

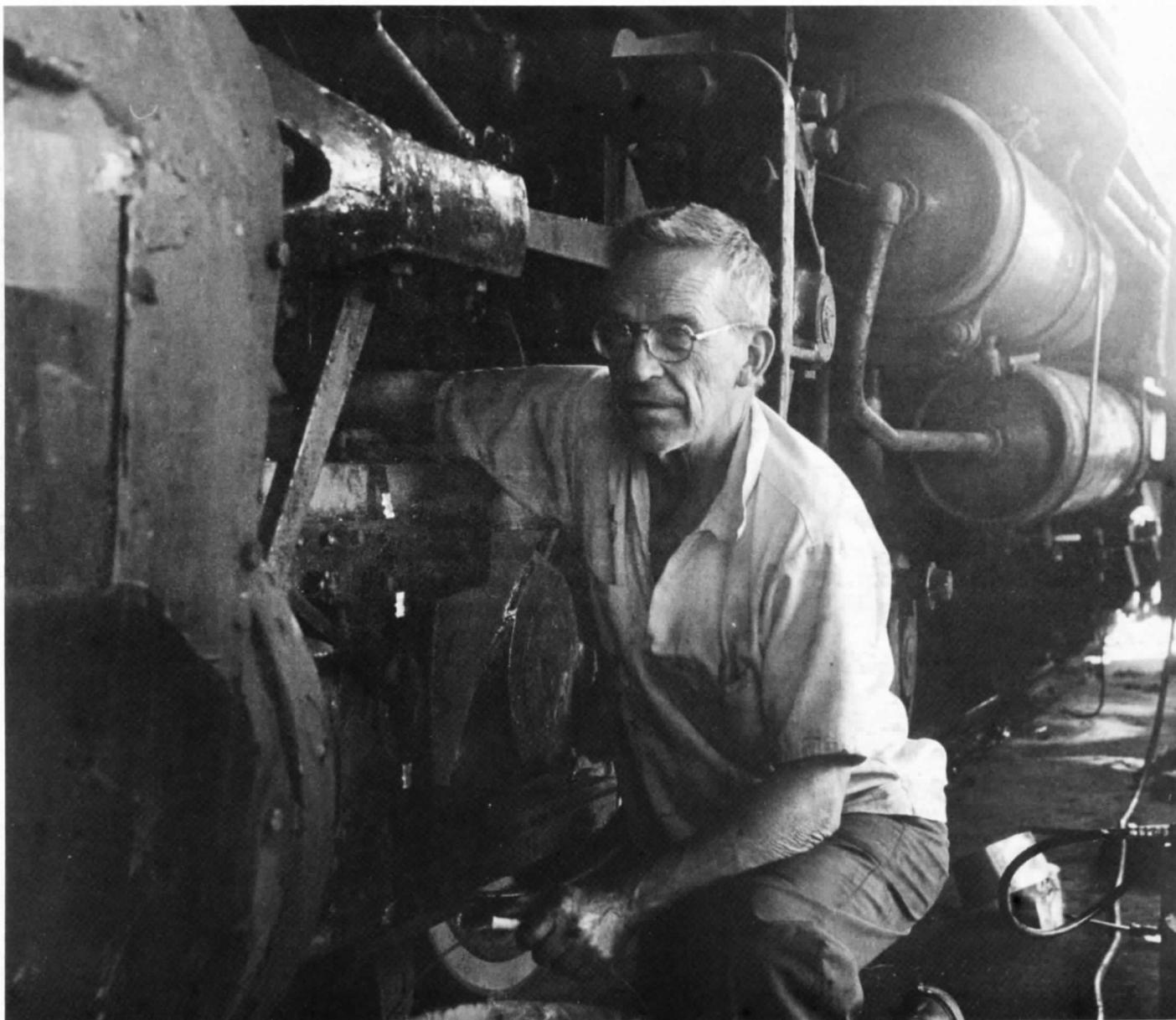


Summer 1998

REPORT

Volume 267

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



Jim Hamill had his hand in almost everything! He is seen here in 1985 with CW #46 at Fort Bragg, CA. Jim worked tirelessly for well over a decade on nearly every piece of Museum equipment. We miss him, but know he's been recruited by Norm Hill to work at a Higher Level.

Photograph from PSRMA files

From The Desk Of The Executive Director

I feel fortunate to have had 2 1/2 years of introduction to the Museum prior to taking the position of Executive Director. This transition seems natural to me, although the responsibilities weigh heavy on my shoulders at times. I have found that I must put a personal agenda together so that I can stay focused on the issues I find imperative to our future success. The bottom line to the Museum is no interruption in daily operations and improvement of ridership, along with the other 200 pressing items. As with every transition there are many things to face on a daily basis and then you must look at the bigger picture, the long range plan. I do know that one major issue we must overcome is our tendency to overlook the people who make us happen, our volunteers.

I have spent the first several weeks meeting with most of the key players in Campo where our operation exists. The input has been varied, some positive, some negative. It seems everyone has a different point of view of how to make things better. After speaking with our active volunteers, these are the points we need to concentrate on now:

- (1) We must interest our general membership in giving of their time for their Museum, our present volunteer base is not adequate and people are burned out.
- (2) The volunteers need to be recognized for what they so generously do, (we now have a Volunteer of the Month program)
- (3) All staff and volunteers will be asked to abide by a standard of conduct, a code of ethics if you please.

Very soon all volunteers and paid staff will be issued a manual to assist you on how to be a more unified crew. There will be some grumbling, however. This is not a personal issue, it is one of uniformity on matters of conduct in the public. We are a public entity and are judged by our customers. Our customers are the ones that allow us to remain in an active role in this Museum. If they don't visit us or take our excursions, no one will be able to continue to play trains, be involved with history, or make a difference to our community. Although many of our volunteers are behind the scenes at Campo, we have quite a few who are front line people. These people are the first ones that our customers see or talk to when arriving at Campo and whether you want to believe it or not you are responsible for how the public perceives us as a whole. The public does not care if we've had a bad day, if it's too hot or what's his/her name has gone off the deep end. What they care about and what they are expecting for their money is respect and friendliness. Ask yourself if you would spend your hard earned cash somewhere that treated you like you were an intrusion. In an organization like ours, things will always go wrong. However, the general public does not need to know about our glitches.

