

1990

Minutes of the first GNRHS Board of Directors meeting held on July 9, 1990 at Grouse Mountain Lodge, Whitefish Montana.

Directors and others present were Robert Downing, Russell Wilcox, Father Dale Peterka, Norman Friebe, Martin Evoy, President Peter Thompson, and Secretary Connie Hoffman. Not in attendance: Ralph Day.

The meeting began with a memorial to Norman C. Keyes Jr., led by Father Dale Peterka.

#1

Motion was made by Peter for acceptance of the minutes of the Board of Directors Conference call of February 12, 1990.

Motion proposed by Martin

2nd. by Bob

All others in favor

#2

Motion was made by Martin that a contribution of \$250.00 be made to the Minot Railroad Museum in Memory of Norman C. Keyes Jr., which will come out of the Historical Preservation Fund. He also suggested that each officer and board member write Helen Keyes a short note about the convention.

Motion proposed by Russ

2nd. by Bob

All others in favor

#3

Motion was made by Martin that Peter Thompson be selected as a member of the board filling the vacancy caused by Normans death.

Motion proposed by Bob

2nd. by Norm

Father Dale against all others in favor

#4

Motion for retroactive approval of a contribution to the LSM of T in the amount of \$1661.00 for strobe lights which will be used on Hustle Muscle. Monies will come from the Hustle Muscle fund.

Motion proposed by Bob

2nd. by Norm

All others in favor

#5

Motion to contribute \$77.00 for a new Bell Ringer, for Hustle Muscle. Funds will be taken from the Preservation Fund.

Motion proposed by Russ

2nd. by Norm

All others in favor

#6

Proposal to convert Norman C. Keyes Jr., life membership to Helen C. Keyes in recognition of her GNRHS efforts in the late Editor's office.

After much discussion the proposal was denied.

#7

Motion to pay \$200.00 June stipend to the estate of Norman C. Keyes Jr..

Motion proposed by Martin

2nd. by Russ

All others in favor

#8

Motion to pay quarterly \$200.00 stipend for September, December and March 1991 issue, to Russ Wilcox.

Motion proposed by Martin

2nd. by Bob

Russ Wilcox abstaining. All others in favor

#9

Motion that the September Goat should be of similar content as previous years, to encourage 1991 dues renewals which will be requested in our October renewal campaign.

Motion proposed by Martin

2nd. by Father Dale

All others in favor

#10

Proposal that Russ Wilcox and Peter Thompson prepare and publish the September and December issues of the GOAT. Peter mentioned that costs may exceed previous budget's, but that reasonable judgement of total cost versus content would be used.

After much discussion proposal was made for acceptance by Martin

2nd. by Father Dale

All others in favor

#11

Report by Russ of expected contents of the September and December GOAT and comments on the June 1990 GOAT.

September will have a flier from Greenberg Publishing, the Calendar, Wrap Around, and three reference sheets on H5 locomotives, a Coal Loader and Caboose sheet.

December is still in the planning stage. At the moment the reference sheets will be on the P2 Locomotives, Plywood Box Cars and possibly a sheet on Snow Sheds.

All present gave Russ a very special thanks for taking on the job as Editor.

#12

Brief update by Peter on the current state of GNRHS and of our finances, and tally of our recent successes and failures.

Peter reported that he keeps very close tabs on the operation of the GNRHS, as he has for several years. All present were given a financial statement for review. He reported that we need to sell 120 more copies of #143 to cover our costs, the rest will be profit. Income from the promotional sale items such as name tags and cups have been very good.

There will be an estimated \$5427.00 in the GNRHS account as of December 31, 1990. This figure does not include renewal monies for 1991.

Peter requested \$212.00 for special travel allowance in regards to Norms funeral.

