

Feather River Rail Society

2009 Anniversary Proposal

Presented February 2006



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The year 2009 will see several major anniversaries coinciding that relate to the FRRS and the Western Pacific:

- 100 years since opening of the WP mainline
- 100 years since the founding of Portola
- 60 years since the inauguration of the California Zephyr
- 25 years since the opening of the Portola RR Museum

If the FRRS begins preparations now, we have a long enough lead time to attempt several major events for 2009 and capitalize on the progress and improvements at the FRRS to make 2009 a major fundraising, public relations and business success for the FRRS and WPRM. A kick-off of March 2006 for the public part of this effort would dovetail with the 100th anniversary of the beginning of WP construction, providing the framework for a 3 year long commemoration culminating in the 2009 celebration.

For general discussion, the following possible special events are proposed:

WPRRHS Convention (April) – held in Portola

- Hold the WPRRHS Convention in Portola. The museum would only be open to convention attendees and would feature special equipment displays and operation during the convention weekend. We will explore the possibility of mainline excursions as part of the convention. Photo sessions will be held as well as the typical seminars and the dinner and reception on Saturday night.

Dunsmuir Railroad Days (spring)

- Special off-site event featuring several items of restored equipment. This event can be used to promote the later events during the year. Explore holding an excursion using our equipment or at least our motive power.
- Revenue sources for this event include possible excursion and the gift shop.

Members Only Weekend (spring)

- This would be a special event where only FRRS members would be allowed on the property. It would be a chance for members to view the changes to the museum, the collection and to interact with each other. Pre-opening rides would be held on the Old Town Extension and a dinner would be held in the Diesel Shop on Saturday night. Special events would include motorcar rides and guided tours around the museum. Entrance to the Members Weekend could be advertised as a benefit during membership drives.

Opening of Operations Season (spring)

- While this would require tremendous assistance from the city and successful completion of the 2009 fundraiser, debuting the Old Town Portola extension for the 2009 operating season would be a major coup. This could be held in conjunction with a rescheduled Railfan Photographer's Day.

Railfan Photographer's Day (spring) – held in Portola

- Railfan Day would focus on a Highline theme, giving us a chance to showcase more than our usual WP-UP-SP equipment. We should explore the possibility of bringing GN, SP&S and Santa Fe related equipment relevant to the Highline to the museum for this event. Also, we could explore inviting equipment reflecting current operations. Of particular interest would be the restored GN SD45 "Hustle Muscle" and a Spokane Portland and Seattle Alco FA-1.
- Revenue sources include Railfan Day admission, train rides into Old Town and gift shop.

Portola Railroad Days (summer)

- This would be the major WP themed event. If possible, we should try to operate a special train using our WP equipment featuring later era images (ie: WP 705, 3051 and SN 712). Pulling roller bearing equipped freight cars from our collection, we would operate a recreation photo freight train representing the last years of the WP running from Portola to Keddie or Portola to Reno Jct. along with a special excursion featuring silver and orange WP F-unit locomotives 913, 917, 918, 921 and 805 and our silver and orange passenger train (contingent upon approval from Union Pacific).
- Invite guest equipment including the UP E-units, WP F7A 913, WP F7A 918, and WP GP7 713.
- Revenue sources related to this event would include the excursion and the gift shop.

Truckee Railroad Days (summer)

- This would feature our usual train of restored equipment. Explore the possibility of inviting UP 6936 and the possibility of having our UP 6946 join it dead in tow for double-headed Centennials. If possible, we should run a special excursion from Oakland to Truckee using CZ cars, possibly with WP 805A and replica B-unit leading (if available).
- Revenue sources for this event include CZ excursion, gate fee and gift shop.

Golden Spike Reenactment (if possible)

- Have a ceremony on Keddie Trestle on November 1, 2009 to mark the exact date of the WP Golden Spike. Have UP, BNSF and WP power on the wye.

Off-Site Events (if possible)

- Get permission to operate a WP display train from Oakland to Portola with public stops along the way in key towns, including side trips to San Jose and San Francisco. Train would be two or three WP locos, two or three freight cars, two cabooses and at least one CZ car, plus our baggage car with exhibits/gift shop inside. Coordinate these events ahead of time with local media/government for maximum exposure. If UP and local agencies would consent to this, it should run in early 2009 to promote the museum and our events.

2009 Anniversary Proposal – Equipment and Facility Work

We should target certain projects for completion by 2009.

The following are my own suggestions and estimates...

