



# Western Railway Museum

## 2016 End of Year Report and Annual Appeal



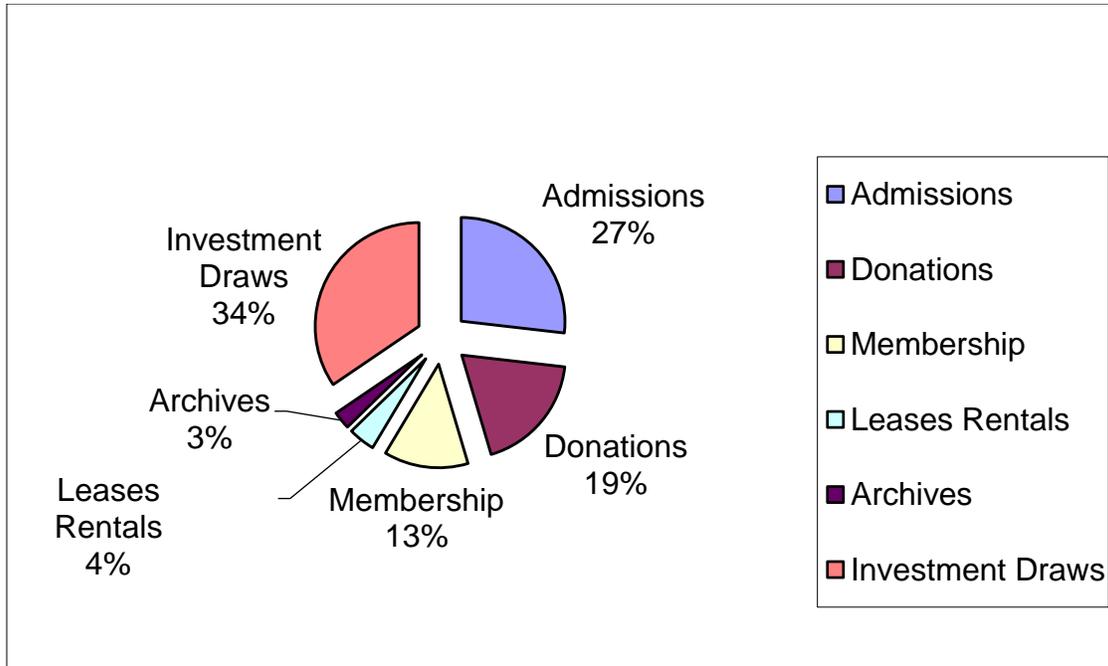
**New for 2016 - Portland Traction #4001 starts regular public operations after 4+ years of a major restoration effort. A hearty thank you to our members and donors who supported this project and to project leader David Buechler and our dedicated shop crew for an outstanding effort!**

**The Annual Pumpkin Patch, a joint effort hosted by the Western Railway Museum and local area Rotary Clubs, attracts thousands of visitors to this very special event. The Pumpkin Patch is our biggest special event. Read the enclosed Operations Report on page 9 to see how you can ensure our future success!**



## A message from John Haviland, Chairman, Bay Area Electric Railroad Association:

I am sometimes asked why it's so important to have a fund-raising campaign. The chart below really tells the story regarding where our money comes from. Our annual budget is almost \$663,000. As you can see we depend on our endowment for approximately \$268,000 or 34% of the total funds needed for the operation of the Western Railroad Museum. While our investment team has an outstanding record regarding the return on investments, it is short sighted to depend on our investments to support our continued operations.



We need your help to build a solid financial foundation for the continued success of the Western Railway Museum. Please help us by donating to this worthy cause. In order to broaden our donor base, we cannot remain a well-kept secret. We need to grow our membership rolls. You can help us by telling your friends and neighbors about our fantastic facility. Many visitors comment that they have lived in the area many years without knowing of our existence. With Christmas coming, now might be a great time to give someone a gift membership. They get the membership and you get the tax write off, a gift for the both of you.

We are pleased to provide to our membership this Annual Report that highlights our accomplishments during 2016 and offers you several ways to help us make 2017 another great year for the Bay Area Electric Railroad Association and its Western Railway Museum.

## Archives 2016 Year in Review

The year 2016 has been another record-breaking year for the Archives. Our 27 regular volunteers have catalogued over 13,000 items this year, putting our catalog at over 100,000 items. We have also scanned (digitized) over 11,000 negatives, many from the Moreau, Perry and Holmes collections.

Our volunteer hours this year have been the equivalent of having 2.6 full time positions in the Archives. We had many volunteers and friends step up and present eight Saturday Afternoon Presentations in the Library and offers for future presentations are continuing.

