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INSIDE THE OC&E

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Crew Change!

March 17, 2016
CMRM Volunteers and Members:

One of the primary lessons I learned from performing pre-construction research as I designed the footprint of the originally named *Greeley Freight Station Museum*, was the vital importance of establishing a definite line of succession. I discovered that several one-man shows across the country lived and eventually died because this planning segment was not considered.

When I felt it incumbent to move to the Lancaster area of Pennsylvania to be closer to family at this stage of my life, I considered it to be an excellent opportunity to begin the transition from a one-man ownership/management concept to a more survivable group effort led by an active, vibrant board of directors and group of volunteers.

This initial step was made possible by four eventualities: first, we have been blessed to have Michelle Kempema to serve us and our community as our executive director. Second, the museum has attracted and kept a group of high quality volunteers who are a credit to the model railroading industry. Third, Tim McMahon has stepped into an active leadership role as our on-site substitute president. And fourth, we're solidly marching toward a board membership that will

take a personal interest in museum projects, goals, and direction.

I can't tell you how delighted and excited I am about all of this.

Now it's time to make the next move; I am stepping down from what has basically become an absentee presidential position. I proposed to the Board today that they elect a set of officers that include: Tim McMahon, president; Joel Rothman, vice president and treasurer; and Wayne Hansen, as secretary.

The Board approved this recommendation at the conclusion of its regularly scheduled meeting.

I sincerely believe this to be an outstanding move in a direction that will assure the continuity of our organization for years to come.

I will continue, of course, to be available to provide a reference and resource base for all of you, along with being a sounding board if appropriate. I will also continue to visit the Museum on a regular basis and,

hopefully, be able to run a train more than just the one time I've had the opportunity to do so in the last 18 months.

Sincerely,
David Trussell
Designer/Builder
Colorado Model Railroad Museum



On Friday, March 18, 2016, David Trussell hands Tim McMahon CMRM building Key #1 as a symbolic "crew change."

What Does the CMRM Board Do?

By Tim McMahon

In museum enterprises across the country, it is common for the founder and builder to also manage the museum's daily operations. As Dave Trussell carefully reviewed the management of select museums, he realized that long-term sustainment and potential growth of the Colorado Model Railroad Museum (CMRM) would be best served by having an Executive Director with non-profit management experience. He also determined the Museum should be organized as a non-profit activity with governance and management oversight provided by a pro-active, "hands on" Board of Directors.

During its first five years, the Greeley Freight Station Museum (GFSM) was established as an IRS non-profit (501(c)(3)) with Dave initially managing the Museum's activities. He recruited and implemented a board, identified in IRS filings and State of Colorado documents as the Greeley Freight Station Guild, which was incorporated on Nov 20, 2009. Its purpose was primarily to provide Dave with advice on non-profit and museum administration. Dave also realized that the Museum would quickly need a Director to manage the Museum's public relations and guest activities. Michelle Kempema stepped aside from the original "Guild" to assume Director responsibilities while Dave remained focused on the OC&E, the Museum's artifact collection, and the recruitment of volunteers.

By the summer of 2014, Dave and his wife Micke (a 1000 hour plus volunteer) had decided to relocate to eastern Pennsylvania to be closer to their family. To facilitate this transition away from Greeley and the Museum, Dave determined that the roles and responsibilities of the "guild" would need to be expanded and refocused to provide a greater degree of management oversight of all museum activities and support to the Executive Director. At the same time, a new organizational structure was put into place to manage the museum's model railroad in support of the Director.

To manage this transition, Dave joined the Board and became President in August 2014. Tim McMahon joined the Board that same month, and was elected Board Vice-President. Wayne Hansen was brought onto the Board the following month and was voted Board Secretary. Joel Rothman, a member of the original "Guild," remains the current Board's Treasurer. The President, VP, Treasurer and Secretary are board officers with specific responsibilities and authorities specified in the CMRM's By-Laws. Other Board members include David Todd, LeeAnn Sterling and Darwin Vander Pol. The City of Greeley's Assistant City Manager (Becky Safarik) serves as the City's Representative on the Board as a non-

voting member. Board officers are elected by the full board annually. Each member serves a three-year term and may be voted into a second term. Board members are term limited to a maximum of two consecutive terms.