Equipment Restoration, Clean-up and Repainting - \$540,000 total

- WP 501 - \$15,000 (repairs, paint re-touching)
- WP 921-D - \$60,000 (repairs, repainting)
- WP 917-D - \$17,000 (repairs, repainting)
- WP GP9 731 - \$20,000 (repairs, repainting)
- WP 165 - \$40,000 (cosmetic restoration, operational ongoing)
- WP GP7 705 - \$20,000 (repairs, repainting)
- SN 712 - \$11,000 (repairs, paint touch-up)
- UP GP30 849 - \$20,000 (repairs, repainting)
- UP DDA40X 6946 - \$46,000 (cosmetic restoration, repainting)
- US Army 1857 - \$1000 (clean-up, restore Army markings)
- Pullman Troop Sleeper - \$8000 (complete restoration)
- WP Silver Feather boxcar - \$8,000
- WP Orange Feather boxcar - \$10,000
- SN covered hopper - \$6000 (repaint and reletter)
- Tidewater Southern 520 boxcar - \$5000 (repaint, some repair, reletter)
- UP map boxcar - \$8000 (repainting)
- MoP caboose - repaint - \$5000 (plus \$3000 ADA)
- WP crane 37 - \$20,000 (repairs, repaint)
- WP 805-A - \$50,000 (repairs, cosmetics)
- Silver Hostel - \$100,000 (complete dome, display area and lounge)
- Silver Lodge - \$50,000 (complete dome, clean-up and recover lower seats)
- Silver Plate - \$20,000 (clean-up, recover seats, repair work)
- \$20,000 in overrun/admin costs

We should also pursue repainting the Edenwold in silver and orange and the acquisition and repainting of at least 1 more baggage car and a coach to match our current silver and orange cars.

Facilities Improvements - \$1,150,000 total

- Magnolia Tower - \$100,000 (complete reassembly and exterior) **
- Complete Walkways around Diesel Shop and to Parking Lot - \$80,000 **
- Old Town Portola line - \$750,000 **
- At Portola RR Days 2009, break ground on Depot and Jeffrey Building **
- New Signage - \$10,000
- New Diesel Shop Restrooms - \$35,000 **
- Repairs and Improvements to Diesel Shop - \$60,000
- Parking Lot Display Tracks - \$50,000
- Memorial Grove with Monument to Lost in Service Employees - \$20,000
- \$45,000 in overrun/admin costs

Fundraising Programs:

- Start capital campaigns for Old Town Line, Depot and Jeffrey Building plus General Fund Fundraiser - \$500,000

*** Contingent upon FRRS effective control of museum property**

2009 Anniversary Proposal – Funding

The expenditure demanded by the plan outlined above is large, larger in fact than anything we have tried before. To achieve even a portion of this will require the FRRS to move into new, more sophisticated means of securing financing.

We will need to make contacts with major corporate donors and find ways to get them to embrace the FRRS' mission. A good place to start would be with businesses that have a historical link to the Western Pacific. Also, we need to engage local businesses and invest them in this effort. Creating a tiered donation target tree, similar to BAERA's campaign for their new car house, would be a good way to structure this campaign.

Next, we need to have a higher level of engagement with government representatives at the state and federal level. Several non-profit railroad museums like the FRRS have recently achieved a great deal of success in obtaining federal and state monies through their representatives, the Western Railway Museum and the Sumpter Valley Railway being two recent examples. Having a major event like the WP Centennial and a goal of making the museum a destination that will benefit the community will help in this area.

Also, we need to make good solid connections with the local government agencies that will not result in the kinds of problems we have had in the past. We need to find a way to work with the city and county in a way that ensures respect toward the Society and puts us on a partner footing. This will be especially important regarding the staging of any planned events in 2009 (as our issues with the 3985 visits showed) and in building the Old Town Extension. Our local contact efforts also need to include museum and historical groups, like the museum in Quincy, and tourism/improvement agencies like Plumas Corp.

To make these kinds of connections and obtain this level of support will require a focused, professional effort by the Society. A prospectus for the 2009 year must be drawn up that outlines each proposed event, what restorations or facilities work we are aiming to perform, what it will take to get there and justification for how it will benefit the events, the Society and our larger mission. This prospectus will be our primary "show piece" when we approach organizations and government entities for support and funding.

We will also need to form committees dedicated to achieving these goals, putting together the planning for the events and searching for the support needed. I would propose the formation of 2 such temporary committees:

Capital Campaign 2009 Committee

Since so much of this will be financial, I would propose that the Funding Department be the nucleus of this effort, with additional personnel forming the overall committee added to take on required tasks. I would also recommend that most of the personnel added to this effort NOT be drawn from the Board of Directors if possible, since the Board members will have quite a bit to do already if we aim for these goals.

