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INSIDE THE OC&E

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An Update from the CMRM Board of Directors

By Tim McMahon

As the Christmas holidays approach, we're completing another productive year at the CMRM. Back in January we welcomed two-year-old Henry Haskett as our 100,000th visitor. On May 30th, we marked our seventh year of greeting visitors, and we dedicated the museum's expanded property as "Trussell Junction" during our first "Hobo Stew" event in August. By the end of the year, we expect to approach 120,000 visitors and accumulate 240,000 volunteer hours. While we routinely update Friday and Saturday volunteers on Board of Directors-activities, this is a good time to reach out more broadly, with a bit more detail to our newsletter readers.

CMRM now enjoys an outstanding reputation within the hobby and the community for providing an outstanding visitor experience. We are financially sound and strictly adhering to our balanced budget, but we have a growing list of needs to maintain the condition of our facility and property; the reliability of the OC&E Railway; and our artifact collection. We are also developing enhanced programs and activities especially for youth, that will place additional demands on our limited resources. My objective with this article is to update you on some of our activities focusing on our strategic planning and financial management.

The Board of Directors is currently organized into six small committees. They are: Strategic Planning, Finance, Youth Activities and Programs, Expansion, Grants, and Volunteer Recruitment. I'm often asked how the Board manages the OC&E model Railway. The fact is that beyond establishing priorities in the Strategic Plan and the budget parameters for OC&E operations and providing oversight of the staff, we really don't involve the Board in model railroad operations. Rather, we rely on the volunteer management team led by

Steve Palmer for operating and maintaining the OC&E. That said, we stay very closely connected to the management team and operational issues.



You can help the Board make more good things happen by making a donation before December 31, 2016. That's when we annually update the Recognition Board that could have your name on it.

Strategic Planning

In August 2014, we began to develop CMRM's first Strategic Plan. Our objective was to identify risks to current museum operations and to begin deliberate planning for our future. When completed in April 2015, "The CMRM Strategic Plan" addressed 14 areas including Mission and Vision, Governance, Visitor Experience, Facilities and Grounds, Community Relations, Youth Activities and Programs, Expansion, and others. We identified and categorized

problems and risks in 25 areas and prepared 96 recommendations for action by our Executive Director (Michelle Kem-

pema) and the Board of Directors. In May 2015 the Board approved the Strategic Plan for implementation. Most of the plan's recommendations, especially in the critical area of governance, have been addressed. Others require continuous management attention. Most importantly, the plan drives budget development and priorities, and it does most definitely take into account the thoughtful suggestions of our guests, members, and our volunteers.

This past summer Norm Wolstein became the chairman of the Strategic Planning Committee, and he's now well along on the second plan for Fiscal year 2017-18. He brings deep experience in Strategic Planning with him from his years as a business owner and senior executive with Teledyne. We intend to have the plan completed and reviewed by the Board by mid-February 2017.

Financial Management

Our Vice president and Treasurer, Joel Rothman chairs the Finance Committee and is a retired financial services executive, is well known as a community leader, and he has been on the Board for nearly six years. Our Board Secretary, Wayne Hansen, who is a retired Air Force Senior Officer and former non-profit museum director, is the second member of the committee. They are responsible for developing and managing our annual budget. The budget is based primarily on historical financial operating data and priorities contained in the Strategic Plan. It is developed for our fiscal year that runs from April 1 to March 31. We build a balanced budget and strictly manage our expenses accordingly.

We don't treat the budget as "an idea" or "guidance". The operating budget for FY 2016-17 is comprised of over 80 "line items" covering expenses ranging from staff salaries, utilities, insurance, building repairs, supplies, and custodial services.

Our primary sources of revenue are admissions, donations, gift shop sales, and memberships. Budget development requires that we make certain assumptions including attendance forecasts and donations. As facts and circumstances change relative to our assumptions, the committee makes recommendations and the Board makes adjustments to keep our budget in balance.

