

THE CLEARBOARD



David Ginsborg, President <http://www.ctrcc.org> Larry Murchison, Editor



THE CONDUCTORS CORNER BY DAVID GINSBORG, PRESIDENT

I am thrilled to be concluding my term this August as President on a very high note. The sheer number of accomplishments have been detailed in these pages and are too voluminous to list now. However there are a few foundational achievements and projects that were set in motion that I would like to note as they will help our organization not only continue to thrive but attain the next level. During this past year we:

- ▶ completed a SWOT analysis
- ▶ created and invested our endowment fund
- ▶ completed the first financial audit in over ten years
- ▶ led a Board analysis of our mission, long-term vision, and specific objectives for the purposes of creating a 3 to 5 year plan of action
- ▶ oversaw transition of bookkeeping to a new Treasurer

While more mundane and administrative, these tasks are foundational and will help us not only with funders but also set a clear path for future. Not only will sustaining both the trolley operations and restoring assets be made easier, but these achievements will also be instrumental in bringing closer to reality our long term vision and aspirations.

As noted in my letter to the Board in May, my decision to not seek a second term was difficult. For those interested, a copy of that letter is on the last page of this newsletter which provides greater detail. Fortunately my decision was made a lot easier by the strong physical recovery of our founder and immediate past president, Rod Diridon, and his willingness to be a candidate for president in the upcoming year. His passion for CTRC has not diminished one iota and I would encourage the board consider electing him president in August.

In the long-term, in my opinion, I would urge the organization to focus on how to grow and build its board, strategically retain staffing as needed, and implement the strategic plan all the while maintaining the exceptional trolley services and restoration efforts. More fundamentally we must think and operate more like a museum as well as move forward with building one. That is our future and that will ultimately provide essential, long-term infrastructure to not only sustain both the trolleys and our major assets but more broadly share the rich history of Santa Clara Valley.

Finally while the number of individuals to thank who made my year as president a little easier are too numerous to name I want to single out one individual, Lynda Ramirez Jones. Incredibly resourceful, extraordinarily patient and conscientious and reliable to a fault, she went above and beyond and all of us are in her debt; thank you Lynda.

See you at the BBQ picnic 5:00 pm on Thursday August 20th, 2015.



CTRC BOARD MEETING MINUTES

CALIFORNIA TROLLEY AND RAILROAD CORPORATION (CTRC)
Board of Directors Meeting
May 21, 2015

- I. **CALL TO ORDER:** The meeting was called to order by Board President David Ginsborg, at 8:07 a.m., at the Pacific History Hotel Conference Room, 1650 Senter Road, San Jose, California.

Attendance: Marvin Bamburg, Alida Bray, Rod Diridon, Sr., John Ezovski, David Ginsborg, Rick Kitson, Mike Kotowski, Joel Maniaci, Ken Middlebrook, Larry Murchison, Bob Schneider, David Sylva, and Lynda Ramirez Jones.

Diridon introduced Cindy Atmore and Steven Pyle as new Board members.

- II. **APPROVAL OF MINUTES (2/19/15)** - A motion was made, seconded (Diridon/Kotowski), and unanimously carried to approve the minutes of February 19, 2015.

III. **PRESIDENT'S REPORT (Update of items as they are discussed)**

A. Board Forward (Retreat) - Ginsborg announced that the second half of the Board Forward will be held Saturday, May 30, 2015, at 8:00 a.m., as noted in the agenda item pertaining to this subject.

B. Approve Mission/Values Statement - Ginsborg asked the Board to review the Mission Statement and Values Statement in the agenda and approve both statements.

A motion was made, seconded (Diridon/Kotowski) and unanimously carried to approve the following:

MISSION STATEMENT: *The mission of the California Trolley and Railroad Corporation is to restore and promote the legacy of rail transportation in Santa Clara Valley.*

VALUES STATEMENT:

Community: *CTRC will engage the community in fun, hands-on, family programs and experiences.*

Respect: *CTRC will respect, support and recognize our donors, volunteers and community for their valued contributions.*

Safety: *CTRC believes the safety of our team and visitors is paramount. We adhere to all relevant safety standards.*

Historical Accuracy: *CTRC will strive for the highest standards of historical accuracy and academic integrity.*

C. Diesel Locomotive at Kaiser - Diridon reported he is trying to schedule a visit to Lehigh Hansen (formerly Kaiser Cement) to check the status of CTRC's diesel locomotive that has been stored there awhile. He would like to have the locomotive moved near the Trolley Barn or Fairgrounds site.

