

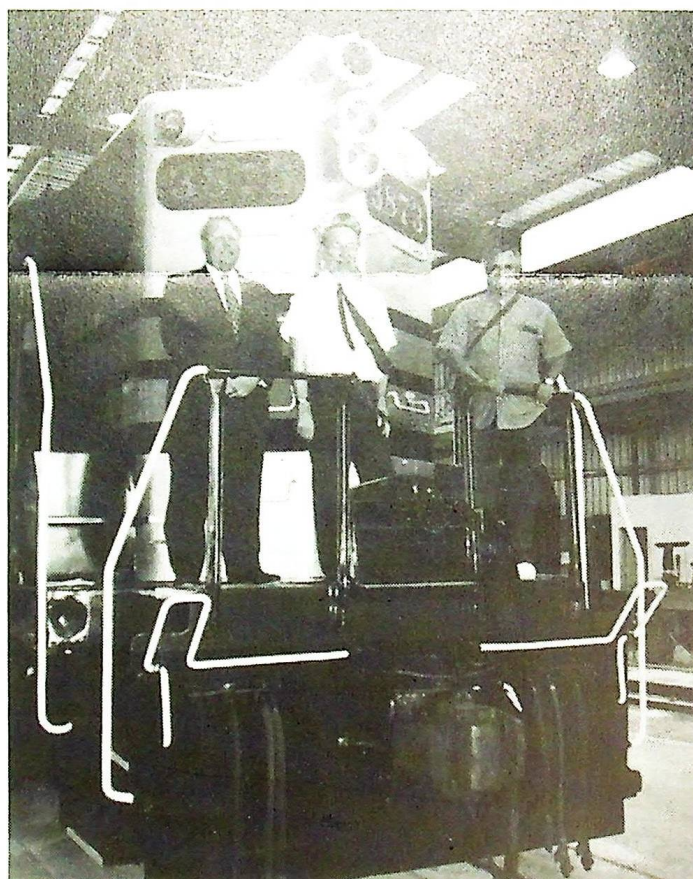


Fall 1997

REPORT

Volume 264

OFFICIAL PUBLICATION OF THE PACIFIC SOUTHWEST RAILWAY MUSEUM ASSOCIATION
—OPERATING THE SAN DIEGO RAILROAD MUSEUM AND THE SD&A RAILWAY—



Union Pacific Special Projects Manager George Fetty officially transferred ex-SSW #3873 to the SDRM on June 25, 1997, with Executive Director Win Mott (center) accepting the donation. Museum member and UP engineer Fred Perry (right) was the moving force behind the donation.

Photograph by B. Schneider



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San Diego Railroad Museum

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From The Executive Director's Desk

"A Work In Progress"

John Nichols, in his book *Nirvana Blues*, describes the main street of his hometown where perpetual construction seems to be in motion with new construction under way by the time a segment is finished. The Museum very much resembles that description. It is like a puzzle with most of the pieces in the box or scattered and only some of them linked together.

Clearly, it would be a beautiful picture if the puzzle were completed, but at any given moment the pieces seem scattered.

Why should the puzzle be together? What does it matter? The answers are:

1. We care about the rail history we represent and want to demonstrate it in the most forceful way, and
2. Various agencies and organizations have funded us to do this, and we are therefore responsible to serve the public, not just be a fun club of members.

What are the pieces which need to be put together for us to be a completed Museum?

Interpretation

We run a demonstration train allowing our guests to actually ride in and experience history. Sometimes volunteers are available to interpret that experience to make it a rich learning opportunity. Even so, the interpretive experience needs to be much enhanced. Signage in particular would go a long way toward assisting people to know what they are seeing, as would an interpretive guide. Cosmetic restoration is also a part of this. We do not have, and may never have, the resources to do a complete restoration of all our artifacts. But some paint and touch-up would go a long way, as would some serious efforts at cleaning up and making our facilities neat. At present, the Museum resembles a junkyard as much as a Museum. Much of the effort needed to change that is low budget and therefore possible for us.

We also have a rich collection of rail artifacts besides rolling stock. As the display building comes closer to reality, now is the time to get these items ready so people can understand some of the aspects of historic railroading besides just rolling stock.

Campo

Most of the excursions railroads in the West average anywhere from 60,000 to 100,000 riders per year, even though many close for the winter months. Our ridership has grown but is still at about 25,000. There are various reasons for the disparity. Some of the lines were started with state support and a large marketing budget, and most offer much more steam experience than we do. However, we have some strong points they lack. Two examples: we are within easy driving distance of a metropolitan area of 17 million people, while most of the other railroads are in remote locations and we offer an international experience in Tecate that they cannot match.

There are some obvious things we could do to help. Other Museums are located where their operation is open almost every day, and they maintain their equipment in order to offer a quality product. The lost opportunities and wasted energy which follow from our lack of focus on Campo as the place to host our visitors daily and the grubby appearance of our facilities and equipment are things we can change. Daily train operation, or as close as possible, is a feature which marks all the successful operations. They see themselves as serving a tourist market that continues through the week, rather than just local people with free weekends. They start with meeting the needs of visitors, not the needs of their members.

Tecate

The unique bi-national character of the Museum is just now being fully realized by us. For many reasons the Tecate destination is a growing attraction for the Museum, and our future as a demonstration railroad has its greatest potential here. Tecate trips have doubled in the past two years and are almost ready to become a weekly event. Part of the formula for this success has been the outstanding support given by the people of Tecate, and we are gradually becoming partners with them in presenting a gracious, historic way of life in which the railroad played a central part.

Library

Just as the Campo facility needs considerable work to appear effective as a Museum, our library's appearance is distinctly grubby. Worse, the current

environment is detrimental to the books and papers in the collection. Unfortunately, this masks the fact that our library is a first-class resource for anything related to rail. Because of the extent and quality of the collection, it deserves to be a section of a major university library or at least part of the San Diego City Library system. The collection is unique in Southern California and is one of only a few in the United States. It should be properly cared for by being connected to, and protected by, a professional library, housed in a safe, book-friendly environment. It should also be much more accessible for both research and general use.

If we are really to become a Museum fulfilling our mandate of presenting rail history to the public, all of these pieces must be fitted into the puzzle. We are, and have been for a long time, a work in progress. But I hope it is not our destiny, like John Nichols' town, to be in perpetual construction toward a future which never arrives.

A firm focus in the four areas above will help us to arrive soon at a future where we can be an effective and high-quality historic experience for our visitors and, indeed, for ourselves.

Win Mott

RPO Car Getting Interior Restoration

With winter approaching, restoration of AT&SF RPO car 74 is moving back into an interior phase. Dick McIntyre, Bob Haney, and Dick Cupp finished replacing rusted out portions of the subfloor, repaired safety gates protecting the side doors, and have gone on to realign the walls surrounding the toilet. New flooring was purchased from Frost Hardwood, which not only gave the Museum a good price but included custom tongue-and-groove milling in the deal. Frank Stites, Steve Kostelak, and Ted Kornweibel are gradually replacing rotted flooring, board by board, with the new oak. When these repairs are completed, the new side doors (already completed) can be installed and the last of the plywood, covering the door openings, can disappear forever. That will be a red-letter day.

