

San Luis Obispo Railroad Museum DEVELOPMENT & OPERATIONS PLAN



Promoting California Central Coast railroad heritage through community participation, education, and historic preservation.



San Luis Obispo Railroad Museum Development & Operations Plan

Adopted November 8, 2016

Amendments

<u>Date</u>	<u>Topic</u>
September 12, 2017	Locations and subjects of some indoor exhibits
January 8, 2019	Locations, subjects, and status of some indoor and outdoor exhibits
January 14, 2020	Locations, subjects, and status of some indoor and outdoor exhibits
February 11, 2020	Mission Statement; Amtrak exhibit location
September 8, 2020	Rolling stock exhibits on the display track, including PMT trailers
January 12, 2021	Indoor exhibits, and project and program updates

Our Mission

Promote California Central Coast railroad heritage through community participation, education, and historic preservation.

Purpose of this Plan

This plan has been adopted to guide the Museum's decisions and actions so they fit within a clear and consistent vision. "Development" refers to things such as additions and changes to site arrangement and facilities, acquisitions, restorations, and new displays. "Operations" refers to topics such as public days and hours, admissions and memberships, special events, trips, docents, publications, web presence, and finance.

This plan takes the place of the Museum's *Master Plan* (2004) and *Strategic Plan* (June 2015).

Goals & Public Benefits

1. *Preserve, present, and interpret Central Coast railroad history for area residents and visitors.*

The Museum will obtain, curate, and make available relevant artifacts and information by:

- A. Providing a walk-in, hands-on experience where visitors can talk with people, including some who made the history that is featured.
- B. Providing a wide and deep Internet presence through which anyone can learn about the Museum's location and resources, take virtual tours, and link with other sites focusing on Central Coast natural and cultural opportunities.
- C. Providing visitor service when the Museum building is not open and staffed, as with self-guided walking tours in the vicinity (the Walk of History), enhanced by durable outdoor exhibits, signs, and links with Web-based images and narration.

D. Providing educational experiences for all age groups.

2. *Help implement the City of San Luis Obispo's Railroad District Plan.*

The Museum itself is the anchor of the city's Railroad Historic District, and an important part of the "Walk of History." The Freight-house, surrounding space, water tank, Amtrak station, and Emily Street Yard are key historical components.

3. *Provide a safe, family-friendly venue for those having or developing an interest in railroading, past and present, educational, occupational, or hobby.*

4. *Enhance the neighborhood by properly developing and maintaining the building, grounds, and outdoor displays.*

History of the Museum

The Museum was established and its collection was begun in 1991 under its original name, Avila Valley Railway Museum. Its Articles of Incorporation were amended in 2005 to reflect the current name. After a nearly ten-year effort, the Museum occupied the former Southern Pacific 1894 Freighthouse and completed reconstruction of the house track as a display track in 2013.

Board of Directors

The Museum is governed by a Board of Directors. Serving Directors when this plan was last amended were Stephen Cake, Charles Crabb, Charlie Davies, Norma Dengler, Stephanie Hovanitz, Brad LaRose, Brent MacGregor, Andrew Merriam, and Dave Rohr.

Contents

MAJOR THEMES 1

VISION FOR PARTICIPANTS’ EXPERIENCE1

DEVELOPMENT

Outdoor Exhibits

 Display Tracks 1

 Rolling Stock 1

 Signs, Signals, and Structures 3

Outdoor Enhancements 3

Additional Storage, Work, and

 Display Spaces 3

Indoor Exhibits

 Timeline 5

 Pacific Coast Railway 5

 Southern Pacific RR & Cuesta Grade 5

 Union Pacific Railroad 5

 Santa Maria Valley Railroad 5

 Amtrak 5

 Locomotive Cab Simulator 5

 Locomotive Appurtenances 5

 Children’s Play Area 5

 Presentation Area 5

 Model Railroad 5

OPERATIONS

Continuing Activities

 Public Hours 8

 Major Events 8

 Arranged Events and Tours 8

 Special Presentations 8

 Membership 8

 Docent Recruitment and Training 8

 Publications 8

 Internet Presence 9

 Museum Store 9

Programs

 Exhibits 9

 “Train Tales” Oral Histories 9

 Education and Outreach 9

 Research Library 9

 Archives 9

ADMINISTRATION

 Board 10

 Officers 10

 Staff 10

 Committees 10

FINANCIAL STRATEGY

 General Board Policies 10

 Investment Policies 11

Contents (continued)

EMERGENCY PLAN

 General Provisions 11

 Fire 11

 Earthquake 11

 Toxics, flammables, & explosives release 12

 Radiation release 12

 Civil unrest, terrorism, & focused violence..... 12

 Pandemic 12

List of Figures

Page i

Fig. 1 – Overall Planning Area ii

Fig. 2 – Primary Facilities Area 2

Fig. 3 – Major Outdoor Features..... 2

Fig. 4 – Additional Storage, Work, and

 Display Spaces 4

Fig. 5 – Exhibit Hall 6

Fig. 6 – Model Railroad 7

Appendices

- 1 – Emergency Plan – Properties Survey
- 2 – Emergency Plan – Hazards Assessment
- 3 – Outdoor Artifacts Display Plan



Figure 1
Overall Planning Area

The Museum’s overall spatial planning area coincides with the “Railroad Historic District,” designated by the City of San Luis Obispo, shown in the darker green and extending about 1½ miles. However, the Museum occupies and has specific proposals only for some parts of the district. The main facility is the Freighthouse, shown in dark blue (not to scale).

The Union Pacific (formerly Southern Pacific) Railroad tracks run the length of the district. Next to the tracks on the east a bicycle and pedestrian path extends from Orcutt Road at the south to the Jennifer Street Bridge.