We have completed the Library upgrade with three new work stations which each have full computer, printer and scanner capabilities, and all the wall hangings and framed photos have been renewed.

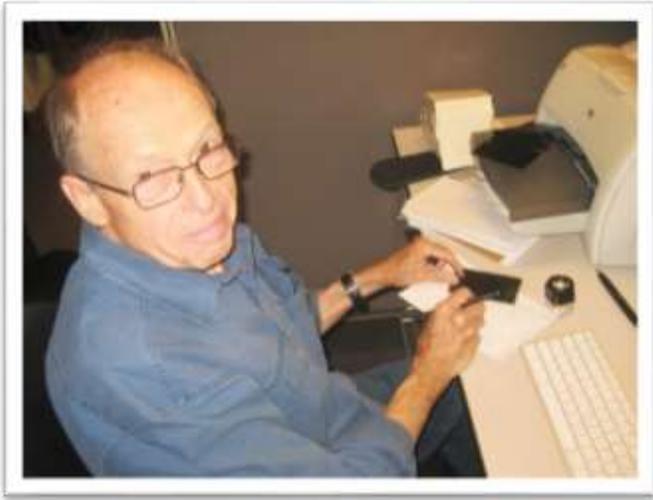
The Archives continues to generate revenue by selling used books in the museum store at very low prices (for the benefit of its members), books and duplicate items sold on Ebay, and by supplying copies of images from our archives to researchers and fans. Members have also continued to designate the Archives in special donations.

Our railroading donations (negatives, paper, books, and other ephemera) have continued to break previous years' records. We thank all of you for our contributing to continuing success, and we hope you will consider coming in to volunteer in the Archives.

The photographic collection of the Western Railway Museum now approaches 500,000 images. Approximately  $\frac{1}{4}$  of the images in the archive arrive with complete labeling, giving the date, location, and subject of the picture. An example would be the Ted Wurm collection, where everything was carefully documented before the Museum acquired the images. Unfortunately, that means the  $\frac{3}{4}$  of all the photographs in our Archive arrive without complete identification. Harry Aitken and Grant Ute are shown in the library sorting photographic prints from the recently donated Jeff Moreau collection. Harry has been blessed with a long life and a keen photographic memory. He rode on all of the railroads that we preserve during his early years in Oakland. His encyclopedic knowledge of the East Bay makes him the go-to expert for all things Key System, Southern Pacific, and Sacramento Northern. Grant has provided invaluable help through his identification of locations on many San Francisco Muni and Market Street Railway photographs.

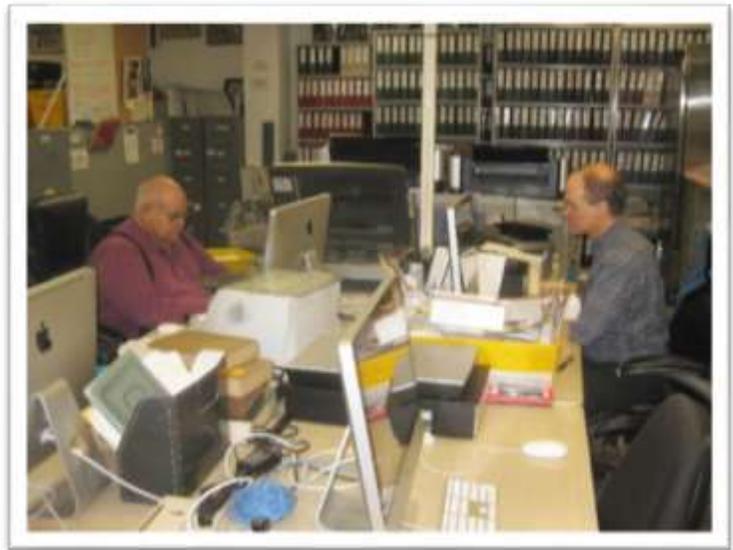


The first step is to go through the photographs and do a rough sort. Pictures are inspected to determine the railroad, and to determine if the image is a car with background scene or a car alone with limited background (called an equipment shot). Then each picture is studied in detail to determine location, subject, and probable date or era. Harry and Grant hand write the descriptions for each image. Without the remarkable memory of someone who was there, this task would be impossible, so the contributions of Harry and Grant are irreplaceable.



Next, the data is entered into the Museum's computer program. The archive and library have a total of 8 computer workstations where volunteers can log on and assist in entering the full description and storage location for each image. Most of these are at desks, but of particular note are the three formal workstations with office partitions recently installed in the FM Smith Library so that volunteers can work undisturbed on data entry and visiting scholars can access the collected information. Each workstation has an identical computer screen, scanning machine and printing machine for maximum efficiency and convenience. Here is new volunteer John DeBord working at the newly installed workstation, inspecting negatives stored in labeled archival envelopes and entering the data.