As of December 1, 2016 we were about 5% under budget on admission revenue that is negatively affecting our estimated revenue. Thankfully, we also underestimated donor support and gift shop revenue while we also have reduced planned expenditures. Our budget does not depend on our cash reserves, which remain conservatively invested.

Like most non-profits, we depend on the goodwill and generosity of donors who understand our mission, vision, and our commitment to the community. In some cases, our donors

have specified how they want their donation spent or invested. In each case, we have restricted their funds to their intended purpose. In some cases, our donors have specified that their donation be applied to our evolving Capital Campaign. Those funds are designated within our budget as "restricted funds". They cannot be applied to any other purpose or line item in the "Operating Budget". That way, they do not inflate our revenue or offset expenses.

The Finance Committee is now developing a separate Capital Budget. This budget provides for larger, non-recurring expenses and activities that are not easily or effectively managed in the Operating Budget. Examples will include parking lot resurfacing, a computer-based Point-of-Sale system for managing gift shop inventory, admissions and other activities that currently require substantial staff time. Items in the Capital Budget will be based on priorities in the Strategic Plan.

This past year we retained the accounting firm of Anderson and Whitney to conduct our first independent financial review. The review found our financial management processes, documents, and accounts in order and in accordance with proper accounting standards. The firm also prepared and submitted our annual IRS-990 to the Internal Revenue Service. This coming year, the same firm will complete a formal audit for the CMRM.

Our cash receipts are deposited weekly. Our bills are paid as they are received. We are debt free and fully intend to remain so. Our Finance Committee meets at least monthly with the Executive Director, and we review budget execution along with "profit and loss" documents at each board meeting. While we do not post our budget on our website or make it available on social media or e-mail, Michelle, the committee or I would be happy to answer specific questions you might have, and we also welcome each suggestion we receive. As a nonprofit, our tax return, Form 990, is public information. You can see our past performance, for no charge, by searching "Colorado Model Railroad Museum" at www.guidestar.org.

Our mission is to provide a model railroading experience that educates, inspires, and brings joy to all ages. Our vision is to share and expand model railroading experiences as an avenue for human creativity.

During my next update, I'll cover activities and initiatives within our other committees. My deep thanks to our staff, donors, members, guests, and loyal volunteers, including our board members!

Why the OC&E?

By Bill Kepner

Have you ever wondered why the museum has a fantastic model railroad based upon a railroad that didn't really exist? The story behind the museum's OC&E blends fact and fiction, the two ingredients of a good yarn and something that holds the interest and attention of our volunteers and visitors.

Yes, there was a real Oregon, California and Eastern railroad. But it was built to haul logs out of the forests east of Klamath Falls, Oregon. For a good period of its existence, it would have been rare for the real OC&E to have more than one train on the main line at a time. Certainly it would be rare to see anything but a log car on the railroad. An excellent source of information for the real OC&E was written by Jeff Moore, and can be seen at:

<http://www.trainweb.org/highdesertrails/oce.html>

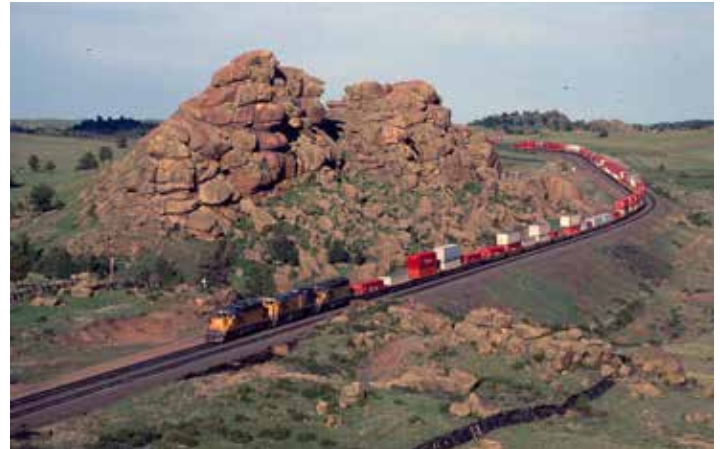
So why did Dave Trussell decide to model the Oregon, California and Eastern railroad, and how did he come up with the fictional background that justified the creation of one of the best model railroads in the world?

