

RG&E





The R G and E Story



Main Street in 1848



The R G and E Story

A Company
Dedicated
to the
Public Service

WRITTEN BY

ARTHUR P. KELLY



East Avenue at Allen's Creek Bridge, 1915

Dedication

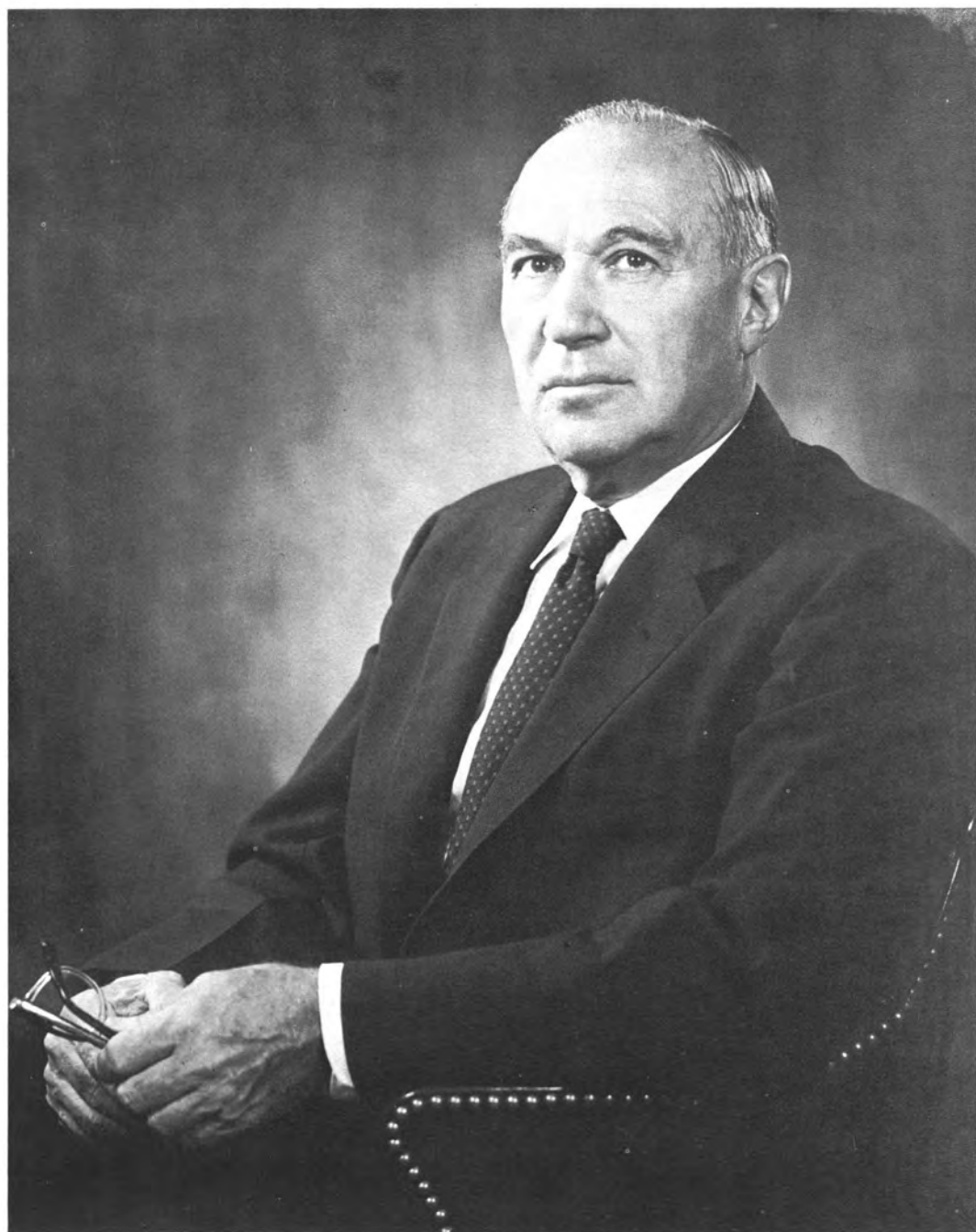
● This book is dedicated by the Employees of the Rochester Gas and Electric Corporation, to Raymond N. Ball, Fred C. Goodwin, Robert M. Searle and Herman Russell in recognition of the success of their strategic planning and untiring efforts to achieve independent operation and local control for the company.

In addition to this, the RG & E Employees especially wish to pay tribute to Raymond N. Ball and Herman Russell for the significant steps they took in establishing the Company's present outstanding employee retirement program.

A TRIBUTE
TO
ALEXANDER M. BEEBEE

I first met Alex Beebee when I was 15 years old and was given the opportunity of working as an electrician's helper in the maintenance gang at West Station during summer high school vacations. I remember vividly, not only the kindness shown to me, a youngster, by the Superintendent of Gas Operations but also the extremely friendly and cordial relationship between him and the employees of the plant. As we would walk through the plant on his frequent visits he would be greeted on all sides by a warm, "Hi, Alex!". There was not a man in the plant who didn't remember Alex Beebee on a cold winter night working many weary hours with the rest of the men to keep the frozen conveyor belts in motion. They still had clear mental pictures of Alex working side by side with them wherever help was needed without the slightest regard for either the dignity or the difficulty of the situation. He was just one of the gang.

After I finished school and started working full time for the Company in the Electric Department, I found that this man stood just as high in the regard of the employees of departments other than his own. They, too, knew him on a personal basis and liked and respected him as an individual.



During the war when many of us were away from home and out of the country for extended periods, we soon found that any problem involving our family was considered by Alex as his own problem. Illness in the family, a promotion, a son's graduation were all as important to Alex as to the employee concerned.

Since becoming Mayor of Rochester, I have found that this personal concern for others, that this interest in the welfare of his community and his country is obvious not only to the members of the R.G. & E. family, but to nearly everybody within the limits of the Company territory. When I was discussing with Alex the possibility of my becoming Mayor, he told me that if I desired to work for the community I should by all means do so if the opportunity offered. He further stated that, should there ever be any conflict of interest between the City and the Company, I, as Mayor, should consider only the best interests of the City. He stated that such action would in no way affect my standing with the Company. He even put this in writing and sent a copy to every Department head.

Alex is the Chairman of the Board of a major public utility—an achievement in the business life of any man. But, of far greater importance, he is loved and respected by more people than any other man I know. Alex's basic conviction is that everyone in the Company, beginning with himself and extending right on down to the newest employee, has four major responsibilities—to help make the community a better place in which to live, to work in the interest of those who invested their money in the Company, to see that the customers of the Company are given the best service possible at the lowest possible rates, and to cooperate loyally with his fellow employees. This is not only one of the finest principles for a businessman in an American Democracy, but it is even more—it is a way of life which makes possible the finest things we enjoy in America today.

I think that if I had to pick out one outstanding characteristic of Alex Beebe it would be his sincerity—his devotion to principle. No one can talk with him for more than a few minutes without becoming conscious of that fact. You know where he stands and can depend upon it.

Both as an official of the City and as an employee, I cannot help feeling that Alex Beebe has created for himself a unique position in our community which few others can ever occupy.



PETER BARRY
Mayor of Rochester

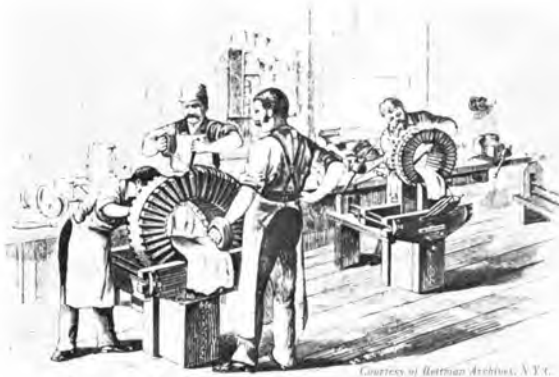
In a volume of this kind, designed to touch only the highlights, it is impossible to cover all phases of company operations. Only brief mention can be made of laboratory research, technical engineering accomplishment, long range planning and solution of problems through modern scientific methods and processes.

Likewise, only general acknowledgement can be made in discussing the friendly, efficient and loyal cooperation of the men and women workers, because so many hundreds deserve special men-

foreword

tion. The danger of omission and consequent injustice is too great. Any measure of credit that may go to the men of management, however, belongs equally to the entire employee group,—those who have passed on, “Employees Emeritus” in retirement, and those still in active service.

This book concerns itself largely, and in summarized form, with the part that the company and all of its people have played over a span of 109 years in honestly endeavoring to be a good neighbor to the communities they serve.



Courtesy of Bettman Archives, N.Y.C.

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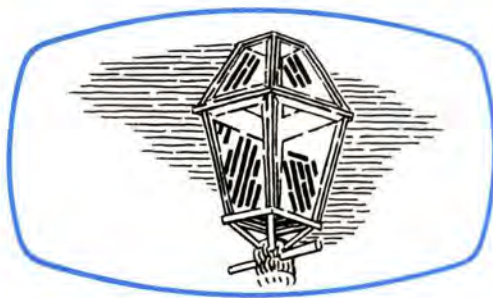
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*A Meter Reader
of Early Days*

The Old Lamp Lighter





THE DEVELOPMENT OF GAS

THE YEAR OF 1848 was a stirring one in the young city of Rochester, New York. The bustling town on the Genesee River and the Erie Canal had already become the foremost flour milling center in the country. It had been incorporated as a city in 1834 and was beginning to have growing pains. It had a population of 32,000, was a busy canal port and located on two railroads. Its progress was marked in 1848 by the rebuilding of St. Paul's Church and the erection of three new churches—United Presbyterian, First Reformed, and Immaculate Conception. Monroe Commandery, Knights Templar, had been revived following subsidence of the excitement over the abduction of William Morgan, and Spiritualism had come to the city through the Fox Sisters. A second daily newspaper, the Courier, made its debut, to be absorbed soon after by the Rochester Daily Advertiser, founded in 1826 as the first daily newspaper west of the Hudson River, and now the Rochester Times-Union.

Rochesterians were proud of their thriving town and there was much talk of getting the new gas street lights which had already been installed in several American cities. William Murdock, like Thomas Edison, was a born inventor, and is credited with being the father of gas lighting, which he first used in his home in Cornwall, England, in 1792. The first gas lighting company in the United States was organized in Baltimore in 1816 and the first gas street lamp was lighted in that city on February 7, 1817. The process was slow in spreading to other cities, however, and it was not until 1848 that the Rochester area became interested.

At that time, Rochester, like many other cities, lighted its streets with

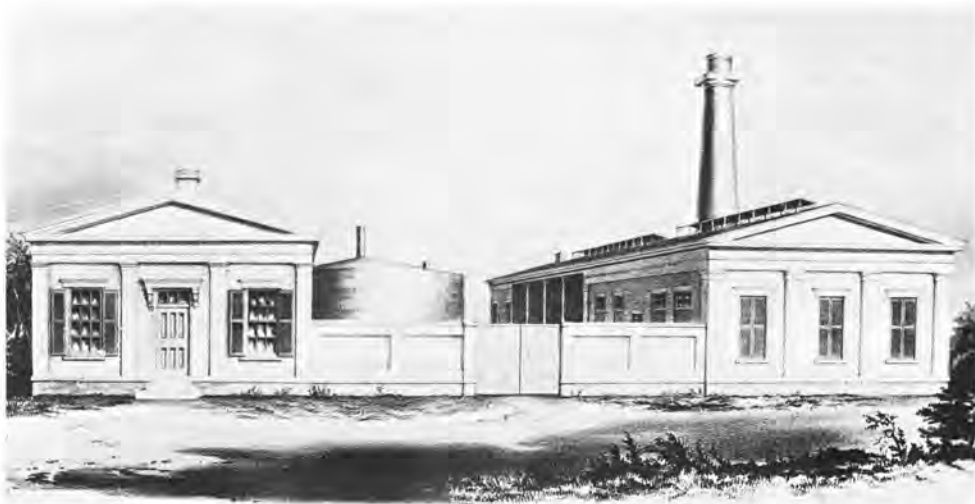
whale oil lamps, which flickered feebly at principal intersections and, as an economy measure, were used only on non-moonlit nights. Buffalo had installed the new lights and the inter-city rivalry spurred the local promoters in Rochester to try to beat Syracuse, which they did by six months. A group of local business men decided that Rochester should join the parade of lighting progress and, as the result of their interest and their investment of money, the Rochester Gas Light Company was organized on May 19, 1848. That original company, founded in the best traditions of the American system of free enterprise and financed by local capital, is the direct parent of the present Rochester Gas and Electric Corporation. Down through the years there have been changes in ownership, mergers and consolidations, but the genealogical thread runs straight and true back to that pioneer gas company of 1848. (See chart in the Appendix.)

This original company was capitalized at \$100,000, with 2,000 shares of stock at \$50 per share. The Rochester public was invited to purchase shares and among the early stockholders was Nathaniel Rochester, son of Colonel Nathaniel Rochester, who gave the city its name. He bought 20 shares, paying \$10 per share down, and completing payments in the next two months.

The officers and directors of the Rochester Gas Light Company were all leading citizens of the young community and many of our principal streets bear their names today. They included Lewis Brooks, who was chosen the first president of the company; Levi A. Ward, first secretary and treasurer; Joseph Field, Edward Whalin, Isaac Hills, Thomas C. Montgomery, William H. Perkins, Louis Chapin, and Edmund Lyon as directors.

Following incorporation of the company a contract was let with a Philadelphia concern to build the first gas plant at Mumford Street (now Andrews Street) and the Genesee River, at a cost of \$94,000. The contract called for a plant with "capacity equal to five benches of three retorts each, a gas holder for 50,000 cubic feet, four miles of street mains and other apparatus for manufacturing and distributing gas in suitable proportion."

The details of the early years of Rochester's first gas company are interestingly told by George W. Parsons in a hand-written chronological history covering the years from 1848 to 1871. Mr. Parsons succeeded Henry Cartwright, who was brought here from Philadelphia to start operations, and became superintendent under an agreement that would pay him a salary of \$700 the first year and \$100 more each year until the fourth year, when he



The First Gas Plant in Mumford Street, 1848

would reach the munificent figure of \$1,000 per annum. Wages of other employees, of whom there were only half a dozen, ranged from \$1 per day for stokers to \$1.25 per day for service men.

Superintendent Parsons was gifted with a happy facility for phrasing and his factual records are sprinkled with his own comments on happenings of the day. As for instance, in later years, when an opposition company threatened to invade the field and accused the original company of making extortionate profits, it drew this comment from Mr. Parsons: "Our company is serving the community on terms as honorable and fair as any class of business in the city. The pro and con discussion," Mr. Parsons added philosophically, "produced the usual results—Some believed and some believed not."

One of the first moves of the new company was to make a contract with the City of Rochester to put up 50 to 60 lamp posts at such points as the Common Council might designate and to furnish street lamps and necessary fixtures to give the town the long awaited illumination. The manufacture of gas was begun early in December 1848, when about two-thirds of the planned four miles of street main had been laid, frozen ground delaying the rest of the installation until the following spring.

Gas was turned into the mains on December 18, 1848 with eighty private consumers and ten street lamps ready for service. A few days prior to this

*The R.G.&E. Blacksmith Shop
was important to Operations
in the early days*



date, however, there was a special advance demonstration of the new lighting in the home of C. A. Jones, the contractor who laid the mains and who lived in a two-story house on Franklin Street, about where the Sibley Tower Building is now located. Arch Merrill, popular Rochester historian, says there are two versions of the dramatic scenes attending that first demonstration on December 13, 1848. According to one story hundreds of people had gathered in Franklin Street and cheered loudly as the 11-year old daughter of Contractor Jones applied a taper to an open gas jet in the cupola of the house and the light, according to a newspaper account, "burned bright and clear."

Descendants of Nehemiah Osburn, partner of Contractor Jones, however, tell a different story. They say that city officials and directors of the gas company had gathered at the Jones home, but that when the fateful moment arrived there was no light. Mr. Osburn thereupon rushed to his home in East Avenue and Main Street and turned on his fixture, bringing a blaze of light, after which he returned to the Jones home and invited the assemblage to come to his place and see how gas illumination really worked. Mr. Osburn was accused of having had a hand in the reported failure at the Jones home, but stoutly denied it. Later, rags were discovered stuffed in a pipe at the Jones home and the reader, says Mr. Merrill, can draw his own conclusions. "Which-ever version is the true one," says Merrill, "Rochester had emerged from darkness and the long gaslight era that was to run for 70 years had begun."

The Rochester Gas and Electric Corporation is proud of its record of community service and in his chronology of the early years, Superintendent Parsons relates an incident to show that the company had won the good will of the city as far back as 1849. On March 8, 1849, Alderman H. Scrantom offered the following resolution in the Rochester Common Council:

"The symetrical and elegant manner in which the Rochester Gas Light Company building has been arranged, the permanent and workman-like style in which the entire works has been constructed, thereby making an important acquisition to our city's improvements, has called forth the most cordial expressions of gratification from our citizens generally and merits the hearty approval and commendation of this body and, therefore be it resolved, that the thanks of this Board be and are duly tendered to the Rochester Gas Light Company for the spirit and enterprise manifested in the construction of this valuable city improvement."

The resolution was unanimously adopted.

This recognition of company civic mindedness was voiced well over a century ago, but all down through the years the R.G. & E. has endeavored to operate in the same spirit of community cooperation.

The first streets to have the new gas lighting were Buffalo (now West Main), North Fitzhugh, Front, Exchange, Mumford, St. Paul, Franklin, and North, but many others soon followed.

In 1852 there was much talk of a new gas company, but nothing came of it until 1860 when such a company was organized, but never got into operation. It was pointed out then, as has been demonstrated so many times in later years, that competing utility services are wasteful and inefficient. The new company planned a plant at Water Street, on the river, and excavation was begun in May 1860. A few hundred feet of main was laid in State Street, after which the two groups got together and the old company bought the assets of the new concern, thus according to Mr. Parsons, "saving the community from an unmitigated evil."

The Rochester Gas Light Company grew and expanded. More streets, more homes and more business places were added to the list of customers and when the Civil War began there were 2,413 private customers and 657 public lamps on the books. Like every other business the gas company was feeling the pinch of war costs and coal, which had originally been delivered at the Rochester canal dock for \$4.65 per ton, now cost \$11.29 per ton. Special



One of Rochester's first gas street lights

taxes, which now impose such a heavy burden on both electric and gas utilities, first began to bite, with an assessment of 20 cents for each thousand cubic feet of gas.