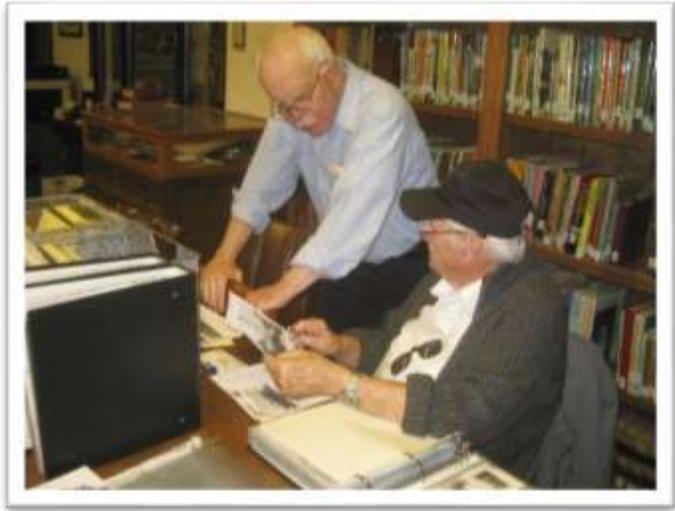
Here are Curator Allan Fisher and volunteer Evan Werkema entering data on two of the four workstations located in the archive. Allan specializes in scanning negatives and prints while Evan concentrates on slides. In the background is the result of all this work. The archive has eight sliding bookshelves (three deep) with a total of 500 albums of photographic prints. Each album contains approximately 200 pictures so that is a total of 10,000 pictures. The albums are organized by railroad name (such as Key System or Sacramento Northern) then by the geographic location of the image. If the pictures are of a city system, such as San Francisco, the albums are sorted by individual streetcar line with the pictures arranged sequentially so the photographic scenes appear in the order that a rider would have experienced them 50 or 100 years ago. Finally, for each railroad, there are individual photographs of many of the cars (equipment shots). The pictures that are chosen for the albums are the highest quality images, so the albums represent the crème of the crop. If an image judged suitable for inclusion in one of the albums is in negative form, it can be scanned and converted to a photographic print right in the archives. The negative is stored safely away in a file and the print is included in the album.



To the right of Evan at the edge of the picture is a stainless-steel cabinet. This is an archival grade refrigerator that is used for storing the Museum's extensive collection of nitrocellulose movie film and negatives. Nitrocellulose was commonly used for both movies and films back in the day and, unfortunately, it is chemically unstable. Eventually, if left to itself, it combusts. Storing in a refrigerated environment is the only way to slow down the chemical reaction and preserve the film and the irreplaceable images it contains.

This process of identifying and cataloging the Museum's photograph collection has now been going on for fourteen years. It represents the principal activity of the archive volunteers. In honor of his lifetime of work on behalf of BAERA and his irreplaceable contribution to the cataloging of the photograph collection, the Western Railway Museum archive was recently named the Harry C. Aitken, Jr. Electric Railway Archive.

Below are photos with Archives Volunteer Hunter Lohse, Curator Allan Fisher, and Archives Volunteers Charles Figone and Ray Muther.



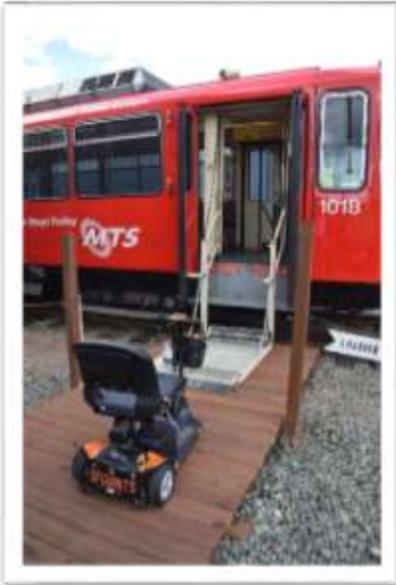
## **Buildings and Grounds 2016 Year in Review**

Keeping the extensive facilities of the Western Railway Museum in good shape is not a very glamorous job, but it is something that requires constant effort and attention. From irrigating and maintaining our landscaping to making repairs on our buildings, from security inspections to changing burned-out light bulbs, there is a continuous effort required to make sure our facilities are safe and meet the expectations of the visitors and volunteers who come to enjoy the museum.