Now is the time for all good painters to come to the aid of the RPO. We've got a lot to do, and many hands will make the job easier. None of it requires extraordinary skill, just willing workers. If membership director Steve Kostelak has stirred some of you armchair members to get active, here is a good place to begin. The pay's great—new recruits earn the same as superintendents!

Ballast From Maintenance Of Way



From left to right: Paul Broer, Mike Morrow, Manuel Morrow, Mike Reneau and Craig Springola.

We are excited about the San Diego and Imperial Valley Railroad's loan of their 3,000 lb. maintenance-of-way crane for use and display as part of the Museum's collection. Since it has been stored outside at Jacumba for the last several years, it needs a little TLC. We would like to put together a team that will bring it back to operating status, because someday it's going to be needed in the gorge when it comes time to repair the Goat Canyon Bridge. Anyone interested check with Allan Dillane at Campo most Saturdays or call him at (619) 582-4264.

A special thanks goes to the crew that put the crane on the main line and serviced it so that it could be towed back to Campo behind our G-I gang car. The real muscle and ingenuity was supplied by Mike Reneau, Paul Broer, Craig Spingola, Mike and Manuel Morrow. "Supervision and expertise" were adequately supplied by Gary Sweetwood, Mike Reading and Jose Rangel. However the guys who really made out were the crew that brought the equipment to Campo over the high bridge...what a trip!

Those of you who have never had the opportunity to ride a speeder across the Campo High Bridge have missed a real thrill. The view is fantastic, and

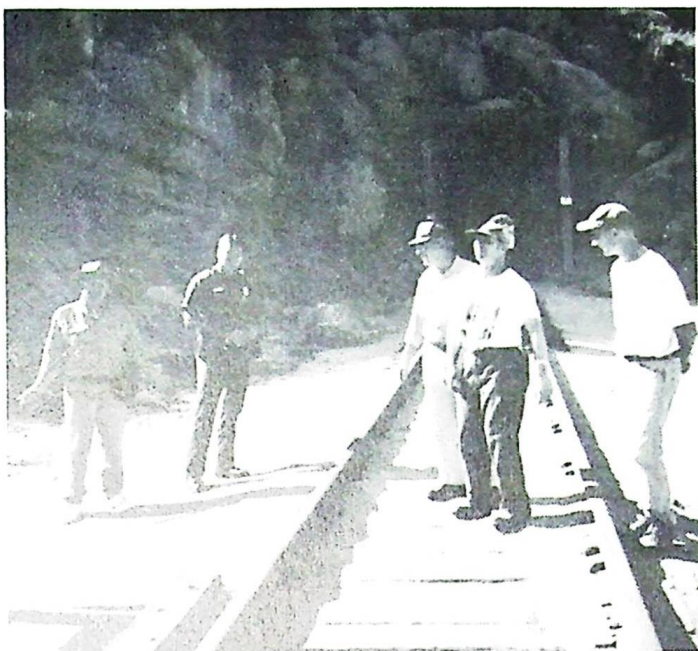
the speeder crew that transported the SDIV MW crane from Jacumba to Campo stopped in the middle and were overcome by their pleasure and good fortune. When they got back they made the suggestion that there should be an annual Maintenance-of-Way Cook-Out for all those who have helped to move our tie replacement program ahead. They suggested that wherever the cook-out was held the high point of the day would be for everyone to be able to cross the Campo High Bridge riding on a speeder. When you realize those guys were up there because of their strong backs, you have to admire their brilliant idea.

The MW Tie Extractor has been transported to Sweetwood & Sons in Lakeside for repairs and replacement of missing parts. As cool weather approaches, we need to seriously address our tie replacement efforts. The heart of our Museum, whether operating or display, ultimately rests on ties. Each of us needs to consider his or her personal vision of our Museum to ensure that whatever we do we make a commitment to see that it all gets "tie'd" together. Rich Warner, Steve Kostelak and Allan Dillane have formed an ad hoc committee for "Doers." If you want to do something, we will provide organization, training, equipment, know-how and support. Remember, no matter how many ties we need to replace, you can only do one at a time! At 9 am on any Saturday, and any other day by arrangement, if you have the urge we have the commitment! Call Allan Dillane at (619) 582-4264 if you are shy or not sure of your welcome.

A good example of this commitment has been made by Don Lynn and Bob Keller (who traveled all the way down from Fountain Valley), Ben Turloch, Kevin Dudenbostel, Tom Walker, Steve Kostelak, Rich Warner, Fred Carnathan, Dick Hobson and Tony Neece who have pitched in to keep the track #5

Rich Warner





From left to right: Jim Brown, Border Patrol Agent, Bob Miles, Mike Reneau and Tom Schreck.

upgrade project moving. It's important that everyone realizes that the 2353 is going nowhere until we get that track re-laid and tied in.

Two Museum MW crews worked west of Campo to cut the brush back from the right of way. This was in support of Larry Owen who recently finished the lettering on the SD&A 6700 Baggage Car. Crew #1 (Steve Kostelak, Paul Broer and Craig Spingola) with Engineer Lew Wolfgang and

Brakeman Bill Walker with SD&A 1809 cleared the tall cottonwoods below the Stone Store, and Crew #2 (Allan Dillane, Tom Schreck, Jim Brown and Bob Miles) with Speeder Operator Mike Reneau cleared the low brush from there to the border. While at the border the team performed an inspection of the Lower Campo Steel Bridge and the entrance to the border tunnel. They were joined by an alert U.S. Border Patrol Agent who accompanied them until they demonstrated how serious they were about clearing brush. The moral of this story is that all people interested in track work may not be interested in "work."

The MW team has taken seriously the weather bureau's alert that we may be in for a wet winter.

From left to right: Tom Schreck, Bob Miles, Mike Reneau and Jim Brown.



With this in mind, a check was made by Mike Reneau of the culverts on our mainline. The first culvert east of the Highway 94 crossing was dug out recently by Allan Andrews but remains plugged. Rich Warner and his tractor, with the cooperation of the adjacent property owner, have now done an outstanding job building spreader channels. These channels will allow the silt buildup to be carried off by the flowing water without damage to our neighbors' property. Allan Andrews has made two trips to Sportsman's Curve with the big front-end loader and has made real headway in digging out and clearing debris from the road cut. He moved the excess material out to the fill above Highway 94 where it was needed. These are good examples of the proactive work by our volunteers that often goes unseen and unheralded but that is vital to our operations.

Allan Dillane



New lettering on the SD&A 6700 Baggage Car by Larry Owen

Museum Biz: Interpretation, Part II

Interpretive Activities: More Than Tours

In the last issue we talked about this thing called "Interpretation." We talked about its definition in a Museum context and its ultimate goal—communication with the visitor to intrigue them with the Museum's mission (such as the San Diego Railroad Museum's mission to educate the public about the history of the railroads of San Diego and the Southwest).