D. Board Membership

i. New Members - Earlier in the meeting, Diridon introduced two new nominees for Board Membership: Cindy Atmore and Steven Pyle. Pyle, a Certified Public Accountant, who will be taking over CTRC's financial activities.

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It was recommended that in the future resumes of the Board member nominees be sent to the Board prior to the Board meeting, and that the Board be permitted time to discuss prior to voting on acceptance as new Board members.

A motion was made, seconded (Diridon/Kotowski), and unanimously carried to formally accept Atmore and Pyle as CTRC Board Members.

ii. Advisory Committee - Issue was not discussed.

E. Golden Spike Ceremony in 2019 - Ginsborg reported he received information about the Golden Spike Ceremony in 2019, commemorating the first Transcontinental Railroad. He said the Golden Spike is located at Stanford University. He suggested a joint celebratory project with History San Jose, and suggested that Bray explore possibilities for such an event.

F. Approval of Amended Bylaws - A motion was made, seconded (Diridon/Sylva) and unanimously carried to approve amended bylaws and that the document continue as a living document.

The address on the bylaws is to be changed to 1650 Senter Road, San Jose, CA 95112, and modified with any new changes that may emerge from the Board Forward meeting.

G. Letter of Resignation- Jones submitted her letter of resignation from CTRC, effective August 20, 2015.

IV. FINANCIAL REPORTS

A. Profit & Loss, Balance Sheets (5/20/15, Bank Reconciliation (4/30/15)) - Jones reported there is \$7,898.92 in the savings account, and \$57,355.70 in the checking account. She pointed out that the reports show a \$300,000 balance in the endowment funds, which is incorrect as she does not have access to the account, and is unable to enter the information into QuickBooks. However, the investor, Eric Heckman, has provided a report which is further down on the agenda, showing a value of \$294,886.93, as of May 15, 2015.

A motion was made, seconded (Diridon/Kotowski), and unanimously carried to approve the financial statements with corrections to the endowment fund balance.

B. Liability Insurance Renewal - Jones reported that the organization's general liability insurance has been renewed for the period May 21, 2015 to May 21, 2016, at a cost of \$3,910.80. Jones added that every year she asks the insurance broker whether the policy has been sent out to other insurance carriers for a competitive quote, and the broker has responded there is no other insurance carrier who provides this type of insurance.

A motion was made, seconded (Diridon/Maniaci), and unanimously carried to approve the insurance renewal.

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C. Endowment Fund - Ginsborg reported that Eric Heckman was unable to attend today's meeting, and referred to Heckman's report in the agenda.

Diridon reported that if it had been known beforehand that the investor was going to put the funds in oil, he would not have agreed to it.

A discussion ensued, and by consensus, it was agreed that Ginsborg and Diridon to meet with Heckman to assure he is going in the right direction.

D. Conflict of Interest Statement - Jones reminded Board members who have not submitted a Conflict of Interest Statement for this year to do so now.

E. CTRC Audit - Diridon reported that the CTRC audit is underway.

F. Status of Trolley Barn Phone - Jones reported she tried contacting AT&T to follow up on the work Kitson had started, and she did not receive a response. However, the last phone bill was under \$35.00, with no explanation for the huge reduction in monthly fees.

G. Formal Process for Budget Approval - Jones reported that the Auditor conducting the CTRC audit had requested that the Board have a formal process for budget approval, which will be developed and presented to the Board at its Annual Meeting in August.

H. Board Treasurer - Earlier in the meeting, Diridon introduced new Board member Pyle as the new Board Treasurer.

V. CURRENT PROJECTS

A. Trolley Barn - Schneider distributed the attached report (see Addendum 1) and reported on the Trolley Barn activities.

Schneider requested Board approval for CTRC funds to attend the ATRRM Conference at the Illinois Railway Museum in Union, Illinois. In the past, the Board has approved up to \$2,000 for expenses, to be divided among two persons attending. Last year the cost was higher than \$2,000 for two people.