The most dramatic and trying event in the history of Rochester's pioneer gas company was the flood of 1865. The company chronicler, Mr. Parsons, apparently did not care much for the river and in describing the beginning of the flood wrote: "Our Genesee River, which has never hitherto been noted for much else than the honor of flowing through a rich and fertile valley, became unusually swollen by the sudden breaking up of frost, spring warmth and rains."

The Genesee began its famous rise on March 13, 1865, and soon poured into Front Street. As it neared the retort house yard the workmen hastily built barricades, but they were of little help. The water swept them away and the flood rose until, on March 17, it got into the gas company's mains, forcing the shutting off of two holders. At 7:30 P.M. on St. Patrick's Day, the water flooded the grates and put out all the fires, throwing the city into darkness. A twelve-inch main connecting the works with the East Side holder, was carried off in three 60-foot sections and there was 5 feet of water at the crossing of Mumford and Front Streets. Like the good commander that he was, Superintendent Parsons sent the other workers home and held the fort alone. At 6 A.M. on March 18, even he gave up the battle and climbed out of a window into Mumford Street where the water later reached a depth of six feet. (Today a plate, set in the Andrews Street Service building of the R.G. & E., marks the high point of that flood as it surged through Front Street.)

Fires in the gas house furnaces were started again on March 19, but broken mains prevented turning on the gas until March 23, so that the city was without gas supply for five dreary days. The amazing thing about the flood damage is the fact that in those days repair costs were low and the total loss through flood-waters was set down at \$7,000. We are glad to record the fact that at the end of the year, probably as a special reward for service above and beyond the call of duty, Superintendent Parsons' salary was raised from \$1,500 to \$2,000 per year and workers were now drawing wages of \$1.50 and \$2.00 per day.

In 1886 the company first found a market for coal tar which it sold for \$2.50 a barrel and this added revenue brought the first extra dividend payment to stockholders—25 cents per share.

In 1870 Rochester had become a city of 62,386. It had built a State Arsenal (later Convention Hall and now Naval Reserve Headquarters); served as host to both Republican and Democratic State Conventions; provided for the Smith Street bridge and saw Rochesterians who left the city to join the Fenian uprising in Canada dispersed at the border by U.S. Marshals. This same year saw, too, the first efforts to bring natural gas to Rochester from fields at West Bloomfield. Everyone was talking about the new natural fuel



Front parlor of the Nehemiah Osburn home where the first gas was turned on in the chandelier shown.



Genesee River during flood of 1865.

*High Water Mark of Flood at corner
Front and Andrews St.*



that was to revolutionize the gas industry and be available at sensationally low prices. The company sent Professor Lattimore of the University of Rochester to view the fields and his report was encouraging. The next year (1871), at the suggestion of city officials, it was decided to find out if there was gas beneath Rochester and a well was sunk in the company's lot at St. Paul and River Streets where a new holder had been constructed. River Street ran westerly from St. Paul to the river and is now a part of what is Cumberland Street. The well produced nothing, and satisfied that no gas could be found beneath the surface of Rochester, the Common Council gave permission to

the Bloomfield-Rochester Natural Gas Company to lay mains in city streets to carry gas to the Rochester Gas Light Company's holder. The venture never prospered. The promoters brought the gas to Rochester through 28 miles of wooden pipes, marking the first long distance transmission of natural gas and being the forerunner of the vast network of steel pipe lines that now traverse the country and bring natural gas to this area all the way from Texas.

The wooden transmission pipes, whose joints were wrapped in Civil War blankets soaked in pitch, began to leak and the supply, which never was adequate, soon ran out. The project was abandoned after nearly \$800,000 had been poured into it.

In the next decade, other gas companies were organized—the Citizens' Gas Company was formed in 1872, just north of the present Smith Street bridge where East Station now is. The Municipal Gas Light Company was formed in 1880 and was located on Canal Street. It was the same story of waste and inefficiency through duplication, however, and all three companies were consolidated into the Rochester Gas Company in 1889, as shown in the chart in the Appendix.

An important development at this period was the discovery of the value of gas as a cooking fuel. At the Centennial Exposition in Philadelphia in 1876, the amazed housewives saw marvels of cooking and baking emerge from the oven and top burners of a new fangled range which required only the turn of a knob. It took twenty years, however, to promote an extensive use of these new ranges and the first big selling campaigns were conducted by the late Joseph P. MacSweeney, who served the Rochester company continuously for 64 years until his death in May 1953. The slogan "GET A GAS RANGE!" was dinned into the public mind until the gas range crowded coal and oil stoves out of the market wherever gas was available.

In the early years of the Twentieth Century the company steadily expanded its lines into new areas, thereby making important contributions to the development of many fine residential districts. The use of gas for industrial and commercial purposes also increased with laboratory technicians and engineers finding new utilizations that helped to speed manufacturing processes in many different lines of business. All of this made necessary a substantial enlargement of gas producing facilities in 1926.

At that time, the company, which through consolidations had become Rochester Gas and Electric Corporation (1919), installed a battery of 97 coke

Natural Gas PROGRESS

The White Pine Pipe Line

Because gas was scarce in those critical days of 1870, the meeting room was cold and poorly lighted. There was considerable discussion about whether or not an acre of white pine would yield a mile of pipe but nevertheless, the project seemed destined for success. It was a gigantic undertaking—twenty-five miles of white pine pipeline to deliver natural gas to the city of Rochester, New York!

So the germ of an idea had grown—from fleeting thought to the actual formation of the Bloomfield and Rochester Natural Gas Light Company, formed to use the flow of gas from a well that had originally been drilled for oil.

The decision was made to experiment with wooden pipe. So twenty-five acres of the finest Canadian white pine provided the logs from which the pipe was made—to construct one of the first pipelines in this country, a natural gas transmission line.

The white pine pipeline succeeded to the extent that a good flow of gas carried to within

five miles of Rochester and then (facts are hazy on this point) an employee closed a valve—at the wrong time. The resulting increase in pressure caused the system to develop a number of leaks. In contrast to the fine steel pipe of today which can safely carry hundreds of pounds of pressure, the soft, porous white pine line, after the valve closing incident, could only carry about one pound of pressure. Nevertheless, the project was completed and in 1872 gas was delivered to the domestic users.

This \$1,500,000 enterprise was the first step in the development of the natural gas industry. Competitive companies, striving to serve the market for the new fuel, paved the way for the development of many new techniques resulting in the modern natural gas industry, which now provides about 20% of all the fuel energy in the United States. Today 265,000 miles of strong, steel pipelines web the United States, carrying the cleanest and most economical of all fuels to an expanding market!





This shows the early stages in the construction of West Station in 1913.

ovens on the river flats below the Smith Street bridge. For many years the “pushing” of these ovens and the emptying of their glowing red contents was a familiar sight to Rochesterians, particularly at night when it resembled a scene from Dante’s “Inferno.” Many a Rochester home has fascinating photographs of night scenes at the coke ovens, taken from the bridge above, and reproducing sights that have gone forever from the passing parade of Rochester events.

From the first operation of the original company, gas had been produced as the result of the “coking” or “cooking” of bituminous coal, the application of high heat from the outside releasing the gas which the coal contained. The gas was then purified and refined and various by-products extracted, after which it was stored in huge holders for later use. In the beginning the methods of gas manufacture were primitive, but there was continual improvement in processes.

Later the R.G.&E. augmented its supply of gas produced from the coke ovens with gas manufactured by water gas machines¹, which utilized steam, oil, and coke in the process. In the meantime the company was producing a large quantity of coke from its 97 ovens and this fuel found a ready sale for commercial, industrial, and residential heating. The R.G.&E. coke was “dry quenched”—being cooled by passing it through blasts of inert gases, which in turn generated steam for plant use. It was the first time this process was used in this country, since coke from other sources was usually cooled with water, much of which was absorbed in the body of the fuel. R.G.&E. coke, however, won such wide popularity that the company was able to sell its entire output and frequently found the demand greater than the supply.

¹The first water gas machines were installed at East Station in 1903.



Left—The final pushing of the last coke oven on August 6, 1952. Right—Cyclic Catalytic reforming plant at East Station where natural gas is now processed for city use.

Here again was a company operation that proved to be a good community service, meeting as it did the needs of the area for an efficient, economical fuel. At the height of coke production as a by-product of gas manufacture the company was selling over 200,000 tons a year. This operation helped to hold down the price of gas to the consumer, since revenue from coke sales and other by-products was applied as a credit to gas manufacturing costs.

Eventually, however, frequent and substantial increases in the price of gas manufacturing coal forced the R.G.&E. to seek other sources of supply in order to avoid boosting the cost to the customer. The answer was natural gas, which at the end of World War II was available in the East, and soon certain areas were being served with natural gas brought from as far off as Texas. Moreover, early in 1950 the gas manufacturing plant, including the coke ovens, began to show signs of wear and it was considered better economy to devise new methods than to build new ovens. The R.G.&E. gas engineers were ready for the project. For some years the company had been participating in a program of research sponsored by the American Gas Association. In fact, it was one of the pioneers in this field.

One promising project that research had developed was a cyclic catalytic reforming process whereby the use of a nickel catalyst, with heat and steam, changed natural gas so that it could be used in place of gas manufactured from coal without requiring any change in the customer's home appliances.



A group of employees at the early Gas Plant.

Operation of a pilot plant in Philadelphia demonstrated that this could be done on a large scale, and the result was the installation of a regular catalytic plant by the R.G. & E. in 1951. The next year on August 6, the last coke oven was "pushed," thereby ending an era of producing gas from coal that had endured for 104 years.

Two of these new catalytic plants are now successfully operating. In the meantime the supply of natural gas was increased and duplicate pipe lines were laid from the Monroe County border to the city. The company at the same time established standby facilities which can be utilized in the event of any interruption in the supply of natural gas. These include not only storage of natural gas and liquid propane, but extra gas manufacturing facilities so that customers actually have a double protection against interrupted service. In times of emergency, gasoline can be used in place of natural gas for conversion purposes in the new catalytic plant.

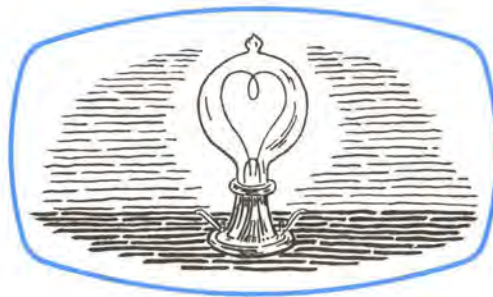
The march of progress, of course, forced gas to relinquish the lighting load to the greater convenience and efficiency of electric lighting. The development of the cooking and water heating loads, however, and later the phenomenal growth of the use of gas for heating homes, opened new avenues and has made the supplying of gas one of the great industries of the country.

At the end of 1956 the R.G. & E. was serving 145,319 customers with gas, classified as follows: Residential (cooking, water heating, etc.) 85,377; House heating, 50,766; Commercial, 8,513; Industrial, 329; Municipal, 334. Total gas revenue was \$20,504,268.

The changes and the progress that have occurred since the first gas company of 1848 are an integral part of the company's recognized obligation to see to it that the residents of this area have as good, or better, gas service as any place in the country and to help uphold the slogan that "Rochester Made Means Quality."



THOMAS H. YAWGER



R. G. & E. GROWTH IN THE ELECTRIC AGE

THE YEAR OF 1880 was another forward looking period in Rochester. The Y.M.C.A. was incorporated, George Eastman, then a bank clerk, made his first dry photographic plates marking the beginning of the city's greatest industry. It was the year, too, that marked the beginning of the "Electric Age" for Rochester.

The fact that amber, after being rubbed, had the power to attract light objects was discovered by Thales in 600 B.C. and he is credited with being the first to recognize the phenomena of electricity. The Greek word for amber is elektron, from which electricity derives its name. In the sixteenth century, Dr. William Gilbert, Physician to Queen Elizabeth, discovered that many substances other than amber were capable of manifesting electrical properties and this earned him the title of founder of electrical science.

It was not until about 1880, however, that people along the Genesee River began to weigh the value of this new, mysterious force with which Thomas Alva Edison had been having remarkable experiments. Some months previous, in a letter to the editor of the Rochester Union and Advertiser, a correspondent had averred that a dam could be built across the Genesee for \$3,000

that "would furnish power sufficient to move all the machinery now in use in Rochester or likely to be built in the next twenty years." That letter writer did not know that just around the corner was the "Electrical Age" in which throbbing turbines would generate thousands of times as much power as all the water wheels then fed by the Genesee River.

The beginning of the "Electric Age" in this area is inextricably interwoven with the life and career of the late Thomas H. Yawger. For many years, Mr. Yawger was head of the electrical department of the R.G.&E. and at the time of his death in March 1954, had completed sixty-six years of continuous service. Mr. Yawger grew up with the industry. He learned the practical applications, and living with electricity through the years, he acquired knowledge that goes today only with a degree in electrical engineering. He was a member of the Edison Pioneers, an organization which met with the great inventor every year until his death.

As the result of his close association with the origin and development of the use of electricity for light, heat, and power, Mr. Yawger possessed a wealth of interesting information; and whenever a newspaper reporter needed a special story on some phase of the business, Mr. Yawger always had one on tap. His fertile imagination often projected ideas that at the time seemed fanciful, but usually became factual in after years.

In 1936, Mr. Yawger wrote a detailed and interesting story of the development of electric utilities in Rochester and it was published in the R.G. & E. News, the employee magazine, and later appeared in one of the newspapers. We are indebted to Mr. Yawger for much of the historical information contained in this chapter.

Mr. Yawger said that the two most colorful eras in American history were the pioneering and the electric ages. In the pioneering age, our forefathers, by dint of toil, struggle and sacrifice, conquered the wilderness and opened new avenues of opportunity. Through their efforts the stage was set for the system of industrial accomplishment that has pushed America to the forefront of the nations of the world. Through the pioneers' conquest of fields and forests the "Electric Age" found ready and waiting a land, a people, and an opportunity which it touched like the wand of a mighty magician and wrought new wonders for the home, the farm, and the factory. "It lifted the burdens of millions of people," wrote Mr. Yawger, "and gave new and vital impetus to industrial progress."



Original Edison Electric Station which was located in the vicinity of the present War Memorial building.

Just as the gas industry had its Rochester birth through the initiative and courage of local men, so too did the electric utility business begin the long era that is now carrying us into still another development—the age of nuclear energy.

The Genesee River provided the first step in the generation of electricity by furnishing the water power that was to animate the first generators. Rochester, at this time, had reached its zenith as the milling center of the country. The nearness of the great wheat fields of the Midwest had transferred leadership to Minneapolis and the town on the Genesee was to lose its title of “Flour City.” Later, through the great nurseries established by Patrick Barry and George Ellwanger, Rochester was to become the “Flower City.” An interesting sidelight of this development is the fact that Peter Barry, one of the direct descendants of Patrick Barry, is now an executive of the R.G. & E. and also Mayor of the City of Rochester.

For many years the power to turn the water wheels which spun the grinding millstones of the flour mills had been obtained from the Genesee River. Five dams, which had been built across the river, diverted water into “races” which in turn fed the water wheels. These races were divided into “rights” and the number of “rights” was determined by the number of millstones that could be operated from each owner’s share of the water. As Rochester’s milling industry gradually moved westward some of the “rights” came upon the market and were purchased to provide power for the first electric company to be organized in Rochester. Later there was much litigation and confusion over the “rights,” but, as various mergers of electric com-



View of the recent coke ovens at West Station taken from the river with the Eastman Kodak tower in background.

panies took place, they were gradually absorbed through purchase and at the present time all but a very few are owned by the Rochester Gas and Electric Corporation.

Rochester had its first demonstration of electric light on the night of January 29, 1879 when Hiram Maxim, distinguished inventor of the machine-gun and various other devices, staged a public showing of the wonderful new illumination (arc lights) and, according to the Rochester Herald, "Illuminated the City Hall and threw large pencils of light about the city in a way never seen before."

Other demonstrations followed but it was not until February 25, 1880 that the city's first electric utility company was organized under the name of the Rochester Electric Light Company. This company purchased a ten-light dynamo, or generator, which it installed in the Beehive Building on Aqueduct Street, the original site of the first water wheel on the Genesee River, erected by "Indian" Allen. This dynamo was driven by a belt from a water wheel which also supplied mechanical power to tenants of the building.

The directors of that first electric company were Rochester men—H. Austin Brewster, Charles F. Pond, R. E. Sherlock, Horace McGuire, T. M. McFarlin and A. L. Mabbitt. It installed the city's first electric lights in Reynolds Arcade. These were arc lights, in which a brilliant glow was achieved by arcing a current of electricity between two sticks of carbon. This type of lamp, which required frequent changes of carbons and gave off fumes, was not too well suited to indoor use and, seven years later, gave way to the Edison incandescent lamp. Arc Lights continued to serve for street lighting for many more years until the incandescent lamps finally took over that job also.

The new electric company established a rate for its arc lamps at 75 cents per night for one and scaling down to 50 cents per lamp for all over five lamps.

A second electric company was incorporated on June 25, 1881 as the Brush Electric Light Company². This company utilized the dynamo and lamp invented by Charles Brush of Cleveland and was the first to transmit alternating current electricity any real distance, sending it several miles to clothing plants. The improving quality of electric illumination stirred the Common Council to consider it as a replacement for the gas and oil lamps then in use and the two companies were asked to submit proposals. The Brush Company got the contract and later acquired property on the Genesee River

²Capitalized at \$100,000 with these citizens as directors: Frederick Cook, George E. Jennings, G. C. Buell, and J. W. Martin.

at Driving Park Avenue where the present Hydro Station No. 5 is located.

It was now 1886. The first telephone company was organized and the Rochester Yacht Club was established. The city was forging ahead and there was discussion of the need for a Chamber of Commerce, which was organized the following year. A third electric company, incorporated as the Edison Electric Illuminating Company, made its bow on April 23 of that year³. It was located in Exchange Street, near the Erie Canal, in the vicinity of the present War Memorial Building. It was strictly a steam plant and the exhaust steam was discharged into the air. In cold weather this steam was used to warm some of the adjacent buildings, thus serving as a forerunner of the present large R.G. & E. steam heating business. The Edison Company enjoyed another distinction. It was the first to place wires underground, thereby inaugurating a policy which has given Rochester the largest percentage of underground construction of any comparable community in the country. This adds materially to the beauty, safety, and reliability of the service to the community.

The Edison Company was also the first in Rochester to use meters to measure the amount of electricity used by the consumer. Up to that time customers had been charged a flat rate of so much per day or month for each light and motor. The first meters were nothing like the permanent installations of today. They were made up of glass cells and zinc plates which meter readers carried around in baskets, replacing old cells with new ones. Calculating of bills was based on the change of weight of the zinc plates, which increased as more electric current was used.