I appreciate all of the input I have received and look forward to a successful future with all of you.

This brings me to the final thought for now, every choice you make has an end result.

Patricia Blackmore

Milestone

Also this morning I was advised by Randy Gibson that Dave Slater has just hit the 1,000 trip mark on Miller Creek. Dave was the conductor on the first Miller Creek run in 1986. He is the first person to achieve this milestone and it will be a record that will stand for some time. Dave chose dinner at the Parrot Grill downtown. Thanks Dave!



Jack O'Lexey, Volunteer of the Month of July, at Campo on March 29, 1998.

Photograph by Randy Houk.

The Volunteer of the Month

The Volunteer of the Month for July was Jack O'Lexey who works on Operations for his creativity with programs like the Junior Conductor and his energy in organizing projects. Jack received a pair of tickets for a harbor excursion on Hornblower. Keep up the good work.

James "Jim" Hamill 1921-1998

The San Diego Railroad Museum has lost another of its own. James Hamill, Museum Life Member #17, passed away on May 10, 1998, the 129th anniversary of the completion of America's first transcontinental railroad. He was 77.

The Museum's long-time restoration "hard core" will miss Jim's dedication and willingness to help with almost any task that needed doing.

A native of Pennsylvania, Jim graduated from Haverford College, Haverford, PA, class of 1943. He met and married Mimie, his wife of 51 years, after WWII and in 1958 came west to San Diego with their growing family. Jim and Mimie eventually had six children. He retired from General Dynamics in the 1970's and by 1981 had discovered the Railroad Museum. For that chance encounter, the Museum shall be forever grateful!

The Museum had recently purchased the Campo property from the County at public auction, and was in the process of converting the site to a public museum. A condition of the purchase required that the site be open to the public within two years of the close of escrow in October, 1980.

Jim jumped in with both feet, as well as a couple of calloused hands not unaccustomed to hard work. He helped a small but determined group of Museum volunteers convert an old Army gymnasium into a car shop and lay track in the Museum's new "yard". When we finally had enough track of our own on the property, Jim was involved with helping to put together "Great Freight I" in 1983, when the Museum hooked up our Lima Shay #3 to a long string of antique rolling stock at San Ysidro, destined for Campo, 65 track miles to the east.

That two-week, non-stop, round-the-clock marathon, conducted entirely with Museum volunteers over a common-carrier railroad, was one of the most amazing events in the Museum's history, before or since.

When the Museum began operating its Demonstration trains over the tracks of the San Diego & Arizona Eastern Railway between

"Wherever you are now, Jim, I hope all of those, scrapped cars and locomotives of long ago are there, too, because they will once again find someone who cares."

Campo and a new Museum siding called Miller Creek at MP 72.5, it was soon obvious that passenger cars with openable windows would be a necessity during the east-county summers. Suitable cars were found in a New Jersey scrap yard, and the Museum purchased six of them for \$2000 apiece. But by the time they arrived in San Diego, vandals and thieves had ruined the seats and stolen much of the original hardware.

Undaunted, Jim virtually "adopted" the cars we now refer to as "the Lackawanna cars" and spent most of the next three years painstakingly bringing them back to usable condition. The Museum owes a great debt of gratitude to Jim and the other volunteers for helping to provide us with our "bread & butter" cars.

Once we had most of our growing rolling stock collection all in one place, Jim was always to be seen lending a hand with whatever needed to be done. And that list was a long one. He coordinated weed-abatement programs using Honor Camp inmates; he journeyed up the coast to Ft. Bragg with other Museum volunteers to make our priceless 2-6-6-2 Mallet articulated steam locomotive ready for its journey to San Diego; he helped install the easterly connection from our yard to the SD & AE mainline, which we now call the "East Lead". Santa Fe Library-Buffer car # 1303, S.P. Harriman car #2693, AC & Y outside-braced boxcar #3024, and our U.P. caboose all benefitted from his efforts. One of Jim's last major projects was the beautiful re-restoration of our venerable Santa Fe observation car #1509.

Wherever you are now, Jim, I hope all of those, scrapped cars and locomotives of long ago are there, too, because they will once again find someone who cares.

The family has suggested that donations in Jim's memory be made to the Museum to help support some of the many projects he was involved with. One project I know he would approve of is the urgently-needed repair and painting of our work-horse Lackawanna coaches, which are beginning to show their age. An endowment fund to help keep these cars rolling would be a fitting tribute to Jim Hamill's hard work and dedication on their behalf. The Museum thanks those who have already made memorial contributions in his name, and expresses its deepest sympathy to his family.

Dick Pennick

The "Spirit Of St. Louis" and AT&SF RPO 74

Should the Smithsonian's National Air and Space Museum use the same types of materials in restoring the "Spirit of St. Louis" as were originally used? Of course! Should the San Diego Railroad Museum use the same type of materials in restoring Santa Fe RPO car 74 that were originally used? Yes, again.

Two examples illustrate the care we take. Floor repairs are finished, thanks to the work of Frank Stites and Ted Kornweibel. We had the new flooring milled to the exact profile and dimensions as the original tongue-and-groove flooring, and used the same material (oak). Then, several sliding doors on the overhead sorting bins had wire mesh that was not original. Sure, having a sheet of 1/2 inch steel double crimp wire mesh custom made was not inexpensive, but it was the only way to go; anything else would have looked cheap, and Museum visitors would know in a second that we had cut corners. Stu U'Ren, who rebuilt the battery boxes, is installing the new mesh in the overhead bins' sliding doors.

Frank Stites is the Museum's premier wood craftsman. He has taken classes for years in skilled woodworking, and his care is apparent as he custom fabricates twelve new sills for the main windows, each one slightly different from the other. Along the way, Frank has taught us all a lot about tool safety, while identifying some pretty horrifying examples of unsafe practices. Please take note: no one should use the large (14" blade) table saw in the woodshop without being trained or approved by Frank or restoration superintendent Ted Kornweibel. It can be a lethal tool if used incorrectly.