Regular, ongoing cleaning, tests and inspections are needed to make sure many of our infrastructure systems are functioning properly. The fire pump requires weekly performance testing to make sure that in the event of a fire, it will be ready to perform as needed. Regular testing is performed to assure that the water from our wells is clean and safe to drink. Constant attention is needed to be sure our security and alarm systems are doing their job to protect our collection. Drainage ditches must be cleaned, and potholes must be filled to be sure our roads are usable in all weather.

Due to the ongoing drought in California, many trees around our grounds died and had to be removed in the past year. The picture on the right shows the tree stumps of the grove by the Insley building that had to be removed. A plan has been put together to improve our landscaping in Laflin Park and replace many of the trees that perished. Another major project of the past year, due to the difficulty of getting access to high places, was cleaning and repairing the gutters on the Loring Jensen Memorial Car House. Making sure the gutters are clean and in good shape will help the building last a long time. Additional repairs were made to the siding and roofing of Car barn #1, Car barn #2 and Blakemore Warehouse.





When the museum acquired the San Diego Metropolitan Transit System Light Rail Vehicle #1018 from San Diego it came equipped with a wheelchair lift. This opportunity provides the museum with the ability to give rides to mobility challenged individuals. What was missing was an adequate loading area near the Car barn #1 platform. Building and Grounds staff installed a short section of a new wood walkway that could be used to load and unload visitors with mobility impairments onto the #1018. The new walkway extension has also improved The Operating Department's ability to load and unload an additional car on busy days, avoiding excessive congestion on the main boarding platform.

In our Maintenance Shop, several long-term projects moved forward in the past year. Compressed air is used for many purposes in the shop, but for many years the air delivery system has consisted of hoses draped across the floor of the building. Now a permanent piping system is taking shape, with pipes fastened to the rafters and air connections at many convenient locations throughout the building. About half of the system was completed in the past year, with more work anticipated soon. Another thing long needed in the Shop is an overhead

bridge crane in the machine shop, to handle heavy parts for repair. To provide space to erect the bridge crane rails, it was necessary to remove the metal stock storage rack. To this purpose, a shipping container was purchased and installed just outside the Shop, and then outfitted with a rack storage system, lights, and two metal cutoff saws to provide easy access to our metal stock.

The next major project for Buildings and Grounds is the construction of Car barn #4. This new building will offer all of the preservation enhancements that we pioneered with Car barn #3. It will be a fully enclosed secure structure with insulation, moisture protection, fire protection and climate regulation to provide long term protection for our collection. Development planning is underway, so please consider a contribution to the Car barn #4 campaign so that we can keep the momentum going on this project during 2017.



Anticipating the future construction of a new car barn at the Western Railway Museum, a major project is ongoing to clear the space needed for the new building. All the car parts, track and overhead line materials, car bodies, shipping containers and other things stored outside around the future car barn need to find a new home out of the way of the construction work. Many unusable items are being disposed of. With this incremental work, it is sometimes difficult to see the progress, but little by little the needed space is being cleared. The value of this work will become apparent when the construction work for the new car barn is begun.

## Railway Operations and Special Events

Railway Operations requires enough dedicated volunteers to staff our regular weekend operations year-round, summer weekdays, and our special events. All Operators are required to take and pass Conductor and Motorman training classes. In addition, they must pass an initial rules test and a retest every two years. After that, the fun part begins with hands on training on individual cars. It takes a considerable amount of time to master the operating characteristics of our fleet of railway equipment due to differences in controls and air brake systems. Training includes learning how to operate streetcars, suburban cars, and interurban trains. In 2016 seven new Operators started their training. More volunteer Operators are needed and we encourage all our Members to consider helping with this very important part of the museum.



The Operating Department has volunteers young and old, braving hot and cold weather (and sometimes rain as well!) to help keep the railroad running on time and safely transporting our visitors from the museum site to Gum Grove (Pumpkin Patch) or Pantano (end of the line). Our volunteer Operators help with regular weekend operations, charters, school groups, member events, and special events. They are critical to the success of the museum and help attract both new members and new volunteer Operators.

In 2016 our volunteer Operators helped make many special events a success and enjoyable time for everyone. Favorite days for Operators are railfan oriented days like our Members Day events for the past few years. On Members Day this year the Operating department ran 18 different cars with eight long trips to the end of

the wire, numerous streetcar trips, and three trips on a special diesel train that ran from the museum north to Creed Road, about a three-mile journey. Just about everything that runs came out for special trips throughout the day.

