

# Annual Report

Fiscal Year

2016



**The Connecticut Electric Railway Association, Inc.**

58 North Road, PO Box 360

East Windsor, CT 06088

[www.ct-trolley.org](http://www.ct-trolley.org)

# The Connecticut Electric Railway Association, Inc.

## Corporate Officers

Chairman of the Board	-	Ted Coppola
Vice Chairman of the Board	-	Jim Miller
President	-	Galen Semprebbon
Vice President	-	Lawrence J. Bryan
Treasurer	-	Steve Taylor
Corporate Secretary	-	Tim Lesniak

## Board of Directors

John Arel	Tim Lesniak
Lawrence J. Bryan	James Miller
Ken Holloway (Resigned 7/21/16)	Galen Semprebbon
Stephen F. Mitchell	Fred Stroiney (Resigned 7/31/16)
Ted Coppola	Stephen Taylor
Sara Garthwait	Brian O'Leary

## Department Heads

Business Manager	-	Gina Maria Alimberti (Started May 2016)
Administrative Manager	-	Carol Zenczak (Retired 5/31/16)
Chief Motorman	-	Jonathan Charow (January – May)
Membership Secretary	-	John Carter (Deceased 4/27/16)
Recording Secretary	-	N. Hodgdon
Safety/Security Officer	-	Bert Johanson
Volunteer Coordinator	-	Larry Lunden
Gift Shop Managers	<	Carol Zenczak (Retired 5/31/16) Gina Maria Alimberti
Track Superintendent	-	David Coppola
SC&ET Superintendent	-	John Arel (January – May)
Website Editor	-	Joseph F. Smith
Buildings Manager	-	Lawrence J. Bryan
Grounds Manager	-	(Open)
Railway Operations Superintendent	-	Brian O'Leary
Car Shop Forman	-	John Pelletier
Library Curator	-	(Open)

### Cover:

December 17, 2016: On a snowy Winterfest evening Shelia Numrych, Galen Semprebbon and Car No. 1326 await passengers at Track #1, North Road Station.

## **Chairman's Report**

Ted Coppola - Chairman, Board of Directors

### **2016 In Review**

One of the things I find interesting about change is you don't always recognize it when you are in the midst of it. Change is easier to see when you are on the outside looking in.

During past eight years, our previous (and present) directors, officers and volunteers planned and worked diligently to repair and stabilize our entire complex, which has suffered many decades of neglect. With that step accomplished, the 2016 Board of Directors' theme was to start on the next step in this continuing process, "Readying Our Museum for the Future".

### **Getting Our Museum Ready for the Future**

The Board of Directors and Officers participate into two different yet related planning activities, Tactical (short term) and Strategic (long term). The tactical is the plan that most members see, it is one that is used to generate the annual budget.

The strategic plan is the things that we need to accomplish in the future.

There have been many ideas and visions for the museum's future, but without the planning and resources these visions are just dreams.

Obtainable visions are divided into smaller manageable coordinated projects. Things like improved display areas and facilities for our visitors, more storage and service facilities for the street cars. Keeping our museum fresh and inviting. (And we always need to align the tactical with the long term elements so we can continuously build the foundation for our long vision.)

While in the midst of analyzing and planning our way forward, a common limitation kept surfacing, the number of volunteers and pool of their available hours was decreasing. To offset this, several initiatives were implemented. The first was adding a Business Manager to coordinate all the functions of CTM. To that end, Gina Maria Alimberti joined us bringing her many years of NEAM experience. The second initiative was to outsource tasks where viable.

This frees up volunteers to work on museum specific tasks, such as restoration and exhibits. This also allows time to begin recruiting new volunteers.



**Board Member Sara Garthwait and her daughter Maddy staffing our booth at the North Central Connecticut Chamber of Commerce home show.**

The Board of Directors pulled together these activities and added a dose of urgency by forming committees to divide up the many tasks facing us. These committees are as follows:

### **Publishing, Communications Department**

Responsible for periodic publications, newsletters, bulletins. Both printed and electronic medias.

### **Computer Department**

Determining CTM's computer and network requirements. Support of POS for the gift shop, email and domain registration. Web presence is not part of this effort.

### **Collections Committee**

Responsible for the disposition of our current collection of streetcars and related artifacts.

**Storage Committee**

Determine the museum's short and long term physical storage requirements and solicit quotations for such facilities.

**Exhibit Department**

Responsible for designing and deploying exhibits in the Visitor Center.

