

couldn't be set over for pick by SP/UP. The seemingly endless 40 car unit trains of corn interfered with the pickup process. Foster Farms has scant time to unload these cars without getting into demurrage penalties. We were caught up in several of these unit trains being unloaded. Around March 7 or 8, Foster Farms set the 563 to interchange. It is generally believed the engine was picked up on March 9 and taken to Stockton.

On March 27, the WP 563 arrived in Portola and on April 2, the locomotive was unloaded by reversing the loading process. The conditions were much improved over the loading and coupled with the knowledge obtained from the loading education, the unloading took only about 7 hours, flatcar to rail.

I cannot express my personal gratitude enough for the assistance given in this project by those I have mention in order to load and tie down the locomotive. Further thanks goes to Ray Ogden, Bob Crane, Ron Brinsto, and others in the material handling and facility maintenance's departments of Foster Farms who generously helped us, and provided the space and patience to help us through this task. Also, to Steve Habeck for arranging for the use of the jacks. Thanks also go to Norm Holmes, Steve Habeck, Ken Iverson, Chuck and Gordon Wolleson for the assistance as the unloading team in Portola.

—**Doug Morgan**

—**Railroad Preservation Symposium**—

1998 Report

—**David Dewey**—

This was the tenth annual symposium and this year the focus was on caring for the organization and its people, and a little bit of technical information updating. We had a full schedule of classes with two sessions of concurrent classes — quite frustrating, as both times I wanted to attend both classes!

Friday the symposium opened with a continental breakfast (as usual, the symposium feeds you as if you were on a cruise) followed by Linn Moedinger's presentation on the proposed new boiler regulations. This is the first update of these regulations since 1952. Since then new pressure vessel technology has developed, and steam locomotive use has changed from "in service unless needing repairs" to "in service only on special occasions". The new regulations recognize this fundamental change in locomotive use and care. Where this will effect us is to give us a longer service time for our boiler flues and will require that we carefully measure the present condition and metallurgy of the boiler sheets and recalculate their stress factors using the new measurements. The sheets change from corrosion, erosion and past repair procedures.

The afternoon session was on the current publication of Recommended Practices for Railway Museums. This document came about after finding the Association of American Museums accreditation criteria were designed for an art museum, and did not address the care and management problems railroad museums find. With this publication, we are now in the enviable position of having active standards by which we can govern our development. It was noted the states are redefining "non-profit" tax status, and looking for ways to tax non-profit groups. We may need to keep very aware of developments here and

actively prepare ourselves to be in compliance before changes occur. It includes a standard "code of ethics" to help define what kinds of activities, such as selling parts of a collection, are considered acceptable, and how funds from such activities may be used. We are not talking about "big brother" watching us; this is merely a guideline based on group opinion. As a museum, we have a product we sell, Visitor Experience. This fulfills our requirement to be a public benefit, or educational institute. The more we can enhance the product, the greater will be our audience and support. As visitation grows, Volunteerism grows too, a double incentive to "do a good job!" Implementing these practices can be daunting, and it is suggested to do it one step at a time; reduce implementation to tolerable bites.

We then had a break until the evening reception and presentation of the Luxury Train, The American Orient Express, quite an impressive cruise experience and not your usual rail travel trip. During the break, I had a visit with Linn Moedinger and discussed our steam locomotive boilers. The restoration suggestions will follow his recommendations. So far we are "in the ball park" with our present plan.

Saturday morning started off with the usual breakfast, followed by opening ceremonies and then John Hinkley's talk on changing a collection into a museum. The major factor here is attitude. What is your relationship to the collection? The collection is the core asset of the museum; you are defined as a museum based on what you do with the collection. If the collection is used to further the public's knowledge, and the public supports that use, then you are meeting today's definition. The definition of "museum" changes with time, however, and what is acceptable by today may not be tomorrow.

After a short break (with food, of course!), we had what I consider to be the most dynamic and important

presentation of the symposium; Jerry Estensen's "Turning Your Idea into a Sound Organization", covering Goals, Objectives and Missions. Jerry has been teaching Russians how to function in a capitalistic environment, and he works with for-profit organizations. One of his main points was; with well-run organizations, there is little difference between profits and non-profits. Any organization needs to know why it exists. What is the gut feeling of the company? What are your basic values? These are the ones you won't compromise, no matter what - even if it requires closing the doors. This is what forms your mission statement!