During April each year we have two special trains, our Wildflower trains and another successful operation that is very popular with the public, the Spring Wine Tasting Trains known as our "Vintage Comet" trains. In addition to Operations staff we also have docents available on the trains to assist with flower identification on the Wild Flower Trains and handing out hors d'oeuvres that are paired with four different wines supplied by the Solano Wine Co-Op. Other special events included an Armed Forces Day on May 22<sup>nd</sup> with a military band from Travis Air Force Base and a special July 4<sup>th</sup> Ice Cream Social with another band. Pictures of these events are at the top of the next page.





An interesting special event of 2016 was Harold and Maude Day at the Western Railway Museum. For members not aware of the history, about 40 years ago the Museum was approached by a movie company who wanted to rent the Western Pacific lounge car 653 to be used for a prop in the movie "Harold and Maude", starring Bud Cort and Ruth Gordon. The movie was considered a bit offbeat when it came out in 1971, but it has since acquired a substantial cult following. Recently author James Davidson published a book "Hal Ashley and the Making of Harold and Maude". In addition, private collector and car owner Ken Roberts has reproduced the custom Jaguar hearse used as Harold's car in the movie.

The release of Mr. Davidson's book, the recreation of Harold's distinctive Jaguar XKE hearse, and the survival of the 653 at the Museum made for a perfect special event – a book signing with the two most important props in the movie in attendance.

The event was publicized in the local Fairfield newspaper and on the internet. As with most things internet, the news spread among the Harold and Maude fan community and in the end approximately 300 people, movie fans, local residents and Museum members, showed up. The bookstore and the snack bar had banner days. A total of 55 copies of the Harold and Maude book were sold at the bookstore and there was a steady line for Mr. Davidson to sign his masterpiece.



What is most noteworthy about Harold and Maude Day is that it capitalized upon a totally non railfan theme and brought into the Museum a totally new group of people who otherwise would not have visited. The challenge we face as an organization is to develop many more special theme events like Harold and Maude Day that capitalize upon our strengths in historic preservation but bring in nontraditional audiences.



Our annual Pumpkin Patch is the most important special event of the year. It is always a huge visitor draw with large crowds and trips every ½ hour to keep up with the demand. Our Key System Bridge Units are the workhorses of this event, quickly swallowing thousands of visitors and transporting them to Gum Grove to enjoy a variety of harvest festival attractions. However, our heavy use of these cars has taken a toll on their condition. At this time, the cast iron brake shoes on

the cars are due for replacement. Unfortunately, these shoes are of a special design and are no longer manufactured. This means we need to have the shoes custom manufactured. Each car requires 24 shoes and we plan to make 100 new brake shoes at a total cost of \$20,000. The good news is that the Emery Rail Trust has offered a \$10,000 challenge grant for this project to be matched by our donors. Can you help meet this challenge? Please consider a donation to the Key System Bridge Units fund.

## **Maintenance and Restoration Shop**

This year the shop team's major accomplishment was completion of the restoration of Portland Traction 4001. This steel car is now in service and promises to significantly reduce the wear and tear on our 100-year-old wooden interurban cars which have seen heavy use over the past several years.

We also finished repairing decay and collision damage to one end of Key System 271, the very first car in our collection. The car made two runs on Members' Day in September. We will begin a similar rebuilding of the car's other end very soon. The picture below shows #271 at Birds Landing Road on Members Day. Museum volunteers young and old enjoyed the rare mileage on the first car purchased by the Bay Area Electric Railroad Association in 1946. Please consider a donation to the Key System #271 fund to keep this project going in 2017.



Our restoration of the deteriorated wooden siding and doors of Sacramento Northern Portable Substation 1 continues. We cut and milled new siding in the shop, and installed it on the car. Necessary repairs were made to the ventilation louvers near the roof of the car, and we just finished milling new boards needed to make replacement sliding doors. The picture to the right shows a new sliding door being constructed for our Sacramento Northern portable substation.



When time and space are available, we are also rebuilding a diesel engine for Sacramento Northern 146, a 44-ton diesel-electric locomotive which SN used after electric operation ceased in 1965. We are also repairing the brakes and trucks of Sacramento Northern electric locomotive 652. Work on the 70 year old Caterpillar D17000 diesel engine for SN #146 is shown to the left.

Due to the generous response to our Summer 2016 Appeal work has begun on the Sacramento Northern Birney #62. In early October the Birney truck was pulled from the car body for the first time in many years at the museum. The motors were removed from the truck and prepared for shipping to a motor shop for evaluation and repairs. While the motors are out of the truck our museum shop staff will perform an analysis of the suspension components to determine what repairs are needed to repair/replace worn out parts. With the motors and suspension removed the truck was painted after removing years of dirt and grime. The Birney has been in our collection at the museum longer than it was in revenue service in San Diego and Chico and it was time for some much-needed repairs. This project is funded by your donations to the Sacramento Northern #62 fund.