**Fund Raising Committee**

**Bylaws Committee**

Review of the current bylaws and recommendations for changes or improvements.

**Membership Department**

Responsible for cataloging and organizing our membership and volunteer ranks.

To get us to our goals, we need real time participation. Several committees have

established and staffed directly by directors.

These committees are small (3-5 members) and are flexible but with timelines to adhere to.

Success requires planning and execution. Good plans are pragmatic and conducted in small obtainable steps. I think we can all spot the problems and there are plenty of observers. But it takes planning, logistics and resources (dedicated people) to end the problem, to repair the problem and to make a better outcome. 2016 was a year of planning. 2017 will see some of these plans implemented.

Please look around, hopefully you can spot those changes (projects) that are preparing CTM for the next generation of visitors, members and volunteers.

**President's Report**

Galen Semperebon - President

2016 was a great year, and a year of change for the museum. Carol, our long-time business manager, retired and is now spending her time with her family. We realized her position would be tough to fill, but after an extensive search, we hired Gina. Gina came to us from the New England Air Museum, where she gained a lot of valuable experience over the years. Gina introduced new events in 2016 including the fire truck show, which was a huge success. She also expanded on some of our special events. With her guidance, Pumpkin Patch grew by over 50%. Gina has a lot more planned for 2017, so stay tuned.

2016 started out with a bang. Easter Bunny Fun Day was a hugely popular day, with great attendance that far exceeded the previous year. Thanks to our Board member Sara for taking charge of this event in 2016.

Throughout our main campus, a number of improvements were completed on our buildings under Larry Bryan's guidance. The visitor center front doors were replaced, repairs completed on the heating system, the bathrooms were painted and upgrades completed, the birthday coach received additional repairs to help

protect it, and many other repairs were completed.

Our track and overhead received some much-needed repairs and upgrades in 2016, including weed control on our right of way, tie replacement, and overhead wire repairs and maintenance. Thanks to all who do this work which is often done when we are closed so as not to interfere with operations.

We operated throughout the year, and as always, our operations department came through in staffing the museum for all our operations. It takes a considerable commitment by many of our operators to keep the museum running, particularly during our hectic fall and winter special events. Seeing many of the same faces night after night, reminds me of their exceptional dedication to the museum. Our Halloween and Winterfest special events were once again very successful. The weather was a bit against us during Rails to the Darkside, though we still ran every scheduled night. Winterfest was a tremendous success, and as noted earlier, Pumpkin Patch far exceeded previous years.

The shop kept the operating fleet in order, and our regular fleet was expanded with the release

of 1326 back into service. 1326 was in the shop for about 4 years being worked on, and has been a very popular car since entering back into service with its dedication on October 1, 2016. The shop has since moved 3001, a CT Company double truck Birney car into the shop as its next restoration project.

Other shop projects including 169 (single truck Brooklyn closed car), and the Northern (Northern Ohio Private car presently on display inside the visitor center) which is the shops winter project, both saw great progress in 2016.

Another project that was worked on in 2016 was

1201, our Cleveland center entrance car. 1201 was an Eagle Scout project by Scully Mrowka. Sully and his scout troop installed a ceiling in the car, and prepared a display on the history of the car. The original ceiling was documented prior to its removal, with key parts of the ceiling saved, so when it is time to restore the car, a ceiling matching the original can be installed.

Thank you to all of the volunteers who made 2016 such a tremendously successful year for the museum, and I look forward to volunteering with you all in 2017.



President Galen Semprebon leading a group during a Trolley Care Workshop session on March 19, 2016

### Treasurer's Report Steve Taylor - Treasurer

The Association had a great year in 2016, Net Income, before depreciation \$38,850.

Rails to the Darkside brought in \$64,935 which was \$6,559 down from last year, -9.2%.

Weather was good to us this year but we had fewer days than last year.

Receipts for Pumpkin Patch were \$31,809 up from last year \$+13,803 / +76.7%.

General admissions were down -2.8% compared to last year at \$44,275.

Winterfest income was \$88,548 which was +0.4% over last year. We lost a weekend due to

snow. We are a great place to get your group together and celebrate the holiday season. Will you bring your family and friends this year?

The biggest growth overall to our special events is that we are now a destination for groups and this trend continues to be true.

This year we had some new events (Fire Truck Show) and some new things for our younger visitors to do and play with.

We had a great Easter Bunny fun day, income for Easter Bunny was +76.7% over last year.

These are things that have brought some huge crowds to the museum. Some changes have been made to the gift shop to change things and move them upward.