Motion proposed by Russ

2nd. by Father Dale

All others in favor

#13

Report on the willingness of present officers/associates to continue for 1991. All have agreed to continue with their respective offices with the exception of Treasurer Arthur Allen. He will resign as of December 31, 1990. Peter noted that Art will do the 990 for the end of this year. He also suggested that a possible replacement is Ernie Lehmann. He has expressed interest in becoming more involved with the GNRHS. With the Boards permission Peter Will talk to Ernie.

Motion proposed by Norm

2nd. by Russ

All others in favor

#14

Proposal for new job titles for the following.

Mike Radke Back Issue Officer

Duane Amdahl Computer Operations Officer

Stu Holmquist Archives and Research Officer

Motion proposed by Father Dale

2nd. by Bob

All others in favor

#15

1991 Minot convention dates will be July 9th. thru the 11th.

#16

Review of the editor position, and discussion of the various alternatives we might consider for the future.

Peter suggested that each board member give his views

NORM PRIEBE:

Well I can't say any more than the fact that I think we definitely need an editorial staff, not an editor. I think this editorial staff ought to be strictly editors and not a part of the board. I can't say any more right now, other than I don't know where we are going to find the people.

FATHER DALE PETERKA:

My thought is that the job is too big for one man, it should be divided. There are three separate jobs involved in this and they follow in chronological order.

The first guy chooses the words, he is the editor, and decides what goes on the paper.

The second guy has the computer is the layout man and has the printer in his home town. This is the guy that goes and talks to the printer three times a week until it rolls off the presses.

The third guy sticks them in the envelopes puts the stickers on and sends them out in bags. He is the mailer and there is no reason why one man has to do all three jobs.

MARTIN EVDY:

I would like to back up for a minute. You have people out there writing reference sheets and they come in all different forms. I was not exposed to anything different than what I thought was a complete finished item ready for printing, until recently. You get wild things that people dream up, so I feel we need to have assistant editors. People that will accept materials from the membership and work it into the proper style, and format. I don't know how far we want to go with that Peter, I know that you are thinking about getting to the point where its come down to the editor handing ready to go material to the printer for the camera.

PETER: We can get there but we are not going to get there immediately.

NORM: If we can get it so that these people will be willing to take raw manuscripts and turn them into typed material that are spelled correctly, the grammar is correct and punctuation meets the style that the GOAT has. I think for everyone to be doing this sort of thing in unity, we have got to have a style guide. I think this is something that has got to be developed. Assistant editors will send it to the editor and he will have the final say if its all right or not. Then into production of which Dale has some pretty good ideas.

## BOB DOWNING:

To me the critical thing is to get an editor. That one guy has to be in charge. Yes we should have the production and the circulation separate and relieve the editor of these chores if possible. Russ you know more about that as you have been doing it. The only other thing that occurs to me is that you need an editor to be in charge. This is a real big job and we are faced with the fact that Norm was a perfectionist and insisted on doing it all himself. We are not going to find anyone like him. What I really think we have got to start thinking about is an organization that will have assistant editors that will be responsible for one reference sheet. They could possibly have two or three coming along but let the editor assign those to people. He also has to have three or four people who are equally capable of doing these assigned chores. It seems to me if we all accept that idea we are going to have a hard time finding an editor, unless we have decided on how to break the job down into pieces that people are willing to take.

PETER: May I read a list of some of the things that Norm expected to do for each publication.

Check all articles for accuracy

Provide photos and captions from personal sources when not available from dealers out there that have them

Rewrite and grammatically correct submitted articles

Provide the printer with initial layout for type setting.

When I say initial layout I mean counting the words and lines. It was a monstrous job he was doing.

RUSS: He even did the paste up. The paste up is actually making the pages. He had drawn a form with two dotted lines down the middle and a boarder that was his margin. They would set the type in galley proofs he got, in long strips. Then he would cut that apart in paragraphs and fit it on there. Then he would size the pictures to the size that he had left. When he took that to the printer it was not camera ready, but that was their map to go by. They took their PMT'S which is the copy and paste that down to one of the boards. The boards get photographed to make the negative. Also the negatives of the pictures would be made and that would also go in there.