In addition to the restoration work, the shop also performed necessary repairs to our operating cars as needed. Our annual Maintenance Week in late May got the fleet ready for the heavy summer season. Regular preventive maintenance reduces the number of problems occurring with cars during the summer.

The Track Department also uses the shop extensively to service its stable of maintenance equipment.

The shop is a well-equipped workplace, and this year we completed several projects to make it even better. A metal storage building was purchased and placed outside the north end of the shop. Racks were installed inside the building to store our supply of metal (mainly steel bars and pipe) needed for restoration and repairs. This arrangement is safer than the old vertical storage rack in the shop and gives us more room for our metal-working tools. New compressed air outlets were installed throughout the shop to expand our compressed air system. A new planer for the wood shop was purchased and the capacity of our sawdust collector system was increased to accommodate the new planer.

A \$1,000 grant from the Tom E. Dailey Foundation to fund work on restoration of a Sheffield Velocipede made it possible to purchase wood for this project and the start of restoration work. This project will be used to train new shop volunteers in woodworking skills and how to properly conduct a restoration project.

The shop owes its continuing success to volunteers and funding. Thank you to all our dedicated volunteers for the thousands of hours per year of maintenance and restoration work. The outstanding work of our volunteer crew is made possible by the generous funding from our members and supporters. Donations to restricted funds such as the Sacramento Northern Birney #62 or the Key System #271 or the Key Units fund the work on individual cars. All the other work described in this 2016 shop report was funded through the Museum's annual General Fund budget. For example, the shop facilities improvements described in this report come under the annual Shop budget. The work on Sacramento Northern Portable Substation #1 is funded through the annual Car Maintenance budget. In addition, our annual car maintenance week and all routine operating repairs to our fleet throughout the year come out of the Car Maintenance budget. General Fund support enables our dedicated volunteer staff to keep our collection in top condition by having the proper tools in good repair and having the needed supplies on hand in an outstanding first class facility. Thank you to our volunteers and donors for making 2016 a great year for the Museum shop. We appreciate your contributions and support. Your donations to individual cars and the General Fund will enable us to keep up the good work in 2017.

## **Overhead Lines and Substations**

The Overhead Lines and Substations Department is responsible for the construction and maintenance of the Museum's 600 volt DC trolley system, the several hundred feet of 2,400 volt AC lines supplying the Del Paso substation, and our three substations supplying the trolley power.

In addition to the routine maintenance and repair work required of these facilities annually, this year the department focused its work on upgrades to the substations.

The largest of these projects was the replacement of the main transformer at Del Paso substation. The equipment at this substation originally came from The BART test track in Concord. The equipment received 4,160 volts from PG&E and converted it to 1,000 volts DC for the test track. When we received the equipment from BART we energized it at 2,400 volts from PG&E, which then gave us the desired output voltage of 600 volts DC. Operating the transformer at the reduced voltage was not ideal, but served us for many years. However, there were other issues: the transformer oil was contaminated with PCBs and the quantity of oil in the transformer created a hazardous material issue with regulatory agencies.



To solve all these problems a dry type transformer (air-cooled, no insulating oil) was acquired and installed next to the original oil-filled transformer. (The BART transformer has been retained in its original position as it is an historic artifact.)



Once a concrete pad had been poured for the new transformer the transformer was lifted into place with our line truck and work began to connect the transformer to the high voltage system and to the BART rectifier unit. Special ductwork was installed for the cables running to and from the transformer. After the new installation had been tested and placed in service a company certified for the handling of hazardous waste drained the contaminated oil from the old transformer and properly cleaned the transformer.

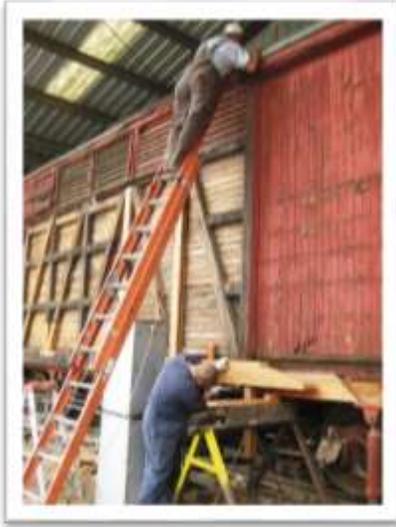
The second project is the replacement of an “isolation” transformer at the Julie Johnson substation located on Shiloh road. This transformer is located electrically between the supply from PG&E and the rectifier and is required for electrical reasons, even though the voltage supplied by PG&E is the desired 480 volts. The existing unit is too small for our loads and is being replaced with a larger unit. The new transformer is on hand but installation has not been completed.