A motion was made, seconded (Kotowski/Maniaci), and unanimously carried to approve up to \$2,500.00 for conference expenses.

B. Locomotives 2479 and 1215 - Ezovski reported on the restoration activities of the locomotives, the caboos, and the OSH (Orchard Supply Hardware) boxcar.

C. SCC Rail Museum - Bamburg reported the organization has no available funds to buy land. The committee is working on a presentation to San Jose Mayor Sam Liccardo and San Jose Councilmember Raul Peralez.

The committee consists of six people and meets every 2-3 weeks; Board member Charlie Wynn has resigned from the committee; and Kitson was agreed to serve on the committee.

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SP2479

Personal business of key members has slowed locomotive restoration progress this past quarter but repairs are ongoing.

Weld repairs to cracks in the engineer's piston has been completed. Ring grooves were machined true on the trolley barn's Le Blond lathe. The next step is to cut all six ring grooves to the same size. This allows for the machining of rings of the same size for both pistons.



An additional layer of weld was applied to the second of four thin areas on the fireman's side of the firebox's roof sheet. Grinding of the welded area has begun. Ultra sound thickness measurements were taken in some areas. Results look good but more grinding is required.

Since most of the work on the locomotive require specific skills, several members have begun working on the exterior of the Herder's Shack. Many layers of paint have been removed from the back side of the shed. Siding is being evaluated. A number of pieces will have to be replaced.



Grinding down through several layers of paint to the redwood base.



TROLLEY BARN QUARTERLY REPORT

From Bob Schneider.

TRANSPORTATION DAY:

The museum held a Transportation Day event on Fathers Day. Attendance was great and the weather was superb. Our numbers were Trolley riders 896, Trolley Barn visitors 544, Horse Car riders a record 487 and Hand Car Riders 266. We had a team of 10 people to include Jim Maurer, Eric Butler, Bill Trill, John Hansen, Bruce Compton, Yens Ullmann, me, Derek Lyon-McKeil (motorman trainee) , Frances Lam and Cordelia Willis (friend of Frances who covered the t-shirt booth). Frances took the pictures for the day.



EDUCATION CLASSES: As the school year comes to an end, we have supported 16 HTEs and 9 HPAs (History Park Adventure). What is remarkable about this is that it was accomplished by 3 people; Bruce Compton, Larry Bingham and Pat Buder. Furthermore, an HTE requires two people.

NEW MOTORMAN: Frances Lam is a fully qualified motorman. She reached this mark in 2 months time by putting in over 100 hours. That's a lot of effort. Since she is the only female person doing that job on our team, I let her choose her title. There are a number of titles used in years gone by , but she chose to use the title "motorman". We look forward,

with her help, to offering a trolley on the outside line more often. That is very popular with our visitors.

ATRRM WEBSITE: We sent 15 pictures from our Transportation Day to the ATRRM editor and he uploaded all of them to their website.



Where Are the New Photos On Our Website?

From our website boss, Karl Auerbach.

The machine that was running the website crashed (and died) mid way through last year. It was a pretty old machine and even though it had redundant disks it managed to find a way to crash that made things unrecoverable. (Details: apparently the RAID controller went crazy and scribbled over all of the mirrored drives. So the only thing left were the backups and some forensic extractions from the scribbled drives.)

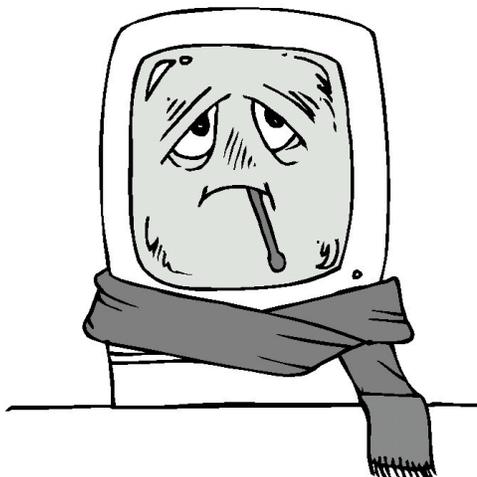
So we put up a new computer (also in San Diego) that had a lot more of everything including a much newer version of the operating system (Linux) and still with RAIDed drives. (Backed by local off-machine storage, remote backup in Colorado, and remote backup to Scotts Valley.) The new operating system had a lot more security locks than the old. So when I restored the website (all 13+gigabytes of it) the photo gallery could be read but not written. I could make it writable by removing all of the security from the computer. But given the constant attacks (several tens of thousands each day) the machine would have been compromised within hours had those protections been left off.