Gift shop sales were \$26,515 which was up flat to last year.

Membership is up +4740 or +30.7% Library Passes down -450 or -12.0%

These numbers are important because this is where many of our volunteers come from. We all need to work on improving these numbers so that we have more hands to do all the work we do to maintain our museum to the high standards we have set for ourselves and our guests expect from us.

We had a bad year on Birthday parties we were down \$1168 from last year. -13.7% Looking forward to seeing 1326 back on the track and working the birthday parties again.

The guest operator program stalled on the track this year, -25.3%. Please continue promote this program these people are our future operators, as we continue to grow we will need more people.

On the expense side, our electric was down \$433 or -1.4%. I hope that this year our electric bill will go up because we have lots and lots more people come and visit with us. It has been a mild winter; this has saved us -20.8% on our heating bill.

Because we continue to be good with our money things continuing to happen around the museum, repairs to buildings, cars, and moving the museum into the future. Things are starting to happen, we need you to be involved to help us reach our goals.

Get involved today... Some big things are coming and we need your help to shape where we go tomorrow.

What will you be doing this year?

This will be a great year, 2017, as the museum continues to grow into a great experience for our guests.

Thank you, Thank you, and Thank you, to all of the many, many volunteers that made 2016 a very successful year.

(Next time you come...bring a friend....you know they will have fun.)

## **Business Manager Report**

**Gina Maria Alimberti**

I started my position in May and unfortunately missed the *Easter Bunny Fun Day* but heard it was a HUGE success. We hosted 485 kids over the 250 from 2015. Thanks for Carol Zenczak and Sara Guitwarth for organizing the event. We have added some activities to the Visitor Center, which includes a Motorman Dress-up Station for the kids, a Build your own Motorman Hat craft and brought back to life the *Scavenger Hunt*.

**June** started with a rental from Farmers Insurance hosting a *Home of the Brave Fundraiser*, this event was to support Forgotten

Heroes, Connecticut's only transitional housing program for homeless female veterans. We added a *Behind the Scenes Tour* to Father's Day which proved to be successful! June 20<sup>th</sup> started our summer hours, we hosted many Tour Groups, Photographer Groups, Birthday Parties and Motorman Guest Programs. The *Farmers Market* started in June and ended their season in September.

Lutz Children's Museum visited us on **July 25<sup>th</sup>** with a live animal program, visitors viewed a snake, rabbit, bird and artifacts! July 30<sup>th</sup> we held

our first ever *Fire Truck Show*, we were so busy that we ran out of parking spots. Activities included sitting in a Fire Truck, trying on Turn out Gear, Fire Hose Maze & Fire Hose Demonstrations. We were lucky enough to have some of the local Fire Stations on site with their equipment.

**August 20<sup>th</sup>** we ended the summer with an *August Fun Bash*, the families experienced riding the trolleys, making a motorman hat, face painting and enjoyed a treat from the Trolley Snack Shack.

**September** was a busy month for everybody getting ready for *Pumpkin Patch* and *Rails to the Darkside*. We added many new additions to Pumpkin Patch, they included a Witch's Hat Ring Toss, Pumpkin Bean Bag Toss, built a Tee-Pee from scratch and adults were able to purchase a pumpkin as well this year!

**October** was a busy month with both *Pumpkin*



**Our Business Manger Gina Maria Alimberti behind the wheel of one of the Ct Fire Museum's trucks.**

*Patch and Rails to the Darkside*. Pumpkin Patch brought in 50% more revenue than 2015. A big thank you to Shaker Pines Fire Department, Galen and all of our volunteers for all their time and energy put into Rails.

The month of **November** was spent getting ready for *Winterfest*. We hosted our first ever Members Winterfest night, members got enjoy the Museum and all the festivities all to themselves!



**Two of our younger visitors enjoying the costumes found in our "Imagination Dress-up Center".**

This **December**, Fox 61 did a segment on *Winterfest* as part of their Daytripper's series. This year children were able to make a Christmas List and present Santa with it. Santa gave out Christmas ornaments that the children could sign and date. Frosty the snowman and Rudolph the Red-Nosed Rain Deer entertained visitors as well this year. Again, a BIG Thank You to all of our wonderful dedicated Winterfest Volunteers! My almost full year was a bit challenging but overall was very successful, looking forward to 2017!



Families enjoying the Corn Kernel Sandbox play area on our front lawn.

### Superintendent of Operations Report Brian O'Leary

We started the year with a roster of approximately 48 Motormen/Conductors and four Junior Motormen. There were six cars available for service.

