

HOT ***SCOOP***

A publication dedicated to Pacific Southwest Railway Museum members
March 2021





**Pacific Southwest
Railway Museum
Association Inc.**
www.psrmm.org

Train Operations

PSRM Campo Depot
State Hwy. 94 at Forrest Gate Rd.
Campo, CA, 619-478-9937
Lat: 32°36.8"N Lon: 116°28.2"W
Open weekends 9AM to 5PM
See website for complete train
schedule.

La Mesa Depot Museum & Business Office

4695 Nebo Drive,
La Mesa, CA, 91941 619-465-
PSRM (465-7776)
By appointment only

PSRMA Board of Directors
Meetings are held on the 3rd Fri-
day of the month at 6:30 PM,
Lakeside Historical Society 12418
Parkside St. Lakeside, CA 92040

Museum Officers

President: Diana Hyatt
Vice-President: Martin Caestecker
Treasurer: Rob Stebbins
Secretary: Stephen Hager
Equipment: Ron Hyatt
Facilities: Frank Denison
Museum Services: Jim Lundquist
Operations: Mike Edwards

Museum Staff

Certification & Training:
Mike Edwards
Fundraising: Donna Spevack
Gift Shop Mgr: Alanna Hyatt
Historian: Bruce Semelsberger
Hot Scoop Editor: Alanna Hyatt
Membership: Gabe Zorbas
Photographer: Alanna Hyatt
Special Events: Diana Hyatt
Steam Foreman: Jim Baker

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Cover Photo

Backup power SP 3873 waits
outside the Car barn

Alanna Hyatt



From the Back Platform

By Diana Hyatt, President

Towards the end of January, part of the stay-at-home order was lifted allowing 'non-essential businesses' to reopen in the state-designated region of which San Diego County is a part. The museum re-opened to socially distanced train rides on February 6th after being closed since December 6, 2020. The Display Building and Campo Depot Waiting Room continue to remain closed to the public.

Your Board held its first Strategic Planning Workshop during the month of January to coalesce our course of progress going forward, after an extended reprieve. Please read my separate article in this edition for an expanded explanation on where we, as an organization are headed. It was suggested in 2014, when we began the strategic planning process of giving it a name like *Vision 2020*; thank goodness we did not, as nobody could have predicted 2020. But even so, we did make headway on a few important projects.

With the new year comes new hope for a brighter future. With that future, this year's project seems to be acquiring and moving the five Coaster locomotives that will be accepted next month. The industry stub tracks we were hoping to store the locomotives on fell through in December as the company chose to

sell to an investment firm with no advance notice to their employees. As we seek a new storage location in San Diego we are also looking towards resolving the last impediment on this railroad's continuity: daylighted tunnel #3 seven miles east of Tecate, B.C., Mexico. Board Secretary and engineer Stephen Hager, member Hector Gonzales and myself met with the Director of ADMICARGA and then assessed the slide at former tunnel 3. The political atmosphere in Mexico has many in positions they will no longer hold at the end of this year. There is little incentive to re-open the railroad that would allow passage from Mexico to the United States on the east end. Stephen is working on putting together a plan of work that will allow us to acquire estimates from contractors in Baja. At this point, it would still be cheaper to move these by rail than truck them to Campo. One trucking company estimate quoted us at \$160,000 per locomotive to get them to Campo. Any and all donations to the Coaster F40 fund are solicited and highly appreciated. Check donations can be mailed to the La Mesa Depot or made online at: www.psrn.org/donate/ and select **Coaster F40 Locomotives** at the **Choose Fund** selection.



The Hot Scoop® is a publication of the Pacific Southwest Railway Museum, Inc.

The opinions expressed in the Hot Scoop are those of the individual writer and do not necessarily reflect the opinion of the Pacific Southwest Railway Museum Association, Inc., or its officers and staff.

Pacific Southwest Railway Museum Association Mission Statement:

The Pacific Southwest Railway Museum Association, Inc., is dedicated to preserving the physical legacy and the experience of rail transportation. Programs address the historical, social, economic and technical impact of railroading with particular emphasis on railroads of San Diego County and the systems with which they connected in the United States and Mexico.