It was with the Edison Company that Mr. Yawger began his long career. He worked 12 hours a day, 7 days a week with no relief on Sundays or holidays. He was given a bed and basin in a corner of the plant so as to be on hand at all times for emergency calls, such as when too heavy a load at the new Lyceum Theatre dimmed all the other lights on the circuit. The Edison business increased rapidly and in 1890 the company built a combined steam and hydro plant on Brown's Race at Commercial Street where present Station No. 2 is located.

By 1892, the metropolis on the Genesee had a population of 144,834. The first three buildings were erected at Kodak Park. The Cook Opera House (later the Embassy Theatre) was opened in South Avenue, the Rochester Bar Association was organized and the Security Trust Company began business.

³It had a capital of \$100,000 and its directors were: J. Lee Judson, B. F. Smith, Dr. James Buckley, Granger C. Hollister, Albrecht Vogt and H. L. Brewster.



Hydro Electric Station #5 at base of lower falls in Genesee River—built in 1916. Station #5 operates 3 generators of 15,000 KW each.

The Rochester Railway Company electrified its lines and fire destroyed the Second Baptist Church in Achilles Street. This year also brought about the first consolidation of electric companies. Experience had proved that duplication of effort and facilities by three competing companies was wasteful and inefficient and on August 4, 1892, the Rochester Electric Light Company, Brush Company and Edison Company were consolidated into the Rochester Gas and Electric Company. That consolidation enabled the merged companies to anticipate and meet the ever-growing demands of the area. Obsolete and inefficient plants were abandoned and improvements made in generating and distributing systems.

The same year saw the birth of a fourth electric company, called the Citizens Light and Power Company, which was incorporated October 4, 1892⁴. It built a combined steam and hydro plant on Brown's Race near Mill Street where Station No. 3 is now located. Ten years later this company got into financial difficulties and was sold to New York interests who reincorporated

⁴Capitalization \$100,000. Its organizers were: M. W. Cooke, P. V. Crittenden, H. W. Davis, G. W. Gillis, E. M. Higgins, S. G. Hollister, N. D. Stone and Isaac Willis.

as a fifth local company, the Municipal Gas and Electric Company⁵. (It was taken over by the Rochester Gas and Electric Company in May 1904.)

On July 24, 1893 a sixth company was incorporated as the Central Light and Power Company, with three Rochester men as directors⁶. It took over a small private plant, owned and operated by I. W. Butts, which supplied service to buildings in Aqueduct and Graves Street. In January, 1903, this company was absorbed by another new corporation, financed by a New York group and called Rochester Light and Power Company. This latter company in turn was consolidated with Rochester Gas and Electric Company on June 11, 1904 and the consolidated company took the new name of Rochester Railway and Light Company.

The formation of this company marked the real beginning of the R.G. & E. For the first time a single organization had the responsibility of supplying the whole community with electricity, gas, and steam. The combining of the smaller companies into one large one was brought about through the efforts of E. W. Clark and Company of Philadelphia, and Hodenpyl, Walbridge and Company of New York, who acquired a majority of the company's common stock, along with the common stock of the Rochester Railway Company. (This development marked the entry of holding company ownership that was to run until 1949.)

In the meantime the New York Central Railroad Company had been considering the electrification of its lines across the state and decided to acquire some electric utility properties as power sources. In line with these plans the New York Central, on February 1, 1906, through its subsidiary, the Mohawk Valley Company, purchased the common stock of the Rochester Railway & Light Company and this ownership continued until June 30, 1928. During this period a large power dam in the Genesee River near Mt. Morris was planned, but later abandoned when subsequent surveys showed that the amount of potential power was too small to warrant the investment. (There is now a flood control dam near the site, built by the Federal government, but production of electric power is not contemplated.)

On November 10, 1919, the name of the company was changed from Rochester Railway and Light Company to its present title of Rochester Gas and Electric Corporation because the street railway business had been transferred to the New York State Railways, a sister company, in 1909 and the old name was no longer appropriate. Under this name the corporation has continued

⁵Capitalization \$500,000. Directors were: Anson R. Flower and C. K. G. Billings of New York and Horace C. Brewster of Rochester.

⁶K. W. Butts, Hiram L. Barker and Frank E. Elwood.



Edward G. Miner Hydro Electric Station on Genesee River at Court Street just South of War Memorial Bldg.

to the present time to be responsible for all gas and electric service in the Rochester area. A list of all of its officers and directors from 1904 up to the present time is found in the Appendix.

On June 30, 1928, the New York Central sold its holdings of Mohawk Valley Company stock to the Central New York Utilities Corporation. This was headed by Ellis L. Phillips, who was born near Naples, N. Y. and who received an electrical engineering education at Cornell. Mr. Phillips paid \$62,000,000 for controlling interest in both the Mohawk Valley Company and the New York State Railways, which operated trolley lines. At a big dinner, attended by 200 people of the community at Oak Hill Country Club, Mr. Phillips painted a glowing picture of the future of the R.G. & E.

"This company and its associated companies," he was quoted in the R.G. & E. News as saying, "are in their infancy. We can make them bigger and better. I have sat with Kings and Queens in Europe talking over great enterprises, but this is a red letter day in my book of memory."

Eleven months after this eloquent speech, Mr. Phillips sold his interest (which had in the meantime been transferred to a newly organized parent company called Rochester Central Power) to the Associated Gas and Electric System. The Associated System was a rapidly expanding holding company which had its origin in 1852 with the Ithaca Gas Light Company, but got its real impetus when it was acquired by Howard C. Hopson and his associates.

It controlled companies that furnished a diversified service of electricity, gas, steam heat, bus, ferry, ice, and electric railways, extending through sixteen states, the maritime provinces of Canada, and the Philippine Islands.

Control of the R.G. & E. by the Associated System continued until 1932, when, in consideration of a desperately needed bank loan, the common stock of the company was placed in a 10 year voting trust, with a Rochester group in charge. This restored the R.G. & E. to local control, but beneficial ownership of the common stock was still in the hands of the Associated System. Purchases of more and more utilities at extremely high prices immediately preceding the great depression of the 1930's ultimately got the top holding companies of the Associated System into financial difficulties and finally resulted in their bankruptcy in January 1940. After this period R.G. & E. stock ownership was transferred to the General Public Utilities Company which held it until September 1949. At that time GPU pursuant to an order of the Securities & Exchange Commission was forced to divest itself of R.G. & E. common stock. It was offered for sale, first to GPU stockholders and then to the general public through underwriters. Through all these changes the Rochester Gas and Electric Corporation retained its solvency and good reputation and the high regard in which the company was held was demonstrated by the speedy over-subscription of its shares, which today are held in every state in the nation and in several foreign countries.

Over a period of years dating back to 1917, the company had been acquiring small local companies in the Rochester area, either by merger or purchase. Many of these companies had electric plants in factories and grist mills and, as time passed, they became inefficient and unreliable for steady service with the result that both their customers and their owners welcomed acquisition by a dependable system. Some twenty-six small companies, including both gas and electric, were thus brought into the R.G. & E. system. There was also one divestment when in 1952, because of better integration with the gas lines of the New York State Electric and Gas Corporation, the R.G. & E. sold its Canandaigua gas business to that corporation, retaining, however, its electric business in the area. (The record of these acquisitions and dates will be found in the chart in the Appendix.)

In the electric field the R.G. & E. uses both water power and power generated by steam. At its hydro plants the force of falling water whirls wheels that spin turbines to generate electricity. In steam generating plants, coal ground to

the consistency of talcum powder heats huge boilers to produce steam that is fed in jets to spin the turbines. Hydro power, of course, is subject to the vagaries of the flow of the Genesee River which fluctuates from a few hundred cubic feet per second to more than 20,000. The company, therefore, to increase dependability of supply, has a dam at Caneadea operated by the company, while storage water in Rushford Lake, located in Allegany County, is used to insure dependability of river flow.

The principal hydro plant of the R.G. & E. is located in Rochester on the Genesee River, just south of Driving Park Avenue Bridge. The development includes movable water gates, a pond, and a tunnel that carries water for a quarter of a mile underground from the Middle Falls to the Lower Falls.



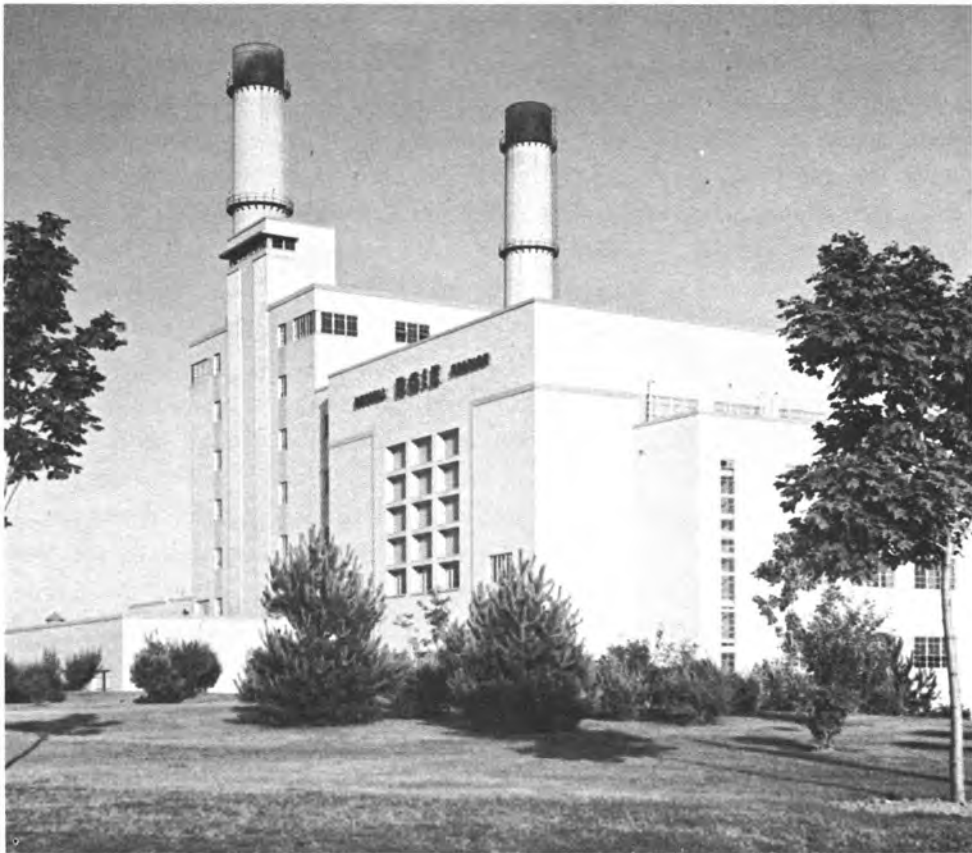
Scenes at Rushford Lake-Caneadea Dam above Fillmore in the Genesee Valley, and the RG&E picnic grounds along the shore of the Lake

Other smaller hydro plants are operating in various sections of the company's territory, the newest one being located on the river near the Court Street Bridge. This plant was named in honor of Edward G. Miner, who was one of Rochester's most distinguished elder citizens at the time of his death in 1955 and who had been a company director for more than 40 years. This plant replaced one which the company, as a good neighbor, gave up in order to provide additional space for the city's new War Memorial Building.

The newest and largest steam electric plant in the R.G. & E. system is Russell Station, named in honor of former President Herman Russell. It is located on the shore of Lake Ontario, from which it draws the water it needs for condensing purposes. This station is not only one of the most efficient in the country, but one of the most attractive. In January of 1956 Russell Station was recognized by the American Association of Nurserymen as a national winner in its Industrial Landscaping Contest. The Association offers awards to encourage and stimulate more interest in the beautification of industrial and other buildings. The awards are given on both a national and a regional basis and in 1956 the R.G. & E. was the only utility to win a national award. It is in the center of an area of beautiful homes and the company feels that it has an obligation to make it measure up to the attractiveness of its surroundings through the use of trees, shrubbery, and lawns.

The first unit of Russell Station was dedicated on October 27, 1948 and the fourth and final unit was completed early in 1957 with a total capability for the station of 275,000 kilowatts. The second largest steam electric generating plant serving R.G. & E. customers is located near the Platt Street bridge and has a capability of 139,500 kilowatts. Plants for the production of steam for commercial heating are located in Lawn Street and Mt. Read Boulevard.

In developing the use of the Genesee River for hydro-electric generation the R.G. & E. in 1925, built an arched dam, 126 feet high and 420 feet wide, two miles west of Canadea in Allegany County. The dam backs up the waters created by the former junction of Canadea and Rush Creeks, forming a beautiful small lake known as Rushford Lake. The lake drains an area of sixty square miles and helps to prevent floods in the rainy season by impounding the water behind the giant dam. It is later released to flow down the river where it is used to generate kilowatts of electricity in the company's hydro plants.



Russell Station—(A prize-winning picture taken by Art Underwood)



*Interior of Russell Station
showing all four turbo-gener-
ators in operation*

Lake and dam make a picturesque picnic ground which the R.G.&E. has made available to the public without charge. The state has stocked the waters with game fish, and this, together with the rugged scenic beauty of the site, has made it one of the most popular recreation spots in the area.

At the end of 1956 the R.G.&E. had 191,150 electric customers, classified as follows: Residential, 169,477; Commercial, 19,493; Industrial, 1,004; Miscellaneous, 1,176. There were 617 steam customers, classified as follows: Commercial, 470; Industrial, 120; Municipal, 25; Residential, 2. During 1956 total electric revenue was \$33,108,128 and steam revenue, \$3,942,365.

The summarization of the growth and expansion of the company and development of its electric facilities brings the narrative, in chronological fashion, down to 1957 and a map on page 43 shows the location of the various R.G.&E. electric plants and lines, as well as gas and steam plants and lines. Up to this point, however, the recital does not tell of the part that the company, its management, and employees have played in making this whole area a better place in which to live and to do business.

That story is unfolded in succeeding chapters, including the tale of the dramatic struggle to win independence for the company and to create an institution directed and operated by men and women whose interest lies in the progress and prosperity of the territory that the company serves.

C U S T O M E R S

YEAR	ELECTRIC	GAS	STEAM
1910	8,972	51,757	19
1920	34,742	81,241	81
1930	113,955	103,434	349
1940	139,109	113,169	242
1950	167,788	134,660	518
1956	191,147	145,319	617



THE FIGHT FOR OPERATING INDEPENDENCE

ONE OF THE most dramatic as well as far-reaching events in the history of the R.G.&E. was the series of happenings that made it possible for the company to regain its operating independence. This resulted from the setting up of a Voting Trust which took control of the company from the Associated Gas and Electric System for a period of 10 years and turned it over to a group of civic minded local business men.

In order to get the proper background of the situation that brought about such an important change in affairs it is necessary to go back to the time before the Associated System moved into Rochester and when Robert M. Searle was the R.G.&E. president.

Ever since 1904, the R.G. & E. had been under holding company ownership and control. As the years rolled by, many people, and Mr. Searle in particular, hoped that someday it might become possible for the company to attain independence and complete local control. They did not relish the idea of the R.G. & E. being the subsidiary of a holding company and there were many discussions on the subject. The company, however, had grown to a size where it was too large a financial project for any local group of investors to handle and some other way had to be found.

It became apparent at about this time that the New York Central Railroad, which owned the R.G.&E. through a subsidiary company, was not going to electrify its lines and therefore no longer needed control of an electric power company and was considering the sale of the company. Mr. Searle conceived a plan for a possible merger of the R.G.&E. with the Empire Gas and Electric Company which served the region southeast of Rochester (Geneva and Auburn area). Such a merger would have provided a closely integrated system, serving parts of Western, Southern, and Central New York State.

Mr. Searle thought that such a merger might be worked out with possible help in the financing from the United Gas Improvement Company of Philadelphia with which company he had once been associated. Furthermore, the Empire Gas and Electric Company in Geneva was receptive to this idea. He believed that such a combination could be operated from Rochester and would enable the company to achieve its long-sought aim of operating independence. Suddenly and without warning, the owners of the Geneva Company sold out to the E. L. Phillips Company, which at that time controlled a number of utility companies throughout the East. This was a serious blow to the hopes of Robert Searle.

In the meantime the New York Central Railroad was considering the sale of its stock in the company to the North American Company, one of the giant holding combinations which existed at that time. Mr. Searle knew this and asked the New York Central directors whether, if he could do as well by them as the proposed sale they were considering, they would grant him the opportunity to buy the company. They said they would. It was Mr. Searle's hope that he could persuade the E. L. Phillips Company, which now controlled the Empire Gas and Electric, to purchase the R.G.&E. as well. The Phillips interests seemed to like the idea and after successful negotiations purchased the R.G.&E. from the New York Central. It began to look as though Bob Searle would achieve his great ambition even though it was to take place in a way he had not anticipated. But it was not to be. Eleven months later, and with no previous notice, Mr. Searle received word that the Phillips Company had sold the R.G.&E. to the Associated Gas and Electric System. It was the greatest disappointment in his life, and it apparently blasted the opportunity of the company ever attaining its operating independence, and Mr. Searle took it very much to heart.