As regular readers of the REPORT would expect, the crew of Dick, Dick, and Bob (McIntyre, Cupp, and Haney) continue to do many essential tasks for restoration as well as other departments. Hardware for the battery boxes was fabricated and installed. Bad metal in the clerestory window openings has been cut out. The walls surrounding the toilet have been straightened. I can't begin to tell you all the other things they do around the Museum, but Dick McIntyre has been spotted working on the cooling system of Alco locomotive ("Santa Fe") 2098. And he's a good teacher, too. After teenagers Jason Edmison and James Kornweibel finished the last details on the RPO's battery box doors, they were put to work filing welds on 2098's massive radiator pipes. Dick pronounced the job "well done." We could do a lot more around the Museum with some more teenagers like these.

Have you ever completed a repair job, only to discover that you didn't find all the defects? That happened with the RPO roof. We thought we had all the holes repaired, but spring rains revealed a major leakage. A patch was fabricated and installed, thanks to Frank Stites, Ted Kornweibel, and Steve Kostelak, who gave up pounding spikes to lend his expertise with adhesives. If I do say so, it's the best looking, best fitting, best installed patch we've every done. There's a Museum law at work here: We hone a skill to a high level just when we come to the end of the project. Who knows if we'll ever use our finally-acquired master craftsmanship again!

Does any of this sound fun? You bet! Come out to sunny Campo and join the Restoration crew on Saturdays. And you don't have to be a senior citizen to qualify.

Ted Kornweibel

Track Report

Well things have been moving right along since our last report. Due to a small miss hap on the upper yard lead repairs became necessary. Rather than simply do a quick fix, it was decided to do it right. So about one hundred feet of track from the three way switch down was removed and the right of way graded, the bad ties removed and new heavier 90 lb. rail brought up. This project is moving along very fast, in spite of the heat.

I think the rapidity of the repairs is due to two factors:

- 1) We are beginning to see better participation on the track crew. I would like to thank Rich Warner, Allen Andrews, Paul Lannen, Dick Hobson, Bob Miles, Dick McIntyre, and Larry, for pitching in.
- 2) The second reason is that the current track crew is beginning to learn what they are doing which always helps.

By the time you read this, the upper yard lead will be back in place and consist of much heavier rail and with the kinks removed. *Well Done Track Gang!*

We are still looking for some people to help Bruce Semelsberger with a survey of all Museum equipment. Please consider volunteering. Please call Steve Kostelak at 619-498-0925 if you can help.

Steve Kostelak

Mainline Update

Work on the mainline between MP 65 and MP 74 continues to be a challenge. In the first quarter of the track maintenance year (November 1 through October 31):

- Replaced 215 ties
- Replaced one 110 lb rail
- Repaired the west passing track switch at Campo
- Replaced 4 cracked joint bars
- Used gauge bars to tighten the gauge on a portion of the Miller Creek siding

Our main problems are related to poor drainage and erosion. With our limited resources and help from the community, we repaired what could have been a serious washout at MP 67.1. Most of our limited efforts have been concentrated on rock removal, spot drainage and erosion repairs. We supported our Tecate Museum trips by clearing rock west of MP 65 and delivering two drainage pipes to our Mexican counterparts in an effort to keep the Tecate line open. We now have one reliable speeder and a second one that must be getting even for all our past neglect because it defies our efforts to keep it running. We are in need of a third reliable speeder and to that end would appreciate the donation of a 1978 or newer Ford

Ranger small truck engine. That engine will bolt into the speeder transmission we own and with a few extra parts would meet our needs by completing a speeder frame donated previously. We have just recently received a donation of parts to complete a 5,000 lb capacity trailer that together with those we already have will allow us to get ballast to where erosion is a problem. Dick Cupp is leading the effort to get our two small MOW cranes operating and that will allow us to move the large rocks that the recent storms have been dislodging. Because of the rains, we are doing little currently regarding tie replacement. We will reinstitute within the next month the rotation of department track help. This will allow us to put two or three small work parties on the mainline in the short time each Saturday prior to the 11:00 Miller Creek train. These groups will only be able to work about 1 1/2 hours before they have to return and clear the mainline.

Collectively we hope to achieve a pattern of 8 to 16 hours of total track work each week without anyone feeling the worst for wear. The nice part of it is that those participating will then have time to enjoy their usual Campo activities.

Dick Hobson,
Mainline Track Foreman



Ray Horner, Dick Cupp, Bob Haney and Cliff Pennick are shown getting rails from division.

Announcing "2000 by 2000"

As our Museum and its activities are growing by leaps and bounds, it is time to make a concerted effort to increase our membership as well.

With this thought in mind, it was decided to launch a major membership campaign and contest with prizes, parties and recognition (your name up in lights!) for members who bring in new members. With everyone's participation, we should easily make our goal of 2000 members by the year 2000!

The prizes will range from train rides, boat rides, theatre tickets, private car parties to dinner train seats and more. The "Super 2000" winner will be awarded a substantial prize (No, not your own caboose, but close.)

To get you started, there is a membership form included in this REPORT. For more, please call the Museum office at (619) 595-3030. Good luck to everyone!

Ann McVeagh

Fall Cleaning

Saturday, October 31, 1998, will be a Museum wide cleanup day. Please try to attend. We are going to weed and clean the yard and car barn again. Last spring cleanup went very well and we need to continue the process. As with the last time, please bring sturdy gloves, rakes, and hoes. If you have a gas powered weed eater, please bring it along.

If it rains on the weekend of the 31st, we will clean up on November 7, 1998. Cleanup starts at 8:30 am. Please consider participating. Come on out and see the improvements since the last time!

Steve Kostelak,
Volunteer Coordinator

Volunteer/Employee Manual

The Volunteer/Employee manual is ready for distribution. The manual has been in development for more than a year. Every Trustee and Superintendent has been given the opportunity to contribute to the creation and development of the manual.

The Volunteer/Employee Manual documents many of the San Diego Railroad Museum policies and procedures regarding ethics, conduct, appearance and responsibility. Many of these policies have been implied or conveyed verbally in the past. The Manual establishes these policies in written form and

eliminates day to day interpretation. The manual also defines the Museum's liability and requires Volunteer/Employee acknowledgment of Museum and personal liability responsibility.

The President of the Board of Directors of the San Diego Railroad Museum, Mr. Glenn Reiter, directed, at the July 1998 Board Meeting, that the Manual be distributed to all active members and employees immediately. Volunteers/Employees will be required to acknowledge receipt, by signature, of the Manual within thirty (30) days of actual

receipt. He further directed that any person who fails to meet this requirement may be jeopardizing their opportunity to participate in activities conducted, performed or associated with the San Diego Railroad Museum or affiliates.