The Museum is a member of the Heritage Rail Alliance and is a non-profit educational corporation. Donations are tax deductible under Sec. 501(c)(3) of the Internal Revenue Code.

Submission guidelines: All articles should be limited to no more than three single spaced pages and submitted in Microsoft Word format. Photographs should be in jpg format no larger than 8 x 10 inches at 150 to 240 PPI resolution, but please no cell phone pictures. Send all submissions to hotscoop@psrm.org.

The Hot Scoop is available in color via e-mail. To receive the electronic version in PDF format, reply to hotscoop@psrm.org and include your name, membership number and e-mail address. Note that if you opt for the e-mail version, you will no longer receive the printed copy.

Comments are always welcome. Send your feedback to the Editor at hotscoop@psrm.org.

2021 Strategic Planning Review

By Diana Hyatt, President

In October, 2013 Jim Lundquist and I first met Don Evans at an ATRRM, Association of Tourist Railroads and Railway Museums (now known as Heritage Rail Alliance) convention. By then, Don was well known in the preservation community for his involvement with the West Coast Railway Association (WCRA) in Squamish, British Columbia, Canada. Don was a founding member of WCRA in 1961 and a graduate of Harvard Business School. After retirement, Don began his own company, DJE Holdings and provided management consulting on business strategies and leadership. Don's professional expertise and love of railroad preservation combined and he began offering his services to rail organizations. Don's most notable accomplishments with WCRA include acquiring a Royal Hudson steam locomotive and securing funding to complete the 21,000 square foot CN Conference Center and Roundhouse in Squamish.

The importance of strategic planning for railroad museums was relayed to the PSRM board where it was determined that DJE Holdings would be hired to develop a strategic plan roadmap to our cherished, collective goals. On July 12-13, 2014 our first Strategic Planning Session began. At this session, participants developed a list identifying the organization's Strengths, Weaknesses, Opportunities and Threats (SWOT) as the foundation for our strategic plan. With Don as our facilitator and leader, we met bi-annually for the purpose of reviewing our accomplishments and refining our vision. Don's advice and insight during those five years was far more valuable than words can express; we are grateful to have been guided and taught by Don during the most difficult portions of the process. Sadly, in May 2019 Don passed away while on vacation. The remainder of 2019 was focused on SD&A's 100th Anniversary and then 2020 was upon us. The rest of this

article will address the results of our 2021 session:

2021 SWOT results:

Strengths

- *Our volunteers
- *Train rides < 35 years
- *Financially solvent
- *Strong & passionate leadership
- *County support
- *Own or lease 110 acres

Weaknesses

- *Pandemic income loss
- *Lack long-term operating agreement
- *Shorter train ride
- *Need more 1st Class cars
- *Grant money disappointing

Opportunities

- *Build-out Master Plan
- *Rebrand, improve quality
- *Variety of events
- *Marketing: focus on adults
- *2X membership by 2022

Threats

*Ongoing pandemic(s)

*Loss of volunteers

*Loss of access to railroad and Depot

An initial set of ten goals were set with a completion date within five to ten years. Of those ten goals, six have been achieved: 1) Spend \$50,000 annually on Marketing & promotion (2019 and 2021 thanks to grants), 2) SD&A 100th Anniversary celebrations, 3) Onboard Public address system, 4) Commercial kitchen, 5) Install the DAP mine train/spend \$20K towards expenses, 6) Obtain an ADA compliant means of transporting visitors between the Display Building and the Campo Depot. There are four goals remaining: 1) Master Plan Engineering study, 2) Place an additional 1st Class passenger car into service, 3) Perform track upgrades between Division and Miller Creek, 4) Assemble a Restoration Plan for SD&A #050 business car Carriso Gorge.