So the question is, how do interpreters do that? The answer is as varied as are the possible activities—more than just giving tours to tell people information. These activities include categories such as exhibits, demonstrations, special events, and educational and outreach programs. Each type provides a unique experience to interest the visitor. Additionally each provides a number of ways for volunteers to express their interests and skills, inform the public, and gain self-satisfaction.

What are these varied activities?

Formal exhibits can include panels with text, photographs, illustrations, artifacts, and audio-visual presentations. They can be permanent (for telling mainline stories) or temporary (to allow for telling secondary or auxiliary stories). Another type of exhibit is the Historic Structure Museum (HSM). These are period exhibits in historic or reconstructed buildings. For a railroad Museum they also may include restored or reconstructed rolling stock. HSM's are divided into two types—formal and adaptive. Formal HSM's are static exhibits that visitors look into or at. The Adaptive HSM's, although possibly static in artifacts, are adaptively used for living history or demonstrations. Oftentimes, historic "landscape," including fencing, roads/trails, and plantings, is used with HSM's. The accurate recreation of these landscapes helps the visitor bridge the gap between the modern world they live in and the historic period of the exhibit or program. The La Mesa Depot is an example of an HSM that we have at SDRM. The historic Campo Depot or Section House, cabooses, sleepers, or even a concessionaire running a restaurant in a dining car, are examples of HSM's that our Museum could develop.

The next major type of interpretive activity is Demonstrations and interactive programs.

Demonstrations are the re-creation of historic and current methods and skills. For a railroad Museum that would include activities of railroad lifeways and trades such as conductors, engineers, gandy-dancers, yardworkers, mechanics, metal and woodworkers, etc. For a Museum like ours demonstrations play an important role in our educational mission. When docents or volunteers show the methods and skills of railroaders past, and Museum volunteers present, they are doing interpretive demonstrations. Our operation of the demonstration train at Campo is the obvious example of a SDRM demonstration—but our volunteers telling visitors about restoration or repair projects is just as interpretive.

When volunteers/docents take on the character of a historic person, whether real or composite, they are then doing "Living History." When done well it reveals first-person experience of the time period recreated. This is a very effective interpretive tool. Appropriate living history characters at our Museum could include engineers, trainmen, yardworkers, section hands, mechanics, hobos, passengers, local citizens, John Spreckels, or Jesus Garcia, to name just a few.

Interactive programs provide what are often called "hands-on" experiences. These are most commonly associated with school programs such as Environmental Education Programs—like the Overnight Education Program being developed for our Museum at Campo. Here visitors get to try historic skills or enter the HSM's to experience the exhibits. They can participate in historic activities and learn by doing and experiencing firsthand. The model for our program is the successful overnight program at the San Diego Maritime Museum.

And finally, we return to the tours, talks, and special events that make up the interpretive activity group. Tours are very important. They provide personal contact with the Museum visitor. Subject matter can include everything from information on Museum activities, historic buildings/sites/railcars and technology to railroad people and lifeways, folklore, and traditions. Talks and lectures are the next type of activity. These can include programs such as the one done recently by Michael Broggie on Disney's railroads, or presentations by old-time railroaders. Sometimes these activities are included in larger special events such as African-American Railroad Day, where special programs, storylines, and audiences are targeted.

The subject matter for exhibits, programs, tours, etc. is defined by the Interpretive Themes of the Museum. The Themes identify the basic stories

which the Museum wishes to tell, and thus direct the types of collections held by the Museum as well as its exhibits and programs. These are outlined in the Interpretive Program and Plan for the Museum. In the case of SDRM, we have a set of Interpretive Themes that over the course of the next year will be expanded into an Interpretive Plan (more on that in later issues).

The big message here is that nearly everything we do at this Museum is interpretive, or has the potential to be interpretive. We need to give our visitors an interpretive experience to foster sensitivity, awareness, understanding, and appreciation of our mission—and to obtain their commitment to help us reach our goals.

[Speaking of goals—Check out my accompanying article in this issue on the recent Board Retreats and the subsequent Planning Efforts that the Museum will be undergoing this coming year—including next issue's subject matter, Interpretive Planning.]

Jim Newland

Next time: Interpretive Planning—The First Big Step

Museum Superintendent Writes History of Jim Crow Cars

"Jim Crow Cars: A Brief History and Census," written by SDRM Superintendent of Restoration and SDSU professor Ted Kornweibel, is the lead article in the most recent issue of the National Railway Bulletin, the quarterly publication of the National Railway Historical Society.

Illustrated with many period photographs, including two of SDRM-owned Rockdale, Sandow & Southern combine 3, the article chronicles the antebellum origins of segregation of black passengers and the continuation of that practice for a full century after the Civil War. The census portion of the article, based on the author's research over several years, gives a brief history of all 30 surviving Jim Crow cars. The Museum's example is the second oldest car remaining and is a priceless artifact. Ted hopes to eventually get foundation funding for a

complete restoration of RS&S 3 so that the Museum can dramatically interpret this important and disgraceful chapter in American railroading.

Copies of the National Railway Bulletin can be obtained by calling Ted at (619) 461-0098.

Wish List Responses

Response to last issue's Wish List has been gratifying. The following members and friends of the Museum have contributed various needed items to the Museum's cause:

- ★ Bill Metzler—Donated 2 electric drills, one high RPM and one with a right-angle attachment, approximately 50 lbs. of brand new galvanized roofing nails and a quantity of assorted screws and washers.
- ★ Gerald Biddulph, Owner of Antique Warehouse in Solana Beach—donated a 12-drawer oak flat file for the Research Library.
- ★ Antique Gas & Steam Engine Museum—Member Jim Church coordinated the donation of 50 gallons of general purpose lube grease.
- ★ David Passard—Provided information on possible sources of a steam back-pressure gauge and Alemite grease gun.
- ★ Miran Flores—Donated 60 pairs of ear plugs.

Thank you, one and all, for your contributions and your interest. Please continue to use last issue's Wish List, and don't forget to touch base with coordinator Dick Pennick (619-463-2276) if you have something to contribute. In this way, we can not only assure that your contribution will be usable, but we will be able to coordinate delivery and properly acknowledge your much appreciated assistance to the Museum's endeavor.

Dick Pennick

Around And About The Museum

Randy Gibson and Tom Clark have taken another step toward completing the siding to the car barn. It was noted that Randy "allowed" Tom to be the second story man while he stood ready to catch him in case he fell. This was a good example of the buddy system at work. However I'm not sure it would have worked as well the other way.



Tom Clark and Randy Gibson completing the siding to the car barn.

Photograph by A. Dillane

Talking about another step, Allan Andrews took a big one toward fulfilling the major use permit. He not only donated the oak trees the Museum is required to plant along the Sheridan Road boundary of our property, but also dug the holes and planted the trees. Those people who are accustomed to just parking anywhere they like around the car barn had better look carefully, Those mighty oaks are still only about 5 feet tall and are very skinny.