A return to a more prototypical type of operation, reflective of the era in which our cars ran was explained, in detail, during the Recertification Weekend. We also returned to the past practice of wearing uniforms for all public service. The response to this from our riders was, for the most part, very positive. It was a “learning curve” for Motormen and Conductors, to be sure...especially with the return to the terms “Motorman”, “Conductor” and the fact that we “run” cars rather than “operate” them.

We planned to run cars on a 30 minute schedule so that our riders could plan to be available for the rides. Generally, it worked out for all but, with all changes, there were some “glitches”. We have a beautiful and “prototypical” schedule board which will be mounted on North Road Station for the convenience of our passengers for the 2017 season!

We welcomed approximately six newly qualified Motormen and five Junior Motormen. One

Junior Motorman, Sully Mrowick, reached the “golden age” of 18 years and has been promoted to Motorman.

Availability of Motormen for service continues to be a problem. Although there were 52 names on the Motorman Roster, only 24 actually ran cars in excess of 10 days. 25 ran cars 10 days or less. We have had several meetings to try to resolve this issue with some degree of success and will continue to try to find ways to increase participation, particularly when we are running cars for special events. Additionally, we will be running cars every day of the week from Sunday, June 18 to Monday, September 4! **We welcome your input and assistance!!!**

The availability of cars to run continues to improve, thanks to the efforts of our Shop personnel. We welcomed the return of car #1326!!

Rick Osborne has been promoted to Chief Motorman. He has already done a lot of work preparing for our Recertification Weekend and updating the records of all of our Motormen and Conductors. He will need your assistance to



make 2017 a “banner year” for passenger service and I thank you, in advance, for your efforts.

The rest of your leadership staff continues to be Roger Pierson, Deputy Superintendent and

Sheila Numrych, Training and Assistant Chief Motorman. Gina Alimberti will continue to schedule Motormen, Conductors and Junior Motormen for service as needed.



**Rails To The Darkside Volunteers. (L to R) Superintendent of Operations Brian O'Leary, Rob Brogle, Aiden Nies, Jim DiFranco and Alex Aberdale.**

### Gift Shop

**Gina Maria Alimberti**

The Gift Shop has brought in many new items including clothing wear, toys, children books & Holiday souvenirs. There was a lot of merchandise that had been on the shelf for a long time that we discounted and continue to try to move. The displays were re-arranged to help with the lines on special event days, now we have a wide-open space for two lines at the front counter. We have rearranged the merchandise for a more organized and modern display. We hired four new cashiers/birthday party attendants as some of our previous employees left for college.

This year we will concentrate on ordering new postcards, magnets. Connecticut souvenirs,

clothing and CT Trolley Museum LOGO merchandise. We will focus on upgrading the donated goods area and display more donated items. Do you have Railroading items that you have wanted to get rid of? We will be more than happy to take them off your hands as long as its items we can move. If you any questions about donating please let me know.

Would you like to see something carried in the Gift Shop? Please email me at [galimberti@ct-trolley.org](mailto:galimberti@ct-trolley.org). I am always up for new ideas and suggestions especially from those who have visited other Transportation/History Museum Gift Shops.

## Membership Report

As of December 31, 2016, the total current membership of the Association was **403**.

Voting Members	<b>243</b>
Non-voting Members	<b>151</b>
Junior Members	<b>5</b>
Honorary Members	<b>4</b>
Totals	<b>403</b>

The Association has **25** member Libraries.

## Car Shop Report

John Pelletier - Car Shop Manager

I would like to start by thanking; the dedicated group of volunteers that keep the shop running. This year's obvious success was the return of 1326 to operating fleet. The shop started this project three years ago. Work on the car included, a new roof, complete stripping and revarnishing and painting of the passenger compartment, some structural repairs, and rewiring and motor work. This was far from all the shop did this year. Car 355 saw major cosmetic work accomplished, including partial repainting of the dashers and repainting of the floor and running boards, and even some brass polishing. Much needed repair of 2600's seats was done by Kelly and Bruce with more I hope to be done this winter. The seat project illustrates how the shop functions, none of us were really sure about the best way to re do the seats but everyone in the shop added their expertise, Kelly in materials, mine in woodworking and Galen's historical information, and a solution was come up with. Car 169 (1894 Brooklyn Rapid Transit) saw more work on number two end. As soon as the dasher is rewelded it will be reinstalled, and reassembly can begin in earnest.