Centennial Committee

This group would be responsible for the overall logistics of the 2009 themed events, including the invitation of visiting equipment, planning special 2009 specific events (such as the off-site display train and Keddie gold spike ceremony) and advertising and sponsorship for the Centennial celebrations. They would not directly handle standing events such as Railroad Days, but instead would deal with the overall place of those events within the Centennial Theme and handle the specific tasks outlined above.

In addition, the Site Committee, Restoration Department, Operations Department and Mechanical Department will all have tasks relating to the plans outlined here and will need to be supported by the 2 temporary committees to achieve these goals.

An effort of this magnitude will require assistance from a broad range of FRRS members. Preparing presentations for corporate requests, for instance, will require aid from members who are familiar with the financial end, members with knowledge of construction and contracting to determine work and budget outlines for construction projects and directors who can make effective presentations. Members of the Historical Society can research and provide background information on the historical relevance of the projects and the ties between the Western Pacific and the target donor or grant, while the mechanical and restoration departments will need to provide details cost and work analysis for restoration projects. We will need members willing to research, identify and contact potential donors, both individual and corporate, members and assistants to research and write grants, directors and well-placed members to lobby local and state agencies as well as simply energizing the general membership to advocate the FRRS and the 2009 Plan to their fellow fans, neighbors or anyone with interest in our mission.

Action Plan..

1. Create Centennial Committees
2. Initiate 2009 Capital Campaign
3. Pursue Property Issues
4. Explore Old Town Extension plans with city
5. Outline proposals for 2009 events
6. Initiate contacts for guest equipment

2009 Anniversary Proposal – Fundraising Breakdown

To make this goal achievable, the funding should be set forth into manageable chunks. The projected funding needs breakdown as follows:

Equipment - \$550,000 .. Facilities - \$1,150,000 .. General - \$500,000

TOTAL - \$2,200,000

We should divide this into targeted areas to consider for each form of funding.

Rough Percentage Breakdown:

- 25% - specific grants
- 20% - general donations
- 30% - corporate donations
- 25% - government grant/appropriation

We should then look at appropriate funding instruments and what projects would apply:

Government grants/appropriations – total \$550,000

Old Town Extension - \$550,000

Specific Non-Government Grants – total \$550,000

Old Town Extension - \$200,000

Walkways and ADA - \$190,000 (including diesel shop restrooms)

Magnolia Tower - \$100,000

WP 921-D - \$60,000

Corporate Donations – total \$640,000

Zephyr Project - \$220,000 (single or tiered donations)

Union Pacific 849, 6936 and Boxcar - \$80,000 (single or tiered donations)

Facilities Improvements - \$270,000 (tiered donation)

(including Parking Lot Track, Signage, Diesel Shop and first funding for Jeffrey Building and Depot)

Restorations - \$70,000

(tiered donations, tied to general campaign, aimed at small corporate donors)

General Donations – total \$440,000

WP 165 - \$40,000 (single or several large donations)

WP locomotives - \$80,000 (tiered donations tied to general campaign)

WP freight - \$50,000 (tiered donations tied to general campaign)

Other Restoration – \$30,000 (tiered donations tied to general campaign)

Memorial Grove and Monument - \$20,000

General Fund/Events/Admin - \$220,000 (tiered donations tied to general campaign)

The goal of the capital campaign would be to raise an average of \$750,000 per year in 2006, 2007 and 2008 above and beyond our current income from RAL, Gift Shop, membership, etc. If we consider that our annual income has been roughly in the \$250,000 range, we need to target a total of \$1,000,000 in FY 2006. Hopefully, the momentum of these events will help draw our RAL and Gift Shop numbers higher and we can also go for expanded advertising. Ideally, total raised in FY 2008 will be around \$1,100,000, representing a 10% annual growth in our base income, plus the \$750,000 capital campaign target.

One way to set goals for the corporate and general fundraising is to create a chart of donation targets to be filled. BAERA did this with their carbarn capital campaign and it was very successful.

Such a goal chart might look like this:

Example General Fundraising Goal: \$440,000 from private donations

		50000	50000	50000			=	150,000.00
\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	=	70,000.00
2 X \$5000	=	70,000.00						
4 X \$2000	=	56,000.00						
7 X \$1000	=	49,000.00						
10 X \$500	=	35,000.00						
20 X \$100	=	12,000.00						

Total if all donations are fulfilled: \$442,000

Total donors needed: 311