"Bob" Searle, as everybody in town called him, was an exciting extrovert



ROBERT M. SEARLE

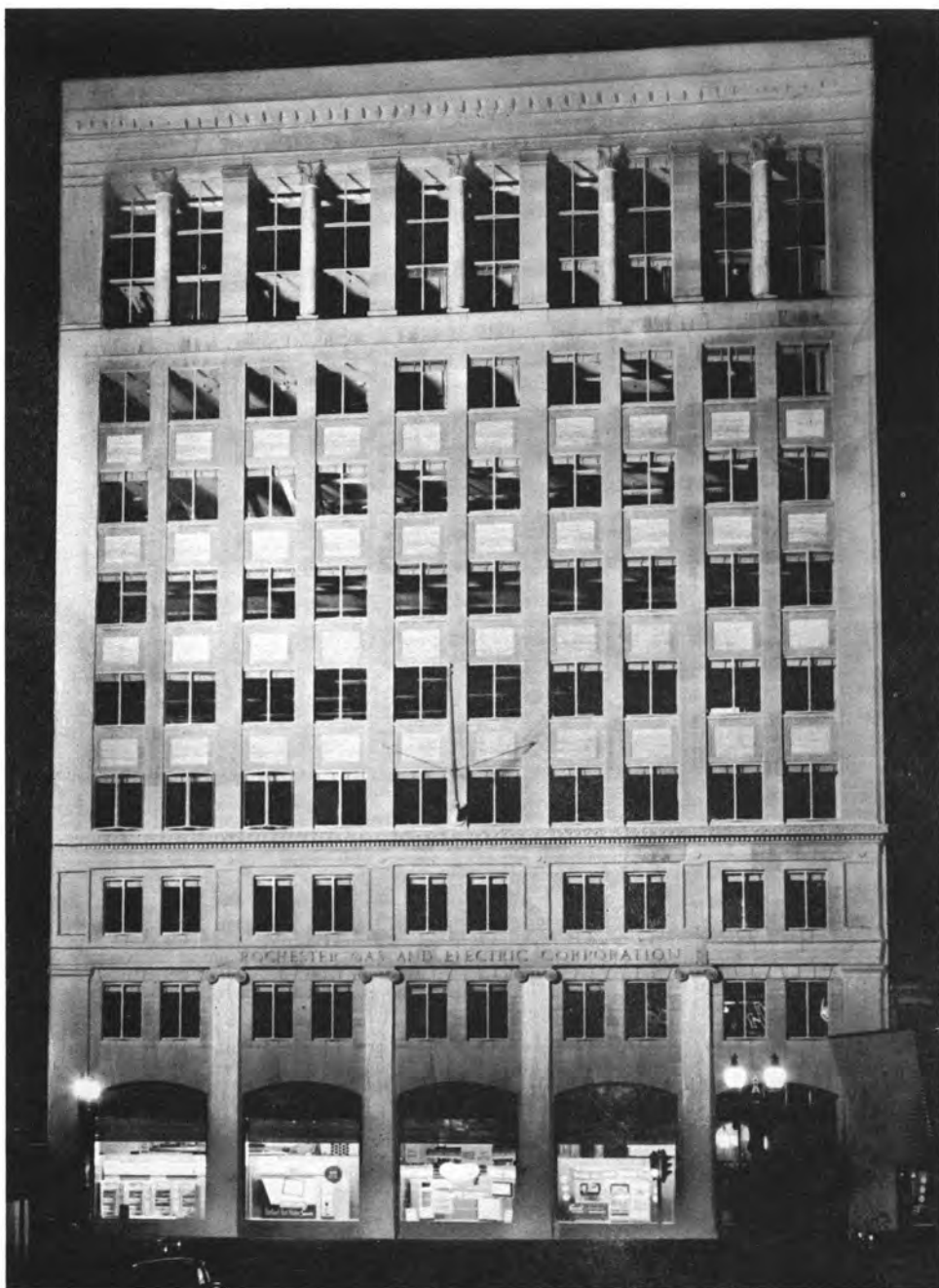


HERMAN RUSSELL

—a big doer of big things. Although born in Peekskill, New York, he was as ardent a Rochesterian as any native son. He was a natural mixer who loved people. He had been sent to Rochester in 1906 by the Andrews-Vanderbilt syndicate (New York Central) and had risen to the presidency of the Rochester utility. He truly loved the company and its personnel.

Active in all civic affairs, he served at one time as president of the Rochester Chamber of Commerce and headed other important community projects. He was a bundle of energy, always working to push some good local cause or other. He had a sound high school education, but was never able to go to college. In spite of that, however, he acquired a knowledge that goes today only with a degree in electrical engineering.

At this particular period, when the idea of a locally directed company appeared blasted, Mr. Searle had been spending considerable time in New York and had a home at Southold, Long Island. He returned to Rochester on November 10, 1929 leaving Mrs. Searle at Southold. On the evening of November 12, after a day in his Rochester office, he asked a man who was one of the company's chief executives to walk with him around the beautiful new office building at 89 East Avenue which Searle had been largely instrumental in having erected in 1926. They walked slowly about the structure and then stepped to the curb in East Avenue. It was the dusk of an autumn evening and there was the swish of homeward motor traffic on the avenue. Searle turned to his companion and pointed upward. He seemed tired and weary. "I don't care what happens to me personally," he said, "but I do care what happens to the company. That's my baby." He looked up at the building—"This is my monument."



Flood-lighted exterior of the Main Office—89 East Avenue

Mr. Searle then walked to the rear of the building, got into his companion's car and was driven to his old home at 35 Brunswick Street. When he failed to appear next morning, one of the company executives went to his home and found him in a gas filled bathroom on the third floor. He had been dead several hours.

Newspaper stories at the time attributed Mr. Searle's despondency to losses incurred in the 1929 market crash by himself and others whom he had advised. His close friends, however, have always believed that his act was due to disillusionment over the failure of his plans for the company that he loved so well. The tragic irony of his death was that if he had waited a few short years he would have seen the beginning of his long-cherished dream come true. His epitaph is written in the amazing amount of good will which Robert M. Searle created for the R.G. & E. during the years that he was associated with it.

Following the death of Mr. Searle, Herman Russell was made president of the company. Mr. Russell had come up through the ranks, beginning as a gas engineer soon after leaving the University of Michigan in 1900 where he had won the first gas scholarship offered by the American Gas Association. (Later he was to become head of this organization and give new vitality and impetus to its competitive struggle with the electric industry.)

This sequence of events brings the situation up to May 1932, when Associated Gas and Electric faced a serious financial obstacle in connection with its operation of the Rochester company. As a result of the depression of the early 1930's the utility business was in a slump and R.G. & E. revenue was down \$600,000 from the preceding year. Other companies in the Associated System were similarly affected. Associated had been expanding too fast and its officers were forced to be more interested in selling stock than in anything else. It was feeling a squeeze and, because bankers did not approve of some of the financial maneuvers of Associated, its credit had been impaired. The result was that in May 1932 it found itself squarely up against it in the search for new funds. The immediate problem was to find \$9,700,000 with which to pay off R.G. & E. three per cent notes due on July 15, 1932. Part of this was available, but \$8,000,000 more was urgently needed. New York banks had turned down loan applications and Howard C. Hopson, then vice president and general manager of Associated, appealed to President Herman Russell.

The situation was serious. If the R.G. & E. defaulted on the notes it could

be pushed into receivership with consequent loss to the holders of preferred stock of which some \$10,000,000 was held in the Rochester area. Mr. Russell took the problem to Raymond N. Ball, then president and now chairman of the board of the Lincoln-Rochester Trust Company.

Mr. Ball was a far sighted man who had adopted Rochester as his home after coming here from Wellsville to enter the University of Rochester. Prior to entering the banking field, he had been treasurer of the University and there became closely associated with George Eastman during the years when that manufacturer and philanthropist was giving millions to the university. He, too, was active in civic affairs and was later to serve as president of the Chamber of Commerce and of the Community Chest. In the plight of the R.G.&E., Ray Ball saw a great opportunity because, like others who had the interest of the community at heart, he had hoped some day to see a strong, independent utility serving the area.

After some preliminary investigations, Mr. Ball wrote Mr. Russell on June 11, 1932 saying that while the Rochester banks could not handle the entire loan because of special city and county financing under way, they might be able to assume part of it with the balance to be obtained from New York banks. The banks, Mr. Ball pointed out frankly, were not friendly toward Associated and would insist upon dictating the terms.

The plan proposed by Ball, in which he had the cooperation of Fred C. Goodwin, one of the city's leading attorneys and later a director of the company, called for the creation of a voting trust to run for ten years under which the entire common stock of the company would be pledged. There would be four trustees—three of whom would be residents of Rochester, and only one would represent Associated. The agreement also called for a local Board of Directors and an executive Committee a majority of whom were to be Rochester men.

This plan, of course, would take control of company operations out of the hands of Associated and there was much demurral from the head officers of the system. And yet, with only a few weeks before due dates on the note payments, action had to be fast. Mr. Ball carried on the negotiations largely with Vice President Fred S. Burroughs who had been designated by Associated to handle its interests. Burroughs complained bitterly about agreeing "to a ten-year voting trust as the conditions of a six months' loan."

In the meantime, two large New York financial institutions were waiting



RAYMOND N. BALL

to step in and take over if the company was forced into receivership.

Mr. Burroughs argued that "Associated has not taken any money out of Rochester; has left the earnings there and has done a good job with nothing to be ashamed of or apologize for." He said that while they welcomed a strong local representation on the Board of Directors, they thought Associated should have the right to name the majority, rather than the minority. In a telephone conversation, Burroughs said to Ball: "We're worried about some unfriendly outside interest getting in if enough of your fellows got involved in an automobile accident. We'd rather have a voluntary Voting Trust on the assumption that one prefers a voluntary wedding to a shotgun marriage." The Rochester bankers, however, felt that such a program was vital to the welfare of the company and the community and would not retreat from their stand.

As the negotiations ran on the due date came critically closer. Mr. Ball, often accompanied by Attorney Goodwin and by President Russell, made eight trips to New York in a few weeks before Associated finally accepted the terms of the Rochester group.

A twenty-five page Voting Trust Agreement was drawn up by Mr. Goodwin and approved by Charles Travis, Counsel for Associated. Under this agreement, the four trustees chosen were Mr. Ball, Mr. Goodwin, Mr. Herbert J. Winn, then head of Taylor Instrument Companies and of the Rochester Democrat and Chronicle, and Mr. Travis. The agreement was to start June 15, 1932 and terminate July 14, 1942. It ran its full course with no serious clashes.

Prior to the Voting Trust, Herman Russell was the only Rochester man on the Board of Directors, but with the new agreement, eleven local men were named. They were Raymond N. Ball, John P. Boylan, M. Herbert Eisenhart, B. Emmett Finucane, Fred G. Goodwin, W. Roy McCanne, J. Craig Powers, Herman Russell, Charles W. Smith, Raymond L. Thompson, and Herbert J. Winn. All of them were heads of important local business concerns except Attorney Goodwin and Mr. Thompson, who was treasurer of the University. One of the first things the new Board did was to cancel payment of fees to Associated for management, purchasing, and engineering services. The grip of the Associated had been broken, never to be re-grasped. In the annual report covering the year 1932 President Russell said: "With prominent business men of the caliber of our Board actively interested and meeting frequently, there is assurance that the property will be operated in the best

interests of the public it serves, its employees, and the holders of its securities.”

Of the \$8,000,000 needed to make payment on the notes, the Rochester Banks and the University of Rochester loaned \$2,000,000 and outside banks loaned \$6,000,000 divided as follows:

Lincoln-Alliance Bank & Trust	\$500,000
(Now Lincoln-Rochester Trust Company)	
Union Trust Company of Rochester	500,000
Rochester Trust & Safe Deposit Company	250,000
(Later merged with Lincoln-Rochester)	
Security Trust Company	250,000
University of Rochester	250,000
Central Trust Company of Rochester	100,000
First National Bank and Trust Company	100,000
(Later merged with Lincoln-Rochester)	
Harris Trust & Savings Bank of Chicago	100,000
Genesee Valley Trust Company	50,000
(Later merged with Union Trust)	
Chase National Bank of New York	2,950,000
Guaranty Trust Company of New York	2,950,000
<hr/>	
Total	\$8,000,000

The loan was soon paid off with proceeds of the sale of an issue of bonds maturing in 1962.

The whole plan and its consequent benefits to the community provides another demonstration of the unmatched civic spirit which animates the people of this area. As told in the previous chapter, at the time the voting trust expired the Associated System was under re-organization by the Federal District Court of the Southern District of New York. Ernest J. Howe, now R.G. & E. Vice President and Comptroller, was the Court's representative on the company's board of directors and he recommended to the Court that the same directors be continued in office after the voting trust had expired. This recommendation was carried out so that even after the voting trust had run its course, the company was still under local control. Ownership of the common stock, as the result of the re-organization of the Associated System, had passed

to General Public Utilities, also a holding corporation. This continued until 1949 when the holding company, under provisions of the federal holding company law, was forced to divest itself of New York State companies. On September 8, 1949, the R.G. & E. common stock was offered to GPU stockholders on the basis of one share at \$28.50 for each ten shares of General Public Utilities stock owned and, under this offer, was entirely disposed of to individual and institutional holders the country over. Later, under a rights offering to stockholders, an issue of 132,000 shares of common stock was arranged by the company and was quickly subscribed.

The R.G. & E. was now firmly back on its own feet, independently run by local men in the interest of the public it served, its employees and its nationwide group of security holders. The long cherished dream of Robert M. Searle had become a reality and the company is operating in the same manner today with full time resident management. Thus, for the first time since early in the century, the company became owned by some 14,000 stockholders many of whom lived in Rochester and were employees of the company. This was a new experience since in the many years past the R.G. & E. had had only one stockholder—the holding company. It opened up new opportunities and new responsibilities for which the company had had no experience.

Many people had a share in bringing the long struggle for independence and local management responsibility to its successful finish. Among them, however, four men stand out without whose efforts the fight could never have been won—Bob Searle, who set the goal that others were to win; Herman Russell, who shouldered the responsibility for the company's operations during the struggle; Ray Ball, who conceived and carried out the complex financial maneuvers that were necessary to take control from the hands of the Associated System; and Fred Goodwin, whose comprehensive understanding of the large problems involved made it possible to offer wise counsel and advice.

There was another by-product of this same series of influences which has left an important impact on the company since it led to the formation of our present Pension system which is such an outstanding one in the industry. A pension system to be a success must be started as early as possible in order to take care of the "past service" obligation. Prior to 1932 before the Voting Trust was set up to give local trustees control of the company, Herman Russell had been hoping for an opportunity to inaugurate an employee

pension system. To do so, however, involved large sums of money to make up for the past service of the then existing employees. The formation of the local board provided an opportunity to meet that obligation since employees of the company were at that time required to put 10 per cent of their payroll in the purchase of Associated Gas and Electric securities. When the Voting Trust came into power, one of the first things Mr. Russell did was to recommend to the Board that the payment of this 10 per cent of employees' salaries to buy securities be terminated, and that 5 per cent should be paid to the employees and the remaining 5 per cent should go into the establishment of a Pension fund, to which the company would also make generous contributions.

It was a critical time to promote such a plan. Business was in the depths of a national depression with the tendency everywhere to curtail expenditures and postpone welfare plans. The R.G.&E. Directors, however, approved



FRED. C. GOODWIN

Mr. Russell's plan, although the company at that time did not have sufficient available funds for the required capital investment to pay for the past service accumulations. In order to start the Pension plan, the company obligated itself to the Metropolitan Life Insurance Company for the sum of \$2,300,000, and the Pension system went into effect on January 1, 1933. Beginning with an initial payment of \$500,000 in 1934, the company made capital contributions of varying amounts until 1939 when the obligation of \$2,300,000 to the Metropolitan Life Insurance Company was finally paid off. During this period, Raymond Ball played a very important part in helping to achieve this sound objective.

Some years before this, the trolley system and the gas and electric were both beneficially owned by the same parent company. After the trolley company closed its operations, it carried on its books a sizeable disputed bill for the electric service rendered by the R.G. & E. In the final settlement, it was determined that the bill amounted to some \$335,000. Mr. Ball saw in this a chance to put this money into the R.G. & E. Pension Fund (since it was not on the company's records as an Accounts Receivable item) and thus help to pay off the past service obligation. During all this time, of course, the company was also making regular monthly contributions as its current share of the Pension cost. Employee contributions to the fund started at 5 per cent of salary. This was reduced to 2½ per cent when Social Security went into effect, with the company making a similar payment to the fund. Beginning with January 1953, the company assumed the entire cost of the Pension payments and employees from that time on have made no contributions into the Pension fund.

The R.G. & E. Pension plan is regarded as one of the finest in the country, and at the present time more than 450 retired employees are enjoying comfort and security as a result of its adoption. Thus it is that out of the Associated Gas and Electric problems, two long cherished ambitions of the company became realities—an independent operating company and the establishment of an outstanding Pension system.



PLACE OF THE R. G. & E. IN THE COMMUNITY

BECAUSE any other system would be wasteful, inefficient and costly to the consumer, a public utility is usually given a special franchise to serve a certain area for a specified period. Duplication of utility facilities would mean changing of service lines to customers' homes and places of business with consequent delays and interruptions as customers shifted from one source of supply to another. This was demonstrated in the early days of Rochester and brought about the mergers which culminated in the single company that since 1919 has operated under the corporate name of Rochester Gas and Electric Corporation.

A public utility such as the R.G.&E. renders one of the most important services in the life of any community. Use of its facilities is essential to the growth and welfare of the territory in which the company operates. The service which the utility provides not only meets the basic needs of the homes, farms, industries, and commercial establishments in its area, but also offers a constant stimulus to raise the standard of living of all the people. Through the beneficent influence of their automatic servants, electricity and gas have eliminated most of the drudgery from the home and industry and have tremendously increased the productivity of all forms of labor.

The fact that utility service is of such great public interest means that the policies and plans of a public utility must be geared to recognition and acceptance of certain responsibilities.