The museum's OC&E could be called a "Proto-Freelanced" railroad; a model of a line that probably existed in one form or another, but has been enhanced by interjecting some amount of creativity or "What If?" Starting with something real allows the layout builder to establish a time and place for their railroad, but justifies some variations and practices from other railroad environments.

Basing the railroad on the prototype OC&E railroad provides a real geography, real towns, and a real mountain range to



Even though Allen McClelland's *Virginian and Ohio* was a "Proto-Freelanced" interpretation of railroads in the eastern United States coal regions, it became famous enough that several model railroad manufacturers sell equipment painted for it.



Building a model railroad that represents Union Pacific's Sherman Hill lines would be a very fun project with the opportunity to run many different types of UP equipment, but you couldn't stray too far from how UP operated it.

cross. Few of us have actually been to the area in southern Oregon where the line ran. If you visited the area, you would find some familiar locations such as Sycan, Dairy, and Quartz Mountain, although they aren't quite what you would expect. Any resemblance between the real community and the OC&E's community is strictly coincidental. And that was by design.

Over the years there have been several notable model railroads that have taken this approach, and some examples include Allen McClelland's *Virginian and Ohio Railroad*, David Barrow's *Cat Mountain and Santa Fe*, and Lee Nicholas's *Utah Colorado Western*. In the northern Colorado area, there are several model railroads that use this technique very effectively and could be included in the above list.

Dave could have decided to build a replica of the Union Pacific Railroad mainline over Sherman Hill between Cheyenne and Laramie, Wyoming. With the space the OC&E occupies in the museum, this could be a fairly accurate representation of the 58 miles of railroad between those two points. You might call this "Prototype Based" modeling, and it is very popular with modelers.

But in doing so, following that prototype places some very strict limitations on what sort of trains could be operated, and what equipment would be "proper". Want to run locomotives other than UP? Sorry, that route uses a form of automatic train control and regulations state that any locomotive leading a train must be equipped with cab signals that normally are only installed on UP locomotives. Want to have an ocean port or large river? Not in Wyoming! And don't forget, there isn't

much online business and little reason to do any switching outside of the ballast quarry at Granite. You might decide to include the Coalmont Branch in order to get some of the local coal and lumber business, but it took 95 miles of railroad from Laramie to reach those sources of revenue.

Modeling an exact prototype can be a rewarding experience, and as a modeler, your goal is to reproduce the prototype experience as best as you can. If you don't, the "Rivet Counters" will point out every little thing that you've done wrong. And in Dave's mind, someone else would have designed the railroad. He would only be building a replica of it.

Or the layout could have been a completely freelanced model in a completely fictional location. By doing this you could have the type of terrain, towns, and railroad operations you wanted and you could change them any time you cared to. You could name it after your wife and kids. It's all made up!

There would have been nothing wrong with this approach, but Dave felt that starting with something real, then blending just enough truth mixed with a bit of fiction satisfied his goals of being plausible and having a lot of fun. It would be his railroad, not someone else's!

Basically, the museum's model railroad is a "this is what could have been had history turned out a little bit different." Go back and read Dave's articles on the OC&E history in the November 2010 through the March 2011 issues of *Inside the OC&E* available on the museum's web site at http://cmrm.org/NewsLetters/GFSM_201011.pdf. Then read the real railroad's history on Jeff Moore's web site. You'll be surprised to find that Robert Strahorn was a real railroad promoter and did have a vision for the railroad that the museum's railroad expands upon. So while the model OC&E's history is mostly a fictional account of how the railroad might have been built, it is based on some obscure historical events that did actually happen.

But why not model railroads in Colorado that might have been, such as the Colorado Midland Railway in the later part of the 20th century, a completed Moffat Road that did make it all the way to Salt Lake City, or maybe a line that was planned to follow the Cache La Poudre River over Cameron Pass and on to Walden?