During the March 17, 2016 regular board meeting, Dave announced his resignation from the Board citing growing personal and family commitments back on his farm in Lancaster. With Dave's departure, Tim McMahon was elected Board President. Both under the By-Laws, but far more significantly, as our founder and builder, Dave remains an "ex-officio" member of the Board.

The Board is responsible for management oversight of all museum activities and operations. Key among its responsibilities is to ensure that the CMRM remains properly registered and recognized by the IRS and the State of Colorado as a non-profit 501 (c) (3). The Board operates under By-Laws recognized as legally sufficient by the State of Colorado.

The Board President establishes small working committees with responsibilities for financial matters, budget development and execution. A second committee prepares the CMRM's annual "Strategic Plan" that addresses fifteen separate areas of activities and sets priorities for budget development. A third committee is responsible for expansion planning, while a fourth is responsible for capital fund raising and donor development. As CMRM's Executive Director, Michelle participates on each committee and advises as a non-voting member. Additionally, the Board's officers typically meet with Michelle weekly just in the normal course of CMRM operations.

Committees meet monthly in most cases while the full board holds eight scheduled meetings yearly. Board meetings are scheduled for two hours, and a typical agenda includes a report from the Executive Director and the Treasurer. When appropriate, matters related to the model railroad, the artifact collection, and key calendar events are discussed during the Executive Director's report. Open "action items" are then reviewed. During the March 17th meeting, for example, seven open "action items" were reviewed and three committees were chartered to begin work on Volunteer Recruitment, Training and Retention, Youth Program Development, and to prepare the Five Year FY2016-2020 Strategic Plan.

The full Board will meet next on May 19th, but committee work usually occurs weekly.

More “Didn't Make the Cut”

During March, we had several photo sessions for the 2017 CMRM calendar. These photos won't be good enough for

the calendar, but maybe they're good enough to fill up a page in the newsletter.



Be Alert!

By Bill Kepner

Since the beginning of operations on the OC&E model railroad, we've taken operator training and certification very seriously. Those new to the layout may not understand why, but we simply cannot tolerate distractions or inattention while running the trains. The OC&E is very well engineered, but there are several areas on the layout that need extra caution, even for those of us who have been running trains for many years. Here's an example why.

It was late afternoon on Saturday, March 12, 2016. I hadn't slept well the night before, and the morning came way too soon. I was running OC&E train #201, the empty westbound "Glow Worm" from Freeport to Chiloquin. The trip up the hill to Quartz Mountain was uneventful, and my train only met one other at the top of the hill. There were two other trains called behind me at Lakeview, but I felt that if I was able to make "track speed," I should be able to stay well ahead of them all the way to K-Falls.



Photo 1

At East Sprague River Siding, I see a Yellow-over-Red signal, "Approach" for the main track. I cut back on the throttle and drift past the switch at the required 15 MPH, since the signal at the other end of the siding was going to be red or "Stop". (Photo 1)

Sprague River Siding has a long horse-shoe curve in the middle, so I knew that I would need to be slowed enough to stop before I actually saw the next signal.

Sure enough, that signal was red, so I set the brakes so I could come to a smooth stop. Since CMRM volunteers aren't HO scale, like the trains, you need to look up at the signals at the west end of the siding as shown in Photo 2. As you can see, they were both red.



Photo 2

I wonder, "Why is dispatcher holding me?" Maybe he's not paying attention and hadn't realized I had made such good time down the hill. I'll wait a bit before I give him a call; they don't like it when you imply they aren't paying attention. So I wait....

Just as I was about to pick up the radio to call him, I see a Green, "Proceed" signal. (Photo 3) That means I'll be able to proceed down the hill to Klamath Falls. He must have realized I am on the ball today and want to get home for an "early quit."