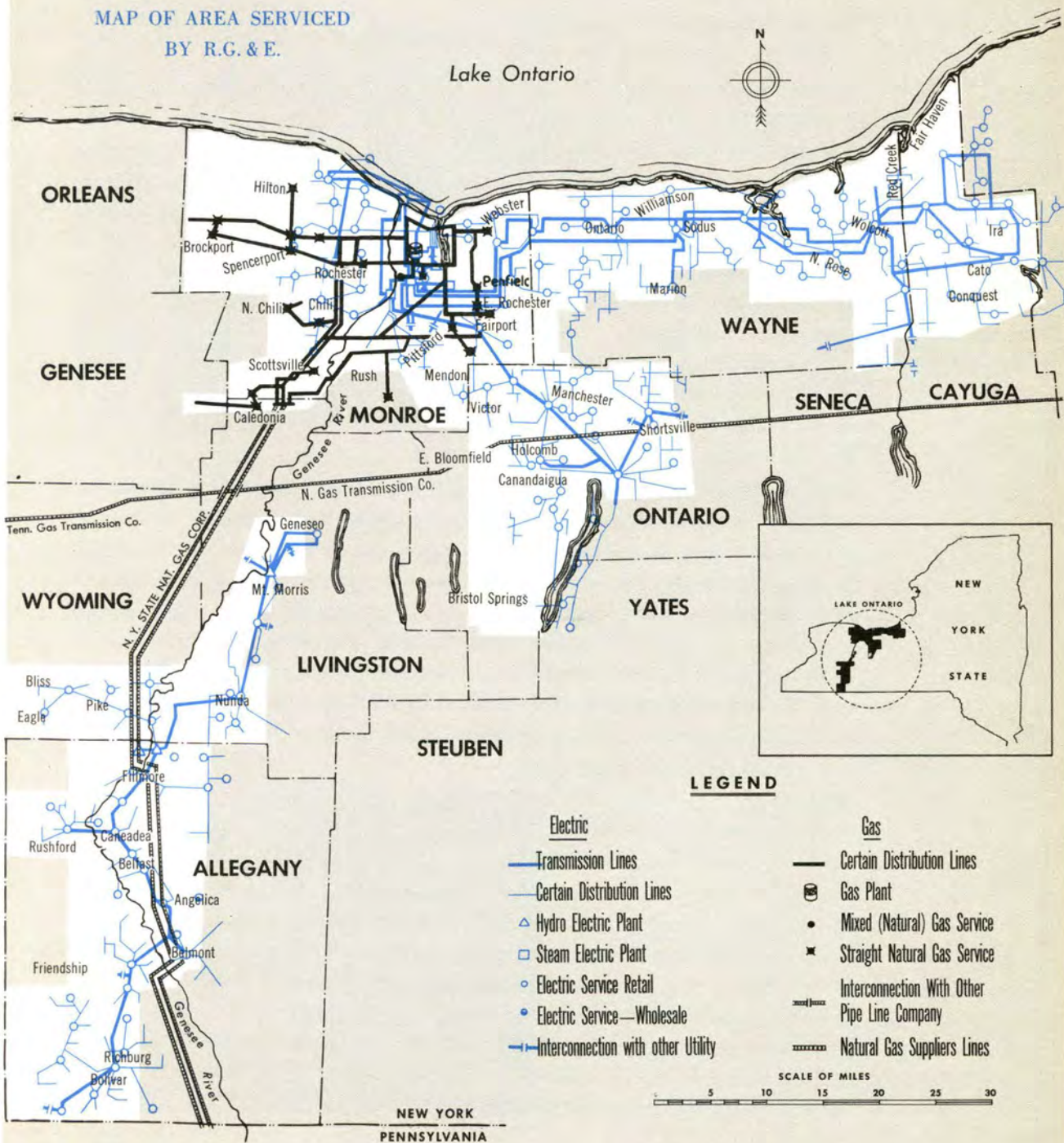
1. A public utility has a responsibility to its customers to see that they receive efficient, reliable service at the lowest possible cost consistent with sound business operation.
2. A public utility has a responsibility to its employees to see that they have good working conditions, fair wages, humane consideration of their welfare and proper provision for their retirement years.
3. A public utility has a responsibility to its security holders whose money had made possible the development of utility service for public good. It must see to it that investors' money is wisely and safely utilized and that the investors receive a reasonable rate of return for the use of their funds in the public interest.
4. A public utility has a major responsibility to the entire community to make sure that community needs are not only completely met, but are anticipated, so that service is ready and waiting whenever the community calls for it. A public utility can only grow and prosper as the area it serves thrives and develops and therefore all of its operations become an integral part of community prosperity.

Since a public utility is given the exclusive franchise to do business in a certain area it is right and proper that it should be subject to regulation and companies like the R.G. & E. welcome strong and vigorous regulation, asking only that it be fair and equitable. The R.G. & E. is under regulation by various governmental bodies, including federal, state, and local agencies, among them the New York State Public Service Commission which devotes all of its attention to the regulation of operations of the public utilities in New York State.

The earnings of a public utility are regulated and whenever they are deemed too high, rate reductions are ordered. Public utilities are subjected to special taxes, assessed against no other line of business, in addition to all the normal taxes. All of these things are part of the price which a public utility pays for the exclusive right to do business in its particular area.

The Rochester Gas and Electric Corporation has always felt that it has obligations to the various communities that it serves above and beyond the letter of local, state, or federal laws. It believes that an important part of its

MAP OF AREA SERVICED
BY R.G. & E.



job is to help these communities in every way possible to grow and to prosper; to anticipate their needs and to be, always, a good neighbor. It spends many millions of dollars every year in extending its gas, electric, and steam lines to new areas in order that service may be ready and waiting when needed. Demands for service have to be predicted as far as ten years in advance and money has to be obtained from investors to construct the necessary new plants and lines. A new electric generator must be planned at least three years ahead because it takes that long to build and install this multi-million dollar equipment. Construction of gas mains that may cost as high as \$92,000 per mile must be provided for well in advance so that service may always keep ahead of demand.

Through its careful planning and its willingness to take risks in the interest of community betterment, the R.G.&E. was one of the few public utilities in the country that did not have to ration gas or electricity during World War II and the post war period. It complied, of course, with government restrictions on commercial lighting and limitation of gas heating customers, but never had to cut down on customers because of shortage of supply. While a few other regions shivered through frigid winters because of scarcity of gas supply, the R.G.&E. through its dual system of manufactured gas and natural gas, was able to maintain full service. In some other regions electric voltage had to be reduced to industrial and commercial firms and in certain areas of Canada served by government systems there were complete shut-offs at certain periods of each day. In the Rochester area, the full demands of all customers were met.

*An early view of Main Street
looking East from the four
corners*





*The same view of Main
Street today*

In at least two special fields the record of the R.G. & E. is outstanding. The company has a larger percentage of its electric lines underground than any comparable region in the country. The importance of this contribution can be measured by the fact that it costs at least six times as much to lay lines underground as to string them overhead. In the City of Rochester, practically all the principal streets have lines underground and the difference that such construction makes in the appearance of a city, as well as in safety and freedom from service interruptions, can be observed from the "before" and "after" photographs that illustrate this chapter.

The wisdom of early planning has been increasingly demonstrated in succeeding years. This is in striking contrast to the situation in a community just a few hundred miles away which finds its service efficiency and street attractiveness marred by a maze of unsightly overhead wires. There have been many proposals and plans for putting these electric lines underground, but the cost has now risen so far that it would run into hundreds of millions of dollars and the project has had to be abandoned and the community forced to put up with the present unsatisfactory conditions.

Soot and smoke from industrial and commercial chimneys present a serious problem in many cities. The air is befouled, buildings are begrimed, and clothing is soiled. In Rochester, however, one seldom sees a stack that belches black smoke. The major reason for this is the development over the years of

R.G.&E.'s District Steam Heating Service. It started in 1889 when Rochester was the third city in the United States to go into the steam heating business. Today, 68 years later, the steam business is the fifth largest in the country, although the city is 35th (1950) in size. 95 per cent of central downtown area uses steam for its heat, a fact that has been a major factor in the elimination of smoke and dirt in the community.

The steam is generated in special plants which are themselves equipped with expensive smoke and ash eliminating facilities. This steam is piped under the streets to factories and commercial establishments. Many places have the steam lines running under their sidewalks, melting the snow as it falls and thus solving a snow removal problem. Accompanying photographs showing Rochester before and after the growth of R.G.&E. steam service tell the story of a cleaner community far more eloquently than any written words. The tremendous increase in the heating of Rochester area homes, factories and stores with gas has been another notable contribution to the elimination of smoke and grime.

The R.G.&E. believes that when a business derives its revenue from a particular region it owes it to the people of that area to do everything that might reasonably be expected, and then a bit more, to help the people there promote their own progress and prosperity. In line with this policy, therefore, the company is glad to lend a hand to any worthy community cause, not only through contributions of money but through the active cooperation of many of its employees. It would be difficult to find any project for community betterment in the R.G.&E. area in which company workers have not played an important part.

Whenever the company has an opportunity to help the general welfare it does so. One example is the inhalator service that has helped to save many lives. Employees trained in the latest resuscitation methods are always on call for emergencies and they respond to every appeal, most of which have no connection with gas or electric service. The company also maintains a completely equipped emergency truck with specialized tools and equipment that works with city and town fire and police departments wherever its help is needed. Its engineering, farm and home service departments are available, without charge, to help solve problems of industry, home, and farm. Moreover, a few years ago the company turned over to the State of New York a large section of land adjoining Letchworth Park, a gift that will add to the



A smokey city—a downtown birds-eye glimpse of Rochester taken in the 1930's on a cold January day



Twenty years later, with 95% of central downtown buildings heated with RG&E steam

beauty and charm of the state park. All of these things are but part of what the R.G.&E. recognizes as belonging to its role of good neighbor.

It is always difficult to measure the value of the good will which a company may build up for itself through the years, but the R.G.&E. was given an impressive demonstration of its benefits during and after the Brighton disaster of 1951. Just as other localities have been visited with catastrophe—(Texas City, South Amboy and Reno, for example)—so tragedy came to the Rochester community where fire and gas explosions wrecked or damaged 44 houses.

The immediate cause of the accident is still a mystery, although the sequence of events is clear and was the result of an almost unbelievable chain of circumstances.

The attitude of the home owners during the period of reconstruction following the accident was shown in scores of letters sent to the company. A quotation from one such letter reflects the general feeling of the neighborhood: "The public in the past has been conditioned to think of huge corporations in terms not only of monopolies, but also as a greedy ogre ever waiting to pounce and take advantage of the innocent public. No doubt to some extent in the public mind there is still a residue of that feeling and belief. Perhaps in my own mind some prejudice existed. Thus I admit with



The Lincoln Park Building, better known as Station #9, where steam is generated for industrial use



RG&E Emergency Truck carries portable electric equipment and special tools as well as First Aid and Fire Fighting Equipment.

some chagrin that I was pleasantly surprised and more than pleased at the manner in which I was treated. I believe your fairness, tact, and understanding are a fine example of American business practice at its best. I assure you that insofar as I am concerned, Rochester Gas and Electric Corporation has done everything possible to wipe out an unpleasant experience that my family and I were subject to."

Editorial comment in the Rochester daily newspapers spoke approvingly of the company's welfare and the work of the employees won the following special tribute from one of Rochester's weekly papers: "We have seen no mention of one group whose untiring efforts and splendid organization brought order out of chaos with amazing speed and thoroughness. We refer to the Rochester Gas and Electric emergency crews. They were on the job minutes after the explosion. Their foremen marshalled them into action like units of a veteran, well-trained army. Guided by maps of the area, these men were dispatched to trouble spots with an efficiency that kept the holocaust within bounds. They worked as much as 48 hours without relief, in many cases. They braved lurking death to go inside threatened homes, so while praise is being given to the thousands of people who rallied to Brighton's aid, let us not forget the utility crews."

The tragedy, moreover, helped to illustrate the part a responsible utility can play in its community—almost eight hundred claims were settled by the R.G.&E. without a single lawsuit being brought against the company. Furthermore, even though safety measures were believed to be more than adequate, additional ones were developed and put into operation. The final result is that gas systems, not only in Rochester and New York State but all over the nation (and even in other countries) have been rechecked and improved. Laws governing the working of excavation and blasting have been enacted by the legislation in Albany requiring far greater safeguards, and today a greater measure of safety surrounds the distribution of gas in New York State than ever before. In its determination to prevent this type of accident from ever happening again, the R.G.&E. has spent more than two million dollars in additional safety measures for its customers.

In order to have a closer touch with the various communities which it serves, the company maintains offices in Belmont, Bolivar, Canandaigua, East Rochester, Fillmore, Hilton, Mt. Morris, Sodus, and Wolcott. These offices are staffed by men and women who have grown up and live in their various areas and know the people and their needs.

In the preceding pages of this chapter an attempt has been made to show how the R.G. & E. measures up to the obligations which it recognizes as owing to its customers and to the community, as well as to its employees and its security holders. A later chapter in the book will tell the story of company and employee relationship, but this one would not be complete without some comment on the place of the security holder in the industry.

Under the present strict regulation of the industry the holder of securities in a public utility does not have the opportunity for sensational profits in the upswing of common stocks that is possible in some other lines, but he does have a greater degree of stability. Every business and every family is a customer of a public utility and this universality of market provides a buffer against too violent fluctuations.

Government regulation, which fixes the prices a public utility may charge for its service, assures the customer of his gas and electricity on a strict "cost of service" basis. What the public utility security holder is entitled to is a reasonable rate of return on the money he invests to make company operations possible and a degree of stability to compensate him for the lack of opportunity for greater profit that he might find in some other holdings. He

DISTRICT OFFICES

WOLCOTT



BOLIVAR



EAST ROCHESTER



SODUS



MOUNT MORRIS

BELMONT



CANANDAIGUA



FILLMORE



HILTON



is also entitled to sound, economical and intelligent management that will protect his investment. The high regard for public utility securities is evidenced by the large amount that is held by insurance companies, educational and other institutions, all of whom put security of return above opportunity for sudden profit and corollary risk of heavy loss.

When R.G. & E. became an independent company in 1949 and issued its own common stock, the dividend was \$2.24 per share. This remained the same until the annual meeting of May 1956 when there was a stock split with holders of common stock receiving three shares for each two held. A new dividend was set at \$1.60 per share. This change gave stockholders an annual dividend increase of \$.16 per share of common stock.

In the meantime the price of the common stock rose nearly twenty points from its issuing price to its high, and at the time of the three for two split, was still some seventeen points over its original price.

Before the stock split, there were 1,515,980 shares of common stock outstanding. As a result of the split, the outstanding shares became 2,275,000.

A substantial amount of R.G. & E. common stock is held in Rochester and surrounding area, with hundreds of company employees being shareholders. More common shares are owned in Rochester than in any city except New York, where there are large institutional holders.

At the close of the year 1956, there were 370,000 shares of Preferred Stock outstanding, owned by approximately 3,550 stockholders. The preferred share ownership is distributed widely throughout the United States and in several other countries.

The R.G. & E. has always recognized the importance of the investor and of the company's dependence on his financial support for expansion and efficient operation, and the company management is striving always to keep faith with its investors.



THE MEN BEHIND THE COMPANY

A PUBLIC UTILITY, must be more than a corporate name. It must be people—many people. It is they who carry the burden of public service—the planners and policy makers who must so conduct company affairs that customers will be well served, employees properly treated and fairly compensated and investors given a reasonable rate of return on the money they have advanced to make all the other things possible. It is also the men who battle the sleet, wind, and snow to maintain service; it is the meter readers making their rounds; the service men; the workers at the electric generating and gas producing plants; the girls at typewriters and tabulating machines—all the men and women in all the plants and offices of a utility system.

A progressive public utility is all of these, but this particular chapter concerns itself with management and the community interest which is represented by the directors and officers of the company. A succeeding chapter will describe the importance of the part that the employees play in helping the company to contribute to community betterment.

A corporation is owned by the holders of its common stock. These stockholders elect directors to run the company for them and, in turn, the directors elect officers (some of whom are directors as well) to manage business operations. Directors receive no salaries, their only compensation consisting of a fee for attending meetings, usually held once each month.

In the early years of both gas and electric companies, groups of local citizens served as directors and the same situation prevails today. Ever since the creation of the Voting Trust in 1932, the R.G.&E. has had a strong, civic-minded board of control—men who head local industries and institutions and who have played an outstanding part in the development of the Rochester Community.

A glimpse at the backgrounds of the 1956 Board of Directors, chosen at the annual meeting of stockholders on May 16, will emphasize this statement. Thirteen of the fifteen directors live and work here and several were born in the Rochester area. Listing them in alphabetical order the directors, as of that date were: Raymond N. Ball, Chairman of the Board of Lincoln-Rochester Trust Company, the city's largest bank; Alexander M. Beebee, native born Rochesterian who rose through the ranks to the Presidency of the R.G.&E. and then to the position of Chief Executive Officer and Chairman of the Board; John P. Boylan, Chairman of the Board of the Rochester Telephone Corporation and long-time local resident; Marcus E. Buckman, Manager of Sodus Fruit Farms, a few miles east of Rochester and representing the large farm area served by the company; Leo H. East, born near Rochester and now R.G.&E. Vice President in Charge of Operations; M. Herbert Eisenhart, former President and now Honorary Chairman of the Board of the internationally known Bausch & Lomb Optical Company; Robert E. Ginna, R.G.&E. President, local resident for more than a quarter of a century and active in many national utility associations; Harry C. Hagerty of New York, Rochester born and now Financial Vice President of the Metropolitan Life Insurance Company; Carl S. Hallauer, native born Rochesterian and now President of Bausch & Lomb Optical Company; Thomas J. Hargrave, former President and now Chairman of the Board of the world-famous Eastman Kodak Company, the city's largest industry; Ernest J. Howe, R.G.&E. Vice President and Comptroller, brought here for his wide experience in financial matters and now a leader in many local civic projects; T. Carl Nixon, Rochester-born attorney and now senior partner in the city's largest law firm—Nixon, Hargrave, Devans & Dey; Raymond L. Thompson, Senior Vice President of the University of Rochester and Treasurer and Trustee of that institution; Walter L. Todd, Chairman of the Board of the Todd Company, large local manufacturer of protective check papers and devices and Rochester resident for half a century; Albert W. Whittlesey, Senior Vice President of the First Pennsylvania Banking and Trust Company of Philadelphia, and like Mr. Hagerty, long experienced in investment matters and financial affairs.

There is an interesting story in connection with the forming of the first Board of Directors after the company had regained its independent status. The people concerned with the marketing of our stock suggested that a man should



Alexander M. Beebee



Raymond N. Ball



John P. Boylan



Marcus E. Buckman



Leo H. East



M. Herbert Eisenhart



Robert E. Ginna



Harry C. Hagerty



Carl S. Hallauer



Thomas J. Hargrave



Ernest J. Howe



T. Carl Nixon



Raymond L. Thompson



Walter L. Todd



Albert W. Whittlesey

1957
DIRECTORS

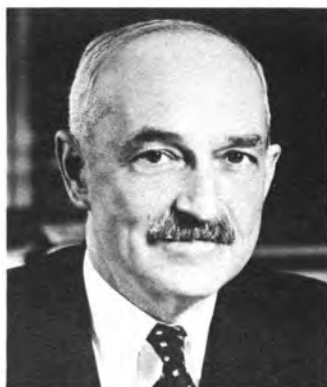
R. G. AND E.
PRESIDENTS



Robert E. Ginna—1956-



Alexander M. Beebee—1947-1956



Herman Russell—1929-1947



Robert M. Searle—1920-1929



James T. Hutchings—1918-1920



Horace E. Andrews—1906-1918



Henry D. Walbridge—1904-1906

be included on the Board of Directors who had a broad experience in corporate financial affairs outside of Rochester. When Alex Beebee suggested the name of Harry Hagerty, the Financial Vice President of Metropolitan Life Insurance Company, he was told that while the choice would be an ideal one, it was completely impossible. Hagerty was too busy being already on the boards of much larger and more important organizations and would not be able to attend board meetings of the R.G. & E.

What they didn't know, however, was that Harry Hagerty was a native Rochesterian. In 1913 he had the job of timekeeper with the Rochester Trolley Company where Alex Beebee first came to work as an underground helper. The two young men had a great respect for each other, and Mr. Beebee has often acknowledged with deep gratitude the constructive suggestions and counsels that Harry Hagerty had given him when he was a youngster going to work. A visit to Mr. Hagerty's office by Mr. Beebee quickly informed him of the situation, with the result that he accepted his old friend's invitation to become a member of the R.G. & E.'s Board of Directors, with the comment that "nothing would please me more than to have an excuse to come home once in a while."