When the Museum first took power from PG&E at 2,400 volts to power our Sacramento Northern portable substation (SN 1) PG&E contributed three old, retired circuit breakers for our use. One controlled the power being supplied to the Museum while a second controlled power for the portable substation. Later, the third circuit breaker was used to control power to Del Paso substation. The circuit breakers have served long and well, but have become unreliable. They are approaching 100 years old and parts are not available. Several years ago a program was developed to replace all three circuit breakers.

Previously, the main circuit breaker, controlling power to the Museum, and the circuit breaker controlling power to Del Paso substation were replaced with modern units. This year’s project is the replacement of the 2,400 volt circuit breaker controlling power to the SN portable substation. The circuit breaker was delivered earlier this year, however, due to a defect, the unit had to be returned to the supplier and a replacement has yet to be received, delaying the project.

A final maintenance project was the disposal of unused small transformers that had been accumulated over the years for purposes that are unclear. Having no purpose, they were a liability as they contained oil that could have been accidentally spilled, creating an environmental cleanup problem. As with the oil in the Del Paso substation, a certified handler of environmental waste materials was called for the disposal of this material.

Sacramento Northern Substation 1 (SN 1) is the focus of a restoration project led by the car restoration shop crew. The siding and some structural members of this wood-framed car had deteriorated badly. The structural restoration work on one side of the car was completed early this year and new siding (matching the original) has now been installed. The large side doors at each end of the car are now being reconstructed in the shop along with the ventilating shutters located near the top of the car.



This year's projects, involving the transformer and circuit breaker replacements and the oil disposal cost the Museum more than \$38,000, an amount that was charged to the General Fund. While these were one-time expenditures, there are numerous annual expenditures, for example: pole testing to identify below ground rot in our line poles is an ongoing process that will include treatment to arrest any rot found, thus prolonging pole life; and, replacement of poles at the Museum site where most poles (which were obtained used) are in excess of 50 year old. The first of the continuing projects will assure that the Museum will get many years of service from our poles on the SN right-of-way. The second project will prevent a possible pole failure on the Museum grounds that could affect safety, and damage to the overhead trolley system. The ongoing expenditures for this work serve to provide both the safety and the reliability of our railroad. To support these projects, please contribute to the General Fund.

## **Track Crew 2016 Year in Review**

The all-volunteer Western Railway Museum Track Crew meets two days per month, and always has an interesting project up their sleeve. This past year, the Track Crew started off with a bang by rebuilding the grade crossing at Birds Landing Road. The work, which required replacing the track through the grade crossing and then re-paving the road, was extra complicated since the work required closing Birds Landing Road for the duration of the work. The road has no other connections on the west side of the railroad tracks, so there was no detour route available. By working closely with the residents that live in that area, as well as the County that owns the road, we were able to allow traffic to pass once each hour during the work period by placing huge steel plates over the track and excavation. In just one day the volunteer crew demolished the



old grade crossing, removed the old track, and installed new track in its place. A few hours were required on a second day for a paving contractor to re-pave the road over the new track. The completed job has improved safety and ride quality both for the rail and auto traffic, and should provide many years of trouble-free service.



The most noticeable job that the Track Crew does every year is to surface the track using the Torsion Beam Tamper. This machine makes a dramatic improvement in the ride quality of the track, straightening out all the warps and wiggles in the line and surface of the track. This is both better for our riders, and also better for preserving our historic artifacts that operate over our track. The year 2016 was notable in that the Track Crew completed a multi-year program of track surfacing on the Sacramento Northern main track, so that the entire SN line from Rio Vista Junction to the end of operations at Birds Landing Road has now been surfaced using our automatic tamper! Further work will be needed on the track around the museum grounds at Rio Vista Junction, and any extension of the operating track will need the same work as well.

The big caveat of operating the Torsion Beam Tamper is that it is not advisable to work the machine over track with ties that are in less than optimal condition. Our segment of the Sacramento Northern main track has suffered from many decades of benign neglect, so that there are lots and lots of decayed ties that need to be replaced. Every year, by far the biggest track rehabilitation job that the Track Crew takes on is replacing railroad ties. In 2016, the Track Crew had a banner year: they replaced 1,200 ties to permit surfacing of 1 mile of track. Fortunately, the Crew has a fine stable of mechanized equipment which greatly reduces the work required to replace all these ties. None-the-less, replacing all these ties is a huge accomplishment for a small group of volunteers, and has greatly improved the quality of the track at the Western Railway Museum!