It has been reported that the Grinnell Fire Protection Systems Company has completed its survey of the Campo Water System mains as they are related to the delivery of water to the Museum property. Several gate valves are not functioning correctly, and only the one at Sheridan Road has any water pressure. Because there appears to be some fluctuation of the pressure being delivered at this point, we now need to work with the county to resolve this problem. We understand that when a constant and appropriate water pressure can be assured, it will take Grinnell approximately four weeks to complete the job. Don't hold your breath, but it looks as if we are edging toward closure on this project.

We are happy to report that those of you who have been anxiously awaiting the completion of the repair of SD&A 250 can rest easy. November 8, 1997 became the day to remember! The 250 ran to Miller Creek with paying passengers! Time and space do not permit us to share all the twists and turns this project took, but they were enough to make a volunteer cry. Two crews finally pulled it together. The primary crew consisted of Mike Redding, Gary Sweetwood, Matt Adams, Bruce Temp and Bill Hoagland. They replaced two wheel sets, rebuilt the brake valves and welded the brake lines to meet FRA regulations. If you reread that last sentence quickly you might ask what's the big deal?

Believe me it was a big deal. This process took almost eight years. Finding the money, getting agreement within the Museum hierarchy that we should make this a priority project, ordering the wheel sets only to find out that the wheels didn't fit the axles and had to be sent back east to be recast...and on and on. At 8 o'clock on Saturday morning the OK was finally given. Engineer Randy Houk and Brakeman Dave Finney ran into the upper Museum yard and hooked on. When the 250 pulled into the station the Conductor was appalled. The car was filthy inside. Quickly Chop Kerr and Mike Reneau put together the second crew. This consisted of Wayne Wedekind, Cliff Luallin, Beverly Hodges, Herman Hodges, Duane Dubke and Hobo Joe. (Yeah, even Hobo Joe...his reasoning was that he didn't want to get his clothes dirty if he decided to hitch a ride.) That bunch really turned to for being a scratch crew. They worked together as a team as if they were getting paid double time. They washed the windows, swept and mopped the floor, scrubbed the seats and snagged all the cobwebs. They even had time to have the safety meeting before loading their passengers. The Museum Director will be glad to

hear that the conductor, Chop Kerr, ran the hobo off so there were no free tickets for that trip!

It should be noted that one of Win Mott's first promises as the new Museum director was to Richard Dick. Win said he would make getting the 250 back in service one of his first priorities. OK Win, here's one thing you can check off your to-do list!

Our Museum library is often overlooked when accolades are handed out. The efforts of Roy Pickering and Bruce Semelsberger in keeping our library open Tuesday evenings from 7 to 10 pm and Saturdays from 10 am to 4 pm over the last several years demonstrates dedication of the highest level. The library is one of those rare Museum units that the budget committee dreams about! The staff hold fund-raisers and generate most of the day-to-day operating costs for the library. This year's La Mesa "Octoberfest" was a case in point. Laura and Kevin Emory, Mike Richards, Melody Claar, John Richards and Bill and Delmarie Parker sold homemade pastrys, hot dogs and punch while enjoying the carnival atmosphere. Sure beats hoeing weeds at Campo! Every year it falls to Roy and Bruce to make that special effort for the Museum in December. They are the ones who decorate the La Mesa depot for Christmas. The only complaint I hear from them is that every year they take great pains to put the lights away neatly and every year...you guessed it...the strings of lights come out tangled. One more thing that some of you may have missed: it was Roy Pickering, who pulled things together and entered a Museum float in both the La Mesa and the Campo/Lake Morena parades. This was a welcome interaction with our local communities but also helped to advertise our Museum!

Allan Dillane



From left to right: Justin Samuels, Jordan Samuels and Allan Dillane at the La Mesa Parade.

Photograph by A. Dillane

Boy Scout Completes Final Steps to Eagle Rank at SDRM



Eagle Scout Shawn Rinkel, San Diego Troop 959, in front of steps he built for AT&SF RPO car 74.

Photograph by Frank Stiles

Boy Scouts have always enjoyed visiting the San Diego Railroad Museum, and the Museum has often benefited from Scout projects. Over the last few years several Scouts have restored baggage carts for their Eagle projects. The most recent Eagle project is the biggest ever, at least in terms of size.

Eagle Scout Shawn Rinkel (with assistance from other scouts and dad Ron) has built two sets of steps for public entrance through the side doors of the Santa Fe RPO and horse-express cars. These are no ordinary steps: they are built to county and ADA codes. These fine steps are attractive, sturdy, and functional. We didn't have the money or manpower to tackle this project, so Shawn has done us a big favor and set a lofty example for future Scout projects.

Shawn is a member of Troop 959, "San Diego's Finest City's Finest Troop." Congratulations, Shawn, on earning your Eagle rank!

Ted Kornweibel

Student Appreciation Day

Mar. 20, 97

Dear San Diego Railroad,

The docent was extremely nice and we all enjoyed him, too. It was fun and I very much liked the poem about "Ohooley Ghooeh the Worm". I liked going through the cars to the very front and looking at the train engine. The old train was going beyond awesome. The steel steps gave me the chills about if I fell, I would break my two front teeth. I still liked it. The good thing is that we were studying trains. When we did the test I got 100%. That's how much I was interested in the transcontinental railroad.

Student Appreciation Day is the San Diego Railroad Museum's longest running educational outreach activity. From the beginning of demonstration train operations at Campo in January 1986, the Museum has invited schools to experience a time travel adventure aboard a vintage passenger train on a regular monthly schedule.

On the third Tuesday of each month, nine months a year, students, teachers, and parents ride the rails on their special train and learn about the San Diego Railroad Museum, the San Diego & Arizona Railway, Campo, and Camp Lockett—an ex-World War II Army post. San Diego and Imperial County Public, Christian and Home Schools (K-12) participate in Student Appreciation Day. The students are told about train operations, the history of railroads, and railroad safety for pedestrians, bicycles and automobiles.

Prior to Student Appreciation Day, the Museum office staff, namely Pat Blackmore, takes school reservations, mails out guidelines, and fields last minute telephone queries. Each school is sent a confirmation purchase order listing school name, address and contact person, including the number of students and adults expected. The duty Conductor also receives copies of the purchase orders, to assist



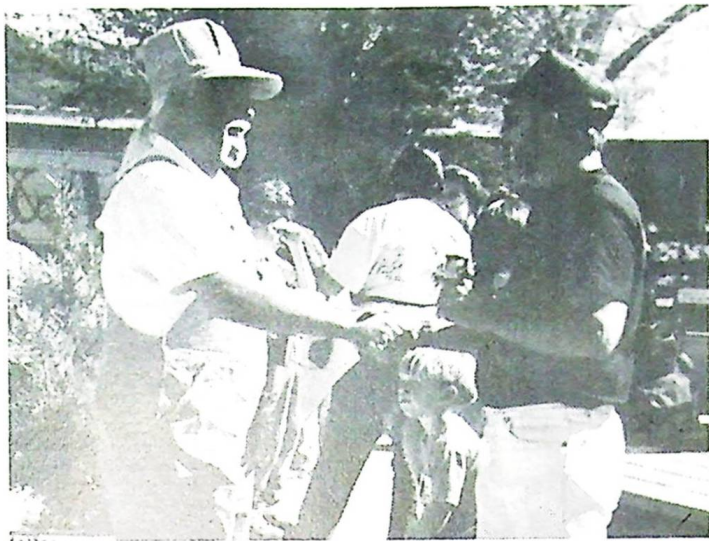
Conductor Chalmers Kerr watches students head for the Campo Depot.