Eight key elements were originally identified and continue to guide us: 1) Volunteer Resources, 2) Board Development, 3) Marketing, Growth and Communica-

tions, 4) Collection and Interpretation, 5) Museum Site and Physical Facilities, 6) Museum Operations and Administration, 7) Train Operations and Track Infrastructure and 8) Financial and Fundraising. Under Volunteer Resources: we have hired and continue to employ a paid fundraiser, currently Donna Spevack, fundraising@psrm.org. Goals under Volunteer Resources: include increasing the use of the La Mesa Depot; the first step being a pool of members willing to volunteer as docents at this central location. While striving towards volunteer growth, we will improve upon our member communication by providing a consistent, monthly publication, postcards, email blasts and volunteer conference calls. Due to the low "open" rate of the digital version of the Hot Scoop, all members will receive a printed copy during 2021 in an effort to encourage more members to become engaged and active at some level. Quarterly Behind-the-Scenes tours at Campo will resume; members are encouraged to invite family and friends to accompany them on these days. The first one for 2021 will be on Saturday, April

10, 2021 contact jim@psrm.org.

Board Development: is an ongoing process that includes reviewing and updating Board Guidelines and Bylaws and researching the organizational structure of sister organizations. Marketing, Growth and Communications: will see more web-based calendars with timely information: one for the public visiting us at our web address: www.psr.org and one for members and volunteers looking for Work Days and other volunteer events. There is a core presentation already made for public outreach at speaking engagements but it needs more volunteer speakers. The La Mesa Depot could be put to greater use as a promotional site for our Campo facility as well as a venue for birthday parties and special events. Again, this location is in need of a volunteer coordinator and volunteer docents. Under Collection and Interpretation: efforts are ongoing developing interpretive programs in union with the evolution of the Master Plan. Within Museum Site and Physical Facilities: the biggest project here is raising funds for the preparation of a final Master Plan, it is

estimated that these pre-construction expenses will range from \$60,000-\$100,000. We will continue to watch for grant opportunities that could fund this expense as well as acquire adjacent land parcels as they become available.

Museum Operations and Administration: will focus on completing the Birthday Party caboose for installation across from the Campo Depot. Gift Shop staff will continue to upsell to visitors encouraging them to turn their single visit into a membership or their train ride ticket into a cab-ride ticket. More First Class cars will be added to train events (as Covid restrictions lessen) and will be priced accordingly. Here we will also look for more opportunities that will make new and better use of the Campo facility. Train Opera

tions and Track Infrastructure: in the short-term we will work on growing traffic on the Golden State train ride and then add more themed trains, doing one new thing per year. Ongoing efforts under this item will include onsite food service, train improvements such as climate control and restroom facilities, track rehabilitation to improve the current ride but also to extend the length of the ride.

The last of the eight key elements is Financial and Fundraising: eventually, a professionally prepared Annual Statement will be produced for the membership and grantors. Currently, there has been no external requests or necessity for one and the annual cost is more than the organization can comfortably afford. For now, financial oversight is provided

through the Finance Committee and the PSRM Board. The museum currently maintains several “restricted funds” as well as an ongoing fundraiser that pays down the mortgage on the two land purchases made during the past six years. Further funding sources will be identified, that can help fund the costs of the final Master Plan. Now that the Museum Overlay has been approved by the County Board of Supervisors the final Master Plan is the next step before any new construction and will be the main focus of the board and its grant-writer.

If there are any readers who may have advice, helpful contacts or even questions about this article, I would be happy to hear from you, please send me an email at dhyatt@psrm.org.

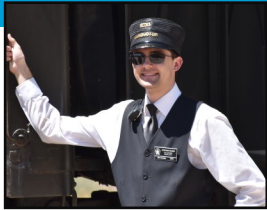


(Left) Gabe Zorbas works on SP 3709.

(Right) Stephen Hager and Gabe Zorbas work on part of a SD&A Coach door.



Ron Hyatt



Board Briefs, February 2021

By Stephen Hager, Secretary

The board held its second meeting of 2021 on February 19th. Directors attending were Diana Hyatt, Martin Caestecker, Stephen Hager, Rob Stebbins, Ron Hyatt, Frank Denison, Jim Lundquist, and Mike Edwards (via telephone).

Rob reviewed the balance sheet and the profit and loss statement as of January 31st with the Board. There was a net loss in January due to the museum remaining closed as mandated by the stay-at-home order in the State of California. However, there was some excursion income as ticket presales started in anticipation of the museum's reopening on the first full weekend of February. The general fund and the contingency fund are in good shape to carry the organization through 2021.