MAJOR THEMES

The Museum inspires and retains interest by telling stories that a wide range of people can identify with. The most significant stories are, in no particular order:

- *The connection* of the Central Coast to the wider world, first by the Pacific Coast Railway and then by the Southern Pacific Railroad.
- *San Luis Obispo's roles* as a division point and as a helper base for operations over Cuesta Grade, with the resulting employment base.
- *The dominant regional traffic*, including beans, oil, and sugar beets, and the central role of railroads in moving people, mail, and express (with emphasis on the Freighthouse for trans-shipment).
- *Dependence on rail* for mobilization during World War II and in support of the postwar prosperity and construction.
- *The intricacies* of railroad operations and how they have *changed* –dispatching, communications, locomotives, local vs. through traffic, and staffing.

VISION FOR PARTICIPANTS' EXPERIENCE

Those traditionally called visitors will be thought of as participants. All who interact with the Museum will be offered opportunities to understand the basic relationships between railroads and life on the Central Coast, and to pursue more detailed knowledge if desired, whether visiting permanent or temporary sites in person or accessing the Museum through paper or electronic means.

DEVELOPMENT

Outdoor Exhibits

Display Tracks

1. The northern approximately 200 feet of the standard-gauge display track will be kept open for equipment operation.
2. Cars of like type and vintage should be grouped, to depict typical train arrangements.
3. Cars need not be restored to their final intended appearance, but should be graffiti-free, secure from weather and, as appropriate, secure from access to the interior while allowing exterior viewing.
4. Cars arriving in San Luis Obispo should be placed at their ultimate display location whenever practical, to avoid multiple moves.

5. The track is to be lengthened to the southern limit of city ownership, with accommodation of the Union Pacific R.R. access easement.
6. To increase display and operating flexibility and allow rail delivery of cars, the display track should be extended south to connect with any additional siding or yard trackage installed by or in co-operation with Union Pacific R.R. and track within Emily Street Yard. Such extension may eventually reach Orcutt Road.
7. Signage is to be installed explaining the function of the "house track," its reconstruction by the Museum using salvaged materials, and a warning against trespassing on all tracks.

A Note on Priorities & Timelines

Timeframes for actions, including obtaining, restoring, and displaying artifacts, generally reflect previous opportunities and commitments, as well as wanting to tell the most engaging parts of Central Coast railroading stories first. Priorities and timelines may be adjusted based on factors such as weather, unexpected gain or loss of funding, and the availability of volunteers to do the work or manage the work of hired contractors or tradespeople.

Rolling Stock – Standard Gauge

La Cuesta former ATSF café-lounge

Objectives: Return the interior layout to near-original (medium priority); restore interior to period-appropriate appearance (medium priority).

Uses: Educational display; Museum activity location; rental venue.

Southern Pacific bay-window caboose #1886

Objectives: Complete exterior lettering by 2021.

Uses: Educational display.

Southern Pacific tank car type CS-25A

Objectives: Restore and move north, away from platform, on display track, by 2021.

Uses: Educational display.

Southern Pacific sugar beet gondola

Objectives: Complete painting and lettering by 2022.

Uses: Educational display.

Rolling Stock section continues on page 3.

Figure 2 (right)
Primary Facilities Area

The Museum occupies the former Southern Pacific Freighthouse and some of the immediately surrounding outdoor area under lease from the city, and standard-gauge display track (yellow line) under encroachment permit from the city. The Museum will extend the display track south (dashed yellow line), consistent with previous plans, to the extent of the city ownership. The end of the extension occupies and must accommodate an access easement for the railroad.

Figure 3 (below)
Major Outdoor Features



(E) - Existing location * Temporary location for PMT trailer
(P) - Proposed location
Precise location of cars is subject to change.



Rolling Stock continued**Fairmont Track Car (“Speeder”)**

Objectives: Bring to the Freighthouse for display and potential operation, by 2021.

Uses: Educational display; fundraising activity.

Southern Pacific outside-braced boxcar

Objectives: Complete basic restoration during 2021; move from Emily Street Yard to display track and install “People of Southern Pacific” exhibit during 2022.

Uses: Educational display, storage.

Southern Pacific cupola caboose #244

Objectives: Restore and move from Emily Street Yard to display track by 2025.

Uses: Educational display.

Southern Pacific flatcar with PMT trailers

Objectives: Acquire, restore, and display with two Pacific Motor Trucking trailers.

Uses: Educational display, storage, publicity.

Plymouth diesel locomotive

Objectives: Improve operational capability and decide restoration appearance by 2022.

Uses: Educational display; fundraising activity; car moving.

Rolling Stock – Narrow Gauge**Pacific Coast Railway #706 boxcar**

Objectives: Maintain in good order.

Uses: Educational display, restrooms, storage.

Pacific Coast Railway 1200-series boxcar

Objectives: Restore to near-original condition, including second roof layer (complete by 2022).

Uses: Educational display, storage.

Pacific Coast Railway push car

Objectives: Maintain in good order.

Uses: Educational display.

Union Oil Company push car

Objectives: Maintain in good order.

Uses: Educational display.

Pacific Coast Railway caboose

Objectives: If this artifact is acquired, it will be moved to and displayed on the additional narrow-gauge track planned next to the solar electric installation. (Time frame: 2021 – 2025)

Uses: Educational display.

Pacific Coast Railway locomotive tender tank

Objectives: Identify display site outside Emily Street Yard during 2020; prepare track and install trucks (wheel assemblies) during 2021; restore tender and install on trucks by 2023.