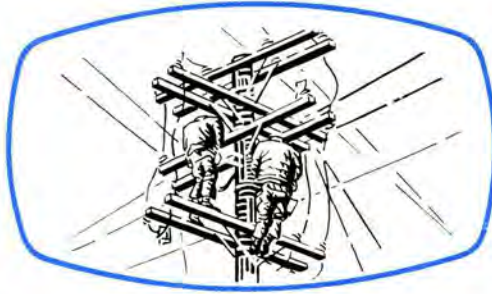


Luncheon after the Annual Stockholders Meeting in the main turbine room of Russell Station.

Some of the R.G.&E. directors head their own industries and all of them serve on the Boards of many local companies and institutions, giving them a comprehensive and sympathetic understanding of the needs and problems of this section of the country. These men have as keen an interest in community growth and progress as they have in the development of the R.G.&E. They know that a public utility cannot grow and prosper unless the area it serves also grows and prospers, nor can it keep ahead of expanding community needs unless it maintains itself in a healthy financial and physical condition. Therefore, a group of directors such as governs the R.G.&E. constitutes another link in the partnership connection that ties company success to community progress and improvements.

*An Edison Bi-Polar Generator
at Station 4.*





THE EMPLOYEE STORY— THE OTHER HALF OF THE R. G. & E. TEAM

THERE is an old adage that says: "A man is known by the company he keeps." Modern paraphrasing has changed this to: "A company is known by the men it keeps." Both are true, and, in the manner of keeping its employees for long periods of continuous service, in consideration of their welfare and their problems and in provision for their years of retirement, the R.G.&E. has established a record that is outstanding in the industrial world.

The R.G.&E. believes that employees are men and women—not merely numbers on a payroll; that since everyone in the company is trying to do his best to render an important service to the customers, there is, therefore, no difference between management and employee. All have the same objectives and responsibilities. Moreover, the company realizes that employees have personal problems as varied as their individual personalities and situations in life. The company believes its duty is to give every reasonable help to the solution of these problems.

The R.G.&E. has about \$92,000 invested in plant and working tools for each employee, while the national average for all manufacturing companies is only \$10,079 per employee. With each employee representing such a big investment, the R.G.&E. considers it just plain common sense to treat the workers well, to give them good working conditions, fair wages, insurance protection for their families, sickness and surgical care, security for their old age, and other benefits.



The Willis E. Hughes Employees Center

Surveys have shown that the chief concern of the average employee is security for himself and his family. He wants assurance of steady employment, fair wages, and some measure of security for his later years. In this field, the R.G. & E. has long been a leader, due primarily to the efforts over many years of an enlightened and far seeing management.

In addition to its contributions to employee security, the company also tries to provide adequate recreational facilities. In early 1954, the beautiful new Willis E. Hughes Employees Center was dedicated. It was named after the former head of the Employee Relations Department who died before it was completed. It is located on Jefferson Road, about five miles south of Rochester and has accommodations for training meetings, retirement dinners, department parties, and recreation clubs of all kinds and sizes. The company promotes a well-balanced program of recreational activities for men and women employees, including baseball, golf, basketball, bowling, table tennis, and other sports. All departments use the Employees Center throughout the year and during 1955 and 1956 there were 324 parties, picnics, and other affairs, with 25,800 employees and their families participating.

Do the employees appreciate this company interest in their welfare? One answer is found in the fact that there has never been any cessation of operations due to difficulties between employees and management. Any problems are openly discussed and worked out in an atmosphere of friendly cooperation. One of the results of this long established employee policy has been the creation of an atmosphere of mutual good will and confidence between management and worker. This has been reflected in greater efficiency of operation in carrying out the work of the company—meter readers, servicemen, and salesmen, in all company operations.

Another proof of the existing good relations is the fact that employee turnover is much less than in most other industries. There are now, in 1957, 554 employees who have been with the company from 10 through 20 years; 455 from 20 through 30 years; and 386 who have been continuously employed for 30 years or more. Four employees have had 60 years or more of service, both active and Emeritus. These include: Mrs. Annie Denio, Messrs. Michael Hall, John Hilbert and John Logan.

Employees make many contributions to community causes, not only through their financial gifts to Community Chest, Red Cross, and other campaigns, but through leadership and rank and file support of these projects. The com-



An informal department party at the Center.

pany encourages employee participation in these affairs and it would be hard to find any civic movement in which R.G.&E. men and women workers are not extending helping hands. One employee activity that has raised many thousands of dollars for Churches, Schools, Parent-Teacher Associations, Veterans Organizations, Volunteer Fire Companies, Boy and Girl Scouts, 4-H Clubs, and others is the work of two groups—the R.G.&E. Men's Chorus and the R.G.&E. Women's Chorus. The Men's Chorus was organized more than 25 years ago, and the Women's Chorus 23 years ago, and both have been active ever since. They have given hundreds of concerts, without charge to the benefited organizations. They give up their own evenings for these concerts and much of their own time for rehearsals. Participation is purely voluntary, with no compensation except the enjoyment each one gets out of the activity.

Employee personnel, including talent from the choral groups, from time to time presents stage performances for their own associates and the Veterans' Club sponsors an annual Christmas party for employees' children.

Employees who wish to further their education are given company help towards tuition for approved study courses. Courses in public speaking,



The RG&E's Women's Chorus.



The RG&E's Men's Chorus at the EEI Convention in 1957.

photography, gardening, book reviewing, bridge, and other activities have been conducted by the employees at various times, with the company furnishing facilities and such guidance as may be needed.

Safety of employees has long been a prime consideration of the R.G.&E. management, which has been a pioneer in this field. Safety campaigns are continuously conducted with rewards for special achievement.

Meetings of supervisory groups, in which company officers frankly discuss company problems and asked for employee comment, are frequently held. These meetings are informal in character, serving as a sort of get-together between the men and women in the ranks and the company executives. Any employee may, and frequently does, offer criticisms and suggestions. Like many other companies, the R.G. & E. has a Suggestion Box system from which cash awards are made, such awards being determined by employee committees rather than company officers.

In summary, employee relations at the R.G.&E. are motivated by the belief that an employee who is treated right is a better employee and that a better employee in a business so closely concerned with the every day lives of all the people of the area, is an asset to the community.

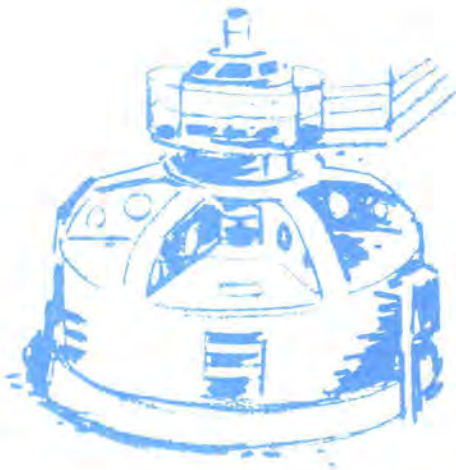


Santa Claus at an RG&E Veterans Club Christmas Party.

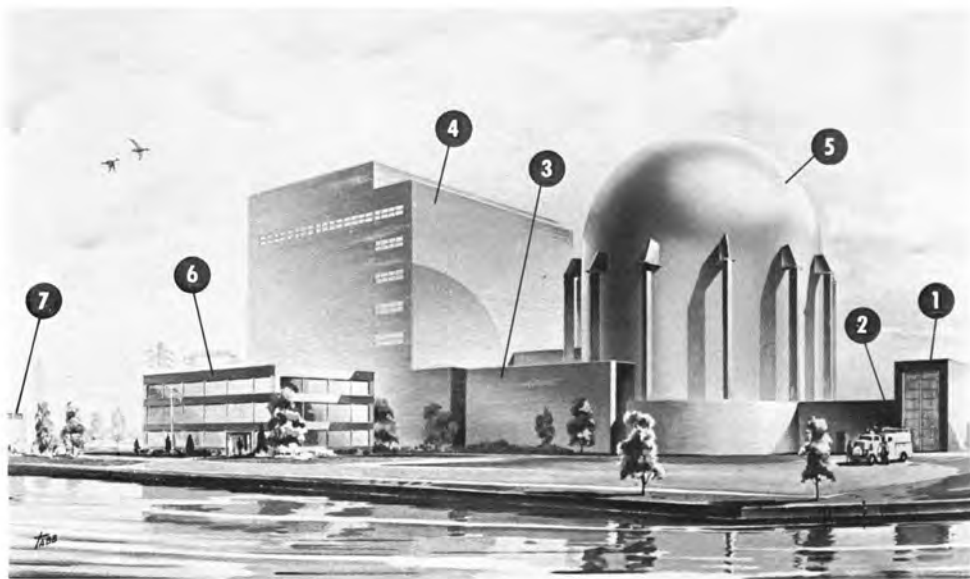


*A familiar scene each year--
"Alex" Beebe helps Santa
distribute gifts.*

This belief on the part of the company was vindicated when a customer survey was made by a professional outside organization in March of 1957. The result showed that 98% of the company's customers felt that the R.G. & E. was a good company to deal with. And 97% said that the employees were courteous and prompt, while 92% made the statement that the R.G. & E. treated its customers as well as it should.



*One of the Hydro Turbines
in Station 5.*

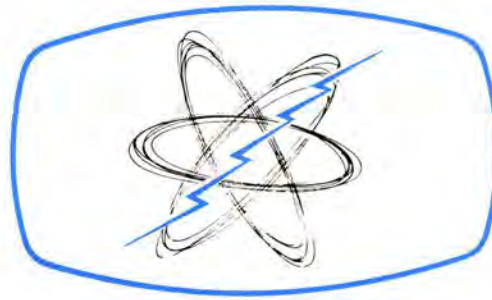


RG&E is a participating company in this Developmental Fast Breeder Reactor Project now in progress near Detroit, Michigan by the Power Reactor Development Company.

1. Element Disassembly and Shipping Facility; 2. Liquid Metal Storage Facility; 3. Steam Generating Building; 4. Turbine Building; 5. Reactor Building Tank; 6. Office Building; 7. Screen House.



When completed, Unit 12 (83,500 KW capability) will look like this as part of Station 3.



WHAT OF THE FUTURE?

IN THIS closing chapter there is no need to compare the struggling community of 1848 with the metropolitan city of today. Who would ever have dreamed that the little Rochester Gas Light Company capitalized at \$100,000 would 109 years later be succeeded by the Rochester Gas and Electric Corporation operating a utility plant costing over \$200,000,000? That the few blocks serviced by the Light Company would become a service area of 2,147 square miles, to include 65 towns, 165 villages and hamlets, and two cities?

The changes, however, that have taken place little more than a generation ago are almost as striking. In the early 1920's the R.G. & E.'s Station #5 at the foot of Driving Park bridge was considered to be the last word in hydro electric construction, and its capacity of 40,000 kilowatts was only exceeded by that of Station #3 on Mill Street with a capability of 60,000 kilowatts which was considered ample for all emergency needs. West Station with its vertical retorts was one of the most modern gas plants in the country. In 1917, just after Station #5 was completed, the R.G. & E.'s total electric sales were 124 million kilowatt hours, while its gas sendout amounted to about 12 million therms.

Today, Station #5 is still in operation, but supplies less than 15% of the total annual need for electricity, while the 60,000 kilowatts at Station #3 is far surpassed by the systems present capability of 393,500 kilowatts. Last year, R.G.&E.'s electric sales were close to 1,400,000,000 kilowatt hours and gas sendout was 139 million therms. Thus, in little more than a generation, energy requirements have been multiplied by more than ten. An even more dramatic comparison can be made with the gas sendout on February 9, 1934 with that of January 15, 1957. That day in February 1934 was the coldest ever recorded in Rochester's history. The mean temperature was -12° and the official minimum was -22° . Many of the present Gas Department employees can remember the struggle they had to achieve a record sendout of 19 million cubic feet. But 23 years later Rochester had another sub-zero day almost as cold as the February record. The minimum was -16° and the mean -6° . On that day, with no difficulty, the gas sendout reached its all-time peak of 190 million cubic feet. (Both sendouts were figured on the same BTU basis.)

The growth since the end of World War II is even more breathtaking. The demands on the R.G.&E. for greater and greater amounts of energy made it necessary for the planning departments of both gas and electric divisions to keep five years ahead of the requirements if they were to be sure that those demands were going to be met. Electric generating capacity has more than doubled, while the demand for gas and steam has kept pace with that of electricity.

Another major postwar development was the construction in 1955 of the first unit of the Operations Center in Henrietta. The increasing problem of traffic and parking in the vicinity of the R.G. & E. shops at Front and Andrews Streets had resulted in a definite lowering of operating efficiency in the distribution departments. The move to Henrietta was not only of great benefit to the R.G.&E., but also helped to relieve traffic congestion in the downtown city streets.

All this, of course, has cost lots of money. The demand for capital has been still further aggravated by the inflation that has resulted in price increases for all commodities. This simple comparison will, however, show better than any other way the changes that have taken place in the company's plant investment. It took 100 years for the little Rochester Gas Light plant to grow into the great utility that serves the area, when in 1948 the cost of



Operations Center on Jefferson Road dedicated to Joseph P. Haftenkamp.



The Center as it will appear when all future units are completed.

plant exceeded 100 million dollars. Now, only nine years later, this investment is considerably more than 200 million dollars, and the demand for more energy has not yet abated.

What of the future? There is no doubt that the demand for electricity all over the United States is so great that before very long, in some parts of the country, conventional fuels such as oil, gas, and coal will be in short supply. Nuclear energy in some form or other will, therefore, be used at first to supplement and eventually to take the place of these conventional fuels. No one knows how soon this may be. It is certain, however, that controlled atomic energy is practicable and will be available for use. That is why so many experiments are now going on in this country and in other places to find out how nuclear energy can be most efficiently released. In the meantime, the R.G.&E. is cooperating with other utilities in the building of the Enrico Fermi Nuclear Power Plant in Monroe, Michigan. This is being constructed by a group of 26 utilities and other manufacturing companies forming the Power Reactor Development Company.

Executives of the R.G.&E. have been active in working for the economic development of atomic power. Robert E. Ginna, President, is on the Board of Directors of APDA (Atomic Power Development Associates, Inc.) and is a Trustee of the Power Reactor Development Company. Leo H. East, Vice President in Charge of Operations has also been closely associated with him in this work. Irvin G. McChesney, Manager of Nuclear Energy Research, is an active member of the group of engineers now working full-time in the development of the Enrico Fermi Nuclear Power Plant which will be a fast neutron breeder type reactor. This kind of operation, if economically successful, will produce more fissionable material than it uses for the generation of power.

What of the future? No one can see it clearly. It is reasonable to hope, however, that the Rochester Gas and Electric Corporation will continue as it is now—a local company with home-town management and home-town workers, a company that will go forward with determination that insofar as good utility service can accomplish it, Rochester, Canandaigua, the Genesee Valley, and the Lakeshore areas will maintain their places in the foreground of prosperous, progressive communities.



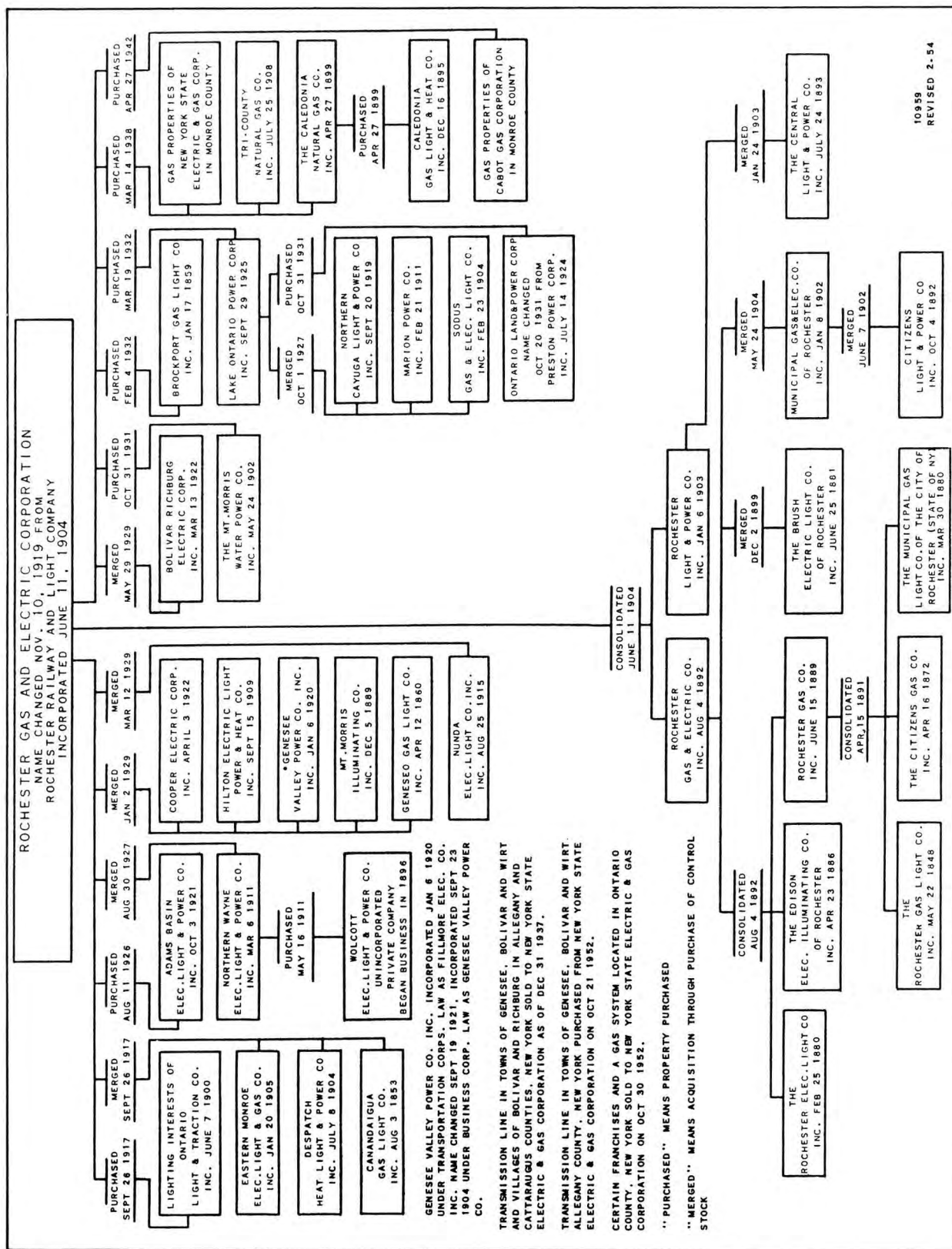
An air view of downtown Rochester looking South from the Upper Falls of the Genesee River.