You should realize that Dave spent a good part of his life in southern Oregon, and being in the newspaper business he understood the people and the area's history very well. He was familiar with the OC&E when it was still operating; as he owned and operated a small weekly newspaper in Lakeview, Oregon, between 1967 and 1978. Back then the railroad was owned and operated by the Southern Pacific and Great Northern Railroads (since 1922) but was sold to the Weyerhaeuser Corporation in 1975. He felt it was the perfect opportunity to model a railroad that could legitimately claim locomotives



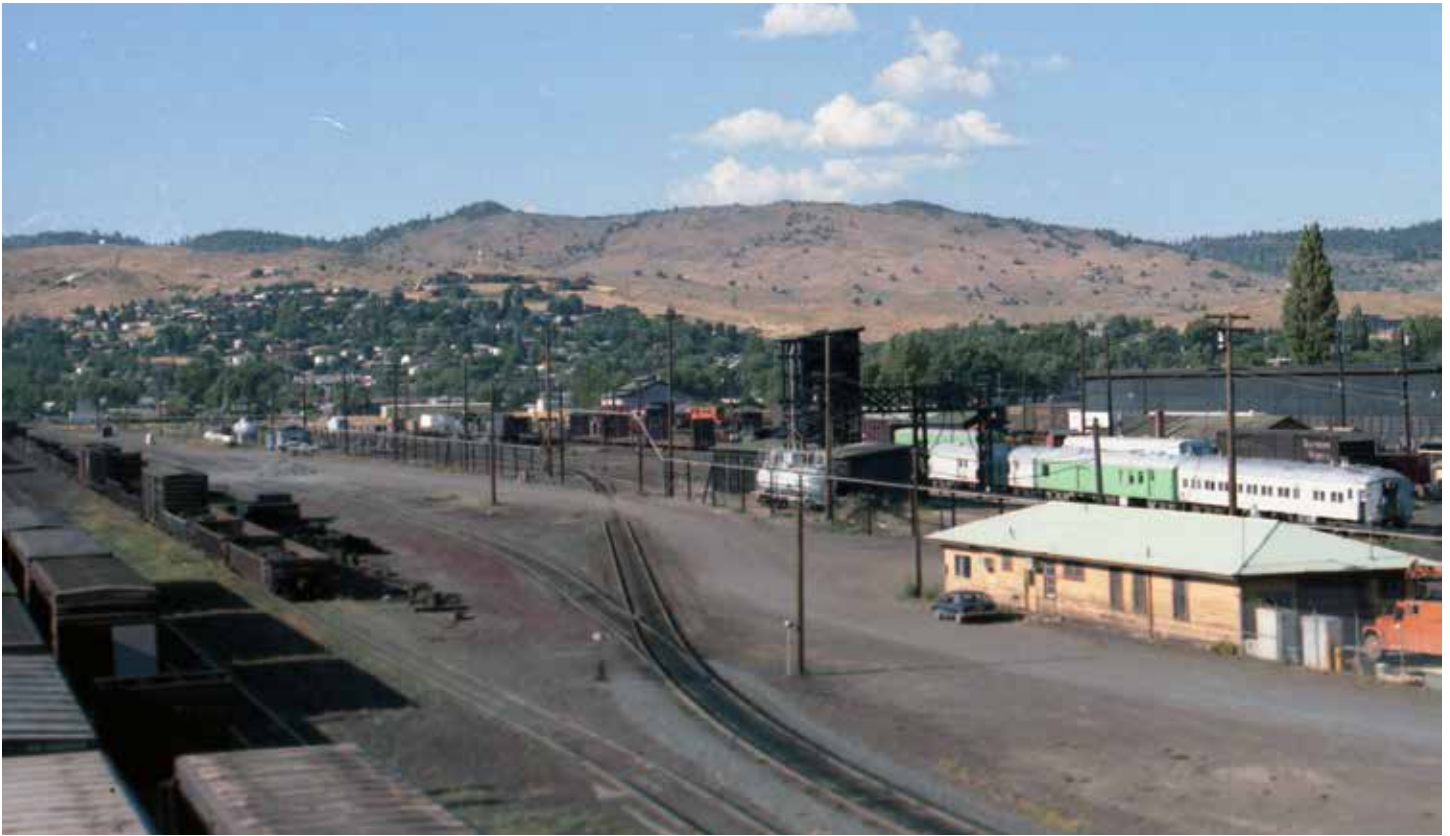
The Colorado narrow gauge lines offer excellent modeling opportunities. But there are a lot of "experts" who are very knowledgeable about the equipment and the railroad operations and may not understand that the museum's target audience could care less that a D&RGW C-18 rarely ran over Cumbres Pass after 1940.