Small things can make a difference, just stripping and repainting things like catchers and headlights can make a real difference in the appearance of our operating fleet and that is one of the things Fred and I have been working on this past year. Fred does 95% of the work and I prime and paint. All of this is done in addition to normal maintenance and repairs.

Also, I would like to thank Pat McCann for keeping the auxiliary equipment running, and helping polish 1326's window latches.

In November car 3001 was brought into the shop, to begin it's restoration as of this writing (January) the car has been cleaned out; parts somewhat organized, roof about one fourth stripped, stripping of woodwork begun, also the documentation process has been started.

Armatures for both 1326 and 5645 are being sent out for rewinding (expensive but necessary) and they will be reinstalled in the coming season so that both cars can be on four motors. As busy as 2016 was I expect 2017 to be even busier.



**The Restoration Shop Crew: (L to R) Fred Wildes, Kelly Buffum, Car Shop Manager John Pelletier, Galen Semprebon and Bruce Cartier.**

## **Buildings Report**

**Larry Bryan**

During 2016 many improvements and repairs were performed around our campus. Some aimed at improving our visitor's experience and others necessary repairs as our buildings are not getting any younger and there is always something that needs to be repaired, replaced or updated. Here's a summary of some of what happened during 2016.

- New covered trash bins for use at North Road Station and our front green area were purchased to replace open old top plastic trash cans that were not only unsightly but filled with rain water and always seem to fall over.
- The public restrooms in the Visitors Center received a new coat of paint on the ceilings, walls and stall dividers. A brighter yellow for the walls and a bold blue for the doors and dividers updated and freshened up their appearance. Larger mirrors were installed in both restrooms, new toilet seats were installed and in the Women's Handicap restroom a toilet seat with a built in child potty seat was fitted. Thanks go out to Michael Fahey, Dottie Bryan, Morgan Von Eisengrein and Doug Vines for their help in making these improvements.



**Our updated Gift Shop.**

- Our gift shop received a major refreshing with the installation of a large wall/shelf display and three rolling floor display units purchased at very reasonable price from the Macy's liquidation sale in Enfield, Connecticut. Replacing the mishmash of bookcases, library shelving and tables the new furniture resulted in a major updating to the Gift Shop. The presentation of toys, gifts and clothing has been improved, security is better as there is a major improvement in the sight lines from the sales counter and with the room gained customer traffic flow has also been improved. Moving and assembling the fixtures was a major undertaking and Xian Clere, Chris Shaw, John Cummins, Morgan Von Eisengrein, Tim Lesniak and Dave Coppola all helped in making this great improvement possible.
- The aging metal roof on the Gale Barn finally couldn't withstand our New England winters any longer and during a storm in early February it was dealt a blow by mother nature resulting in sections of the roof being blown off. In March the old roof was removed, repairs made to the wood structure and a new green metal roof was installed. With its recent coat of paint the barn is no longer an eye sore on the property.
- In April repairs were made to the Birthday Party car (New York, New Haven & Hartford Railroad wooden combine car #2765, 1908 Osgood-Bradley Car Co.) to prevent further deterioration of its west side. A false wall with a ventilation space was installed over the baggage door area that will allow the exposed wood to dry and the clerestory windows on both sides were covered with pressure treated wood. In 2017 the car and the clerestory area will be repainted to improve its appearance. Also, the replacement of the "modern" ceiling light fixtures with more period appropriate fixtures fitted with LED light bulbs was started. The remaining ceiling fixtures will be replaced in 2017.
- A major improvement to the Visitors Center building in 2016 was the replacement of the main entrance doors which were showing their age and slowly rotting with holes beginning to show. After researching options and costs, the old doors were replaced with wood doors constructed with torrefied wood. Torrefication is a process whereby wood is heated over time in order to eliminate its tendency to rot. It also makes wood far more structurally stable and highly resistant to heat, cold, and moisture. The new doors have a 20 year warranty, their design replicates the old

doors and their cost was less than metal doors which would not have matched the architecture of the building. The new doors also have slide bolts on the bottom as well as the top and used with in-house designed doorstops and receivers in the ground, during the summer months they can be kept open without using the old practice of keeping the them open with rocks.

- Our theatre was upgraded with the installation of a HDMI connection from the stage area to the audiovisual closet. Along with a new podium and our wireless microphone system PC based presentations using our video projector and audio system are now possible. Our thanks to John Arel for helping make this improvement possible.