Architects rendering of the Civic Center as it will look when completed.

APPENDIX

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OFFICERS

<i>Year</i>	<i>Chairman of the Board</i>	<i>President</i>	<i>Vice President</i>	<i>Secretary</i>	<i>Treasurer</i>	<i>Assistant Secretary</i>	<i>Assistant Treasurer</i>
1904	Frederick Cook	Henry D. Walbridge	E. W. Clark, Jr. Granger A. Hollister	Geo. E. Hardy	Geo. E. Hardy	Wm. M. Eaton John H. Holden	Wm. M. Eaton
1905	Frederick Cook	Henry D. Walbridge	E. W. Clark, Jr. Granger A. Hollister Wm. M. Eaton	Geo. E. Hardy Wm. M. Eaton	Geo. E. Hardy Wm. M. Eaton	Wm. M. Eaton John H. Holden Geo. E. Hardy Chas. A. Tucker	Wm. M. Eaton Geo. E. Hardy
1906	—	Henry D. Walbridge Horace E. Andrews	E. W. Clark, Jr. Granger A. Hollister Wm. M. Eaton Wm. K. Vanderbilt, Jr.	Wm. M. Eaton Chas. A. Tucker	Wm. M. Eaton Jos. C. Collins	Geo. E. Hardy Chas. A. Tucker	Geo. E. Hardy Chas. A. Tucker E. L. Rossiter
1907	—	Horace E. Andrews	Granger A. Hollister Wm. K. Vanderbilt, Jr.	Chas. A. Tucker Jos. C. Collins	Jos. C. Collins E. L. Rossiter	Arthur L. Linn, Jr.	E. L. Rossiter Chas. A. Tucker
1908	—	Horace E. Andrews	Granger A. Hollister Wm. K. Vanderbilt, Jr.	Jos. C. Collins	E. L. Rossiter	Arthur L. Linn, Jr.	Chas. A. Tucker
1909	—	Horace E. Andrews	Granger A. Hollister Wm. K. Vanderbilt, Jr. Robert M. Searle	Jos. C. Collins	E. L. Rossiter	Arthur L. Linn, Jr.	Chas. A. Tucker
1910	—	Horace E. Andrews	Granger A. Hollister Wm. K. Vanderbilt, Jr. Robert M. Searle	Jos. C. Collins	E. L. Rossiter	Arthur L. Linn, Jr.	Chas. A. Tucker
1911	—	Horace E. Andrews	Granger A. Hollister Wm. K. Vanderbilt, Jr. Robert M. Searle	Jos. C. Collins	E. L. Rossiter	Arthur L. Linn, Jr.	Chas. A. Tucker
1912	—	Horace E. Andrews	Granger A. Hollister Wm. K. Vanderbilt, Jr. Robert M. Searle	Jos. C. Collins	E. L. Rossiter	Arthur L. Linn, Jr.	Chas. A. Tucker
1913	—	Horace E. Andrews	Granger A. Hollister Wm. K. Vanderbilt, Jr. Robert M. Searle	Jos. C. Collins	E. L. Rossiter	Arthur L. Linn, Jr. Howard L. Reichart	Chas. A. Tucker
1914	—	Horace E. Andrews	Wm. K. Vanderbilt, Jr. Granger A. Hollister Robert M. Searle Walter N. Kernan	Jos. C. Collins	E. L. Rossiter	Howard L. Reichart	Chas. A. Tucker
1915	—	Horace E. Andrews	Granger A. Hollister Robert M. Searle Walter N. Kernan	Jos. C. Collins	E. L. Rossiter Milton S. Barger	Howard L. Reichart	Chas. A. Tucker

<i>Year</i>	<i>Chairman of the Board</i>	<i>President</i>	<i>Vice President</i>	<i>Secretary</i>	<i>Treasurer</i>	<i>Assistant Secretary</i>	<i>Assistant Treasurer</i>
1916	—	Horace E. Andrews	Granger A. Hollister Robert M. Searle Walter N. Kernan	Jos. C. Collins	Milton S. Barger	Howard L. Reichart	Chas. A. Tucker
1917	—	Horace E. Andrews	Granger A. Hollister Robert M. Searle Walter N. Kernan James T. Hutchings	Jos. C. Collins	Milton S. Barger	Howard L. Reichart	Chas. A. Tucker
1918	—	Horace E. Andrews James T. Hutchings	James T. Hutchings Granger A. Hollister Robert M. Searle Walter N. Kernan	Jos. C. Collins	Milton S. Barger	Howard L. Reichart	Chas. A. Tucker
1919	—	James T. Hutchings	Granger A. Hollister Robert M. Searle Walter N. Kernan	Jos. C. Collins	Milton S. Barger	Howard L. Reichart	Chas. A. Tucker
1920	—	James T. Hutchings Robert M. Searle	Robert M. Searle Granger A. Hollister Walter N. Kernan	Jos. C. Collins	Milton S. Barger	Howard L. Reichart	Chas. A. Tucker
1921	—	Robert M. Searle	Granger A. Hollister Walter N. Kernan	Jos. C. Collins	Milton S. Barger	Howard L. Reichart Milton S. Barger Harry G. Snelling	Chas. A. Tucker
1922	—	Robert M. Searle	Granger A. Hollister Walter N. Kernan Herman Russell	Jos. C. Collins	Milton S. Barger	Howard L. Reichart Milton S. Barger Harry G. Snelling	Chas. A. Tucker
1923	—	Robert M. Searle	Granger A. Hollister Walter N. Kernan Herman Russell	Jos. C. Collins	Milton S. Barger	Howard L. Reichart Milton S. Barger Harry G. Snelling	Chas. A. Tucker
1924	—	Robert M. Searle	Granger A. Hollister Walter N. Kernan Herman Russell Edward G. Miner	Jos. C. Collins	Milton S. Barger	Howard L. Reichart Milton S. Barger Harry G. Snelling	Chas. A. Tucker Jos. C. Collins
1925	—	Robert M. Searle	Walter N. Kernan Herman Russell Edward G. Miner	Jos. C. Collins	Milton S. Barger Jos. C. Collins	Milton S. Barger Howard L. Reichart Harry G. Snelling	Jos. C. Collins Chas. A. Tucker
1926	—	Robert M. Searle	Walter N. Kernan Herman Russell Edward G. Miner	Jos. C. Collins	Jos. C. Collins	Howard L. Reichart Harry G. Snelling	Chas. A. Tucker
1927	—	Robert M. Searle	Walter N. Kernan Herman Russell Edward G. Miner	Jos. C. Collins	Jos. C. Collins	Howard L. Reichart Harry G. Snelling	Chas. A. Tucker

<i>Year</i>	<i>Chairman of the Board</i>	<i>President</i>	<i>Vice President</i>	<i>Secretary</i>	<i>Treasurer</i>	<i>Assistant Secretary</i>	<i>Assistant Treasurer</i>
1928	—	Robert M. Searle	Walter N. Kernan Herman Russell Edward G. Miner	Jos. C. Collins	Jos. C. Collins	Harry G. Snelling Howard L. Reichart John F. O'Brien	Chas. A. Tucker John W. Little
1929	—	Robert M. Searle Herman Russell	Walter N. Kernan Herman Russell Edward G. Miner John M. Daly Howard C. Hopson	Jos. C. Collins	Jos. C. Collins	John F. O'Brien Howard L. Reichart Chas. A. Dougherty	John W. Little Chas. A. Tucker Howard C. Hopson A. E. Kock Jos. F. McKenna Norman L. Crowley
1930	James I. Mange	Herman Russell	Edward G. Miner John M. Daly Howard C. Hopson	Jos. C. Collins	Jos. C. Collins	Howard L. Reichart Chas. A. Dougherty	Chas. A. Tucker Howard C. Hopson A. E. Kock Jos. F. McKenna Norman L. Crowley
1931	James I. Mange	Herman Russell	Edward G. Miner Howard C. Hopson John M. Daly M. C. O'Keefe E. T. Edmonds J. H. Pardee	Jos. C. Collins Jos. F. McKenna	Jos. C. Collins	Chas. A. Dougherty Jos. C. Collins	Howard C. Hopson Jos. F. McKenna Norman L. Crowley Chas. A. Tucker A. E. Kock M. C. O'Keefe E. Weinberger
1932	James I. Mange Edward G. Miner	Herman Russell	John M. Daly M. C. O'Keefe J. H. Pardee Chas. A. Dougherty E. T. Edmonds Fred S. Burroughs Jos. P. Haftenkamp Ernest C. Scobell	Jos. F. McKenna Fred. H. Patterson	Jos. C. Collins	Chas. A. Dougherty Jos. C. Collins Jos. F. McKenna	M. C. O'Keefe Chas. A. Tucker A. E. Kock E. Weinberger
1933	Edward G. Miner	Herman Russell	E. T. Edmonds Fred S. Burroughs Jos. P. Haftenkamp Ernest C. Scobell	Fred. H. Patterson	Jos. C. Collins	Jos. C. Collins Jos. F. McKenna	Chas. A. Tucker A. E. Kock E. Weinberger
1934	Edward G. Miner	Herman Russell	E. T. Edmonds Fred S. Burroughs Jos. P. Haftenkamp Ernest C. Scobell	Fred. H. Patterson	Jos. C. Collins	Jos. C. Collins Jos. F. McKenna	Chas. A. Tucker A. E. Kock E. Weinberger
1935	Edward G. Miner	Herman Russell	E. T. Edmonds Fred S. Burroughs Jos. P. Haftenkamp Ernest C. Scobell	Fred. H. Patterson	Jos. C. Collins	Jos. C. Collins Jos. F. McKenna	Chas. A. Tucker A. E. Kock E. Weinberger

<i>Year</i>	<i>Chairman of the Board</i>	<i>President</i>	<i>Vice President</i>	<i>Secretary</i>	<i>Treasurer</i>	<i>Assistant Secretary</i>	<i>Assistant Treasurer</i>
1936	Edward G. Miner	Herman Russell	E. T. Edmonds Fred S. Burroughs Jos. P. Haftenkamp Ernest C. Scobell Sanford J. Magee	Fred. H. Patterson	Jos. C. Collins	Jos. C. Collins Jos. F. McKenna	A. E. Kock Chas. A. Tucker E. Weinberger
1937	Edward G. Miner	Herman Russell	Jos. P. Haftenkamp Ernest C. Scobell Sanford J. Magee	Fred. H. Patterson	Jos. C. Collins	Jos. C. Collins Jos. F. McKenna	Chas. A. Tucker E. Weinberger
1938	Edward G. Miner	Herman Russell	Jos. P. Haftenkamp Ernest C. Scobell Sanford J. Magee	Fred. H. Patterson	Jos. C. Collins	Jos. F. McKenna Jos. C. Collins	E. Weinberger Chas. A. Tucker
1939	Edward G. Miner	Herman Russell	Jos. P. Haftenkamp Ernest C. Scobell Sanford J. Magee	Fred. H. Patterson	Jos. C. Collins John F. Clark	Jos. C. Collins John F. Clark	Chas. A. Tucker
1940	Edward G. Miner	Herman Russell	Ernest C. Scobell Sanford J. Magee Jos. P. Haftenkamp	Fred. H. Patterson	John F. Clark	John F. Clark	Chas. A. Tucker
1941	Edward G. Miner	Herman Russell	Jos. P. Haftenkamp	Fred. H. Patterson	John F. Clark Fred. H. Patterson	John F. Clark Paul J. W. Miller	Chas. A. Tucker Harold W. Nichols
1942	Edward G. Miner	Herman Russell	Jos. P. Haftenkamp	Fred. H. Patterson	Fred. H. Patterson	Paul J. W. Miller	Chas. A. Tucker Harold W. Nichols
1943	Edward G. Miner	Herman Russell	Jos. P. Haftenkamp	Fred. H. Patterson	Fred. H. Patterson	Paul J. W. Miller	Chas. A. Tucker Harold W. Nichols
1944	Edward G. Miner	Herman Russell	Jos. P. Haftenkamp Alex. M. Beebee Edgar R. Crofts Robert E. Ginna Ernest J. Howe	Fred. H. Patterson	Fred. H. Patterson	Paul J. W. Miller	Chas. A. Tucker Harold W. Nichols
1945	Edward G. Miner	Herman Russell	Jos. P. Haftenkamp Alex. M. Beebee Edgar R. Crofts Robert E. Ginna Ernest J. Howe	Fred. H. Patterson	Fred. H. Patterson	Paul J. W. Miller	Chas. A. Tucker Harold W. Nichols
1946	Edward G. Miner	Herman Russell	Alex. M. Beebee Edgar R. Crofts Robert E. Ginna Ernest J. Howe	Fred. H. Patterson	Fred. H. Patterson	Paul J. W. Miller	Chas. A. Tucker Harold W. Nichols
1947	Herman Russell	Alex. M. Beebee	Edgar R. Crofts Robert E. Ginna Ernest J. Howe	Fred. H. Patterson	Fred. H. Patterson	Paul J. W. Miller Harold S. Weatherby	Chas. A. Tucker Harold W. Nichols

<i>Year</i>	<i>Chairman of the Board</i>	<i>President</i>	<i>Vice President</i>	<i>Secretary</i>	<i>Treasurer</i>	<i>Assistant Secretary</i>	<i>Assistant Treasurer</i>
1948	Herman Russell	Alex. M. Beebee	Edgar R. Crofts Robert E. Ginna Ernest J. Howe	Fred. H. Patterson	Fred. H. Patterson	Paul J. W. Miller Harold S. Weatherby	Chas. A. Tucker Harold W. Nichols
1949	Herman Russell	Alex. M. Beebee	Edgar R. Crofts Robert E. Ginna Ernest J. Howe	Fred. H. Patterson	Fred. H. Patterson	Paul J. W. Miller Harold S. Weatherby	Chas. A. Tucker Harold W. Nichols
1950	Herman Russell	Alex. M. Beebee	Robert E. Ginna Ernest J. Howe Leo H. East Robert E. Ginna, Exc.	Fred. H. Patterson	Fred. H. Patterson	Paul J. W. Miller Harold S. Weatherby	Harold W. Nichols
1951	Herman Russell	Alex. M. Beebee	Ernest J. Howe Leo H. East Robert E. Ginna, Exc.	Fred. H. Patterson Paul J. W. Miller	Fred. H. Patterson Harold W. Nichols	Paul J. W. Miller Harold S. Weatherby	Harold W. Nichols
1952	Herman Russell	Alex. M. Beebee	Ernest J. Howe Leo H. East Robert E. Ginna, Exc.	Paul J. W. Miller	Harold W. Nichols	Harold S. Weatherby	—
1953	Herman Russell	Alex. M. Beebee	Ernest J. Howe Leo H. East Robert E. Ginna, Exc.	Paul J. W. Miller	Harold W. Nichols	Harold S. Weatherby	—
1954	Herman Russell	Alex. M. Beebee	Ernest J. Howe Leo H. East Robert E. Ginna, Exc.	Paul J. W. Miller	Harold W. Nichols	Harold S. Weatherby	—
1955	Herman Russell	Alex. M. Beebee	Ernest J. Howe Leo H. East Robert E. Ginna, Exc.	Paul J. W. Miller	Harold W. Nichols	Harold S. Weatherby	—
1956	Herman Russell Alex. M. Beebee	Alex. M. Beebee Robert E. Ginna	Robert E. Ginna, Exc. Ernest J. Howe Leo H. East Linn B. Bowman Ralph H. McCumber	Paul J. W. Miller	Harold W. Nichols	Harold S. Weatherby	—
1957 (to Nov. 1)	Alex. M. Beebee	Robert E. Ginna	Ernest J. Howe Leo H. East Linn B. Bowman Ralph H. McCumber	Paul J. W. Miller	Harold W. Nichols	Harold S. Weatherby	—
1957 (Nov. 1)	Robert E. Ginna	Ernest J. Howe	Leo H. East, Exc. Linn B. Bowman Ralph H. McCumber	Harold S. Weatherby	Harold W. Nichols	Paul W. Briggs	Robert W. Ball

DIRECTORS

This is a complete list of all Directors of the Company from 1904 to 1957. When a Director's name first appears it is listed in bold type and, if not presently a member, the date of termination is also shown. Thus new Directors and their ultimate period of service can readily be identified for any given year.

1904

George W. Archer January 1907
Edward Bausch October 1931
Clarence M. Clark February 1906
Edward W. Clark, Jr. Feb. 1906
Frederick Cook February 1905
Albert O. Fenn February 1906
Thomas W. Finucane Nov. 1931
Albert H. Harris October 1928
Anton G. Hodenpyl February 1906
Granger A. Hollister January 1924
Alexander M. Lindsay Jan. 1920
James Richardson February 1906
Eugene H. Satterlee January 1910
Henry A. Strong January 1919
Henry D. Walbridge January 1907

1905

George W. Archer
Edward Bausch
Charles T. Chapin January 1913
Clarence M. Clark
Edward W. Clark, Jr.
Frederick Cook
Albert O. Fenn
Thomas W. Finucane
Albert H. Harris
Anton G. Hodenpyl
Granger A. Hollister
Alexander M. Lindsay
James Richardson
Eugene H. Satterlee
Henry A. Strong
Henry D. Walbridge

1906

Horace E. Andrews, December 1918
George W. Archer
Edward Bausch
W. C. Brown January 1914
John Carstensen January 1923
Charles T. Chapin
Clarence M. Clark
Edward W. Clark, Jr.

1906—Con't

Albert O. Fenn
Thomas E. Finucane
Albert H. Harris
Anton G. Hodenpyl
Granger A. Hollister
Alexander M. Lindsay
James Richardson
E. V. W. Rossiter December 1910
Eugene H. Satterlee
John J. Stanley January 1914
Henry A. Strong
Wm. K. Vanderbilt, Jr. Nov. 1928
Henry D. Walbridge
W. J. Wilgus November 1907
1907
Horace E. Andrews
George W. Archer
Edward Bausch
W. C. Brown
John Carstensen
Charles T. Chapin
Thomas W. Finucane
Albert H. Harris
Granger A. Hollister
Walter N. Kernan January 1930
Alexander M. Lindsay
E. V. W. Rossiter
Eugene H. Satterlee
John J. Stanley
Henry A. Strong
William K. Vanderbilt, Jr.