In between these big jobs, the Track Crew also takes care of a myriad of smaller tasks to make sure the railroad track stays safe. From regular track inspections to minor repairs and lubricating switches; from rail joints that require tightening or replacement to power bonds that must be maintained; from clearing drainage ditches to clearing vegetation away from the tracks; from ordering materials and supplies to maintaining all the equipment used by the Crew – there are too many small jobs to list them all. The Western Railway Museum is lucky to have a dedicated Track Crew that can take care of all these tasks.



Early in the year the Track Department rebuilt the crossing on the road in front of our Blakemore Docent Center, also known as the Bunkhouse. In the photo on the left the Highway 12 bridge is in the distance. Wood planks were installed to facilitate loading and unloading of speeders by the Motor car Operators West (MOW) group and others speeder groups that frequently travel from the museum location to either Molina or to our connection with the Union Pacific at Cannon. The MOW trips also provide a valuable service by regularly inspecting the SN track and right-of-way between the museum location and Cannon.

Even though all of this work on the track is done by volunteers, it still requires a huge amount of money to purchase all the materials and make repairs to the equipment. For example, new ties cost about \$50 each and ballast costs about \$30 per ton delivered to the Museum. The Track Crew would like to continue the program or replacing ties and improving the track, but needs your help to raise \$40,000 to purchase 800 ties. Would you like to help? Please consider donating to the Track Improvements fund.

## **Would you like to help make more happen in 2017?**

The Western Railway Museum hosts over 20,000 visitors each year, including special events, charters, regular operations, and school groups. Your generous contributions over the years have made it possible for the museum to continue maintenance and restoration efforts on our historic railway equipment, maintain and improve our tracks for smooth rides and reduced wear and tear on our equipment, and construct the buildings vital for housing our equipment and artifacts.

Many good things that happened in 2016 are highlighted in this Annual Report. With your generous contributions to the four funds and to our General Fund we hope to have many more positive things to report in 2017.

On the next page, we are asking for you to consider supporting four projects and the General Fund. You may send your contributions in the attached donation envelope or you may go online to our website and make your contribution online on our "Support Us" page at [www.wrm.org](http://www.wrm.org).

On behalf of the Board of Directors and all the working volunteers at the Western Railway Museum we thank you for your generosity over the years and hope that you will help us make 2017 another successful year through your generous contributions or by volunteering to help at the Museum in any of the departments mentioned in this Annual Report.





Western Railway Museum  
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Suisun City, CA 94585

## **2016 End of Year Annual Campaign**

**Will you help us make 2017 another great year? Your financial contributions will help make that happen!**

This year we are asking you to consider supporting these important projects:

1. Track maintenance is VERY expensive! Ties cost \$50 each and there are 3,300 ties per mile. We need to replace about 2,500 per mile to be able to use our Torsion Beam Tamper. Our target is to raise \$40,000 through this appeal to purchase 800 new ties for track maintenance for 2017.
2. We received a \$10,000 grant from The John H. Emery Rail Heritage Trust to purchase new brake shoes for our Key System Bridge Units. One of the conditions of the grant is that we must raise a matching amount which means we need your help to raise \$10,000 to meet our part of the grant and fulfill our commitments to The John H. Emery Rail Heritage Trust.
3. After over a year's restoration work one end of the Key System #271 has been rebuilt. The other end of the car requires the same amount of work to bring the car back to operating condition. You can help us meet our goal of \$20,000 to help rebuild the other end of our "Mother Car", the first car acquired by the Association in 1946.
4. More covered barn space is needed to keep our historic collection in a secure building safe from vandalism and deterioration from the sometimes-harsh delta weather. Carbarn #4 site plans and site preparation are being developed and we need your help to keep this important project moving forward. Our goal is to raise \$50,000 this year for planning and preliminary design work on Carbarn #4.

You may also want to consider donating to our General Fund. This is the fund that is used to:

- Pay our utility bills for all our buildings and power to operate our railway equipment
- Provide funding for car maintenance
- Provide funds to purchase spare parts, wood, metal, and other materials needed for car maintenance
- Pay our administrative costs and salaries
- Pay for building and grounds maintenance
- Pay for Track material and maintenance of track department machinery
- Pay for Overhead Lines parts
- Pay for maintenance of railway equipment
- Pay for just about anything needed to keep our museum site operating.

Your donations to our four projects and to our General Fund will help make 2017 another successful year! Your generous contributions will be very much appreciated and will help make it possible for us to accomplish more in 2017 than we would be able to without your help! The Western Railway Museum Thanks You for your support!

*The Bay Area Electric Railroad Association and its Western Railway Museum is a 501(c)(3) not-for-profit, educational corporation.  
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