Signs, Signals, and Structures

1. Maintain the operable wig-wag signal at its present location at the northern end of the Freighthouse.
2. The “repair in place” (RIP) office stored in Emily Street Yard will be moved to the southern end of the Freighthouse (low priority).
3. The concrete telephone booths will be moved near the Freighthouse, subject to City of San Luis Obispo approval. The booths will be repaired, doors secured, and an audio recording made available as an educational exhibit (2022 time frame).
4. Additional signals and similar size outdoor artifacts may be installed in parking lot planters in the Freighthouse vicinity, subject to City of San Luis Obispo approval (Appendix 3).

Additional Storage, Work, and Display Needs

1. The Museum will maintain and seek other outdoor and covered space in addition to the Freighthouse, its immediate vicinity, and display track (Figure 4).
2. Potential sites to supplement or replace the space at Emily Street Yard include and land that may become available from the Union Pacific R.R., the City of San Luis Obispo, or others.
3. During 2020 and following years the Museum will implement the Emily Street Contingency Plan, which is intended to reduce the quantity of items stored there and to secure sites to which items could be moved if vacating part or all of Emily Street Yard is required.
4. The area for a narrow-gauge display track next to the drive will be prepared and track in-stalled.



Figure 4
**Additional Storage, Work,
and Display Spaces**

- Emily Street Yard (existing)
City owned right-of-way
- U.P.R.R. property (potential)
- Other privately owned site (potential)

Base image from Google Maps

Indoor Exhibits

Exhibit Objectives

All exhibits, but particularly indoor displays of items not widely appreciated, must tell a coherent story involving one of the major themes (page 1). Space constraints require concise, uncluttered arrangements with adequate basic information, and links for visitors to obtain more detail when they choose.

Sufficient volunteer support and storage space must be developed to allow rotating exhibits and entirely new exhibits, which will encourage repeat visits.

Timeline

A timeline spanning the beginning of the Pacific Coast Railway at least to the absorption of the Southern Pacific by the Union Pacific will be installed below the roof trusses and surrounding the presentation area (medium priority).

Pacific Coast Railway

This permanent exhibit answering the question "Why a railroad to the beach?" for the region's first railroad will be maintained.

Southern Pacific Railroad & Cuesta Grade

Various artifacts and pictures will show the role of Southern Pacific in connecting the Central Coast with the state and nation, and San Luis Obispo's role as a division point. A Cuesta Grade map is prominently displayed as backdrop to artifacts such as the breathing apparatus. A three-dimensional map may be made of the line and topography from San Luis Obispo to Santa Margarita (low priority). The connection to the south along the coast will also be presented.

Union Pacific Railroad

Various artifacts and pictures will show the role of Union Pacific in upgrading and maintaining main-line service through the region.

Santa Maria Valley Railroad

This permanent exhibit on the region's privately owned railroad will be maintained and updated.

Amtrak

Various media will show the role of Amtrak in replacing railroad-operated passenger service through the Central Coast (complete by 2021). The Amtrak exhibit may include a locomotive cab simulation.

Locomotive Appurtenances

Bells and whistles will be displayed where bells can be rung by visitors with muffled mallets and with visitor-activated recordings of steam whistles (at reduced and controllable volume). Locomotive headlights will be displayed with information on means of lighting. (medium priority)

Presentation Area

The seating area with capacity for about 50, with screen and audio-visual equipment suitable for programs and presentation, will remain. Lighting circuits in the exhibit hall will be modified to allow reduced light levels for projection screen viewing.

Children's Play Area

A children's activity area will be maintained. Children's activities may be moved outdoors during presentations, weather permitting.

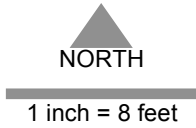
Model Railroad

The model railroad occupies 1,500 square feet, portraying the railroad history of the California Central Coast at 1/87 full size (HO), with operating scale trains in their historical context. The model represents several aspects of railroading in San Luis Obispo and northern Santa Barbara counties, including geographical features, industries served, and train operations of the various railroads located there. The model mainline will be over 500 feet long. A double-deck, peninsula layout recreates up to 16 historic local railroad scenes. Major features include the Pacific Coast Railway pier at Avila, San Luis Obispo as a railroad division point with roundhouse, water tanks, the depot, and adjacent buildings, the Stenner Creek trestle, and horseshoe curve.

Operations include full-length passenger trains, including the colorful, streamlined Daylight, the Lark, and mail trains. Freight trains demonstrate shipping local produce, lumber, sugar beets, oil, and general merchandise. A maintenance-of-way train is included. Trains are radio controlled, incorporating sound, for a realistic presentation of railroading along the Central Coast.

Remaining work includes scenery and structures over and north of Cuesta Grade, to be complete by 2022. Addition and refinement of details for all areas may continue over several years.

Figure 5
Exhibit Hall



Key to Additional Features

- 1 – Drinking Fountain
Donor Board Above
- 2 – Projection Screen
- 3 – Audiovisual Equipment
- 4 – Tall Display Case:
East side – Coast Line connections
West side: steam & diesel loco-
motive operations
- 5 – Tall Display Case: temporary exhibits
The tops of cases 4 and 5 will be
used to display locomotive lights
- 6 – Low Display Case: Documents or
small 3-D artifacts
- 7 – Low Display Case: Documents or
small 3-D artifacts
- 8 – Portable, changing display (such as
photos of projects underway)
- 9 – Exhibit: Railroad signs
- 10 – Pacific Fruit Express sign over door