Trainmen Allan Dillane discusses safety and railroad history prior to boarding.



Waiting for train's departure, boys will be boys.



Engineer Don Getz greets photographer Ray Tatlock.



Trainmen Al Keevil and Brakeman Bill Walker await students boarding.



Trainmen Roger Challberg helps the short legged reach the step.

with fare collection from the teachers in charge and to aid with coach assignments.

When the Museum receives a school reservation, a pre-visit package of information is sent. The packet includes study guidelines for teachers, to prepare the students for the experience and to insure that their outing will be positive. Teachers are encouraged to speak to the children prior to the field trip about the importance of our railroad history and the function of the San Diego Railroad Museum as a not-for-profit technological Museum.

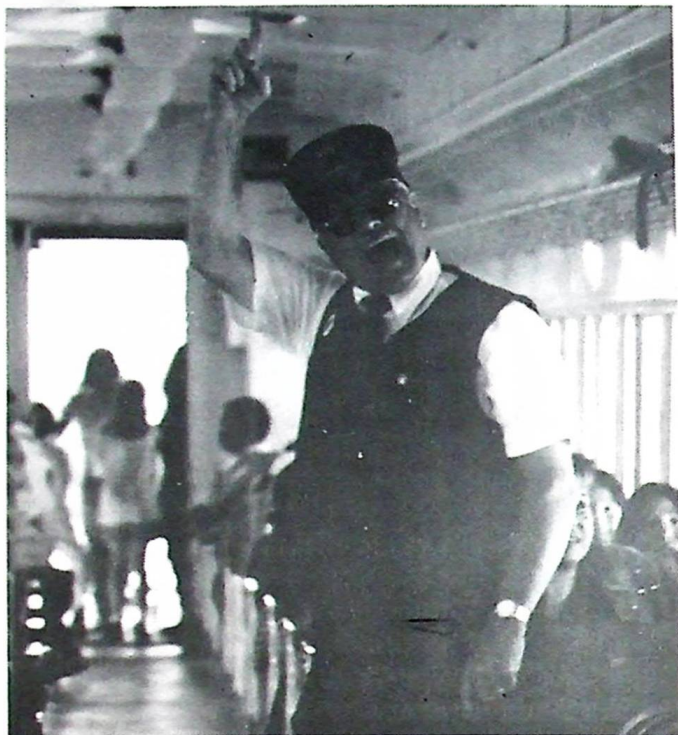
On Student Appreciation Day the train is scheduled to leave Campo depot at 10:00 am. Schools are told to allow a minimum of 1.25 hours to reach Campo, cautioning that the train will be held a maximum of 30 minutes for late arrivals. Teachers and parents are expected to maintain control of the students, and a ratio of one adult per seven children is recommended. The classes arrive at Campo by school bus or in private vehicles. The Trainmen and Conductor then give a short lecture to each group of students, either on the buses or in the picnic area, outlining safety requirements and the conduct expected of them while on the train, to insure enjoyment for all.

The Campo Gift Shop will be open for the classes to purchase snacks or souvenirs. A teacher or other adult is assigned to monitor the number of kids in the Gift Shop at one time, trying to keep the maximum number to 10 shoppers. Usually the classes bring their own lunches to eat while on the train or for a picnic next to the depot before departing for school.

During the first ten years of Student Appreciation Day a charge of \$1.00 per person was levied; if a student couldn't afford the fare they rode for free. Today the fare is \$3.00. School bus drivers frequently ride along too. On rare occasions Museum visitors will drive up prior to train time and, if seating is available, they are offered the opportunity to join the students for a train ride. Just recently a small group of senior citizens had made advance arrangements and rode on the train, enjoying their experience.

Museum tours are not regularly available on Student Appreciation Day. However, if advance arrangements are made with the Museum office, tours will be provided.

Attendance on Student Appreciation Day through October has been 1704 passengers during 1997. The past two years totaled 1565 in 1996 and 1839 during 1995. The largest attendance to date in



Trainmen Allan Dillane caught in a dramatic moment during one of his storytelling sessions!

1997 was in March with 372 students and teachers. Train staffing requires Michael Reneau, Superintendent of Train Operations, to rely on qualified train crews who are available mid-week, which greatly reduces the pool of available personnel. On the Sunday preceding Student Appreciation Day, the duty train crew assembles the school train consist for the Tuesday crew. This is greatly appreciated on school day. Early on Tuesday morning, the duty crew checks out the consist and places the train on the main line in front of the Campo depot. The trainmen make sure the cars are clean and that fresh water is on board. By the time their tasks are completed, the school classes are beginning to arrive.

Student Appreciation Day is a rewarding assignment for the volunteer train crew, allowing them to share their love of history and railroading with the school children.

You are never quite sure what to expect as the day unfolds. The weather may be hot and dry, or cold, rainy and blustery. Schools may be late arriving; buses break down, are slow, or get lost on the way. A couple of times schools weren't able to come, but they neglected to notify the Museum! On one occasion only a single school with a class of about 20 students came to Campo. These kids

received lots of personal attention, more than is possible with a trainload of 200-300 students.

After the classes arrive, the children assemble into groups, noses are counted, fares paid, restrooms visited and pre-boarding lectures completed, and the conductor calls individual schools for boarding keeping each group seated together. Large schools occupy one or more adjacent coaches while smaller groups may fit 2 or 3 to a car.

Once the train is underway, the trainmen give further talks to the children and answer their questions. When the "serious stuff" is over, the classes are on their own for the remainder of the ride. When the teachers have prepared their students for the field trip, perhaps assigning them something to report on, the students ask more questions—some taking notes, others photographs—and interact with the train crew. They behave like budding reporters. The younger children, pre-school through sixth grade, have the most fun and soak up information, asking lots of questions and showing off what they have already learned about trains and railroad history. When teachers permit it, many children like to explore the train from end to end. The end-of-train vestibule is very popular, as well as the wide doors in the baggage car, especially with the younger set.

The success of Student Appreciation Day is entirely due to the professional manner with which the Museum office coordinates the arrangements, and the volunteer train crew's safe operation of the train and positive interaction with the students. A job well done by all.