(The photo gallery alone gets thousands upon thousands of queries each day that are clearly trying to penetrate it.)

The photo gallery software was open source, and the authors had gotten tired - so they abandoned it. Nobody else picked it up to fix its security problems. And there were no good alternatives - the public photo sharing sites had picked up the need. But we have so many photos that we would have been persona-non-grata at many of those early public sites.

The old gallery was getting cumbersome - it took almost two hours every night to back up and save in a remote location. And its size often triggered storage capacity limits. Managing the website is fairly easy (although I am way behind on updates due to my 20+ months work with the DARPA robotics competitions) but the photo gallery has been a continuous challenge.

However, now that Google and Yahoo are going head-to-head the quotas on the public photo sites have been significantly raised. Yahoo/Flickr is now 1000Gbytes. (The CTRC materials are right now about 13G bytes, but with new high resolution cameras, the rate of growth from even a few new photos can be significant.)



The old gallery software had "meta" information about each photo encoded into the file name of that photo. There also could be explicit titles and descriptions, which we sometimes used, but not very often.

I ran an experiment and loaded all of the photos from the old gallery into Flickr. (It took several days for the upload to complete.) I tried to preserve the basic organizational hierarchy, but I did make some mistakes because Flickr treats "albums" with the same name as the same even if they are in different parts of the hierarchy. So, for example, a couple of collections named "Caboose" got merged when they landed on Flickr.

The .avi (animation) and sound files were not accepted by Flickr, but fortunately there's relatively few of those and figuring out what to do about those isn't nearly as daunting a task as figuring about the photos.

Both the old and new photo collections are linked-to from CTRC web page.

I discovered only this last weekend that Flickr tossed the file name information - that file name was quite visible during the upload process and I had thought that the file name went along for the ride. But that file name (and the embedded time stamp) did not get through the upload. The result is that within each grouping, each photo lacks a title and timestamp. I have not found any mechanical way of putting that back.

It looks like a labor intensive task to put it back.

There is some information in newer photos that is put there by the camera when it is taken. Flickr does recognize some of that EXIF data.

Flickr does have some software interfaces that allow external programs to manipulate the photos. I need to look into that to see whether we can write some sort of script to put the file names back as titles and update the photo time information.

For a purely manual update, I'd be tempted to use a service such as Amazon's "Mechanical Turk" to pay for some people to do piece-work work of putting back the names/labels/timestamps. We have a bit more than 6000 photos. We could have this done an "album" at a time. I don't know current Mechanical Turk rates, but I suspect that this job would cost several hundred dollars (which I'd cover.) But we'd want to do at least one ourselves in order to understand exactly the definition of the work to be done.

By-the-way, I've got several backup dumps of the old photo directories. But I'm not sure how, or even if, we can do a bulk dump back from Flickr.

--karl--

David Koff Ginsborg

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911 Fruitdale Place u San Jose, CA 95126 u PH#: (408) 483-0729 u www.ginsborg.or

Dear Members of the CTRC Board:

I write to inform the California Trolley and Rail Corporation Board of my very difficult decision to not seek reelection, after 8 years on the Board, when my term concludes in August. As you know last year I stepped into the breach due to Rod Diridon's need to focus on the more important issue of taking care of his health.

Effectively taking over from Rod I knew would be a challenge. However I had no idea how big of a challenge, how time-consuming and ultimately how stressful it would be; to "find" the time during this period I've cut corners to unacceptable levels in my responsibilities to my family and my duties to other ongoing community commitments. After really understanding the numerous tasks at hand I determined that the current path was not sustainable and I would need to quit my job and volunteer 20 to 30 hours a week to work on the fundamental underlying challenges that would be essential to truly grow the organization towards achieving its full potential. Of course I could have pulled back from the traditional activist role of the president and merely allowed the organization to amble along maintaining its existing programs with minimal effort. That would not only be unfair to the board but more importantly would not live up to my own personal high standards. Our organization is at a crossroads, our mission is too important and I did not want to let you down.