- The hydronic floor heating system in the Visitor Center hall is showing its age and during the winter of 2015/2016 its failing reliability started becoming a problem. The system's gas boiler dates from the early 1990's and not only is it obsolete and unreliable it is very inefficient. While keeping our fingers crossed during the 2016 Winterfest and repairing failed circulator couplings planning and budgeting for its replacement began and the system will be replaced in 2017.

As our building age, an increasing amount of maintenance needs to be performed to preserve their appearance and functionality. Your help is always needed. If you like to paint, perform carpentry or help in other way, please let us know. Your help is always needed.

### **Social Media Report** **Gina Maria Alimberti**

2016 was an even more successful year then 2015 for social media. Our continued main source of social media is Facebook. We went from 3,018 likes to 4,620 in one year! The Winterfest Facebook started 2016 at 327 likes and ended the year at 1,663. A big part of the likes was due to paid advertising on Facebook, which proved not just more likes but more visitations. We have not been doing as much Trivia as I am still getting to know the history of

the Museum and Railroading. I do hope to get back into the Trivia or looking for someone to help me out. Our twitter account is up to 432 followers from 147. This year we added Instagram to our media efforts with 251 followers, if not following yet find us at cttrolley. We added constant contact also in 2016 for email distribution and hope you see all the continuous email efforts. Please keep up the sharing, liking, tweeting and posting!



**Member Ed Prajzner of the Shaker Pines Fire Department demonstrates his gear to families during our Fire Truck Day.**

## **Safety & Security**

Bert Johanson – Safety and Security Officer

### **Radio Communications**

In August the radio system repeater was moved from the fire house alarm room to North Road station. The system began to give us problems as large trees on the museum property grew over the years and they began to interfere with radio transmissions from the Wells Road area. VHF radio signals can actually be blocked by leaves moving with the wind! Keith Victor, our radio consultant, visited the museum and after running some tests found that there is a clear unobstructed corridor down the trolley line to Wells Road and this resulted in the move of the equipment to North Road Station. In the future when the trolley line reaches the Scantic River it will be necessary to have the repeater re-located to the Newberry Road area but that's a long time in the future! We also have available the fire museum repeater in the event of an emergency. Most museum radios are also programmed for that set of frequencies.

### **Fire Alarm system**

The annual testing of the fire alarm boxes and building panels along with the Visitor Center sprinkler system was accomplished with the Tolland Alarm Center. All equipment continues to function in a satisfactory manner. The project

to replace underground alarm signal conduits around the property has been delayed due to man power issues. It is hoped that this project can be accomplished in 2017.

### **Safety**

During the past year all fire extinguishers were inspected and serviced. We are experiencing a problem with “disappearing” extinguishers from some of the buildings. As the units we use are rather expensive we hope our members will make efforts to not misplace or take a unit without letting an museum Officer or Department Manager know.

### **Video Surveillance**

We are continuing the process of replacing the older analog cameras in our system with digital units as funds become available or we receive donations of equipment. In 2016 we replaced 4 cameras with donated units. Expansion projects to the Woods Barn and Car Shop continue to be on hold mostly due to lack of manpower.

A big thanks again to Bill Babbitt, John Arel, Hugh Brower, Larry Bryan and Keith Victor for all the hours they contributed to the above noted projects.

## **Maintenance of Way Department**

Dave Coppola - Track Superintendent

Looking back at the 2016 year, I find it honestly hard to recollect each specific task the Connecticut Electric Railway Maintenance of Way Department (MOW) undertook. This might be due to the fact that aside from the on-going projects, the department tackled countless repairs, requiring immediate attention in order to keep public operations running without issue. Many late hours were spent by our crew, frequently working well into the early morning hours mending the problem of the day. We are fortunate enough to have a small pool of dedicated volunteers whom are “at the ready” in these emergency situations and for scheduled work sessions.

The year started off in March, performing the daunting task of clearing the line of remaining snow and debris, cleaning flangeways, trimming brush, and lubricating all moving track components. With mother nature on our side, opening weekend wound up with crisp warm air and the ground well thawed out. Prime opportunity for tie work! Opening day, in a matter of hours, saw a half dozen switch timbers and ties installed in Kelly Yard, thanks to the aid of a mini-excavator to provide some extra muscle. Replacing the rotten timbers in the yard, is a part of an ongoing effort to upgrade the museum's barn tracks and leads (2015 – Northern Barn Track #2 was completely reconstructed). The day didn't end there though.



**(L to R) Track Superintendent Dave Coppola, Ryan Boucher, Jake Foley and John Cummings replacing ties in Kelly Yard on March 26, 2016.**

As the sun set on the horizon, we headed down the line picking up old ties and cutting back close hanging brush near Hancock Siding. It was a long day, accomplishing quite a bit while sparking the interest of many visitors. It was an excellent opportunity for the public to see what the MOW department is all about.