In the last issue there were about 100 sheets and Helen asked me if I wanted them. I said "No way, I am going to take it to the printer and let them lay it out on my instructions, I am only going to write numbers in."

What everyone has been saying here is that the editor oversees the copy, determines the reference sheet, the number of subjects etc., deals with the printer, and writes the editors page.

Then we have X number of either assistant editors or associate editors as input to the editor by preparing part of the following items - the exchange page - special notices - writes items, news comments for company business.

Great Northern model editor, comments on new models available from the model railroad industry, manufacturers - importers. Requests from certain knowledgeable members for critique of Great Northern models.

Publisher, supervises distribution of the GOAT, receives mailing labels, checks from treasurer handles with the post office, keeps records of mailings and costs.

Information Editor, another guy.

Staff Draftsman, works at request of the editor. Reference sheet authors advise editor of necessary drawings to complete reference sheets.

All predicated on individuals into various capacities having a sense of responsibility and communication so that all issues of the GOAT are printed and mailed on time.

BOB:  
Excellent very good.

MARTIN:  
Is this a job description what you are saying.

RUSS:  
It's just a suggestion to get people involved and to do a part of it.

MARTIN:  
But your objective was to put down a description of what is involved.

RUSS:  
Yes mostly. If you are going to be an assistant editor, you are going to say what I am going to do.

BOB:  
What you have done is just right I think.

MARTIN:  
How do you envision the technical committee chairman meshing with that structure that you have there.

RUSS:

Well I guess through the editor or the assistant editors. I might come to you and say do a piece on bridge 1825 I cant live without it, but XYZ Barnes is the assistant editor so he is going to handle it with you. You could still be the chairman of the structures committee and Barnes could be on your committee because he is knowledgeable on bridges. Then it goes to the assistant editor. He will check it and count the pages before it goes to the editor. The editor then will handle it with the printer, it is his responsibility. There should be a back log so that you don't get a jam up of pieces on locomotives, cars, cabooses or stations. I like to space things out to give a variety, but now I am in a bind because the H5 is coming out in September and Dale's P2 is coming out in December and they are both big pieces, about 18 pages long. I don't like that because they run the number of pages per issue up. I am thinking of the mailing, and am trying to keep things within reason. I know that when the postal rates go up to .30 for first class they will really sock us.

BOB:

Don't you think Russ, that when you get a big subject that has a lot of material on it like the P2, you don't need three or four reference sheets, you could have just one or two. That way it would hold your page count down.

MARTIN:

But the better option is to have several four pagers, or even two pagers.

BOB:

How would it be if you had the P2 divided into maybe two sections.

MARTIN:

That's a possibility and something that the editor has to look at. This snow shed thing, I have no way to know if he is going to run that all at one time. We have never broken up a locomotive reference sheet. If the editor chose to break it he would have to work with the author to find a good break point.

FATHER DALE:

We have never broken one but we have had one with three parts. The Gas Electric's and one on signals.

MARTIN:

No, I am talking about breaking up one on locomotives. Signals could be five or six with no problem.

RUSS:

The editor and assistant editor could work that out, if we could get somebody that would like to be a model editor just concerned with that, and feed stuff in. If it was too much the editor says, "No I don't have the room for a column and a half, I only have room for three quarters of a column." So he edits it, which means he is cutting it off.

FATHER DALE:

In all honesty I don't think that is going to solve the problem. The problem has never been the number of people feeding into this outfit.

PETER, MARTIN, RUSS AND NORM:

Oh but that has been a big problem.

PETER:

We can't get reference sheets apart from the dedicated few.

FATHER DALE:

Since I have been a member there have been reference sheets in every one of the GOATS. Sometimes two or three.

PETER:

Oh yes but nothing planned very far in ahead.

FATHER DALE:

Than the problem that we are facing here today is how do we get more reference sheets and get people to process them.

MARTIN:

We need to find a leader, one leader.