The Coaster F40PH-2C locomotives were retired from service by NCTD in early February. NCTD is now working on disabling the locomotives as required by the

terms of the Carl Moyer Grant that they received which enabled them to purchase the new SC-44 Charger locomotives. Once this work is complete, the F40 locomotives can be turned over to the PSRMA.

The Board voted to reauthorize expenditure of \$7,500 to offload the long-awaited commissary kitchen container once it arrives by truck. It is hoped that the container will arrive in the next few months. Diana reported that the People Mover had been finished by the manufacturer and would be delivered within two weeks of the meeting.

The Board continued a discussion on the potential acquisition of one of the recently retired cars from the Bay Area Rapid Transit System (BART) manufactured by Rohr Industries. Jim reported that he was unable to drum up interest from United Technologies, Rohr's successor, to sponsor an exhibit on the car. The Board agreed

that it would at minimum need to construct a covered shelter for a BART car if one were acquired. Jim agreed to reach out directly to BART to see whether full cars are available or if the PSRMA could instead acquire only the front section of a car.

During previous annual inspections, it was noted that the bridge at milepost 65.27 has cracks in the concrete abutments and the handrails needed to be replaced. While these defects are not safety concerns, they are a priority item to address. I was able to find a timber manufacturer that can supply replacement handrails and found a suitable epoxy product that can be used to seal the cracks. The Board voted to authorize expenditure of \$4,000 to purchase these materials in order to repair the bridge.

The organization's primary locomotive for weekend excursions, GE 80 Tonner SD&A 7285, has been showing signs of failing batteries. The Board voted to author-

ize expenditure of \$6,000 to purchase 8 new batteries and materials to fabricate rolling trays for the batteries. These trays will make it easier to check and maintain the new batteries.

Several signs around the museum have degraded after years of exposure to the sun's harsh UV rays. Jim reported that he had not yet

found a more UV-resistant sign material that could be used economically and instead advocated for constructing replacement signs under new shade structures. The Board voted to authorize expenditure of \$1,500 to reprint four signs adjacent to the Campo Depot and construct a shade structure to protect them.

Long-time member and volunteer Dick Pennick has offered to donate his 1890s-era National City and Otay Railroad passenger car to the organization. The Board concurred that it was interested in accepting the donation and agreed to take action during the March board meeting once more details and logistics can be worked out.

Brakeman Training Classes

By Stephen Hager, Secretary

A hands-on class for the entry level train crew position, Brakeman, will be held this April. The class is open to anyone, age 16 and above, who is interested in becoming a member of our volunteer train crew (don't let the brakeman title scare away

any ladies.) Class size is limited to eight people. There will be two sessions of the class; attendance at both sessions is necessary to complete the class. The two sessions will be held on April 3rd and April 10th (Saturdays), all day, at Cam-

po. Museum membership is the only prerequisite; no prior railroad experience is required! Visit the brakeman class webpage to view more details and information on signing up:

<https://www.psrn.org/brakeman-class/>



Museum Services and Facilities Report

By Jim Lundquist, Director of Museum Services

The big news this month is the completion of the Mine Train Building. Thanks to Frank Denison, Steve Pohjola, Tim Miller, BG Miller, Dawn Lundquist, Jim Rosenberg and Jim Lundquist who joined together to install donated trusses, ply-

wood, donated metal roofing and end walls. The building really captures the feeling of how a mine operation would use all available materials for construction and will serve as a secure location out of the weather for the train equipment. The next

phase of the development of this exhibit has started – track laying. Two tracks have been laid down inside the building already. The goal is to continue the track laying every possible day until this project is brought home. A backhoe will be

required soon to spread ballast and to bring down mine rails to the site.

Dan Corrado, our hired electrician, has made great progress on the Jacks and AT&SF crane project. All jacks are now working, but do require maintenance which the Equipment department has pledged to complete (oil changes, one axle/wheel needs attention). The crane has a new power cord for its use. The last task on this project is securing the rails to the slab, which is underway.

We thank Alanna Hyatt and the various department heads who regularly work together to publish the Hot

Scoop to get the information out to our members. Martin Caestecker and Stephen Hagar have agreed to update members on the volunteer efforts within the Equipment Department.

The Library team has removed the last remaining items from the old Exhibit Lab room and continues their outstanding work.