Photomurals on south wall above 6 & 7

Shear wall and partition wall at model area

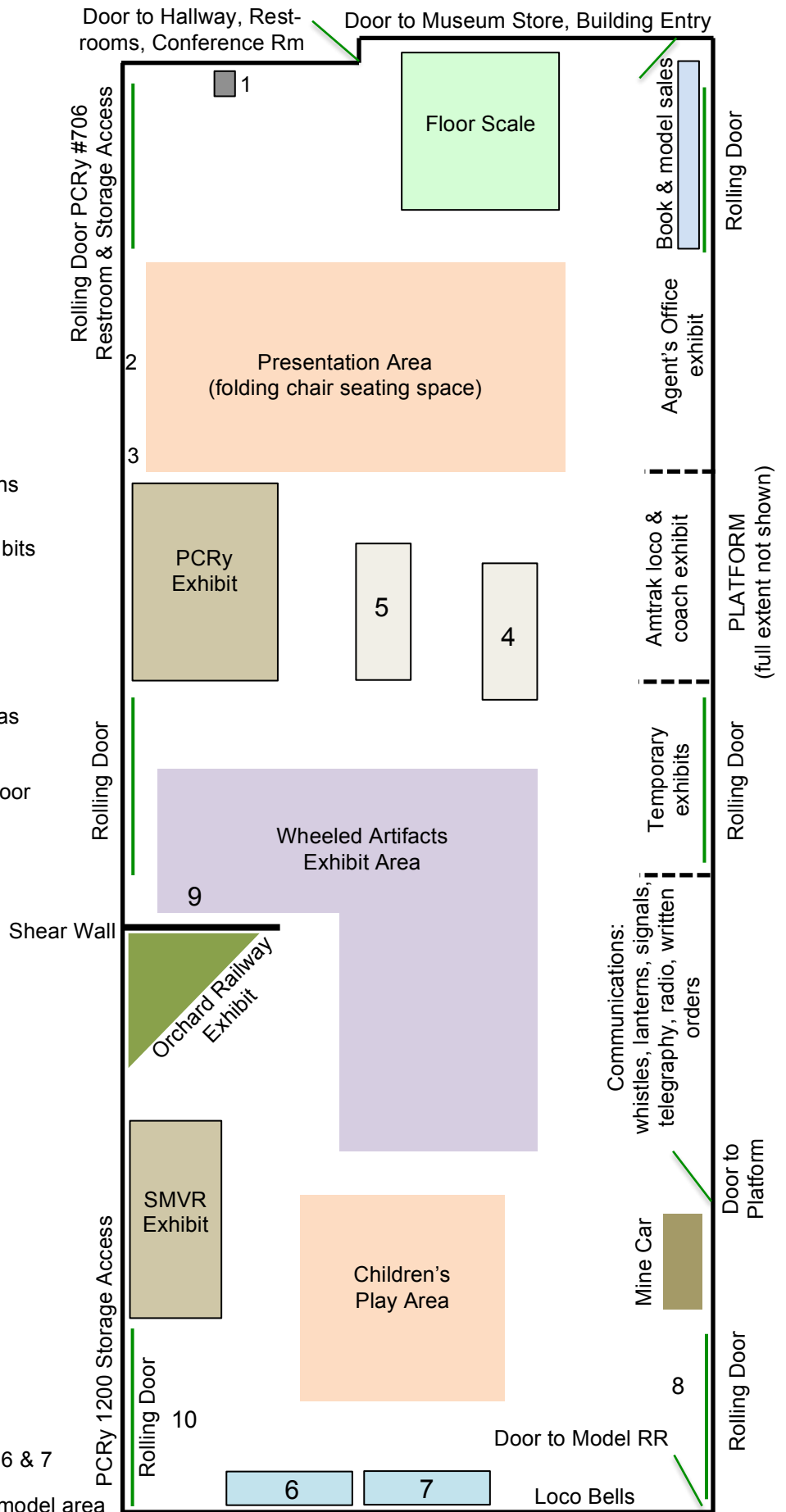
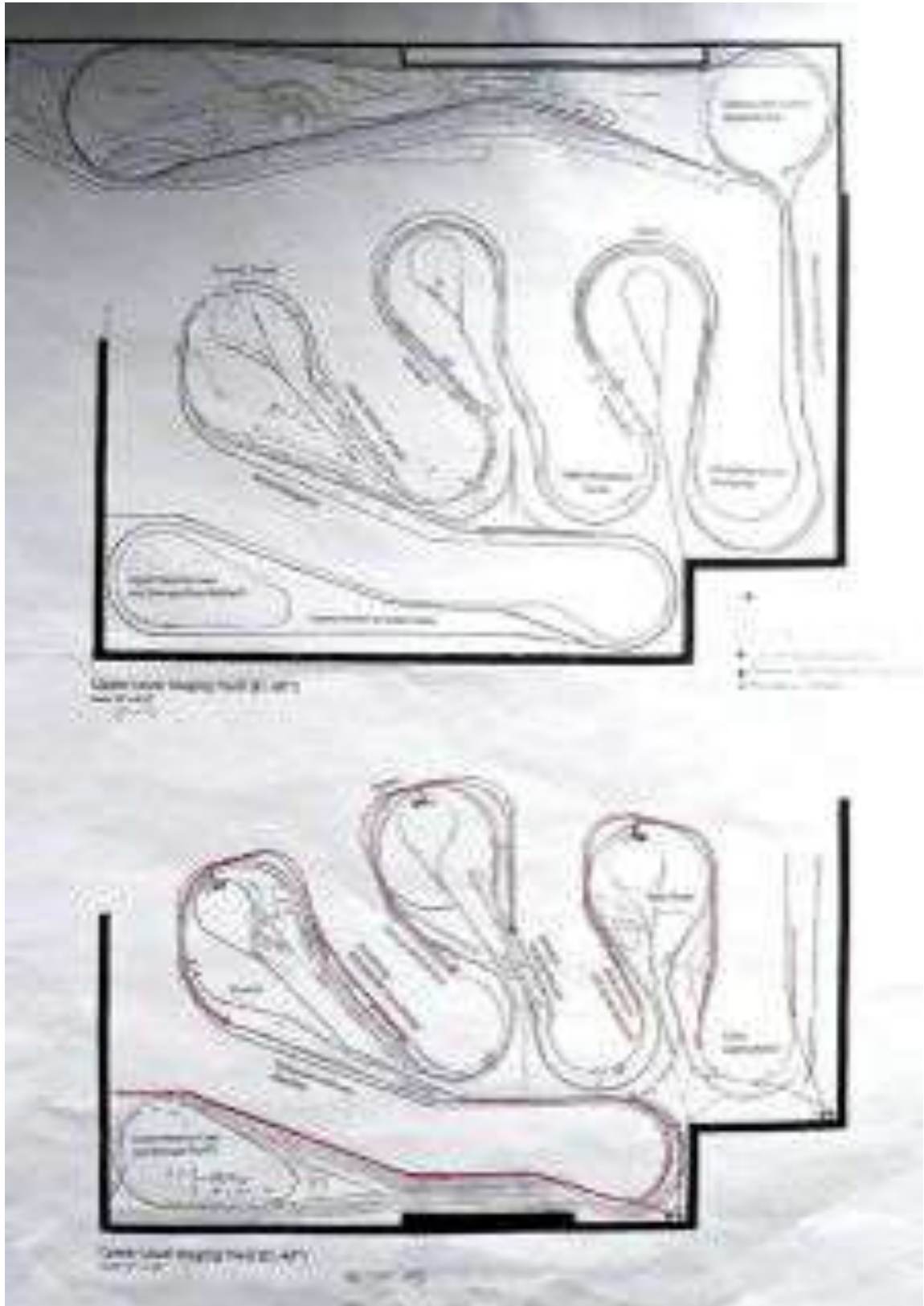