As the months flew by and temperatures continued to rise, day-light work sessions slowly gave way to moon-light labor. This meant fewer work opportunities yet the list of tasks kept growing. Hot temperatures and humidity caused rail to expand as always, forcing ailing insulated-joints (I-Js) to fail, rail to kink, and ties to shift. To no surprise, the amount of kinks along the line were minimal this season, thanks to all the tie work we had contracted out a few years back. Proof that the investment is paying off! The number of I-Js failing from expansion, on the other hand, were only proving their age. Older I-Js were constructed with a cardboard like insulation material, with a life expectancy of only a couple decades provided regular up keep

be done. The new I-Js we have are a mix of fiberglass and plastic components, capable of lasting several decades with little to no maintenance required. Majority of the I-Js on the museum's mainline were constructed using the old insulation material, some 20+ years ago and were well overdue for replacement. With the failing I-Js potentially causing problems with the signal system and temperatures at their highest for the year, the department no choice but try and overhaul the decaying joints. By end of August, the department completely upgraded two I-Js with the new components, as well as tended to several other "questionable" ones using older stock. All work absolutely had to be performed in the dark, when temperatures dropped enough for us to manually spread the joints apart to install the new insulation. The amount metal expands when heat is applied, is often well underestimated.

Before we know it, autumn was upon us and the museum once again had begun directing focus on to special events. This also marked the end of

the season for the MOW department for 2016. We went out with a finale though, as in late October, the department took delivery of (40) brand new ties, freshly treaded from the factory. These new ties, along with the switch timbers installed earlier in the year, are destined for Kelly Yard. After unloading the bundles of ties from the trailer, we attempted to start installing the new ties immediately, managing to replace a

hand full of ties on Kelly Track #1 before days end. Tie work in the yard, will resume come spring of 2017.

Many thanks go out to the volunteers of the department, who come and lend a hand time and time again for the organization. I would also like to recognize and thank John Cummins, for transporting the new ties to the museum grounds and bringing in machinery to aid the department.

### **Volunteer Coordinator Report**

Larry Lunden - Volunteer Coordinator

This year we added 26 new volunteers to our ranks bringing the number of Museum volunteers up to 225, of which 180 are active in helping in all aspects of the Museum's operations.

This year we had our second celebration and recognition of the volunteers who work so hard to keep this museum running. We are participating in the President's Volunteer Service Award, a program of the federal government to honor those who support the nation's non-profit organizations. Fifty of our volunteers qualified for the awards based on the number of hours they served. We had a ceremony and dinner at the museum, with 38 people at the dinner.

Hopefully we will continue this program in future years.

This year we welcomed in Gina Maria Alimberti as our new manager. She has taken over some of the duties formerly done by the Volunteer Coordinator.

We are continuing to use:

[www.volunteer.unitedwayinc.org](http://www.volunteer.unitedwayinc.org),  
[www.createthegood.org](http://www.createthegood.org) and  
[www.volunteersolutions.org](http://www.volunteersolutions.org)

web sites to recruit volunteers. Links to all of them are on the volunteer page of our web site. Please check them out for the latest opportunities we have.

**(L to R) Members  
George Contrada,  
Matt Mazur, Tim  
Lesniak and Dave  
Coppola enjoying  
the Museum's  
Members Night  
dinner on  
December 1, 2016**





### **2016 Statistics**

During our scheduled 139 day operating season:

- We hosted 26,467 visitors.
- 1,688 passenger trips were operated with 35,052 passengers carried.
- 32 Adult/Senor Groups visited.
- 22 Child Groups visited.
- 5 Photoshoot Groups.
- 29 Birthday Parties were hosted.
- 6 Rentals of our facilities.
- 18 Guest Motorman
- Over 17,666 volunteer & community service hours were donated.