1907
Horace E. Andrews
George W. Archer
Edward Bausch
W. C. Brown
John Carstensen
Charles T. Chapin
Thomas W. Finucane
Albert H. Harris
Granger A. Hollister
Walter N. Kernan
Alexander M. Lindsay
E. V. W. Rossiter
Eugene H. Satterlee
John J. Stanley
Henry A. Strong
William K. Vanderbilt, Jr.
Henry D. Walbridge
W. J. Wilgus

1908-9

Horace E. Andrews
Edward Bausch
W. C. Brown
John Carstensen
Charles T. Chapin
Thomas W. Finucane
Albert H. Harris

1908-9—Con't

Granger A. Hollister
Walter N. Kernan
Alexander M. Lindsay
E. V. W. Rossiter
Eugene H. Satterlee
John J. Stanley
Henry A. Strong
William K. Vanderbilt, Jr.
1910
Horace E. Andrews
Edward Bausch
Daniel M. Beach December 1929
W. C. Brown
John Carstensen
Charles T. Chapin
Thomas W. Finucane
Albert H. Harris
Granger A. Hollister
Walter N. Kernan
Alexander M. Lindsay
Edward G. Miner November 1931
E. V. W. Rossiter
Eugene H. Satterlee
John J. Stanley
Henry A. Strong
William K. Vanderbilt, Jr.

1911
Horace E. Andrews
Edward Bausch
Daniel M. Beach
W. C. Brown
John Carstensen
Charles T. Chapin
Thomas W. Finucane
Albert H. Harris
Granger A. Hollister
Walter N. Kernan
Alexander M. Lindsay
Edward G. Miner
E. V. W. Rossiter
Eugene H. Satterlee
John J. Stanley
Henry A. Strong
William K. Vanderbilt, Jr.

1911

Horace E. Andrews
Edward Bausch
Daniel M. Beach
W. C. Brown
John Carstensen
Charles T. Chapin
Thomas W. Finucane
Albert H. Harris
Granger A. Hollister
Walter N. Kernan
Alexander M. Lindsay
Edward G. Miner
John J. Stanley
Henry A. Strong
William K. Vanderbilt, Jr.

1912

Horace E. Andrews
Edward Bausch
Daniel M. Beach

1912—Con't

W. C. Brown
John Carstensen
Charles T. Chapin
Thomas W. Finucane
Albert H. Harris
Granger A. Hollister
Walter N. Kernan
Alexander M. Lindsay
Edward G. Miner
John J. Stanley
Henry A. Strong
William K. Vanderbilt, Jr.

1913

Horace E. Andrews
Edward Bausch
Daniel M. Beach
W. C. Brown
John Carstensen
Charles T. Chapin
Thomas W. Finucane
Albert H. Harris
Granger A. Hollister
Walter N. Kernan
Alexander M. Lindsay
Edward G. Miner
Robert M. Searle November 1929
John J. Stanley
Henry A. Strong
William K. Vanderbilt, Jr.

1914

Horace E. Andrews
Edward Bausch
Daniel M. Beach
W. C. Brown
John Carstensen
Thomas W. Finucane
Albert H. Harris
Granger A. Hollister
Walter N. Kernan
Alexander M. Lindsay
Edward G. Miner
Robert M. Searle
Alfred H. Smith March 1924
John J. Stanley
Henry A. Strong
William K. Vanderbilt, Jr.

1915

Horace E. Andrews
Edward Bausch
Daniel M. Beach
John Carstensen
Thomas W. Finucane
Albert H. Harris
Granger A. Hollister
Walter N. Kernan
Alexander M. Lindsay
Edward G. Miner
Robert M. Searle
Robert H. Smith
Henry A. Strong
Harold S. Vanderbilt **October 1928**
William K. Vanderbilt, Jr.

1916

Horace E. Andrews
Edward Bausch
Daniel M. Beach
John Carstensen
Thomas W. Finucane
Albert H. Harris
Granger A. Hollister
Walter N. Kernan
Alexander M. Lindsay
Edward G. Miner
Robert M. Searle
Alfred H. Smith
Henry A. Strong
Harold S. Vanderbilt
William K. Vanderbilt, Jr.

1917

Horace E. Andrews
Edward Bausch
Daniel M. Beach
John Carstensen
Thomas W. Finucane
Albert H. Harris
Granger A. Hollister
Walter N. Kernan
Alexander M. Lindsay
Edward G. Miner
Robert M. Searle
Alfred H. Smith
Henry A. Strong
Harold S. Vanderbilt
William K. Vanderbilt, Jr.

1918

Horace E. Andrews
Edward Bausch
Daniel M. Beach
John Carstensen
Thomas W. Finucane
Albert H. Harris
Granger A. Hollister
James T. Hutchings
Walter N. Kernan
Alexander M. Lindsay
Edward G. Miner
Robert M. Searle
Alfred H. Smith
Henry A. Strong
Harold S. Vanderbilt
William K. Vanderbilt, Jr.

1919

Edward Bausch
Daniel M. Beach
John Carstensen
Thomas W. Finucane
Albert H. Harris
Granger A. Hollister
James T. Hutchings
Walter N. Kernan
Alexander M. Lindsay
Edward G. Miner
Robert M. Searle
Alfred H. Smith
Henry A. Strong
Harold S. Vanderbilt
William K. Vanderbilt, Jr.

1920

Milton S. Barger
Edward Bausch
Daniel M. Beach
John Carstensen
Thomas W. Finucane
Albert H. Harris
Granger A. Hollister
James T. Hutchings
Walter N. Kernan
Alexander M. Lindsay
Edward G. Miner
Robert M. Searle
Alfred H. Smith
Harold S. Vanderbilt
William K. Vanderbilt, Jr.

March 1925

Milton S. Barger
Edward Bausch
Daniel M. Beach
John Carstensen
Thomas W. Finucane
Albert H. Harris
Granger A. Hollister
James T. Hutchings
Walter N. Kernan
Alexander M. Lindsay
Edward G. Miner
Robert M. Searle
Alfred H. Smith
Harold S. Vanderbilt
William K. Vanderbilt, Jr.

1921

Milton S. Barger
Edward Bausch
Daniel M. Beach
John Carstensen
Thomas W. Finucane
Albert H. Harris
Granger A. Hollister
Walter N. Kernan
Edward G. Miner
Robert M. Searle
Alfred H. Smith
Libanus M. Todd **November 1931**
Harold S. Vanderbilt
William K. Vanderbilt, Jr.

March 1920

March 1920
James T. Hutchings
Walter N. Kernan
Alexander M. Lindsay
Edward G. Miner
Robert M. Searle
Alfred H. Smith
Henry A. Strong
Harold S. Vanderbilt
William K. Vanderbilt, Jr.

1922

Milton S. Barger
Edward Bausch
Daniel M. Beach
John Carstensen
Thomas W. Finucane
Albert H. Harris
Granger A. Hollister
Walter N. Kernan
Edward G. Miner
Edward Russell
Robert M. Searle
Alfred H. Smith
Libanus M. Todd
Harold S. Vanderbilt
William K. Vanderbilt, Jr.

March 1956

March 1956
Herman Russell
Robert M. Searle
Alfred H. Smith
Libanus M. Todd
Harold S. Vanderbilt
William K. Vanderbilt, Jr.

1923

Milton S. Barger
Edward Bausch
Daniel M. Beach
John Carstensen
Thomas W. Finucane
Albert H. Harris
Granger A. Hollister
Walter N. Kernan
Edward G. Miner
Herman Russell
Robert M. Searle
Alfred H. Smith
Libanus M. Todd
Harold S. Vanderbilt
William K. Vanderbilt, Jr.

1926

Edward Bausch
Daniel M. Beach
Patrick E. Crowley
Thomas W. Finucane
Louis S. Foulkes
Albert H. Harris
Walter N. Kernan
Edward G. Miner
Herman Russell
Robert M. Searle
Libanus M. Todd
Harold S. Vanderbilt
William K. Vanderbilt, Jr.

1924

Milton S. Barger
Edward Bausch
Daniel M. Beach
Patrick E. Crowley **October 1928**
Thomas W. Finucane
Louis S. Foulkes **March 1929**
Albert H. Harris
Granger A. Hollister
Walter N. Kernan
Edward G. Miner
Herman Russell
Robert M. Searle
Alfred H. Smith
Libanus M. Todd
Harold S. Vanderbilt
William K. Vanderbilt, Jr.

1925

Milton S. Barger
Edward Bausch
Daniel M. Beach
Patrick E. Crowley
Thomas W. Finucane
Louis S. Foulkes
Albert H. Harris
Walter N. Kernan
Edward G. Miner
Herman Russell
Robert M. Searle
Libanus M. Todd
Harold S. Vanderbilt **October 1928**
Wm. H. Vanderbilt
William K. Vanderbilt, Jr.

1937—Con't

Frederick H. Hill
 Sanford J. Magee
 Edward G. Miner
 J. Craig Powers
 Herman Russell
 Charles W. Smith
 Daniel Starch
 Raymond L. Thompson
 Walter L. Todd
 Herbert J. Winn

1938

Raymond N. Ball
 John P. Boylan
 Frederick S. Burroughs
 M. Herbert Eisenhart
 Fred. C. Goodwin
 Frederick H. Hill
 Sanford J. Magee
 Edward G. Miner
 J. Craig Powers
 Herman Russell
 Charles W. Smith
 Daniel Starch
 Raymond L. Thompson
 Walter L. Todd
 Herbert J. Winn

1939

Raymond N. Ball
 John P. Boylan
 Frederick S. Burroughs
 M. Herbert Eisenhart
 Fred. C. Goodwin
 Frederick H. Hill
 Sanford J. Magee
 Edward G. Miner
 J. Craig Powers
 Herman Russell
 Charles W. Smith
 Daniel Starch
 Raymond L. Thompson
 Walter L. Todd
 Herbert J. Winn

1940

Raymond N. Ball
 John P. Boylan
 Frederick S. Burroughs

1940—Con't

Stanley Clarke
 M. Herbert Eisenhart
 Alfred Friendly
 Fred. C. Goodwin
 Frederick H. Hill
 Ernest J. Howe
 Edward G. Miner
 J. Craig Powers
 Herman Russell
 Charles W. Smith
 Alex Speer
 Raymond L. Thompson
 Walter L. Todd
 Herbert J. Winn

1941

Raymond N. Ball
 John P. Boylan
 Stanley Clarke
 M. Herbert Eisenhart
 Alfred Friendly
 Fred. C. Goodwin
 Howard K. Halligan
 Ernest J. Howe
 Frank P. Hyer
 Edward G. Miner
 J. Craig Powers
 Herman Russell
 Charles W. Smith
 Alex Speer
 Raymond L. Thompson
 Walter L. Todd
 Herbert J. Winn

1942

Raymond N. Ball
 Alexander M. Beebe
 John P. Boylan
 Stanley Clarke
 M. Herbert Eisenhart
 Fred. C. Goodwin
 Ernest J. Howe
 Frank P. Hyer
 Gilbert J. C. McCurdy
 Edward G. Miner
 T. Carl Nixon
 Frederick H. Patterson
 J. Craig Powers
 Roland O. Roberts

June 1946

January 1941

Herman Russell
 Charles W. Smith
 Raymond L. Thompson
 Walter L. Todd
 Herbert J. Winn

1943

Raymond N. Ball
 Alexander M. Beebe
 John P. Boylan
 Stanley Clarke
 M. Herbert Eisenhart
 Ernest J. Howe
 Frank P. Hyer
 Edward G. Miner
 T. Carl Nixon
 Frederick H. Patterson
 J. Craig Powers
 Roland O. Roberts
 Herman Russell
 Raymond L. Thompson
 Walter L. Todd
 Herbert J. Winn

July 1941

March 1945

Raymond N. Ball
 Alexander M. Beebe
 John P. Boylan
 Stanley Clarke
 M. Herbert Eisenhart
 Ernest J. Howe
 Frank P. Hyer
 Edward G. Miner
 T. Carl Nixon
 Frederick H. Patterson
 J. Craig Powers
 Roland O. Roberts
 Herman Russell
 Raymond L. Thompson
 Walter L. Todd
 Herbert J. Winn

1945

Raymond N. Ball
 Alexander M. Beebe
 John P. Boylan
 Stanley Clarke
 M. Herbert Eisenhart
 Ernest J. Howe

1942—Con't

Frank P. Hyer
 Edward G. Miner
 T. Carl Nixon
 Frederick H. Patterson
 J. Craig Powers
 Roland O. Roberts
 Herman Russell
 Albert F. Tegen
 Raymond L. Thompson
 Willard L. Thorp
 Walter L. Todd
 Herbert J. Winn

1946

Raymond N. Ball
 Alexander M. Beebe
 John P. Boylan
 Herman A. Busch
 Stanley Clarke
 M. Herbert Eisenhart
 Ernest J. Howe
 Edward G. Miner
 Edward W. Morehouse
 T. Carl Nixon
 J. Craig Powers
 Roland O. Roberts
 Herman Russell
 Albert F. Tegen
 Raymond L. Thompson
 Walter L. Todd

1947

Raymond N. Ball
 Alexander M. Beebe
 John P. Boylan
 Herman A. Busch
 M. Herbert Eisenhart
 Ernest J. Howe
 Edward G. Miner
 Edward W. Morehouse
 T. Carl Nixon
 J. Craig Powers
 Roland O. Roberts
 Herman Russell
 Albert J. Tegen
 Raymond L. Thompson
 Walter L. Todd

1945—Con't

Frank P. Hyer
 Edward G. Miner
 T. Carl Nixon
 Frederick H. Patterson
 J. Craig Powers
 Roland O. Roberts
 Herman Russell
 Albert F. Tegen
 Raymond L. Thompson
 Willard L. Thorp
 Walter L. Todd
 Herbert J. Winn

1946

Raymond N. Ball
 Alexander M. Beebe
 John P. Boylan
 Herman A. Busch
 Stanley Clarke
 M. Herbert Eisenhart
 Ernest J. Howe
 Edward G. Miner
 Edward W. Morehouse
 T. Carl Nixon
 J. Craig Powers
 Roland O. Roberts
 Herman Russell
 Albert F. Tegen
 Raymond L. Thompson
 Walter L. Todd

1947

Raymond N. Ball
 Alexander M. Beebe
 John P. Boylan
 Herman A. Busch
 M. Herbert Eisenhart
 Ernest J. Howe
 Edward G. Miner
 Edward W. Morehouse
 T. Carl Nixon
 J. Craig Powers
 Roland O. Roberts
 Herman Russell
 Albert J. Tegen
 Raymond L. Thompson
 Walter L. Todd

1948

Raymond N. Ball
Alexander M. Beebe
John P. Boylan
Herman A. Busch
M. Herbert Eisenhart
Ernest J. Howe
Edward G. Miner
Edward W. Morehouse
T. Carl Nixon
J. Craig Powers
Roland O. Roberts
Herman Russell
Albert F. Tegen
Raymond L. Thompson
Walter L. Todd

1949

Raymond N. Ball
Alexander M. Beebe
John P. Boylan
Herman Busch
Edgar R. Crofts
M. Herbert Eisenhart
Robert E. Ginna
Harry C. Hagerty
Ernest J. Howe
Edward G. Miner
Edward W. Morehouse
T. Carl Nixon
J. Craig Powers
Herman Russell
Albert F. Tegen
Raymond L. Thompson
Walter L. Todd
Albert W. Whittlesey

1950

Raymond N. Ball
Alexander M. Beebe
John P. Boylan
Marcus E. Buckman
M. Herbert Eisenhart
Robert E. Ginna

1950—Con't

Harry C. Hagerty
Ernest J. Howe
Edward G. Miner
T. Carl Nixon
J. Craig Powers
Herman Russell
Raymond L. Thompson
Walter L. Todd
Albert W. Whittlesey

1951

Raymond N. Ball
Alexander M. Beebe
John P. Boylan
Marcus E. Buckman
M. Herbert Eisenhart
Robert E. Ginna
Harry C. Hagerty
Ernest J. Howe
Edward G. Miner
T. Carl Nixon
J. Craig Powers
Herman Russell
Raymond L. Thompson
Walter L. Todd
Albert W. Whittlesey

1952

Raymond N. Ball
Alexander M. Beebe
John P. Boylan
Marcus E. Buckman
M. Herbert Eisenhart
Robert E. Ginna
Harry C. Hagerty
Ernest J. Howe
Edward G. Miner
T. Carl Nixon
J. Craig Powers
Herman Russell
Raymond L. Thompson
Walter L. Todd
Albert W. Whittlesey

September 1949

1953

Raymond N. Ball
Alexander M. Beebe
John P. Boylan
Marcus E. Buckman
M. Herbert Eisenhart
Robert E. Ginna
Harry C. Hagerty
Ernest J. Howe
Edward G. Miner
T. Carl Nixon
J. Craig Powers
Herman Russell
Raymond L. Thompson
Walter L. Todd
Albert W. Whittlesey

1954

Raymond N. Ball
Alexander M. Beebe
John P. Boylan
Marcus E. Buckman
M. Herbert Eisenhart
Robert E. Ginna
Harry C. Hagerty
Ernest J. Howe
Edward G. Miner
T. Carl Nixon
J. Craig Powers
Herman Russell
Raymond L. Thompson
Walter L. Todd
Albert W. Whittlesey

1955

Raymond N. Ball
Alexander M. Beebe
John P. Boylan
Marcus E. Buckman
Leo H. East
M. Herbert Eisenhart
Robert E. Ginna
Harry C. Hagerty
Carl S. Hallauer

1955—Con't

Ernest J. Howe
Edward G. Miner
T. Carl Nixon
J. Craig Powers
Herman Russell
Raymond L. Thompson
Walter L. Todd
Albert W. Whittlesey

1956

Raymond N. Ball
Alexander M. Beebe
John P. Boylan
Marcus E. Buckman
Leo H. East
M. Herbert Eisenhart
Robert E. Ginna
Harry C. Hagerty
Carl S. Hallauer
Thomas J. Hargrave
Ernest J. Howe
T. Carl Nixon
Herman Russell
Raymond L. Thompson
Walter L. Todd
Albert W. Whittlesey

1957

Raymond N. Ball
Alexander M. Beebe
John P. Boylan
Marcus E. Buckman
Leo H. East
M. Herbert Eisenhart
Robert E. Ginna
Harry C. Hagerty
Carl S. Hallauer
Thomas J. Hargrave
Ernest J. Howe
T. Carl Nixon
Raymond L. Thompson
Walter L. Todd
Albert W. Whittlesey

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