PETER:

We have been talking about what we might do sometime in the future but we have got to think of something faster than that. First of all I would like to see something on the following lines, without putting names to whose going to do what or when. First of all we have got to get completely to desk top publishing whether it be by disc to the printer or whether it be by camera ready copy from some source and sending it to a printer. That is number one. Number two we have got to get the printing outside of Baltimore and preferably in my thinking it has got to come to Minneapolis, or some other big center where there are a number of our members that can be called on in a crisis or whatever you want. It cannot be done through a small population center, with small town printing facilities and probably no bulk mailing facility. Let's suppose it's Minneapolis, but before we move anything anywhere we are going to have to do a number of things. Get bulk mailing permits, sales tax exemptions, etc.etc.. So we just don't say let's forget Baltimore and move somewhere else, it's got to be planned. The advantage of moving outside of Baltimore is (apart from any comment we might have on desk top publishing) printing a magazine is a lot cheaper west of Chicago than it is east of Chicago. I have talked to Northern Pacific who has just moved into desk top publishing in a smaller magazine than we have. It's smaller in pages and their type is quite a bit bigger than ours. I talked to Gary Tarbox (Northern Pacific Editor) and he said we might be able to reduce costs by two thirds, possibly more. Which is a substantial savings. That's the generality of things.

How are we going to do this? I am going to talk about an over all picture of the thing. I think we have agreed that the technical committees have had mixed success altho there have been some that have been very good and some that have done diddly. There are some individuals, (a good example is Duane Buck) who have concern that the technical committee heads receive their articles but they don't respond back. We need a committee or a group of people what ever we call it, it doesn't matter. This box of people, one two or three in number, they're the people that are going to be the final arbiter of what reference sheets are to be written. They're the ones when it goes to them, between them, they're going to say it is right from now on. If it goes on down the line for printing whoever's doing that doesn't have to worry. If it says a 4-6-2 is a 4-8-0 so be it, they said it's correct. We have got to get this group of people here that takes the onus away from the editor, publisher or whatever we call it, that he has got to be responsible for the accuracy. He has enough of a problem with putting the stuff on the printed paper in good format. I want to suggest we have a group, a cell, whatever we want to call it, however many we need, to which the technical committees will report or individuals who don't want to go through a technical committee. This group of people will determine what articles are to be produced and we will get their approval that they are correct when they have been produced. At that time it goes to the layout man.

*the final draft*

MARTIN:

Peter do you think a single group of three people has enough knowledge to be able to say whether everything coming in is correct or not.

PETER:

Yes, it has to be, somebody has got to do it. We don't have a Norman Keyes who said he knew everything, and we believed him. We have not got to be afraid of making a minor goof.

MARTIN:

As far as accuracy goes, don't you think you have the best chance of having a person who knows whether the thing is right or not as the chairman of the committee that's associated with the subject.

RUSS:

Look at December 1986 there is a whole page in there that Norman listed names on all the committees and requested more. He had committees listed that he needed chairman and part of it was that each committee was responsible for one reference sheet per year. If he had fifteen or eighteen different committees, that wouldn't be hard to do if all the committees and the chairman have his committee people working to do that.

MARTIN:

Did Norman go after Steve Neumann who did not produce any reference sheets on work equipment, to say, "Hey Steve why aren't you doing something?"

RUSS:

Well I don't know that he didn't I never asked him.

NORM:

chances are that he did. Steve signed up for the Wedge Plow and then slipped, because it was on the call board and then off the call board.

MARTIN:

Possibly, but Steve would say that he was going to get going on something but he never made it. Norman was after him to get going with it. I guess that was an area that Norman let slip.

RUSS:

Well that added to everything else that he was doing, he just couldn't do it all.

MARTIN:

Right, but it is an area that he let slip and I think that we have to tighten up on that.

NORM:

The job description for the editor should not include riding herd on the technical committee chairman.

PETER:

I agree. I think the job description for the editor should not include having an advance knowledge of the Great Northern. We have got to get this group the end result of all the reference sheets. They organize who is writing what.