Thanks to Gabe Zorbas for his Membership work. Many members have received their renewal notices recently – sorry for the delay.

Dan Corrado installed the new emergency exit lights throughout the Shop Build-

ing and we met the sprinkler inspection company in Campo for their review. After this, the County Fire Marshall made his annual inspection and passed us with no exceptions.

Our weed problem was addressed by Steven Pohjola using our sprayers as we drove around the property to discourage weeds from growing where we just can't have them grow. Weeds continue to grow everywhere else and need to be addressed by mowing. A dedicated tractor for this work needs to be acquired, either by donations or purchased.

Museum locomotive engineer/conductor Dick Pennick retires

by K. C. Jones

Long-time museum locomotive engineer and conductor, Richard "Dick" Pennick, has retired from active train service after 53 years. His final run was October 31, 2020.

Dick began running engines for the museum in 1967, shortly after it received a 1923 geared steam logging engine from the Feather River Railway in northern California. Donated by parent

Georgia-Pacific Corp., it was built by the Lima Locomotive Works in Lima, Ohio. The unique locomotive was a type popular at one time for logging and other industrial applications. Although not known for speed (8 - 12 mph), the flexible design was well-suited for poor or temporary track, light rail, sharp curves, and steep grades.

The 44-year old locomotive arrived in San Diego in 1967, in operating condition. But our fledgling museum was still 13+ years away from acquiring and developing its Campo complex in San Diego's East County. It had been towed "dead" in a freight train from Oroville on its own wheels, but there was no place to put it! Thanks to help from Terry

Durkin, a museum Founding Member and local Santa Fe freight engineer - and our friends at the Santa Fe office in San Diego - we learned of an unused 100'-long industrial spur track in the Harbor District that had once served the former Standard Iron Works. The site was vacant except for the debris left over when the former Iron Works building was demolished. Arrangements were made to temporarily store the engine on the spur until a suitable alternate location could be found.

Once the operating machinery was re-installed after the long trip south, the old engine was steamed up and interested Museum members were allowed to run it back-and-forth on the short track. Eventually, blowing its whistle on New Year's Eve became part of the routine. Later, when the Iron Works track was scheduled for removal, then-Museum president H. C. "Chop" Kerr negotiated with the Commander of the Miramar Naval Air Station (later: "Marine Corps Air Station - Miramar") to occupy a now-gone mile-long spur track that had once served the Army's Camp Callan during WWII. Steam

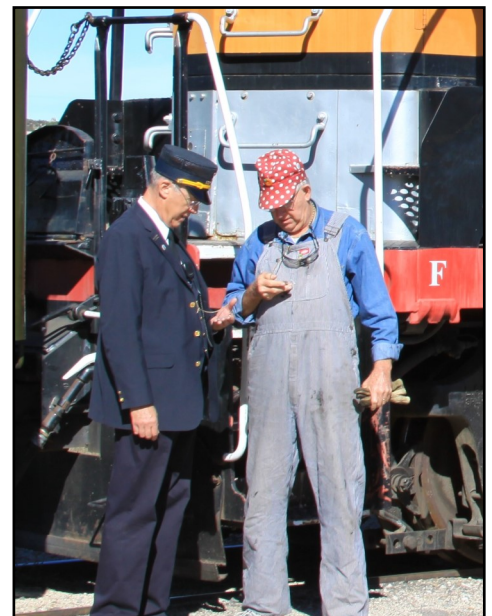
operation and restoration activities soon began and continued until the Campo site was ready for occupancy. After several years at Campo, the engine was sold to the Cass Scenic Railway in West Virginia, where it happily hauls tourists on a former logging railroad.

Later, after formal crew training was inaugurated at Campo, Dick became qualified as a Brakeman, and eventually certified as a locomotive engineer and Conductor. Since then, Dick has operated much of the Museum's diesel fleet, including a vintage EMD F-7, loaned by private freight-hauler Carriazo Gorge Railway, and newest acquisition: ex-Modesto & Empire Traction #613/ex-Southern Pacific/San Diego & Arizona Eastern 70-ton Road Switcher SP 5119 (which worked many years in San Diego branch-line and local freight service), as well as steam fireman on oil-burning SP #2353 (now on display in the Display Building at Campo). He was speeder-qualified and had the privilege of running the former Santa Maria Valley RR 12-passenger railbus on special occasions (the museum's very first rolling stock

acquisition).