From time to time letters and cards are received from classes thanking the volunteers for giving of

2/19/97

Dear Volunteers,

I want to say and tell you how much fun I had in that train ride. I learn so much from you Mr. Dilane. Like how the Indians thought the English were stupid and the English thought the Indians were stupid.

The most fun I had was when I was looking out the door window and seeing all the people that lived there. I seen about 3 or 4 people outside and they were waving at us so I wave back.

Thanks once again for volunteering and teaching us so much

P.S. I'm from Many Jewell Memorial Ac.

their time and talent to insure an educational and enjoyable field trip for the students. Letters from the young kids are a joy and delight to read. In particular, three trainmen are consistently mentioned in some of the letters—Carol, Roger and Allan. Allan, when he is speaking, has the undivided attention of the youngsters, keeping them enthralled with his tales, funny stories and jokes. He makes learning great fun! Roger is popular too, with his great handlebar moustache.

The following dedicated Museum volunteers have regularly participated in Student Appreciation Day in recent years.

Engineers: Don Getz, Dick Ruppert and Maury Fennell;

Firemen: Jack O'Lexey, Dave Finney, Phil Heil, Leonard Lovell, Maryanne Thompson, Bill Walker and Maury Fennell;

Conductors: George Boggs, Chalmers Kerr, Maury Fennell, Don Getz and Jack O'Lexey;

Brakemen: Bill Walker, Chalmers Kerr, Dave Finney, Maryanne Thompson, Phil Heil Thomas Unger,

Trainmen: Roger Challberg, Al Keevil, Allan Dillane, Dick Ruppert, Tricia Cates, Carol Dyreng, Lamar Scheuerman, Jack Waller, Bill Schneider, B.V. Parks (deceased), Jim Freidlan, Maryanne Thompson, and Bob Comet;

Gift Shop: George and Nancy Boggs, Terry Garfield, Jean Rynders and Lisa Owen.

This list may not be complete or accurate. Please accept my apologies if your name was omitted or misplaced.

Student Appreciation Day is now a well established community outreach educational activity of the San Diego Railroad Museum. Many schools are repeat participants. One goal is to broaden the variety and geographic location of schools involved in the program. If demand warrants, additional days may be scheduled. If this happens, more volunteer train crew will be required. I invite all currently qualified train crew personnel who have not yet been a part of Student Appreciation Day to schedule an occasional school day. New volunteers, especially trainmen, are needed and welcome. If you are interested in getting involved please call the Museum office at (619) 595-3030 and sign up for the next trainmen class. We'll look forward to seeing new faces at a future Student Appreciation Day.

H. Chalmers Kerr, Jr. -

Photos by: Ray Tatlock Photography

Fund Raiser News

Attention Junkies

The Fund Raising Committee will hold its 2nd annual Rummage Sale, March 28, 1998, at the La Mesa Depot. Mark your calendars!

We are soliciting donations from one and all. We are lucky this year to be able to store the rummage in the baggage room at the Santa Fe Depot. You can drop off your donations every Friday at the Depot from 10:00am-2:00pm. Call the office concerning parking and drop-offs at (619) 595-3030. All items gratefully accepted. Questions? Call Elaine Hall at 465-9852 or Rita Cloud at 445-3550.

Other News

Raffle Tickets are being prepared for a Carrizo Gorge Ride. Watch your mailbox for your chance to win this spectacular prize. We are planning a spring Rail/Sail trip to New Orleans. Details at 11. If you have any good fund-raising ideas, please join us. We can use the help. Call Rita for the time and place of the next meeting.

Excursion Notes

1998 will bring back some of our popular Excursions. Watch the REPORT for news of San Juan Capistrano Dinner Trains, Santa Barbara weekends, Polar Bears in Churchill and more. It should be a good year!

Ann McVeagh

Railfan Quiz

Are you an
Eisenbahnknotenpunkthinundherschieber?

Many of our members are! See page 18 to see if you are one of them.

A Quick Report On The Board Of Trustees Retreats:

One Trustee's View

Trustee Jim Newland made a presentation to the Board of Trustees at an October retreat to provide an understanding of the responsibilities, standards, and requirements of being a professional-quality Museum. Jim has made a quick report summarizing that presentation as follows.

Recently the Board of Trustees held two retreats/special meetings to help define the Museum's purpose and set direction for moving forward toward understanding and meeting that mission. The first was held in September. The focus was to confirm the mission, or purpose, of the organization. The consensus of the Board was that the Museum's mission was "to educate the public about the history of railroads in San Diego and the Southwest." This is our overall guiding purpose, and defines the benefit we provide to the public. As a non-profit corporation we are legally bound to provide a public benefit befitting our non-profit, tax-exempt status.

With this in mind, the Board asked me to make a presentation at an October special meeting. The main goal was to outline the standards for directing and operating a "professional standard" Museum, and through those standards help to create a "Vision Statement" to provide directional goals for the Museum. Vision statements differ from mission statements in that they provide more than purpose. Thus, if the purpose is to educate, an example vision would be a goal of creating a Museum educational facility with top facilities, programs, and staffing.

The first part of my presentation was aimed at defining the role of the Board of Trustees in this process. Specifically, Boards of non-profit organizations have five basic responsibilities:

- ☐ Determining the Organization's Mission and Vision
- ☐ Establishing Policies for Appropriate Staff Operations & Standards to Support the Mission
- ☐ Ensuring Effective Organizational Planning (Strategic, Development, & Inter-

pretive)

- ☐ Securing Adequate Resources (Budgeting, Funding & Revenues)
- ☐ Selection, Monitoring, & Oversight of Chief Executive

Each item provides a building block for the foundation of this institution. Also, misconceptions arise over the belief that the Board has direct responsibility in "day-to-day" operations of the Museum. The Executive Director and the Museum staff handle the day-to-day operations. The Board approves the policies for personnel and Museum operation, planning and development, and fiscal security, but it does not "run" the Museum. The Board does, however, hire the Executive Director; he/she holds the authority to operate the Museum.

These Board responsibilities therefore define a path for directing the Museum toward meeting its mission. The first step is establishing a set of ethics and standards to which the Board and all Museum staff should aspire. This "Statement of Ethics and Standards" sets the ideals for guiding Museum activities. The Statement covers standards for collections (both large and small), interpretation activities, Museum management, revenue production, and social responsibility. It sets the table for the establishment of the second step—standardized personnel policies and Museum operational policies. These take the ethical standards and place them into objectives for staff to achieve. They flesh out the organizational structure to outline staff job responsibilities, present a clear chain of authority, and provide specific policies for dealing with Museum tasks such as budget formation, collections policy, special events, lease agreements, etc. These policies assist the Director and staff in operating the Museum efficiently.

With these standards and policies, the Board's next task is to help gather input to develop the previously mentioned "vision." The first task is to operationalize the steps which will move us toward reaching the Museum's mission. The next step is creating the Institutional Plan. Museum planning is split into three types:

- 1) General Development Plans,
- 2) Interpretive Plans, and
- 3) Strategic Plans.