The Superintendents and Foreman will be distributing the Volunteer/Employee Manual to the active volunteers during the next couple of months. Remember, once you have been presented your copy of the Manual, you have thirty days to sign and accept or you will be asked to find a new place to play.

Bob Miles, Trustee

Electronic Mail Services

"You have new mail!" gushes the obnoxious voice in the America-On-Line advertisement. If this was our only introduction to electronic mail the Internet would be less popular than the Gilroy Garlic Festival. Instead, the Internet is poised to change the entire fabric of our society. Are you connected?

Among the many benefits of having Internet access is being able to exchange electronic messages (email) with other Museum members and with other railroad fans on a worldwide basis. Currently there are about forty-five Museum members with email connectivity, in addition to the business office.

These forty-five members are united with an email mailing list called "Foamers". Any one of the members may send a message to "foamers@train.sdrm.org" and have their message automatically copied and sent to all the other members. Transmission time ranges from

instantaneous to several hours, depending on the Internet Service Provider (ISP) the member subscribes to. Foamers has been an effective way to exchange news and to discuss Museum philosophy.

Another service the Museum provides is access to your own email alias. Instead of a cumbersome and hard to remember address, such as 735672,2335@compuserve.com, you may use a prestigious address such as wolfgang@train.sdrm.org. Mail sent to the Museum address is automatically forwarded to your real address without the sender being any the wiser. It's just like having a La Jolla street address while actually living in San Ysidro. (I live in San Ysidro, so don't get huffy if you live in South Bay)

By the way, the "sdrm" in the Museum's address stands for "San Diego Railroad Museum", with the "org" standing for "organization". Non-profits and other non-commer-

cial entities may use the "org" domain.

If you have an email account and would like to join up with the Foamers, just send an email request to me at wolfgang@train.sdrm.org and I'll make it so.

If none of this made any sense to you, but you are curious about personal computers, email and the Internet, give me a call at (619) 662-1963 and I'll get you started. Then, you too will be able to thrill at the sound of, "You have new mail!"

Lew Wolfgang

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Backcountry Background

In this month's column, we start on a multiple part story of Camp Lockett and the units assigned to it. Many thanks go to Jim Hinds who allows its reprint here.

Prior to the Japanese attack on Pearl Harbor, December 7, 1941, America was on the brink of entering the war raging in Europe where the German army was in command. The country was mobilizing rapidly. The selective service (draft) was activated, all state guard units were placed under federal jurisdiction, American industries were converted from peacetime to wartime production and plans were developed to protect the nation's vital communications links. As part of the overall plan to protect the country, the Army was assigned the task of protecting the international borders, particularly the boundary shared with Mexico.

Some military strategists believed that while the nation's coastal defenses were adequate to repel aggression, an enemy could land an invasion force in Mexico and attack the US anywhere along the border. Since the Army had no forces along this border in California, it decided to build a military base. Several important factors may have influenced the Army's decision to locate that facility in Campo. Undoubtedly, the community's proximity to the border (about a mile) was an important consideration. The port of entry for the San Diego & Arizona Eastern Railroad, the only direct east-west rail link between San Diego and the rest of the nation, was another factor. In the event of war, the threat of sabotage would necessitate the stationing of troops at various tunnels and trestles. In addition, Campo was near Morena and Barrett dams, valuable

sources of fresh water for San Diego and its booming military-industrial complex.

The military facility that was built in Campo was named after Colonel James Lockett (1855-1933) who commanded the 11th Cavalry from 1913 to 1919 and was twice decorated for gallantry in action during the war in the Philippines. Planning the camp was an enormous task and was assigned to the engineering firm of Kistner, Curtis and Wright. The initial plans called for the construction of 132 buildings to accommodate 1,568 men and 1,668 horses. Military records indicate that because of San Diego's booming defense industry, nearly all the skilled civilian workers employed to build the camp were imported from Los Angeles. Consequently, contractors were forced to pay substantially higher wages. Nevertheless, the government was willing to incur higher costs because, with the war looming on the horizon, the camp was considered vital to the nation's defense. By the end of the summer, 1941, the civilian work force had reached nearly 1,000. The need for workers created many opportunities for local residents. While the camp was under construction, the 11th Cavalry was stationed nearby.

The 11th Cavalry was organized at Fort Myers, Virginia, on March 11, 1901. It was deployed to the Philippines during the winter of 1902 and returned to the U.S. two years later. From 1906 to 1909, the regiment was in Cuba as part of the Army of Occupation. It returned to the US in time to participate in the inaugural parade for President William Howard Taft. Afterwards, the 11th Cavalry moved to its new station at Fort Oglethorpe, Georgia (a post it would occupy until 1918).

For eight months during the Mexican border troubles of 1911, the regiment was quartered at Fort Sam Houston, Texas. Following Pancho Villa's attack on Columbus, New Mexico, the regiment, along with the 10th Cavalry (Buffalo Soldiers) became part of General John J. Pershing's Punitive Expedition in 1916.

In 1919, the 11th Cavalry was transferred to the Presidio of Monterey in California, the place it would call home for the next 21 years. During this time, the regiment had troops at Camp El Campo in Campo (1918-1920) and at Camp Hearn (1919-1931) in Imperial Beach. The regiment kept busy with horse shows, training and maneuvers. In 1940, it took part in the 4th Army maneuvers at Fort Lewis, Washington. As part of the Army's protective mobilization, the 11th Cavalry transferred from Monterey to Imperial and San Diego counties in November, 1940, where temporary tent camps were established at Seeley and Lake Morena. The regiment and 1st squadron were at Seeley; the 2nd squadron camped near the present-day park entrance at Lake Morena. The influx of hundreds of men and horses was quite a spectacle for the tiny community.

According to local sources, most residents applauded the army's arrival. Locals were delighted that the military permitted civilians to use the medical facilities set up to minister to the soldiers' needs. In addition, Saturday became movie night when the Army invited civilians to view first-run pictures at the camp.