Figure 6
Model Railroad This illustration is a placeholder.



OPERATIONS

Continuing Activities

Public Hours

The Museum's regular public hours are 10:00 to 4:00 every Saturday except Christmas and New Years. The Museum may expand to Sunday afternoons, contingent on attendance and docent availability.

Major Events

The Museum will continue having two major events each year: San Luis Obispo "Train Day" in the Spring (usually in May, coinciding with the anniversary of the arrival of the first Southern Pacific train); the Central Coast Railroad Festival in the Fall (usually October), a widely publicized celebration involving many venues. The number of major events is not expected to change. Special presentations such as guest speakers and movie nights are held during these events and at other times (see below).

Arranged Events and Tours

The Museum will continue to host arranged events and tours where attendees may already, but not necessarily, have an interest in railroad history. These include birthdays, family reunions, road rallies, and meetings or tours of groups from the Central Coast and from other places in California and the western states. These gatherings introduce visitors to the Railroad District, San Luis Obispo, and the wider community. They are a revenue opportunity, with proceeds helping to fund operations and restoration projects.

Special Presentations

The Museum will continue to facilitate talks by museum members, speakers from other organizations (typically focused on regional history), and extensions of regular hours to accommodate movie nights or volunteer appreciation. The goal is to have these types of events at least quarterly.

Trips

The Museum will pursue opportunities for members and others to ride passenger trains on the Central Coast.

Membership

The Museum has about 200 memberships, of which about half are family or life memberships. Membership turnover is about five per-cent per year. The Museum will continue to solicit new members and renewals through its newsletter and email contacts, its website and physical site, and other means. Membership numbers are stable. The Museum's goal is to increase the number of members about five percent per year, especially those willing to be active as docents, workers, and board members.

Docent Recruitment and Training

The times that the Freighthouse can be open and the quality of visitor experiences depend on the number and abilities of volunteer docents. Docents are recruited mainly from rail enthusiasts, with some being former railroad workers. The Museum will implement background checks and a training program to ensure that docents are suitable hosts for a wide range of visitors. The Museum intends to increase the number of active docents.

Publications

The *Coast Mail* will continue as a regular quarterly, full-color newsletter, with a four-page paper version and an online version that is usually longer. Content includes reports of recent Museum activities and accomplishments, announcements of upcoming events, and narratives and descriptions of historical material.

From the Freighthouse will continue as a brief, timely newsletter, distributed about twice a month by email, focusing on major accomplishments and upcoming events.

The Museum will publish pamphlets and books covering its displays, collection items, and historical accounts.

Internet Presence

The Museum's Website contains pages for membership, support, volunteering, events, resources, links, and featured exhibits, among others. The Museum also maintains a presence on Facebook and other social media.

The Museum will continue to have basic information as widely available as possible. It will expand online material to include its archives and oral history programs, while assuring membership has benefits by having some material fully accessible only to members.

Video cameras will be installed at the Freighthouse, to stream live images 24 hours a day, of the Freighthouse vicinity.

Museum Store

The Museum Store will continue to allow in-person and web visitors to obtain mementos, certain railroad artifacts, new books with a local focus, and a wide range of used books. Proceeds support Museum operations. Many items are donated, while others are purchased for resale. Museum Store sales are supplemented by consignment sales through a local hobby store, and auctions and swap meets connected with Museum events. The Museum manager will continue to evaluate and make recommendations for merchandise turnover, potential new offerings, and marketing efforts.

Programs

"Train Tales" Oral Histories

The Museum will continue to obtain video recordings of local railroad workers and their families recalling their experiences and make them available online.

Education and Outreach

The Museum has developed a Boy Scout merit badge program, and a 3rd grade curriculum supplement that involves a classroom introduction, a visit to the Freighthouse and surroundings, and a follow-up classroom activity. While schools throughout the area have been approached, Hawthorne and Sinsheimer elementary schools in particular are expected to participate because they are within walking distance. The Museum will continue to offer the curriculum to elementary schools in the region.