Over the years, Dick has piloted trains to "Miller Creek" and "Division" and now "Canyon" on our San Diego & Arizona Ry.; across the historic 1917 Lower Campo Creek Viaduct (6 miles west of Campo), through Tunnels 3 & 4 (crossing the International Border inside Tunnel 4), then over the Via Corta Tijuana-Tecate to our Sister City of Tecate, Mexico.

When asked for comments recently about his long career in train service, Dick replied: "It's been a great ride! It wouldn't have been nearly as much fun if I had been paid to do it!"



Engineer Dick Pennick compares his watch with Conductor Rich Paulus before departing Campo



Membership Report, March 2021

By Gabriel Zorbas, Membership Coordinator

Another busy month with membership! A special thanks to our Station Agent, Nancy McDonald for encouraging visitors into becoming members. Here is the monthly membership report:

Current Active Members: 510

Percent Change: - 4%*

New Members for March

*The January report reflected an inaccurate number of active members. This percent is unadjusted. Next month's report will reflect an accurate percent change.

Gabriela Apgar	Richard Dukellis	Amelia Platt
Sonia Armas	Rob Franks	Josefina Ramirez
Jeffrey Bennett	Danny Garcia-Meza	Elizabeth Robles
David Buck	Tania Iniguez	Josh & Wendy Scherman
Lisa Butler	Bryan Ireland	Eric Schindler
Amanda Bezeck	Nancy McDonald	Bonnie Sibley
Michael Cascadden	Anthony Montijo	Noemi Soto
Sue Cascadden	Tina Mortrud	William Stanhope
Cindy Chac	Victoria Pae	Bryan Sturn
Amanda DuBose	Ashley Pedraza-Schnurr	Dolores Torres
	Valerie Perez	

Operations Volunteers for February 2021

By Rich Paulus, Chief Operations Officer

Train Service

Those who are certified/qualified crew members and speeder operators/crew who have helped us run 23 Golden State trains and the number of days they have volunteered:

Colin Atwood	3
Jim Baker	1
Paul Bandemer	3
Jarod Black	7
James Caestecker	1
Martin Caestecker	2
Kyle Cascadden	2
John Cenknor	2
Stephen Hager	3
Randy Houk	3

Alanna Hyatt	1	Nancy McDonald	1
Diana Hyatt	3	Glen Rogers	3
Ron Hyatt	2	Roark Stump	1
Charlie Karayan	1		
Mike McIntyre	1		
Glen Rogers	1		
Rob Stebbins	2		
Gabe Zorbas	1		

MOW

Maintenance of way volunteers who have assisted Roadmaster Glen Rogers and Track Foreman James Caestecker in maintaining tracks and right-of-way this period:

James Caestecker	1
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Yard switching

These are the volunteers who have worked in PSRM yards this period:

Kyle Cascadden	1
Stephen Hager	1
Ron Hyatt	1

This totals to 48 volunteer-days in February 2021.

Behind the Scenes Tour

Come see for yourself what we have been up to! Please bring your friends and family and join us for a Behind the Scenes tour of our Campo facility on Saturday, April 10, 2021.

The tour will commence under the trees at the Campo Depot at 10:45 AM. We will visit the new California Agriculture and Mining History Exhibit as well as the SD&AE Firetruck on loan from the California State Railroad Museum in Sacramento among other interesting stops.

We will break for lunch at about 12:15 PM. You may bring your own lunch, particularly if you have certain dietary requirements, or you may join the Volunteer Lunch for a \$5/pp donation. Typical lunch fare is one of the following entrees: hamburgers, BBQ beef sandwiches, make your own taco, etc. plus green salad, chips, dessert and unsweetened iced tea.

After lunch we will board the Golden State train's 1:30 PM departure where you will hear our brand new PA announcements by local celebrity Ken Kramer.

Make sure you bring your walking shoes and wear a hat or sunscreen.

RESERVE YOUR SPOT(S) AND VOLUNTEER LUNCH by emailing jim@psrm.org