During my year as president, I believe I have helped us get to the next level. In this short period, above and beyond everything else we do, I have been personally involved in:

- Overseeing the original transition including a SWOT analysis
- Helping to create the Endowment
- Insuring proper tax compliance
- Leading a Board analysis of our mission, long-term vision, and specific objectives for the purposes of creating a 3 to 5 year plan of action
- helping advocate for preservation of a historic trestle
- commencing the first audit in ten years
- overseeing transition from Lynda and pressing for a new Treasurer

However there is an essential other reason for my decision to step down and that is because I believe the best person to lead this organization remains its past president and founder, Rod Diridon; fortunately for all of us he is once again available. Thankfully his health has improved substantially and stabilized; more importantly his passion for CTRC has not diminished one iota. I would urge the board consider electing him president in August.

In the long-term, in my opinion, the organization needs to focus on how to grow and build its board and hopefully the "forward" process has provided a game plan for action. First and foremost a strategic plan will be essential that includes a clear fundraising plan. Ultimately the board will need to confront the need for some level of professional staffing if we ever hope to have a museum or create the necessary long-term infrastructure to sustain both the trolleys and our major assets.

Again it pains me to depart as I continue to share the passion and at some later date I would like to rejoin the board, if you'll have me!



Sincerely, David Ginsborg



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Bamburg further reported that the presentation being prepared has been divided into seven sections and assigned to the Committee members. The Committee will provide a "practice" presentation to the Board at its Annual Meeting in August.

D. Kelley Park Rail Stops - Benches and Signage - Maniaci reported that the donated benches are in the Trolley Barn, the donated poles are in the yard; the signs have been designed; and the plans have been submitted to the City. He said one issue is the pole calculations, awaiting approval from Parks and Recreation.

All the plans have been submitted and are now in the Department of Public Works queue, awaiting approval.

E. Acquisitions - Name New VP of Acquisitions - No report; continue including on agenda.

F. Fundraising Grants

Santa Clara County Historical Heritage Commission (Grant Request due July 2, 2015) - Ginsborg suggested applying for funds to renovate the OSH Boxcar. Bray noted that whatever project is submitted has to be "land-marked," and none of the CTCRC equipment is noted as such. Therefore, CTCRC does not qualify for this grant.

VI. NEW BUSINESS - None.

VII, ADJOURNMENT - The meeting was adjourned at 9:50 a.m. to 3:00 p.m., Thursday, August 20, 2015 May 21, 2015, at the Pacific Hotel Conference Room, located at 1650 Senter Road, San Jose, CA..

Respectfully submitted,
Lynda Ramirez Jones



Information

Membership Meetings: First Saturday of each month at 10:00am at 2479 Healy Avenue, San Jose, the locomotive restoration site double-wide trailer.

Work Schedule: Saturday 8:30 to 3:30.

CTRC Office: 1650 Senter Road, San Jose, CA 95112.

Mailing Address: CTRC, c/o MTI, 210 N Fourth Street, 4th Floor, San Jose, CA 95112

Membership: \$25.00 regular, \$10.00 Seniors. All memberships expire December 31 yearly.

To join please send dues, name, address, phone number, and e-mail address if available to the mailing address above.

The CTRC is a California 501(c)(3) not for profit educational corporation established in 1982. The organization is the official support group for the Trolley Barn at History San Jose and the San Jose Railroad Museum Park currently in the early stages of development.

CTRC's Tax ID Number is 94-2834764

MISSION STATEMENT

The mission of the California Trolley and Railroad Corporation (CTRC) is to restore, preserve and interpret railroad, trolley, and related equipment as it was used to serve the people in Santa Clara Valley, California.