General Development Plans (GDPs) are those plans made for specific sites or facilities. They define plans for structures, grounds, land use, and specific facilities. SDRM has already begun preparing a GDP for Campo, taking into account staff



Museum member Charles Zigelman was the Facilitator at the Board of Trustees Retreat in September, and is seen leading the discussions. He is also an active volunteer at Campo.

Photograph by B. Schneider

input and previous concepts. Eventually La Mesa Depot and the Library/Archives will also need GDPs.

Interpretive Plans identify the programs for interpretive activities and uses of specific buildings, facilities, and rolling stock (see article on Interpretive Activities).

Strategic plans are those 1-Year, 5-Year, 10-Year, or longer term plans that prioritize major tasks or project goals for a defined period. Projects or tasks are prioritized for their ability to meet the Museum mission and fulfill General Development Plan and Interpretive Plan goals. These projects usually require special fund-raising and, since the Board is responsible for the fiscal stability of the institution, must be approved for implementation.

The next step brings up the role of fund raising. In a non-profit Museum context, fund raising is a part of Institutional Development. A Museum Development Program includes more than just fund-raising. Development is a process that includes several steps and stages:

- ☐ Creating the Institutional Plan.
- ☐ Specifying financial needs and fund-raising goals.

- ☐ Identifying prospects for gifts and support.
- ☐ Cultivating the donor prospect/institution relationship.
- ☐ Solicitation of gifts and support.
- ☐ Stewardship of donors.

Fund-raising is but one piece of a complex process which involves the institution, its mission, and the aspirations of the benefactors. Although fund-raising is episodic, development is continuous. As such, Development requires a purpose, goals, full-time commitment, and a multifaceted fund-raising program that includes fund drives, capital fund campaigns, and planned giving and endowments.

To achieve the "vision" of the best railroad Museum we can be, the basic outline for success is to define our purpose, outline the responsibilities of the Board, staff, and volunteers, make plans for what we want and need to do, and share those plans with potential donors and benefactors who can help us fund our Museum to reach its potential.

At the conclusion of this presentation, a series of recommendations were introduced for Board actions to institute a Statement of Ethics and Standards, Personnel Policies, Museum Manual of Operations, a Planning Program, and a Development Program. The Board is currently reviewing how best to initiate, support, and complete such a set of programs. Although these are Board approved programs, input from both the staff and membership will be obtained in the formation of Museum plans. Additionally, we must all work together to make the "vision" a reality.

It is hoped that this presentation will help to assist and enhance the Board's movement toward meeting our mission. Of course it is obvious that policies and plans alone cannot do it. However, the Board's work to articulate the "vision" should help us all understand the tasks at hand and provide guidance for working together toward a successful future.

At this time this presentation has not resulted in any changes in official Board policies. This report is simply a summary of my recommendations as an individual Board member.

Jim Newland

Jim Newland is a Historian for the California Department of Parks and Recreation where he does park, Museum, and historic site planning and preservation work. Jim will be entering his second year as a trustee this January



On September 3, 1997, the PSRMA Board of Trustees held a retreat at the Solar Turbines offices in San Diego to discuss the Museum's future direction and plans.

Photographs by B. Schneider



Denby Undergoes Surgery

Director of Campo Operations, Denby Jones, could use our support on the personal side. He recently had major surgery, and although back at work with the SD&IV, is undergoing further treatments for a very serious problem. He has been our "bin man at Campo" in more ways than one for many years, so let's put him in our prayers and thoughts. Cards and notes to him at home or through the Museum office will let him know how much we appreciate all he has done and is doing for our Museum. We care, Denby!

\$4000 Donation Received

The Pacific Beach and Western Model Railroad Club has donated its last \$4,000 to the San Diego Railroad Museum. The club, which has disbanded, is disbursing its remaining funds, in accordance with California non-profit law, to other worthy organizations, including the Museum. Scott Rhodes, a member of the model club and current owner of the "Whistle Stop" model railroad store in San Diego (formerly owned by the late Bill Kingston), was instrumental in securing the donation for the Museum. Our thanks to Scott, treasurer David Russell and all the members of the former club for thinking of us. The donation is earmarked for the restoration fund and will be used accordingly in one of our restoration projects.

Tales Along The Rails

Some people have been very critical of hobos. They point out that hobos seldom seem to know where they are going next, how they are going to get there, and what they are going to do when they do get there...and they are right! However, being resourceful, a hobo out of Campo and headed for the Fresno area to pick fruit starts by jumping either an east- or west-bound freight. At this point things get a bit complicated, because without a ticket a hobo has to take the best car he can get. His first choice would be a nice, dry, warm and clean box car. Stock cars are typically very "dirty," and reefers run with their doors closed and do not have handles on the inside to let a hobo get out. Tankers and flat cars leave you out in the open for the railroad dicks to spot you, so that leaves either a gondola or hopper car. Now these cars are tough to ride! Since they are all steel the metal is either hot or cold. No matter how long they have been run empty, the sand and grit never gets completely out of them. A hobo better have something to wrap around his face and eyes if he settles for one of these. Mind you, our hobo has yet to get north of the LA Basin and yet the hobo is criticized. The hobos critics have no idea how tough it is to be a hobo and live with the standards (buy a ticket) these critics use to judge them by. I guess Indians are saying much the same thing when they offer you the chance to "walk a mile in their moccasins." Since none of you is a hobo, and probably not an Indian, let me use an example you may better relate to...a Museum volunteer.

Everyone has some experience in the business world. Time, money and labor are thought to be the ingredients a successful business uses to get the job done (make a profit). Hobos and Museum volunteers can relate to that, but when they apply it to what they are trying to accomplish it gets a little fuzzy. For example: The Museum acquired a narrow gauge hopper car years ago from the Plaster City gypsum mine railroad. It had no trucks, and it sat on the ground amongst the weeds and looked like "junk." The critics had a ball! Comments like, "Whose stupid idea was it to saddle the Museum with a worthless narrow-gauge car," and, "Why don't we cut it up for scrap and make some money" were common.

Bill Schneider's and Bill Niedrich's research indicates that the car had originally been built as a standard gauge in the early 1920's by the Clark Car Company but had been extensively modified to accommodate it to a narrow gauge configuration. The U.S. Gypsum Company purchased the car from a used railroad equipment company in Ottawa, Canada. It planned to use the car to haul rock to repair flood damage to its railroad right-of-way. The idea was great, but the vehicle chosen was not. Not only was the car high off the ground, but the sides of the car hung over at least 16 inches on each side, making it top-heavy. When the time came to dump a load of rock you can guess the results without talking to a hobo...over it went. How many times this occurred was never documented, but now you can understand why the gypsum company was happy for the Museum to take the car off its hands.

