infrastructure of Potomac Yard—the power, electric, water, the air and so forth. So, we had quite a responsibility there to the operations.
J.H.:	Do you remember changes in terms of operations like using radios, telephones to communicate with people in the Yard—computers

	when those arrived—
Wilbur S. Morris:	We had computers and a department that was set up primarily when computers were starting to be developed and also the radios were installed and all of the car inspectors in the Car Department and the supervisors and most of the employees in the Locomotive Department were equipped with portable radios where we had pretty much constant contact with them at all times.
J.H.:	Do you remember any of the codes that you had to use or common words that would be going over the radio waves?
Wilbur S. Morris:	I can't recall any of them, Jennifer, but I know that I had a radio at all times in my office and I could contact and hear what was going on on the air between the supervisors and the employees.
J.H.:	What are your fondest memories of working for the railroad either in Richmond or Fredericksburg and/or at the Yard?
Wilbur S. Morris:	I think one of my fondest memories of that is because the people that I worked for and the bosses that I had were real gentlemen and they appreciated the work that I did when I was there. I could not have asked for better bosses and I was there to do my very best. It was my desire from the time I went on the railroad to do my job and to do it to the best of my ability and I enjoyed every day of it. There were times when we had derailments and we had problems, but I was there to try to solve those problems and to correct the condition that exists. I was there to do my very best.
J.H.:	Do you remember any particular funny days working at the Yard or in general?
Wilbur S. Morris:	I can't think of any special funny days. I know that we had good cooperation between all of the different departments at Potomac Yard. In fact, it had to be a team working together in order to receive and dispatch trains as many as we did, which were sometimes as many as 50 trains a day—in and out. But it really took every person, from every department, to do his job and to get the job done.
Retirement in 1985 and Subsequent Years	
J.H.:	When did you retire from the railroad?
Wilbur S. Morris:	I retired in December of [19]85.
J.H.:	How many years total does that mean you would have worked there? 40 some?
Wilbur S. Morris:	I worked 42½ years.

J.H.:	Was there a ceremony for you?
Wilbur S. Morris:	Yes, there was. The president of the RF&P Railroad, the Superintendent and all of the staff and the people that I worked for gave me a nice send-off and they had a big party for me.
J.H.:	How did you feel about the Yard's closure in 1992?
Wilbur S. Morris:	I was very, very upset about it. I thought that Potomac Yard would operate forever in Alexandria because it was a good operation and I thought it was a good operation for the different tenant railroads that came in and out of Potomac Yard. Apparently, management thought different and they decided to discontinue the operation.
J.H.:	What do you think about generally Potomac Yard and the RF&P today?
Wilbur S. Morris:	The RF&P today is the CSX now. It's no longer the RF&P. The headquarters are in Jacksonville, Florida. Far as I know, it's a very good operation; they're doing very good. And, if I had the opportunity, I'd go back today for the railroad.
J.H.:	Do you miss it sometimes?
Wilbur S. Morris:	I miss it quite a bit. I miss the people that I worked for quite a bit. After I retired or when I retired, I became president of the Potomac Yard Retired Employees Association and I held that position for about twelve years and then Mr. McKinley who was my boss and Superintendent of Potomac Yard is now president of the Potomac Yard Retired Employees Association.
J.H.:	Do you still stay in touch with some—
Wilbur S. Morris:	We still stay in touch with the employees who used to work there. Most of us are getting a little older, but we enjoy the relationship and the fellowship that we have.
J.H.:	That is the end of my questions. What haven't I asked you about that you think I should know?
Wilbur S. Morris:	I might mention that in the Mechanical Department, we had about six different crafts of employees. We had the car inspectors, blacksmiths, the electricians, the pipe-fitters, the boilermakers and the machinists. All of these employees were represented by different unions. I dealt with the representatives of these unions and I had a very good relationship with them. We had some fine employees at Potomac Yard. I, from time to time, in the Car Department had taken one of our supervisors and made him an Education Program Supervisor to