CTRC BOARD OF DIRECTORS

David Ginsborg, **President**. The **Executive Committee** is: Mike Kotowski, Administrative VP, Marvin Bamberg, VP Design; Phyllis Perez-Sorenson VP Grants; Ken Middlebrook, VP Volunteers; Larry Murchison, VP Communications; Bob Schneider, VP Trolleys; Jack Young & John Ezovski VPs Locomotive; Treasurer; David Sylvia, Corp Secretary/Attorney; Lynda Ramirez Jones, Administrator. **Board Members** are Alida Bray, Michael Burns, Dick Campisi, Carl, John Davis, Bob Kieve, Rick Kitson, David Knight, Art Lloyd, Joel Maniaci, Kit Menkin, Denis Murchison, David Niederauer, Tim Starbird, Neil Struthers, Steve Whitaker, Beth Wyman, Charles Wynn.



CTRC Staff:

President: David Ginsborg <dave@ginsborg.org>

President Emeritus: Rod Diridon

First Vice President: Mike Kotowski

VP Design: Marv Bamberg

VP Volunteers: Ken Middlebrook <kamiddlebrook@comcast.net>

VP Communications: Larry Murchison <larrymurchison@comcast.net>

VP Grants: Phyllis Perez Sorenson

VP Motive Power: John Ezovski and Jack Young

VP Trolley Barn: Bob Schneider <schneiderri@att.net>

Corporation Secretary/Attorney: David Sylvia

Technical Assistance: Art Randall <arandall@earthlink.net>

Treasurer: TBD

Equipment Maintenance: John Zielinski <johnz2@sbcglobal.net>

Time Keeper: Larry Murchison <larrymurchison@comcast.net>

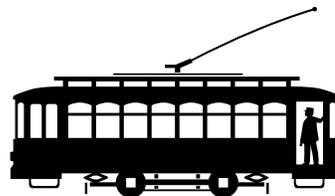
Public Relations: Ken Middlebrook <kamiddlebrook@comcast.net>

Web Site: Karl Auerbach <karl@cavebear.com>

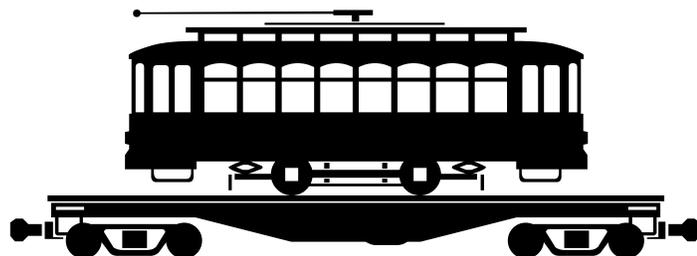
Editor: Larry Murchison <larrymurchison@comcast.net>

COMING EVENTS

► Remember the Saturday workdays. Check with John Ezovski at EzovskiJohn@aol.com for other work schedules including the 1215 beautification. All very important events. See you there.



► The next CTRC board meeting will be Thursday, August 20, 2015 at 3:00pm in the History San Jose Pacific Hotel first floor conference room. BBQ picnic to follow at 5:00.



California Trolley & Railroad Corporation

CTRC, c/o MTI 210 N Fourth Street,
4th Floor, San Jose, CA 95112

Restoring Your Transportation Past

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11

An invitation to join

The CTRC strives to restore, maintain and operate the few surviving examples of our local rail history for the education and recreational benefit of current and future generations.

Like yourself, we are individuals with different backgrounds, talents, and skills who share a common interest in preserving our rail heritage. Supporters who contribute \$25 or more annually will receive our monthly announcements and our quarterly newsletter THE CLEARBOARD. Contributions of materials, equipment and skills are also welcome.



THE CALIFORNIA TROLLEY AND RAILROAD CORPORATION

Yes, I wish to contribute to preserve our railroad heritage in the Santa Clara Valley.

Please accept my tax deductible gift of: \$25 \$50 \$100 \$200 \$500 \$1000 \$ _____

Membership: regular \$25, retirees and full time students \$10. \$ _____

Name: _____ Total \$ _____

Address: _____

Phone: _____

E-mail address: _____

California Trolley & Railroad Corporation
Is a non-profit tax exempt organization dedicated to the restoration and preservation of historic transportation equipment. Membership is open to all. Yearly dues help finance the Corporation goals. All donations to the corporation are tax deductible. IRS #23510C(3)