During the summer and early fall of 1941, the Seeley contingent of the 11th Cavalry conducted maneuvers throughout San Diego

continued on pg. 13



Jim Friedlan

Top Photograph: Mike Retz with Mrs. Houk Feb. 1 1998. Bottom Photograph: (left) Steve November Mar. 29, 1998 and (right) Stan Paulsen Aug. 9 1998.



Some Of Our Volunteers



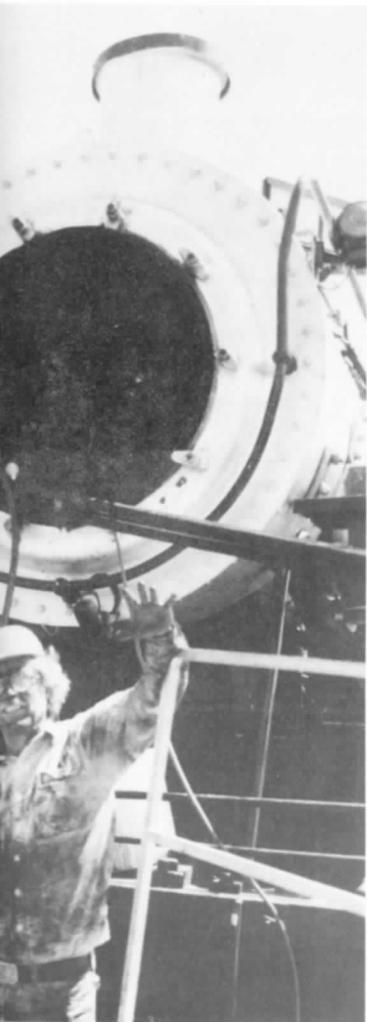
Tony Neece.



Bob Nickles.



Top Photograph: Ansara and Alma Gilbert on March 29, 1998.
Bottom Photograph: (left) Don Getz and (right) Bruce Semelsberger on Aug. 9, 1998.



May 27, 1996.

Photography Provided by Randy Houk



Board of Trustees Sets Strategic Plan Goals

The Fall 1997 issue of the REPORT referenced the outcome of the Board of Trustees planning retreat. The Winter 1998 REPORT published the newly passed Mission Statement and Statement of Professional Ethics and Standards. The next step is the passage of the Museum's 5-year Strategic Plan. After soliciting input from the Board and Staff, the following Strategic Plan was unanimously passed. This Strategic Plan is an essential step in prioritizing and focusing the Museum's efforts. It was passed by the Board of Trustees at the July 28, 1998 Meeting and is published here in its entirety.

San Diego Railroad Museum Strategic Plan (1998-2003)

SDRM has a long and storied tradition of preservation and promotion of railroading history throughout San Diego and the Southwest. The Museum's mission to preserve, interpret, and promote railroad history makes it a unique and valuable organization for our community.

The core strength of the SDRM over the years has been its people: loyal, dedicated members and staff who share the interest in railroading, its material culture, and its history. It is our people that will allow the institution to reach forward and attain its goals and vision. Although we need more paid, professional staff to achieve our vision, the volunteer will always be the heart and soul of the Museum.

The last few years have been ones of internal struggle in the transition from volunteer oriented club to professional Museum. Straining to meet financial commitments and goals such as SP 2353, the Display Building, maintaining our track right-of-way, finding a home for our research archives, developing the Campo facilities, preserving La Mesa Depot, and increasing revenue through additional demonstration train excursions, have all taken their toll.

Still, we as a Museum must look forward to a bright future. The dawning of the next millennium provides amazing opportunities for the San Diego Railroad Museum. Interest in history and heritage continues to grow. Local, community, and regional history attracts more and more interest from the general public as technology rapidly changes our daily lives. Cultural tourism has become a major topic of the nationwide tourism industry. Statewide curricula now require a demand for history classroom materials and environmental living programs. The Internet provides new avenues to communicate to those with similar interests and attract new members and constituents.

These positive trends are of course balanced with the realities that attendance at historic sites across the country has leveled off, that Federal funding of history organizations is threatened or in decline, and that competition for charitable donations to non-profit organizations is intensified.

Priority Issues

As such, input from both the Staff and Board have been culled over the last year. The SDRM's strengths, weaknesses, opportunities, and threats have been figured into four basic priority issues. SDRM must address and answer to

these issues during the next five year period in order to continue to grow and serve its members and the public.

How will the SDRM create and sustain long-term financial stability?

How will the SDRM professionally preserve, operate, and maintain its unique and valuable collections of rolling stock, artifacts, and archival materials?

How will the SDRM enhance visibility for itself and position the Museum as an international leader in railroad Museums?

How will SDRM increase and diversify its membership and volunteer base?

Key elements in addressing these issues include:

- Take advantage of partnerships opportunities with other Museum and non-profit organizations.
- Serve and respect members and volunteers.
- Use technology and professional standards to fulfill its mission.
- Reach people new to the field.
- Assure strong volunteer and staff leadership.
- Find the Museum's niche in the realm of railroad Museums.

Strategic Statement

Because we as a Museum believe in the Mission and Vision of the SDRM, the Board, Staff, and Membership will work together to meet the goals outlined in the following Strategic Plan. In order to prosper, the SDRM acknowledges the need for financial stability, preservation of our collections, increased visibility and community standing, and volunteer and member support.

*San Diego Railroad Museum
Strategic Plan (1998-2003)*

FINANCIAL:

How will the SDRM create and sustain long-term financial stability?

Goal: Assure financial stability by strengthening and diversifying revenue streams and implementing a professional caliber Development Program.

Strategies:

- a. Establish Endowment Funds and Planned Giving Program.
- b. Fund and hire a professionally qualified, full-time Development Director.
- c. Secure lead major gifts for five-year capital fund projects, restoration projects, and endowment funds.
- d. Increase number and use of grants for project and program seed money, not for long-term sustainability.
- e. Seek to increase Annual Fund Drive to an appropriate level, then annual increases of 3% per annum.
- f. Achieve 100% Board participation in Annual Fund drives.
- g. Pursue other revenue opportunities within the SDRM's Statement of Professional and Ethical Standards.
- h. Increase revenue production from Gift Shop through improved marketing, stocking, mail-and/or interest venues.

COLLECTIONS:

How will the SDRM professionally preserve, operate, and maintain its unique and valuable collections of rolling stock, artifacts, and archival materials?