To be a healthy organization, you need to foster a sense of urgency about yourself and what you're doing. The organization should be a place for potential and provide:

A Gift of Challenging Work

A Place to shed Obsolete Baggage, giving one a Clean Slate with no past

Measure what is worthwhile of a member's contributions

Heal the member's person with trust, caring, and forgiveness

Celebrate the victories!

He went on to point out that, growth creates new crisis; it's a function of the process. As long as you keep true to your core beliefs - your base passion - the crisis can be overcome and lead to further growth (which leads to a new crisis!).

The Core Values of an organization must be essential and enduring, few in number, never compromised, and not trendy. They should lead to a vision of what the organization can become, not what it presently is. This should lead to a vision, an image of the possible and desirable future state of the organization. Vision-led leadership expresses not what is, but what might be and communicates the

shared values of the members. This leads to a commitment to a common purpose and sets a standard of excellence.

The methods of measuring growth have traditionally been budgets, contributions, membership growth, and size of buildings. A perhaps more valid and useful measurement could be Harmony (note that acceptance can exist without agreement - compromise!), Innovation, Competency, Urgency (energy one provides the group to get things done). He pointed out that if your organization meets all its goals, you didn't set them high enough! A good museum should add texture and color to our public lives.

We then broke for lunch followed by the two concurrent sessions. I attended the Fundraising session presented by Cathy Taylor. Her major points were to get to know your donors, and keep looking for new ones, be consistent in your requests, and be ready to accept uncommon sources. The BOD is your major fundraising power, followed by the members. It is most important to have a recognition policy and system in place to reward their efforts. A little "massaging" here can have a profound effect on future donations.

The next workshop I attended was the Hands On Interpretation & Education. We were broken into groups and given an envelope containing copies of "articles found in a trunk in the SP archives". Our job was to deduce several things about the original owner of the objects. This provided a good example of how some rare items that might not lend themselves to regular display can be used in an educational and fun manner. This is something that would lend itself well to a school class tour. Some of us had real fun with it, discussing the validity of some of our conclusions; whether or not we achieved them based on outside knowledge (it became clear to some of us the identity was Robert Lewis Stevenson).