A YMCA children's summer program tours and a city Parks & Recreation children's tours are examples of the types of activities the Museum will continue to provide. High school and college students are encouraged to join and become active members, especially with tasks such as design, materials preparation, and artifact restoration that can be "resume builders." The Museum accommodates knowledgeable under-18 volunteers as docents or other roles, with parent or guardian approval.

The Museum will continue to publicize its regular hours, major events, and special programs through free local media and by grant-funded advertisements in wider media.

Research Library

The Museum has developed a library of books and periodicals that is a significant resource for historical and contemporary research. The Museum will provide a simplified online catalog of its library holdings, document collection, and artifacts.

Archives

The Museum has a growing collection of several thousand documents and photographs involving all the railroads that have served or continue to serve the Central Coast. A topical sorting system is being implemented, but entering all the items in a database searchable by various fields including key words depends on recruiting additional volunteers and multi-user access to the Museum's computer system. The archives are providing material for several human-interest stories in the Museum's newsletter.

A committee of members recommends and implements, with Board approval, a Collections Policy covering all aspects of acquiring, cataloging, and caring for artifacts and archival and research material, and occasionally disposing of irrelevant and duplicate items.



ADMINISTRATIONBoard

The Museum's Board of Directors can have up to 21 members. It began 2021 with nine. Two-year terms are staggered. Board members sign contracts with the organization spelling out expectations and responsibilities. New Board members are recruited and confirmed by sitting Board members.

Officers

The Board names four officers: president, vice-president, secretary, and treasurer, with duties as provided in the Bylaws.

Staff

The Board can and has named a curator, an archivist, a manager, an assistant manager, a newsletter editor, and a webmaster who serve at the pleasure of the Board. Duties of the curator and the archivist are spelled out in the *Collections Policy*. The manager and assistant manager have written job descriptions.

The Board can name an executive director but has not done so. No staff positions are paid.

Committees

The following standing committees have been established but are subject to change.

- Budget and Finance
- Fundraising
- Facilities and Operations
- Membership Services and Board Development
- Exhibits
- Restoration and Equipment
- Curation and Archives
- Events and Public Relations
- Model Railroad

Each committee has a statement of purpose and responsibilities. The Board confirms committee membership annually, when committees summarize their progress for the year ending and propose tasks and budgets for the coming year. There is overlap of committee membership. Volunteer work at the Museum is limited to Museum members, but a member need not be on a particular committee to work in a committee's area of responsibility.

Bylaws encourage a clear distinction between the Board's policy-setting role and the more detailed, hands-on work of the committees

FINANCIAL STRATEGYGeneral Board Policies

1. Employ program budgeting, with cost estimates, time goals, responsible lead persons, and funding sources identified for all major projects and acquisitions.
2. Account for income and expenses in three categories that reflect different aspects of developing and operating the Museum:
 - *General Fund* covers continuing expenses such as insurance, utilities and security services, routine publications, postage, office and cleaning and supplies, education and training, organization memberships, gift shop restock, fund-raising expenses; revenues include memberships, admissions, event fees, and operations of the Museum Store;
 - *Central Coast Model Railroad* is a subgroup of the Museum with its own dues, donations, sales, and sponsorships, which are used to build, operate, and maintain the model railroad exhibit;
 - *Capital* is used to purchase and refurbish artifacts, equipment, and exhibits, generally as funded by earmarked or general donations and grants.
3. Fund operations and maintenance expenses through operations revenue.
4. Maintain a reserve equal to a year's general expenses, about \$25,000.
5. Obtain and manage one or more long-term financial resources that would support some operating and restoration costs from earnings, without depleting principal.
6. Not use grants or major donations for operating expenses.
7. To reduce Museum costs and help assure continuity, recruit service groups to adopt outdoor displays for maintenance.
8. Receive fair market value for non-collection donated items and for deaccessioned items that are sold.
9. Obtain unrestricted grants and donations as appropriate.
10. Obtain, use, and separately account for restricted grants, sponsorships, and donations (such as funds to be spent on specific acquisitions, restoration projects, or displays).
11. Maintain a valuation inventory of the Museum's property for purposes such as insurance and potential sale of assets.
12. Adequately document Museum procedures and accounting to assure continued tax-exempt, non-profit status and community trust.
13. Prepare, adopt, and periodically review an Investment Policy.
14. Maintain adequate liability insurance, including coverage for the Board of Directors.

EMERGENCY PLANPurpose

This plan is to help the Museum avoid or minimize the effects of disasters, to respond appropriately, and to recover afterward. It does this by assessing potential sources of harm, outlining measures for protection of Museum visitors, staff, volunteers, and property, and prescribing actions to restore the Museum's operations and collection following an incident.

Major Properties

The survey of Museum properties is Appendix 1.

Hazards Assessment

The survey of hazards is Appendix 2.

General Provisions

Insurance: The Museum will keep in effect adequate insurance coverage for liability and for replacement of its property. Coverage for collection recovery costs will be investigated.

Location safety: Museum volunteers and staff will use basic measures that apply in all settings where workers and public visitors gather, and which can mitigate harm from a range of sources. These measures include assuring that telephone service is active, lighting is adequate, building occupancy limits are not exceeded, and that trip hazards such as extension cords are minimized and marked.

Rapid response: In response to an incident, the curator, or in the curator's absence the manager, may without prior board approval hire or contract for necessary services to secure the premises and to avoid or mitigate further loss of collection items or other Museum property.

Annual review: The Facilities and Operations Committee and the Curation and Archives Committee will review this plan annually and recommend any needed changes to the Board.