Goal: Institute a professional quality collections management program for all Museum collections (rolling stock, artifacts, and archival materials).

Strategies:

- a. Complete Display Building (with donor/member recognition area, exhibits, meeting space).
- b. Establish and fund Exterior & Interior Restoration of Living History Demonstration Train equipment (Category 2).
- c. Establish and fund an Exterior Restoration Program (arrested decay minimum) of all Category 1 outside collections.
- d. Implement and fund a Rolling Stock Regular Mechanical Maintenance Program.
- e. Find SDRM Library/Archives permanent home and fund a full-time Archivist.
- f. Catch up on Maintenance of Way commitments and implement a regular maintenance program.
- g. Complete Restoration of the Campo Depot as per historic preservation standards.

IDENTITY:

How will the SDRM enhance visibility for itself and position the Museum as an international leader in railroad Museums?

Goal: Enhance visibility and identify the SDRM as a leader in the field of railroad history Museums.

Strategies:

- a. Create and implement a marketing and communications plan for SDRM that focuses on public outreach and educational institutions.
- b. Choose one project per year to use as a high visibility centerpiece for public relations, marketing, and communications.

- c. Establish Environmental Living educational program.
- d. Work with State and County Parks, and the Border Californias Museum Association, and other local entities to help make Campo a destination heritage tourism site.
- e. Complete a General Development and Interpretive Plans for Campo facilities and collections.
- f. Develop an in-house publications program.

MEMBERSHIP:

How will SDRM increase and diversify its membership and volunteer base?

Goal: Increase and diversify the membership of SDRM through net growth of 2% per annum and an increased retention rate of both members and volunteers at all Museum facilities.

Strategies:

- a. Establish strong leadership from Board level, down through the Staff.
- b. Provide motivation and continued training for volunteers to enhance their experiences and knowledge.
- c. Review current membership benefits and investigate options for additional benefits.
- d. Establish Volunteer Coordinator for implementing recruitment, motivation, and stewardship of volunteers.
- e. Acquire a more inclusive membership by targeting individuals and groups who have not previously been members.
- f. Identify and market to groups and individuals with high potential for membership.
- g. Strengthen the Museum's organizational structure, and better define and support the "chain-of-command."

Museum Biz: Museum Collections Policies

In the last column we talked about Interpretive Planning. In this issue we will discuss Museum Collections Policies. Museums, by their definition, are places where objects are displayed and preserved, and interpretive storylines illustrated. History Museums, such as the San Diego Railroad Museum, generally collect man-made objects to help tell an interpretive story.

In an effort to preserve such objects, the general theory is not to use those objects as they were originally designed. The idea being that if you use the item, you will consume it—thereby not preserving it. However, in a Museum like ours, we would like to be able to use some of our collections (i.e. rolling stock) to demonstrate their use during our interpretive period. This requires some adjustment to traditional Museum collections policies.

The first question is what types of collections do we have at the SDRM. The Museum's permanent (ones we own) collections include a myriad of objects with a variety of preservation and conservation needs. We own huge artifacts such as pieces of rolling stock, buildings and structures (bridges, signals, etc.) and even separate items like engine blocks and wheel trucks. But we also have many small objects such as furniture, tools, signs, toys, personal items and even archaeological collections. Additionally we have a large and valuable archival collection of books, documents, manuscripts, photographs, and ephemera. Each of these collection types requires its own preservation and conservation techniques.

These preservation and conservation needs therefore dictate the

range of uses and preservation treatments given to our collections. This is especially the case with the rolling stock collections. The SDRM has a basic three tier collection hierarchy for its rolling stock collections. Category 1 collections are retained with preservation as the main goal. Such pieces are deemed to have historical significance and enough historic fabric to be preserved or restored to a specific period in the piece's history. They are generally assumed to not be used for demonstration trains. Occasional or regular use on demonstration trains is acceptable with provision that "wear and tear" impacts of such use are regularly addressed (ex. 1509 or SP 2353). Category 2 collections are those that are generally obtained for use on the demonstration trains. As such they are often given a rehabilitation treatment, more commonly referred to as an "adaptive use." What an adaptive use means is that a piece can be given a treatment that makes the car into something it was not, for interpretive purposes. An example are the Lackawanna cars that are being adapted to interpret SD&A passenger coaches. Category 3 collections include pieces that are generally owned for their use as working maintenance, maintenance-of-way, salvage for parts, or that are waiting for deaccession to a more appropriate permanent home.

The question then becomes: What do we collect? Acquisitions of collections should be based on the mission statement of the Museum and the interpretive storylines that are to be told. As much as we would like, we cannot collect everything about the history of railroads—or probably everything about the history of railroads in the Southwest.

There are physical, financial, and ethical limits to all acquisitions.

In order for SDRM to meet professional ethics and standards for collections (outlined in our Statement of Professional Ethics and Standards), many difficult decisions must be made regarding both acquisitions and deaccessions. These decisions are often much too important to be left to individuals to make—even executive directors. This is why it is essential for the Museum to have a Collections Committee at the Board level. This committee then acts on clearly defined acquisition and deaccession policies so that the Museum staff and membership understand the purpose and responsibilities of such decisions.

All such Museum collections policies are put into place in order for the institution to meet its ethical responsibilities. Such ethical questions include considerations for documentation, care, insurance, security, access, and use. (For the SDRM these goals are defined in the Statement of Professional Ethics and Standards—published in the Winter 1998 REPORT). Good collection policies and programs provide their institutions with the tools and guidance for dealing with these important tasks.

If you would like to become more involved in San Diego Railroad Museum's Collections policy please contact Committee Chairman Bruce Semelsberger.

Jim Newland

Next time:
The Preservation Treatments:
Preservation to Reconstruction.

An Eric Sanders Remembrance

The single event that I remember Eric Sanders for, and that demonstrated his ability to find a way to get something done, was our first full blown excursion to Puerto Penasco, Sonora, Mexico, across the Sea of Cortez from San Felipe.

Eric had, he thought, arranged for three or four Aztec buses to deliver our passengers to the Mexicali Depot, across the International border from Calexico, CA., where we were to board the train. However, when the busses reached the border in Calexico, the drivers were not allowed to cross into Mexico.