Peter said that obviously much planning and many final decisions are still required. For the immediate future he thought that our planning must be on these general lines.

(1) Russ will continue to be responsible for the reference sheet and GOAT.

(2) Desk top publishing with a computer interface with Publishing Corporation of America will be brought into play as quickly as possible. He has the necessary large computer at home and have temporary free use of the somewhat expensive programs needed. If we proceed to perform desk top publishing ourselves, (ie not going commercial) we will eventually have to purchase them.

(3) After the end of this year a decision may have to be made about the Presidency. At least if the layout of the magazine and coordination of the printing is to remain Peters temporary or final responsibility. The two jobs cannot be combined without undue stress.

#17

Motion to establish a committee to oversee the operation of the society's publications efforts

Motion proposed by Bob

2nd. by Father Dale

All others in favor

#18

Motion to establish a committee of directors to oversee the creation of budgets by the operating officers and to monitor the actual performance against the budget. This committee

would also be responsible to insure that all operating officers were alerted when significant budget over runs develop or appear to be developing. This committee could take any other action it deems appropriate as imbalances between budget and actual expenditures develop.

Motion proposed by by Norm  
2nd. by Father Dale

Committee members will be Bob Downing and Martin Evoy.  
Russ abstained. All others in favor

#19

Motion to establish a committee of two directors and two members to oversee the operation of the Society's Research Resources. This committee would provide policy and guidance to members actually working with or holding Society research resources to insure that they were held safely and that they were being administered in ways to provide maximum access to them by the membership.

After much discussion no final decision was made.

Meeting adjourned for lunch break. Will continue at 1:00 P.M. in Mr. Downings room.

Meeting reopened at 1:00 with Ralph Day able to join the meeting

#20

Motion to drop the position of Vice President for Technical Services from the list of Corporate Officers and replace this position with the office of Vice President.

The Vice President will perform the duties outlined for that office in Article IV of the Corporation Bylaws.

Hall

One of the duties of the office of Vice President will be to determine what technical committees are to function and what general subject matter they are to cover. This officer will fill chairmanships of the Society's Technical Committees and will monitor the performance of their chairman. This officer will make changes in committee assignments as he deems necessary.

Peter reported that during lunch break he had talked with Harold Hall on the Vice Presidency. Harold would like the position if the board selects him.

Motion proposed by Martin  
2nd. by Father Dale  
All others in favor

#21

Motion to establish a nominating committee. This committee will select members of the Corporate Nominating committees that will obtain candidates for election to corporate offices ant to the Board of Directors.

Motion proposed by Martin  
2nd. by Norm  
All others in favor

1990

#22

Motion to require the Corporation Secretary to construct and maintain a record of the policies adopted by the Board of Directors from time to time and to up date the record as new policies are adopted. Copies of the policies will initially be distributed, with an index, to all Board Members; and any up dates needed, with a new index, will be distributed to current Board Members, yearly. Copies of the full set of policies, with an index, will be given to new Board Members shortly after they are elected.

This BOD Policy Guide will be a record of decisions and policies set by the Board and meant to be of more than one year's duration. It will aid current Board Members in remembering past decisions made and will aid new Board Members in quickly understanding current Board policies.

Motion proposed by Father Dale

2nd. by Russ

All others in favor

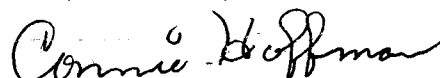
Peter:

Reported that he had asked Greg Johnson (our counsel) to work up a program for members "Planned Giving" to be ready for presentation by Greg at Minot.

He also reported that he had asked member Phillip Gjevre to become National Convention Chairman to establish continuity in convention planning. Gjevre has had commercial experience in this. Peter stated that if this is successful the job might warrant, in the future, officer status.

A general wrap up of the previous business concluded the adjourned meeting at 1:30 P.M. July 9, 1990

Respectfully Submitted,



Secretary GNRHS

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