from three different railroads on the same right-of-way. Plus, it was a lumber industry railroad, and he always wanted to model either lumbering or mining. Or, both!

He will admit that he thought about one of the mining railroads in Colorado and following a narrow gauge prototype because that was a favorite subject at the time. He eventually ruled it out because the history of the narrow gauge lines is already well documented, and he felt that he could not offer as much variety to the public as he'd like. Dave wanted the museum dedicated to model railroading and not be overshadowed by trying to provide a Colorado history lesson. By modeling a railroad that wasn't local, we possibly avoid having to routinely explain why the model isn't a 100% representation of the actual route.

Another reason the OC&E was a good choice was that in real life the Southern Pacific served both Klamath Falls and Lakeview, and the Great Northern/Burlington Northern did serve Klamath Falls. By having interchanges with real and well-known railroads, a connection to the rest of the world is established. The railroad becomes an integral part of the rest of the North American railroad system and thus you can justify just about any kind of equipment from almost any railroad on the continent. Visitors can then relate to railroads they can remember from their childhood, or from far away places (like the Santa Fe Railroad boxcar that is sometimes seen).

By connecting with the same railroad on both ends, in this case, the Southern Pacific, you open the opportunity to act as an integral part or "bridge" and provide a "run-through" arrangement for that railroad. The Southern Pacific was



The real Klamath Fall (above) and the real Lakeview, Oregon (below). As you can see, there is very little resemblance between the real towns and what is modeled on the museum's

layout. But seriously, the goal was not to build an accurate representation of those towns, it was to build something that would be fun for our visitors and guests to experience.



very interested in building a route between Klamath Falls and Lakeview in the 1920's to provide a shorter route for eastbound lumber. That line never got built due to the Great Depression, and gives our OC&E the opportunity to pick up the business in the "What If" scenario. That is why you see many SP trains run across our railroad.

So, if the goal of the OC&E was not to build an accurate representation of the real OC&E and the real communities in Southern Oregon, what makes the model so believable?

It is the author's opinion that Dave successfully transplanted portions of the Southern Pacific Shasta Route, Western Pacific's Feather River Canyon, and Union Pacific's Coalmont Branch into his plans. The SP line that runs along the Sacramento River is a dead ringer for the section modeled along the Chewaucan River (pronounced "She-Waugh-Can" with no emphasis on any syllable) between Dog Lake and Sycan Junction. The WP line in the Feather River Canyon seems to have influenced the model's Deep Creek section. And there seems to be a lot in common between the Albany Loops area on Union Pacific's Coalmont Branch and the Dairy Loops at the museum.

During your first visits to the museum, you will be overwhelmed with the massive scale of the layout and its fine details. But not until you've been around it for a while and start to understand the many stories behind it, you can really get excited about the story it tells. The layout took about five years to build; it is likely it took many times that to plan and design. It has been fun to operate and show the layout to our visitors, but it was also a lot of fun developing the story behind it all.

Top: The river scene of the Chewaucan River on the OC&E model railroad seems to resemble the Sacramento River valley just north of Dunsmuir, California (Middle). **Bottom left:** Union Pacific's Coalmont Branch had a section of track



between Centennial and Lake Owen that seems to be a lot like the model's eastward climb to Quartz Mountain Summit (Bottom right).