I start to throttle up. Then he calls me, "Glow Worm, I'm running a hot shot around you; he's on the approach to Sprague River and will be there shortly."

Wow! Sudden stop. From where I'm standing, I can't clearly see which track I am on. (Photo 4) I just about ran through the switch and would have probably derailed all four of my locomotives! Even on the model railroad, doing so could cause damage to the equipment. It would definitely raise some eyebrows in the Dispatcher's Office. I can hear it now, "Weren't you paying attention? Can we check your phone to see if you were talking on it?"

Fortunately I get along well with all the dispatchers, and after I arrived at K-Falls, I was able to walk over to the Dispatcher's Office and tell him "You saved my butt."

Dispatchers aren't required to warn train crews of approaching trains. The better ones will, just out of habit, but you can't always count on them to do so. They might be busy with a problem on the other end of the railroad; it's the train crew's responsibility to be alert and pay attention.

Experienced OC&E operators will always watch the switch indicators on the fascia when they pass a switch. (Photo 5) For instance in the example above, you would have known that the train was routed on the mainline, which was the near track, even if you couldn't see that directly.

When you were waiting for the signal to turn green, you can watch the position of the switch in front of you, so if you see it lined for the siding, you would know that you can't proceed. There is a small chance the Dispatcher needs to be reminded to throw the switch, but it is more likely there is a train coming past you.

If you are thinking this is over dramatized and something that is contrived on our model railroad, lower priority trains get "run around" all the time on the real railroads. If you want to see this in real life, hang out near the Museum in the late afternoon on a weekday. You might see a headlight to the north, a train sitting in Union Pacific's Greeley Siding.

It probably won't be long until you see a second headlight coming down the hill. It's the "Z-Train," the hot intermodal train from Salt Lake City and points west that runs most weekdays about this time. The Greeley Sub Dispatcher gives this train priority over everything else on the railroad. I've timed



Photo 3



Photo 4

this train from Carr, and it will average better than 60 MPH.

Editor's note. The model photos were a re-enactment; but this is actually the second time this scenario had occurred to me. Should you run through the switch and derail, there is a step ladder stored under the layout for this very reason. Don't ask me how I know that.

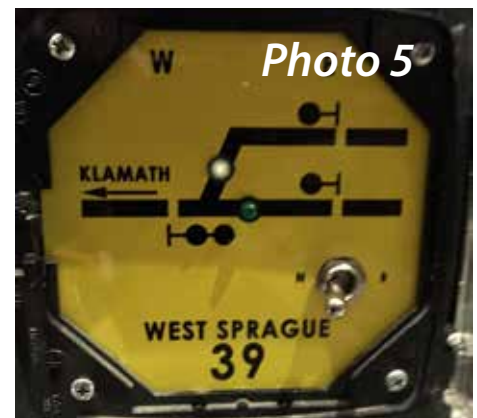


Photo 5

March Visitor Counts

	2012	2013	2014	2015	2016
Week 1	255	413	171	278	196
Week 2	295	240	225	322	179
Week 3	315	278	307	177	328
Week 4	272	238	345	272	317
Week 5	188	365	328	285	
Totals	1325	1534	1376	1334	1020
Avg	265	307	275	267	255
YTD	3858	4153	3749	3849	3217

Inside the OC&E

Inside the OC&E is the official newsletter of the Colorado Model Railroad Museum. Its purpose is to communicate news and information to museum volunteers and others interested in the museum.

The May issue **PUBLICATION DEADLINE: Tuesday, May 3, at 5:00 PM.** Send submissions to drgw0579@comcast.net.

Bill Kepner, Editor.
Ed Hurtubis and Bob Owens, Associate Editors

Upcoming Museum Events

April 1 - 2: Extreme Trains

May 7: National Train Day Celebration

May 13 - 14: Union Pacific Days

May 30: Summer hours begin

Trivia Question:

What significant Railroad Artifact from northern Colorado had previously found a new home within 5 miles of Dave Trussell's Lancaster County (PA) farm?

email the editor at drgw0579@comcast.net, and I'll send you a photo of it.