So there we were, with five tour buses and about 200 passengers, stuck at the border, over a mile from the train. In desperation, Eric went into Mexicali to see what he could find, a couple of buses, perhaps, or enough taxis to deliver all our excursionists to the station. Neither of those worked out, so he finally went into the station and persuaded the railroad officials to back the train up to the border to pick up the passengers! This worked so well that the Museum continued the practice to the present time.

This was before I-8 was built, so the whole trip was out old Hiway 80. There were no restrooms in the buses, and that was becoming a problem, so we stopped at a park along the way, and got the ranger up out of bed to open the locked restrooms for us. That was the only time we used buses without restrooms.

The engine that was to pull our train had mechanical trouble, so we got a switch engine that could hardly pull our train. It couldn't do better than 35 miles an hour, but the engineer kept it running wide open even though the overheated engine light was burning brightly.

The Mexican engineer was very agreeable to having visitors in

the cab. There were tourists on the catwalks on both sides of the locomotive, hanging on to the railings and watching the scenery go by. There was about a 12 inch wide gap between the locomotive and the first car, that all of our tourists had to cross going between the car and the engine. Luckily, there were no mishaps. But on subsequent trips, the Museum has prohibited anyone going to the locomotive when the train was moving.

Because of the delayed start, the return trip was after dark. My son Daniel and I shot Mexican rocks off the rear of the train. It was all desert, so there wasn't much a danger of setting fire to anything, but it was just one more oddity of that trip.

A number of the cars had no lights. I was the Museum's master mechanic in those days, so I went through the train and did what I could to get them working. I believe I succeeded with a few, but there wasn't much I could do if the problem was in the generating machinery under the car. The trip was so profitable for the railroad, that we were able to demand better equipment for future trips, and there were much fewer problems of that sort on succeeding trips.

We finally made it back to the border and into our buses. We had a stop planned for Major's Coffee Shop in Pine Valley, but the passengers made it clear they wanted to go straight home. So that is what we did.

It was a very successful trip. The passengers had a blast. But we also made just about all the mistakes we could, and got away with them all! With many lessons learned on this trip, the succeeding ones were managed much more smoothly and ran successfully for 25 years.

Bob Di Giorgio

Backcountry Background (continued)

County. By early October, construction at Camp Lockett had reached the point that the 2nd Squadron (Lake Morena) could move into its facilities. The rest of the regiment left Seeley on December 9 and reached Campo the following night, completing a 3 day march in 2 days. When the Japanese attacked on December 7, more than half of the Seeley camp had been dismantled and practically everything that could be moved had been sent forward to Camp Lockett. Immediately following the attack on Pearl Harbor, rumors began to circulate that Japanese forces had landed on the Mexican coast. Camp Lockett was put on alert and security was tightened.

At the request of the SD & AE Railroad officials, the 11th Cavalry was dispatched to secure strategically important tunnels and bridges. The guards along the border were doubled and redoubled. Fearing a possible air attack, Camp Lockett was blacked out at night. After several days, the rumors about the invasion proved to be unfounded. Nevertheless, the soldiers continued to patrol the border and provide security for the numerous military supply trains destined for San Diego.

Guarding the dams and highway bridges was another war-time mission assigned to the 11th Cavalry. In 1942, the regiment was also given the mission of guarding the Otay Mountain Radar Site. The overall objective in transferring the regiment to Campo had been achieved. The troops were on the border when war came and were in a position to react to any threat instantaneously

Mike Retz

TALES ALONG THE RAILS

Hobos from time-to-time are confronted with serious shortages when it comes to readily available food. "Making do" is one of a hobos better known characteristics. However, out in the Campo area along the old San Diego & Arizona Railway, the pickings can be very lean at times. This brings us to the topic of gophers and ground squirrels which are all the same to a hungry hobo who needs to fill his stew pot. Yet strange as it may seem, few of them ever end up there. The reason is that hobos have spent many hours watching them work. Unlike most people who watch the clock and work to deadlines, hobos have time to see things from a different perspective. Out of this has come an admiration for hard-working gophers and Museum volunteers.

Let me give you an example: out east of Campo at MP 67, a family of gophers took up residence in the railway embankment. They had been there for a long time and had accommodated themselves to the rumbling roar of the infrequent trains that passed overhead. They built three entrances, one on each side of the embankment and one on top by the rails for a lookout and escape hatch. In itself this was no



Allan Andrews clearing access road.

big deal! Every mile of railway has its share of similar burrows. But in this case three things happened that the gophers had no control over. First, the highway people improved their drainage patterns which increased the potential flow of water on to railway property and second, the drainage ditch along the embankment had become clogged with silt and brush. Even this was no big deal. However, things seem to happen in threes and you guessed it! THE RAINS CAME. Now this was a big deal! The gophers moved into their nice, dry and cozy burrow and were content. The highway crew were happy that water was draining off the road the way it should. On this particular day the train had made its second trip to Miller Creek. Each time the train crew had passed MP 67 they had noted that a lake was growing in size along the right-of-way. From high up in the nice warm and dry cab of a diesel there appeared no reason for special concern as the consist headed East and crossed Hwy 94. No one was watching, but at about this time the lake had reached the level of the side entrance to the gopher burrow. Water began to pass through the burrow and out the other side. Now as a hobo, I can just imagine what those gophers would have been saying if they could have talked. Standing on the top of the railroad embankment soaking wet, their burrow a shambles as the lake drained through its tunnels and out the other side, all their hard work to build a decent home....gone. And then West Bound train #4 whistled for its Hwy 94 crossing and the gophers left for high ground. Wow! Was that train crew surprised and just a little nervous when they came over what was, at that moment, just a small flow of water and a little erosion, but it was clear that it could only get worse fast!

Within minutes Superintendent Mike Reneau and Allan Andrews were there with the frontloader to get things under control. With dark approaching they plugged up the hole and stopped the water from draining under the track. They tried to improve the drainage but the ground was too soft and would not support the weight of the frontloader and they had to quit for the day. You have to admire those guys! Late in the day, raining, a Sunday, but they did it! What happened next really warmed this old hobo's heart. Before the Roadmaster could get there on Monday, Superintendent Thomas Lee Braginton had obtained four local volunteers from Freedom Ranch and gathered the tools to hand dig a trench that all but completely drained the lake. On Tuesday, he arranged for another local resident to use his small tractor to fill in the holes and tamp them so that the break is as good as new. While this was going on Rich Warner and Allan Dillane did a track inspection. They moved some rocks further back from right-of-way and improved drainage and erosion at critical points along the line.