Fire

Prevention & preparation:

Museum volunteers and staff (mainly the Facilities and Operations Committee) will work with the City of San Luis Obispo Fire Department to assure that fire safety standards are met. Such standards cover the provision, maintenance, and testing (as applicable) of the following.

- *Building evacuation*, including path of travel (including provision for handicap movement);
- *Alarms* (on-site and remote notification);
- *Fire suppression* systems (hydrants, automatic sprinklers, and portable fire extinguishers);
- *Storage* of flammable liquids, such as certain paints and solvents.

Museum volunteers and staff will prevent or remove dead plants and accumulation of debris at the Emily Street Yard and will monitor and report excess dead plants and accumulation of debris on neighboring property (U. P. Railroad typically removes dry grass from its right-of-way within the city annually).

Recovery:

The Museum Curator, Archivist, and Curation and Archives Committee will work to create and maintain offsite digital back-up of Museum records and collection documents and photographs.

The Curation and Archives Committee will create and maintain an inventory of locations (such as pre-arranged members' homes or other secure indoor locations), procedures, and professional resources for treatment of items having smoke or water damage, which often is more extensive than outright destruction by fire.

Earthquake

Preparation: Museum volunteers and staff (mainly the Facilities and Operations Committee) will work with the City of San Luis Obispo Building and Safety Division to assure that seismic structural features are maintained as permitted. They will also install and maintain proper restraints for stored or displayed items that due to their location, overall weight, or weight distribution would be falling or tipping hazards.

Response: Museum volunteers and staff, primarily the Facilities and Operations Committee, will as soon as practical assess damage and identify and take any steps needed to secure the Freighthouse and attached or adjacent rolling stock from damage due to compromised gas, water supply, sewage, or electrical service, and from weather and unauthorized entry.

Toxics, flammables, and explosives release

Preparation: Museum volunteers and staff will be continuously vigilant of conditions in the vicinity, alert for signs of hazards such as the smell of gas or appearance of liquid spills. The backup-file recovery strategy for fire would also apply to catastrophic, long-term toxics release.

Response: Museum volunteers and staff will report to appropriate responders, typically the San Luis Obispo 911 dispatch for police and fire, any suspected toxics, flammables, or explosives release. As directed by 911 dispatch or emergency responders, Museum events hosts, program leaders, or docents will advise Freighthouse occupants of the need to evacuate or to shelter in place.

Radiation release

Preparation: Museum volunteers and staff will be aware of the established warning system, which includes sirens and broadcast alerts.

Response: Radiation release is expected to entail at least several minutes if not hours warning. As directed by County authorities, Museum events hosts, program leaders, or docents will advise Freighthouse occupants of the need to evacuate or to shelter in place.

The backup-file recovery strategy for fire would also apply to catastrophic radiation release.

Derailment, collision, or aircraft impact

Preparation: Museum volunteers and staff will be alert to signs or notices of accidents in the vicinity.

Response: Museum volunteers and staff will report to appropriate responders, typically the San Luis Obispo 911 dispatch for police and fire, any nearby derailment, collision, or aircraft impact. As directed by 911 dispatch or emergency responders, Museum events hosts, program leaders, or docents will advise Freighthouse occupants of the need to evacuate or to shelter in place.

The backup-file recovery strategy for fire would also apply to catastrophic direct impact.

Civil unrest, terrorism, and focused violence

Preparation: The Museum will maintain outdoor lighting and video surveillance at the Freighthouse.

Response: Museum volunteers and staff will report to appropriate responders, typically the San Luis Obispo 911 dispatch for police and fire, any suspicious or threatening behavior. At the sound of gunfire or other attack outside the building –absent other instructions from qualified responders– Museum events hosts, program leaders, or docents will proceed to lock down the building. At the sound of gunfire or other attack within the building, hosts, leaders, or docents will try to first, evacuate the building, and second, create refuge in the least accessible space, with lights out and doors locked and barricaded if possible. Third, those in the same space as the attacker and unable to evacuate or shelter will try to incapacitate the attacker using any improvised weapon available.

Pandemic

Museum public and member events will be cancelled upon the advice of the San Luis Obispo County Health Department (or state or federal authorities) if gatherings have the potential to further the spread of disease.

Freighthouse

The Museum is a long-term tenant of the former Southern Pacific Freighthouse located at 1940 Santa Barbara Avenue in San Luis Obispo, California. This plan focuses on the Freighthouse because it is the location of nearly all Museum resources, activities, and public access. The building and immediately surrounding land are owned by the City of San Luis Obispo. The building is a single-story, wood-frame structure with sloped metal roof, partitioned into spaces for public display, office, restrooms, sales, library, and model railroad.

The Museum has built a display track between this building and along, but not connected to, the active Union Pacific Railroad main line. The 1926 former Santa Fe café-lounge car now named *La Cuesta*, former Southern Pacific bay-window caboose #1886, and a former Southern Pacific 1903-built tank car are on display near the southern end of this track.

A shorter display track has been built on the opposite side of the building. Two narrow-gauge, wood-framed boxcars are on this track, accessible from the building, and are used for restrooms and storage. A freestanding “wig-wag” signal and other artifacts are installed next to the building. Major components of a semaphore trackside signal have been used to create the Museum’s main identification sign next to Santa Barbara Avenue.

The Museum’s indoor collection includes a wide range of small three-dimensional artifacts, books, photographs, audiovisual recording, and documents.

Emily Street Yard

The City has made available for Museum use part of the unimproved Emily Street right-of-way, located north of Roundhouse Avenue and about 1000 feet south of the Freighthouse. The site is enclosed with a six-foot chain link fence and gates, is mostly covered with granite walk-on rock, and contains: two steel shipping containers modified for secure storage; two narrow-gauge wood boxcar bodies; a standard-gauge, wood-sheathed boxcar; a truck trailer; miscellaneous freight car components; several trackside signals and switch stands; track materials such as rails, ties, and spikes. Three metal cabinets hold a range of tools.