Walter (Wally) H. Barber, a former Board Member, made the arrangements for the donation and hauled it to Campo at his expense. There it sat maligned and neglected in the weeds. Critics visiting the Museum who saw the "old" narrow-gauged hopper car thought someone should do something about its deplorable condition, but few appreciated what Dick Pennick saw as its best feature. It was a side dump car. Something most of the critics also failed to see was the continuing loss of material on the sides of the fills along our operating right-of-way. All lamented the shortage of volunteers to work on the hundreds of projects sitting around "in the grass" at Campo. What we really have here is the dilemma that hobos (and volunteers) face: the who, what, when, where, why and how.

In 1994 Lenny La Rocco, General Manager, Pacific Rail Industries, Colton, donated a pair of trucks including the upper and lower hearings, and Bill Niedrich had them shipped to Campo at his expense. This summer, with Bill's encouragement, the Campo Metal Wizard Team, consisting of Dick McIntyre, Bob Haney and Dick Cupp, finally were able to squeeze in enough time to re-modify the narrow gauge side dump car back to standard gauge. Ed Massey was then called upon to set the car on its donated trucks using the rail crane. Since this car is operated by air, its air tanks must now be reworked, plus a few other odds and ends, before it can be put in operation. When this is all done, we will have not only a "new" side dump car but also a much needed piece of equipment to use to improve our right-of-way! Just like hobos, our Museum volunteers have to work with what they've got, take help from whom

or where they find it, find time usually by taking it from other projects, and accept the criticism because it's true!

Just remember, both hobos and our Museum volunteers have been there and done that. We are proud of what we have accomplished, but we are not selfish! All of you who have taken time to read this article are encouraged to join us at Campo and share our joys and accomplishments in making our Museum a place to be proud of, a place for the old to rekindle memories and, above all, for the young to experience railroad history by being able to ride and see the equipment from the past that helped make this country what it is today. And yes, the day may even come when a hobo may once again have a choice of taking either an east- or a west-bound freight out of Campo for a destination he may or may not ever reach.

Hobo Joe



Don Pope and Hobo Joe staffed a Museum display table at the Santa Fe Depot in San Diego during a recent Amtrak promotion for the preservation of old railway stations.

Photograph by B. Schneider

News From Our Volunteer Coordinator

As we move into the cooler months, I can report that we are making good progress on the project to provide the straight and level track needed to align SP #2353's drivers. The rail is all laid and spiked, and the ballast is in. By the time you read this we should be into the final leveling and tamping. I would like to express my personal thanks to Rich Warner, Dick Hobson, Allen, Kathy, and all the others who helped make this happen.

We have made particularly good progress in the last six weeks or so, as we had a steady supply of volunteers each weekend. Which brings me to the point of this quarter's report. I am trying to put together a list of thirty to forty people who would be willing to do track work on a rotating basis. We need about six to eight people every weekend to do repairs to the yard tracks (Track 3 comes to mind), and to get the lower yard leading to the display building put in. There is a lot of work to be done, and the haphazard way we are going about it is getting us further and further behind.

If you would be willing to work with me on this project on a rotating basis, please contact me at (619) 498-0925 (before 2:00 pm as I work nights) or contact the Museum office at (619) 595-3030. Hopefully I will get enough volunteers to set up a rotation of one weekend every 2 months. I would also like to thank Jim Baker and the others running the program that provides the classes for trainman and the steam class. In addition to the training these classes provide, they are turning out to be a great source of recruits. Thanks guys!

Steve Kostelak

Railfan Quiz Answer

An Eisenbahnknotenpunkthinundherschieber is a railroad meeting-point back-and-forth shover who moves things, i.e., throws the switches on railroad tracks. In other words, a Switchman! Are you one?

GP9 Rolled Out In "Black Widow" Schemes



The Museum's "new" 1959-built GP-9 diesel-electric locomotive, SP #3873, was rolled out of the SD&IV shops on June 25 and officially transferred to the SDRM by the Union Pacific (which now includes the Southern Pacific). The ex-SSW engine was painted in the "Black Widow" scheme used by the first diesels on the SD&AE in the 1950's. The special donation was authorized by UP (formerly SP) President Jerry Davis. Thank You!

Photograph by B. Schneider

A classic 1959 GP9 locomotive donated to the Museum last year by the Southern Pacific was "rolled out" and transferred to the SDRM—following a year-long refurbishment and

repainting in SP's "Black Widow" scheme—at the San Diego & Imperial Valley shops in San Ysidro Wednesday, June 25. #3873 is the Museum's only diesel from the SP, though it carried the name of SP's Cotton Belt subsidiary during its entire 38-year railroad career, and was never painted in "Black Widow" colors. SSW motive power was used system-wide on the SP, and #3873 operated extensively on SP lines in California.

It was lettered *Southern Pacific* #3873 in accordance with the terms of SP's donation. SDRM Director of Campo Operations, Denby Jones, said the lettering was also a symbolic "representation" of the many SP GP9's that served on the San Diego & Arizona Eastern from the late 1950's until September 1976. He added the new colors are appropriate, as this was the scheme on the first SP diesels used on the SD&AE in 1950. As SP #3873 will power Museum trains on its San Diego & Arizona demonstration railway, it will see MU service with SD&A #1809, a 1952 EMD MRS-1 also in "Black Widow" colors.

The April 1996 donation of this historic artifact was authorized by then-SP President Jerry Davis, who later became President of the Union Pacific following its friendly takeover of the SP.

The freshly-painted and lettered SP #3873 "representation" was officially transferred by UP Special Projects Manager George Fetty (also a former SP manager) to SDRM Executive Director Win Mott at the June 25 formal rollout. Mott expressed deep appreciation to the Southern Pacific (now part of the Union Pacific) and President Jerry Davis for the donation of this very appropriate locomotive, and special thanks to Museum member Fred Perry for pursuing this long-desired example of a classic type of motive power once common on a "local" San Diego County railway!

Thanks were also given to Denby Jones for his efforts, the work crews and individuals who repaired, painted, and lettered SP #3873, and the SD&IV for providing storage and shop facilities.

After being taken to Campo, SP #3873 will begin a new career as a passenger hauler for the first time in its 38 years! The locomotive was built as a GP9E by EMD as construction #250200. It has a 16-cylinder 567C engine rated at 1,750 hp. The high short hood Geep weighs about 248,000 lbs. (124 tons), has dynamic braking and is MU-capable.



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GP9 Rolled Out

It was delivered in February 1959 as SSW #830 in SSW Class Z-17. It was painted SP's Lark Grey and Scarlet, but had yellow handrails per SSW practice instead of white ones, as on SP units. Its number was also on the pilot beam, and "Radio" and a lightning bolt on its short hood.

The unit's class was later changed to SSW Class DF-612. In 1965 the number was changed to SSW 3651, and it was placed in SP Class EF418C-2.

On July 18, 1977, the locomotive was returned to service after being upgraded at SP's shops in Sacramento. This affected mainly the air filtration and electrical equipment, with no visible changes. Its SP Class was changed to EF418CR-4. It was referred to as a GP9R, and renumbered SSW #3873.

Bill Schneider