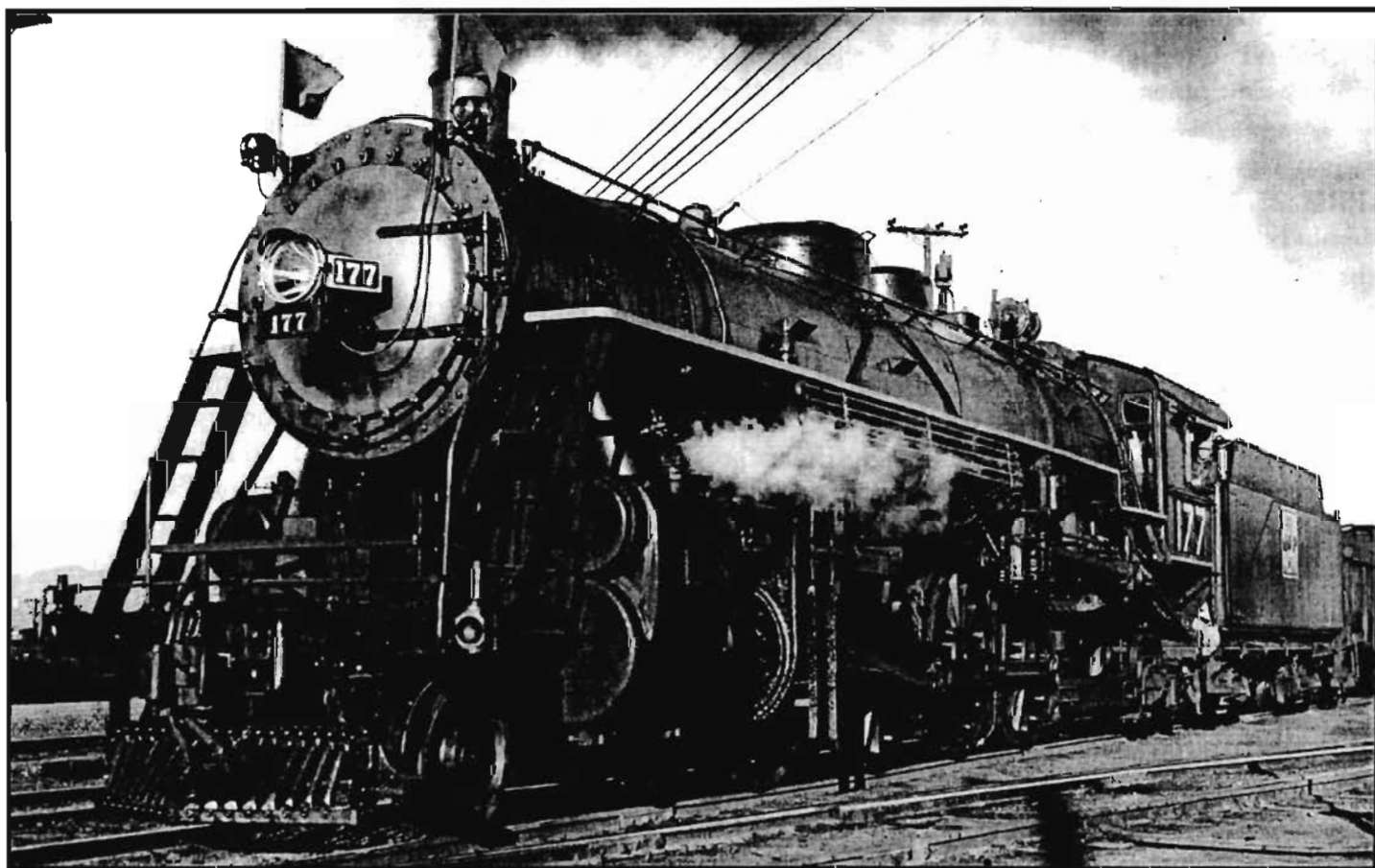
After another snack break, we all attended a presentation of the museum at the Goleta Depot. This is a standard SP depot that was moved to a park location, and restored with a track and caboose. The emphasis at the museum is on the programming that involves the community, from preschools to major corporations. The move and restoration was a community effort, and they continue to have strong community support. The final formal presentation of the day was on the Spencer Shops complex, which serves as the North Carolina Transportation Museum. Quite a redevelopment of an abandoned major railroad shop complex that is still on going.

That evening, we were served dinner aboard a former SP dinning car while traveling the Sacramento Southern line. Quite impressive to see how a formal dinner can be served to a large group. They did have one major flaw; the flow of people between seating became a "rush-hour" deadlock.

Sunday morning started with our final "cruise meal" followed by a session titled, "Volunteer Management" presented by Joel Cox from Rio Vista. Joel manages the track reconstruction, so he needs volunteers willing to work hard! He believes that one needs to keep volunteers Happy, Rewarded (food, rides, running, etc.), and to Thank and Converse with everyone. He also finds it is imperative to have a well-organized plan for the day's work, as well as a back-up plan in case Mr. Murphy shows up. He also sets goals for each day's work, especially with track work where many hours of backbreaking labor may only show a small amount of progress. As track work goes faster with mechanized equipment, but few museums own all the necessary equipment, he has been able to pool people and equipment from other museums to gather together at each museum to jointly do track repairs.

The last session was lead by Walter Gray and Cathy Taylor explaining how CSRM functions as a public and private partnership. This has allowed the museum to continue to provide quality services while the state funding has shrunk. The state parks system is still struggling to understand how this can happen long-term! We then had a panel discussion of the entire symposium's subjects with questions posed by the audience. One major point that stood out is; we are facing a Generational Change. Most of us are from the last generation to experience traditional railroading first-hand. To be able to reach the next generations we have to not only show "the stuff" but also we have to introduce them to railroading from the very basics. We will also have to somehow make our experiences come alive in their minds. The challenges we will face over the next years are great, but with our passion and perseverance, we can meet them and exceed them.

—David Dewey



Flying green flags, Western Pacific 4-8-2 #177 poses on a second-section freight train at Oakland, California in the late 1940's. These long-legged Mountains were been bumped from regular passenger service by the GS-64 class 4-8-4's and were often seen in fast freight duty. It is a shame that at least one of the mountains could not of been saved. When sold for scrap, the net profit wasn't even enough to buy a pair of Cadillac's!

—Bill Pennington photo, courtesy Greg Munster