But it's not over! Wednesday night the Roadmaster got a call from the Director of Operations, Denby Jones, that the Tijuana & Tecate Railway was concerned about two areas subject to erosion and that they needed a couple of large metal drain pipes to insure the integrity of the line. Some of you will remember the washout in December and how it disrupted my Christmas shopping trip. Well, once again I see the admirable traits of a gopher and a Museum volunteer come to the fore. But most of all that management sees the whole picture. The Museum has a vested interest in any track that it operates equipment on BEFORE trouble occurs. With little effort the drain pipe was located and Jim



Ansara Gilbert, Dick Hobson and T.K. Foruan

Brown graciously volunteered to pick up and haul it to Campo. Steve Kostelak loaded up the pipe on two speeder flat cars and Mike Reneau, Craig Spinola, Jim Brown, Paul Broer and our translator Allan Andrews hooked on to them with the G-2 and ran them down to just above Tecate. They were so efficient that they got there too early and Andrews had to walk a mile and a half to get the Mexican track crew. They off loaded without difficulty. Both going and returning, they stopped to move rocks away from the track, but just like on our regular trackage, more work needs to be done. The INS was waiting at the tunnel when they came through eastbound. Being the gentlemen they are, they were happy to give the inspector a ride back to his vehicle at the Hwy 94 under-pass.

Hobos have always had a secret admiration and just a little envy of those guys who ride the cabs of the trains we hitch a ride on. Just lately, this hobo has been watching gophers and Museum volunteers and has come to the conclusion that those guys who ride the speeders sure get to do things that a hobo,

could never hope to do. My curiosity is up!

Dick Cupp has been working over the small MOW rail crane and Dick McIntyre has been gathering the materials he says will work as a small speeder hopper car. Gary Sweetwood, as busy as he is, I hear, has been asked by Allan Dillane to haul DG to Campo. Further, I hear Dillane has plans to travel to Arizona where he thinks he can get parts for the damaged track saw the Museum owns.

What gets me is that its just not only these guys that I see getting things done. I don't hang out where a lot of people gather so I don't know everyone's name or see what they do. However I can't believe what Ross Brian has accomplished almost single handily with the 2098 Alco engine. There is almost no floor space to walk left in the car-barn and he leaves for Kansas in March. I do jigsaw puzzles but I sure wouldn't like to try and put that engine back together without his help. I'm sure the powers that be have that all that planned out and a hobo like me need not concern himself. Most of the steam team has been on vacation these last few

months but one guy scared the day-lights out of me. He came out of the smoke box covered with soot. He's been there for two or three days of almost every weekend. Paul Lannen doesn't seem to talk to much but I doubt that old 2353 would be as close to running today if it hadn't been for Paul. Come to think about it, I wouldn't have much to say in a smoke box either smart guy that Paul.

Two other guys that are fun to watch are Fred Carnathan and Tom Walker. They have taken to heart Win Mott's challenge to clean the place up. They have with Ed Massey's help moved the wheel lathe, cleaned and oiled its moving surface and started modifying the small 10 ton bridge crane that goes with it. Even the gophers have to hustle to keep up with some of these guys! Finally the scuttlebutt is that a solution has been found that will allow the Museum to fulfill its obligations, at least in part, so that the fire sprinkler system can be installed in the new building. The clue that something is in the wind is that Thomas Lee Braginton and Allan Dillane have been seen moving things out of the building and Steve Kostelak and Rich Warner have been taking measurements, counting rails and storing ties by track # 10. This can not happen any-time too soon as far as the RPO car is concerned. All that hard work by Ted Kornweibel, Frank Stites and Kevin Dudenbostel are in jeopardy standing out in the weather. Just recently the heavy rains found a weak spot and rain water got into the car. Hard working gophers and Museum volunteers are great but even hobos know that when the rains come and ruin their efforts it can take the fun if not the heart out of all they have done.

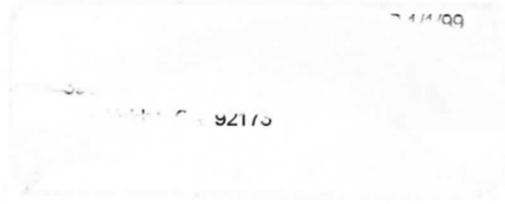
Hobo Joe



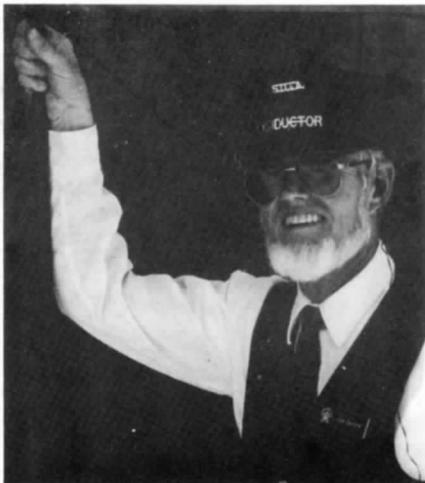
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From The Training Officer



Jim Baker, the Training Officer,
August 10, 1997

Photograph by Randy Houk

We'd like to give some recognition here to the people who have become newly certified this year. Certification to all these positions takes considerable study and hands-on training. Classes, written examinations, and demonstration of the required skills must all be completed before the Qualification Board will certify people to these positions. Congratulations to the following people who have qualified for the indicated positions:

Brakeman:
Mike Edwards,
Allan Jones,
Steve Young.

Conductor:
Randy Houk.

Steam Fireman:
Ken Kahan,
Jim Baker.

Diesel Engineer:
Al Brill

Diesel Engineer Instructor:
Lew Wolfgang

Motorcar Operator:
Allan Dillane,
Don Pope,
Tony Neece,
Bob Nickles,
Randy Gibson,
Dave Slatter,
Carol Dyreng,
Dave Finney,
Allan Andrews,
Karla Von Huben

More crew members are always needed. If you'd like to start training for any of the above or any other crew positions, contact Jim Baker, the Training Officer at (619) 670-7441 or jimbaker@cts.com.