	<p>train people to see that they would do their job the right way. He set up the schooling for these employees and they would bring them in every so often for two or three hours or a day and they would go through a schooling of how to apply the proper gauge on a wheel; what it takes to condemn a wheel; go over all of the rules and regulations in the AAR Interchange manual; and try to make our employees the best employees of any railroad in the country.</p>
J.H.:	<p>Was there recognition for Potomac Yard nationally—do you recall?</p>
Wilbur S. Morris:	<p>I know we won the Harriman Award for safety once or twice. And the RF&P, as far as I know, was represented as one of the finest management railroads in the country. Wherever you attend conventions and meetings and so forth, most of the people knew what kind of people we had on the RF&P railroad.</p>
J.H.:	<p>Did you ever attend these conventions?</p>
Wilbur S. Morris:	<p>I attended conventions out in Chicago every year and it was a real pleasure to meet with representatives of different railroads all over the country and get different ideas and views, which we all would bring back to our home bases and put into effect if they were feasible. I might mention that the car inspectors at Potomac Yard used coupling irons to couple the air hose in the Classification Yards and, as far as I know, this is the only Yard that I think where inspectors were using coupling irons.</p>
J.H.:	<p>And what exactly is a coupling iron?</p>
Wilbur S. Morris:	<p>A coupling iron is a device; it's two devices that were made to grab an air hose which goes from one car to the other and bring it up and couple it together without having to get so far in between the cars.</p>
J.H.:	<p>So it was more of a safety—</p>
Wilbur S. Morris:	<p>Right—safety. Right. At one time, we had automatic oilers on humps. A car inspector, when he would inspect an inbound train, he would raise the lint[?] on the boxes and as it passed over the automatic oiler, he would squirt oil into that box. This prevented us having to have a man standing at that location to—put the oil. Also, I may mention we had federal way inspectors at our Yard quite often. And I think, from time to time, some of these people were coming over for training and so forth. But they would make inspection of our locomotives and our cars and the repairs that we made. And, I must say, I think, that we got excellent reports on the type of work that we did at Potomac Yard on these federal inspections. But it wasn't without a lot of effort to try to get a job done correctly, you know,</p>

	<p>when you're handling 450 people. [pause]</p> <p>Jennifer, I may mention also, before my time at Potomac Yard, they had a stock pen. They used to ship a lot of cattle by rail—sheep, horses, cows and so forth. And, at certain points, from originated point to destination, they had to be taken out of the cars and watered and fed and that's where the stock pen came from at Potomac Yard. But that was before my time in 1968. But we had an adjustment track for open-top cars—cars that were loaded with lumber and pipe and steel and so forth—if this load had shifted, they were sent to the adjustment track and we had a crew of people that would make adjustments to those and then get them back on the next train.</p>
J.H.:	<p>That was to secure the load?</p>
Wilbur S. Morris:	<p>Yeah. I might mention also during the perishable days, we used to handle carloads of bananas and they used to have a banana inspector. And the banana inspector would check inside of the car and put a thermometer in the banana. You had to keep the temperature at 56 degrees to keep bananas from ripening before they got to the market. On perishable trains that we had, the produce was purchased in Florida, based on delivery in New York on a certain day. For example, if they purchased it on a Monday, they had to deliver in New York on Wednesday and if the market went down or changed, the railroads were responsible for that cost if they delayed the shipment because they were based on the market in New York on a certain date.</p>
J.H.:	<p>Now when did they stop doing perishables?</p>
Wilbur S. Morris:	<p>Well, most of the perishables that we had were then shipped by trailers—perishable trailers—but most of that has gone to the highways now. UPS [United Parcel Service], when I was there, was one of our largest piggyback shippers. We would load trailers on flat cars and that came under the Mechanical Department operations. We had two piggyback machines that would pick up the trailer and put it on a flat car, but when we loaded those cars today we had to have them in Jacksonville, Florida, by noon the next day in order to unload. So you see the railroad was based on time. You had a certain time that we had to deliver or else—</p>
J.H.:	<p>Got anything else?</p>
Wilbur S. Morris:	<p>I'll probably think of something after you leave.</p>
J.H.:	<p>You can always add it to the transcript. It's been a pleasure. [End]</p>