Is Our Griswold Crossing Signal the Last to Operate?



On November 8, 2016, Trains Magazine reported that BNSF Railway had removed the last stop signs on a Griswold crossing signal that was located in Minneapolis, MN. While the museum's Griswold signal does not protect a grade crossing with the Union Pacific line outside the museum; it is often activated when a train passes, so we might claim it does still operate. There are probably signals in other museums, and it would be fun to keep track of those.

A Griswold signal features a regulation stop sign, that normally is turned 90 degrees to the track. When a train approaches, in addition to activating the normal bells and alternating lights, the stop sign rotates so it faces the automobile traffic. For a driver that might be inclined to drive through the flashing lights, the stop sign might give them an extra sense of responsibility to stop and look both ways before proceeding. Our signal has a yellow sign with glass reflectors that was typically used before 1954.

These signals were developed by the Griswold Signal Company of Minneapolis, MN and introduced in the 1930's. They were mainly used by railroads in the upper Midwest, such as the Northern Pacific, Soo Line, and the Milwaukee Road. A number of these signals do still operate, but without the stop sign.

Caboose Hobbies Exhibit Progressing

The museum's Caboose Hobbies exhibit will give our visitors a sense of the model railroad products available in the past and how they might be displayed in the store. The products displayed actually contain the original materials, even the older wood kits that were popular with experienced modelers until the 70's or so.

Gene Frank took the initiative to contact the owners, Johanna and Duane Miller, to acquire their "museum" that they had once displayed in the store. They thought it would be appropriate to have it moved to Greeley since Glen Brazelton's (Duane's father) first business was the Greeley Neon Sign Company.

Gene, Bob Pilk, and others will be adding other artifacts to the exhibit, including photographs, assembled models, and historic signage.

At press time, the opening for the new "Caboose" store has not been announced, but the location will be 10800 West Alameda Avenue, Lakewood, Colorado.



October Visitor Counts

	2012	2013	2014	2015	2016
Week 1	262	203	193	223	214
Week 2	352	190	211	234	203
Week 3	250	260	205	246	272
Week 4	234	245	305	273	180
Week 5					220
Totals	1098	898	914	976	1089
Avg	275	225	229	244	218
YTD	15090	14675	14283	16524	15183

November Visitor Counts

	2012	2013	2014	2015	2016
Week 1	209	172	210	140	164
Week 2	195	171	351	317	210
Week 3	198	140	176	203	507
Week 4	408	137	697	173	709
Week 5				631	
Totals	1010	620	1434	1464	1590
Avg	253	155	359	293	398
YTD	16100	15295	15717	17988	16773

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 March issue **PUBLICATION DEADLINE: Wednesday, March 15, 2017 at 5:00 PM.** Send submissions to **drgw0579@comcast.net.**

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

Newsletter to be Quarterly Publication

Due to changing personal lives, the newsletter staff has found it difficult to produce a regularly scheduled monthly newsletter. So we will try to do this on a quarterly basis with the next issue expected in March or April. Notices of special events and museum schedules will be published via Facebook and e-mail in the future.

Holiday Schedule

Holiday Festival of Trains - December 16 through December 31

Night Trains with Santa (Night Operations) - Friday, December 16, 5 PM to 8 PM

The museum will be open:

Monday, December 19: Noon to 4 PM

Tuesday, December 20 thru Friday, December 23, 10 AM to 4 PM

Saturday December 24: 10 AM to 2 PM Christmas Eve in the Morning:

Closed Christmas Day

Monday, December 26 Noon to 4 PM

Tuesday, December 27 thru Friday, Dec 30: 10 AM to 4 PM

Saturday, December 31: 10 AM to 2 PM New Year's Eve Celebration

Closed New Year's Day

The museum will need decent coverage for all weekdays when full operations are not scheduled.