Offsite Items

The Museum’s motorized track car (“speeder”) is kept at a member’s home in a fenced area. Some types of artifacts, documents, and other items, such as tools, routinely move from the Freighthouse to members’ homes and back as they are researched, cataloged, and restored.

Fire

Wildland fire: The Freighthouse and Emily Street Yard are in the general vicinity of Terrace Hill (grassland) and Santa Lucia Foothills (grassland, brush, and some riparian woodland). There is adequate separation by urban development and the Union Pacific right-of-way to minimize wildland fire hazard.

Urban fire: The Freighthouse and the rolling stock in Emily Street Yard are separated by several hundred feet from other structures. The Freighthouse has been retrofitted with automatic fire detection and sprinkler systems. Both locations are well within a four-minute fire response time from the Main Fire Station located nearby. Primary concerns are the annual accumulation of dry vegetation next to Emily Street Yard and unauthorized camping at both locations.

Coastal and flood hazards

This is not a coastal location.

The Freighthouse and Emily Street Yard are not subject to flooding from rainfall or waterway overflow. Inundation or erosion from breach of water containment is not a significant risk. The former Southern Pacific water tank (north of the Freighthouse location, empty) and the city's Terrace Hill Reservoir (steel tank in use) would not drain through or adjacent to the Freighthouse or Emily Street Yard.

Earthquake

San Luis Obispo is in a seismically active area and is subject to ground shaking from several faults. The Freighthouse underwent seismic retrofitting to assure that major building components would not fail catastrophically during the maximum expected ground acceleration, in accordance with California codes. Such retrofitting generally means the building shell will remain intact. However, a major quake's damage could compromise weather protection, and artifacts, fixtures, and furnishings could be damaged or pose a hazard to building occupants.

Landslide and ground instability

The Freighthouse and Emily Street Yard are not subject to landslide because land in the vicinity has minimal slope. Risk of instability related to earthquakes, such as liquefaction, is minimal due to the absence of unconsolidated alluvium or extensive groundwater.

Wind and falling trees

San Luis Obispo is not subject to extreme wind events such as tornado or hurricane. (The wind design speed for structures is momentary 70 miles per hour.)

Several tall eucalyptus trees grow in the vicinity, but none would reach the Freighthouse, display track, or Emily Street Yard if they fell.

Toxics, flammables, and explosives release

This part addresses releases from stationary sources.

A high-pressure natural-gas transmission line runs under the Emily Street Yard, angles northeast at the end of High Street (about 300 feet south of the Freighthouse), and proceeds under the railroad. From there it continues under neighborhood streets on the north flank of Terrace Hill to Johnson Avenue and northwesterly to Cuesta Pass. Natural gas is combustible or explosive when mixed in certain concentrations with air.

There are no industrial facilities or commercial facilities using substantial amounts of toxics, flammables, and explosives in the vicinity.

Radiation release

The Diablo Canyon nuclear power plant, with two reactors and on-site storage of spent fuel in a pool and in dry casks, is located on the coast about 12 miles west of the Freighthouse. The Freighthouse is in the plant's emergency planning zone #8 (of 15 zones, with zone #1 having the highest risk and #15 the lowest based on proximity to the plant and prevailing winds).

Derailment, collision, or aircraft impact

The primary hazard is freight traffic on the adjacent Union Pacific Railroad. Here, the two main tracks, siding, “helper pocket,” Amtrak passenger layover facility, and “team track” spur are a low-speed operating environment, with nearly all trains stopping before proceeding. The southern approach is slightly upgrade, eliminating the potential for brake-failure runaways. The immediate northern approach is nearly level, following a maximum 2.2-percent descent along Cuesta Grade, which has potential for runaways. A high-speed runaway would likely derail on one of the curves north of the Johnson Avenue underpass, about one-half mile north of the Freighthouse.

The nearest at-grade road crossings are Marsh Street, about 3/4 mile north, and Orcutt Road, about one mile south.

As this plan was prepared, freight traffic was typically limited to twice-weekly southbound loaded unit crude-oil trains and northbound empties, with southbound autoracks and empty intermodal equipment. Expanded rail traffic or traffic shifted from the San Joaquin Valley line could result in increased merchandise and loaded intermodal traffic at any time. Common commodities of concern in previous years were liquefied petroleum gas, acids, solvents, bulk plastics, and lumber and paper products.

Safety issues include, as a result of derailment or rail collision in the vicinity, release of inhalation and contact hazards, and fire, as well as direct impact to Museum facilities or equipment.

Highways 1, 101, and 227 serve the San Luis Obispo area. There are no major highways, or truck routes serving industrial areas, close to the Freighthouse.

The Freighthouse and Emily Street Yard are outside the San Luis Obispo Regional Airport land use planning area. Aircraft incidents are no more likely at the Museum’s facilities than in the region generally. However, long-range commercial and short-range military flights pass over the region, usually on northwest-southeast paths.

Civil unrest, terrorism, and focused violence

The Museum location is an unlikely setting for terrorist acts or focused violence (such as workplace shootings), but no place is immune from them.

Vandalism (graffiti) and theft have been recurring problems in the area of the Freighthouse and Emily Street Yard. Community history and setting indicate that widespread civil unrest is highly unlikely. Relatively small-scale group misbehavior has been associated largely with downtown entertainment venues or college-area gatherings.

Pandemic

Museum personnel and visitors are no more or less likely to be affected by widespread infectious disease than the local population generally.

SLORRM Development & Operations Plan: Appendix 3 – Outdoor Artifacts Display Plan