### **2016 Annual Report Connecticut Electric Railway Assoc., Inc.**

Editor / Design - L. J. Bryan

<b>Photograph Credits</b>	
Larry Bryan	Pages: 1, 3, 4, 7(L), 12, 13 & 14
Gina Maria Alimberti	Pages: 7(R), 8, 9 & 16
John Pelletier	Page: 11

Form **990**

**Return of Organization Exempt From Income Tax**

OMB No. 1545-0047

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

▶ Do not enter social security numbers on this form as it may be made public.  
▶ Information about Form 990 and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

**2016**

**Open to Public Inspection**

Department of the Treasury  
Internal Revenue Service

**A** For the 2016 calendar year, or tax year beginning 01/01, 2016, and ending 12/31, 20 16

**B** Check if applicable:  
 Address change  
 Name change  
 Initial return  
 Final return/terminated  
 Amended return  
 Application pending

**C** Name of organization CONNECTICUT ELECTRIC RAILWAY ASSOCIATION INCORPORATED  
 Doing business as The Connecticut Trolley Museum  
 Number and street (or P.O. box if mail is not delivered to street address) Room/suite  
P O Box 360 58 North Road  
 City or town, state or province, country, and ZIP or foreign postal code  
East Windsor, CT, 06088-0360

**D** Employer identification number  
06-6070002

**E** Telephone number  
860-627-6540

**F** Name and address of principal officer: Galen Semprebon  
19 Ryan Drive, Ellington, CT 06029-3654

**G** Gross receipts \$ 354,442

**H(a)** Is this a group return for subordinates?  Yes  No  
**H(b)** Are all subordinates included?  Yes  No  
 If "No," attach a list. (see instructions)

**I** Tax-exempt status:  501(c)(3)  501(c) ( ) ◀ (insert no.)  4947(a)(1) or  527

**J** Website: ▶ www.ct-trolley.org

**K** Form of organization:  Corporation  Trust  Association  Other ▶

**L** Year of formation: 1940 **M** State of legal domicile: CT

**H(c)** Group exemption number ▶

**Part I Summary**

<b>Activities &amp; Governance</b>	<b>1</b>	Briefly describe the organization's mission or most significant activities: <u>Trolley Museum-education, restoration, preservation.</u>		
	<b>2</b>	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	<b>3</b>	Number of voting members of the governing body (Part VI, line 1a)	<b>3</b>	<b>10</b>
	<b>4</b>	Number of independent voting members of the governing body (Part VI, line 1b)	<b>4</b>	<b>10</b>
	<b>5</b>	Total number of individuals employed in calendar year 2016 (Part V, line 2a)	<b>5</b>	<b>17</b>
	<b>6</b>	Total number of volunteers (estimate if necessary)	<b>6</b>	<b>221</b>
	<b>7a</b>	Total unrelated business revenue from Part VIII, column (C), line 12	<b>7a</b>	<b>0</b>
<b>b</b>	Net unrelated business taxable income from Form 990-T, line 34	<b>7b</b>	<b>0</b>	
<b>Revenue</b>	<b>8</b>	Contributions and grants (Part VIII, line 1h)	Prior Year <b>37,361</b>	Current Year <b>73,284</b>
	<b>9</b>	Program service revenue (Part VIII, line 2g)	<b>242,802</b>	<b>251,309</b>
	<b>10</b>	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	<b>1,354</b>	<b>2,334</b>
	<b>11</b>	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	<b>13,434</b>	<b>13,165</b>
	<b>12</b>	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	<b>294,951</b>	<b>340,092</b>
	<b>Expenses</b>	<b>13</b>	Grants and similar amounts paid (Part IX, column (A), lines 1–3)	<b>0</b>
<b>14</b>		Benefits paid to or for members (Part IX, column (A), line 4)	<b>0</b>	<b>0</b>
<b>15</b>		Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	<b>52,267</b>	<b>83,831</b>
<b>16a</b>		Professional fundraising fees (Part IX, column (A), line 11e)	<b>0</b>	<b>0</b>
<b>b</b>		Total fundraising expenses (Part IX, column (D), line 25) ▶ <b>0</b>		
<b>17</b>		Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	<b>274,955</b>	<b>274,126</b>
<b>18</b>		Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	<b>327,222</b>	<b>357,957</b>
<b>19</b>	Revenue less expenses. Subtract line 18 from line 12	<b>-32,271</b>	<b>-17,865</b>	
<b>Net Assets or Fund Balances</b>	<b>20</b>	Total assets (Part X, line 16)	Beginning of Current Year <b>1,993,325</b>	End of Year <b>1,977,308</b>
	<b>21</b>	Total liabilities (Part X, line 26)	<b>279,903</b>	<b>281,751</b>
	<b>22</b>	Net assets or fund balances. Subtract line 21 from line 20	<b>1,713,422</b>	<b>1,695,557</b>

**Part II Signature Block**

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

**Sign Here**

Signature of officer \_\_\_\_\_ Date \_\_\_\_\_  
Galen Semprebon, President/CEO  
 Type or print name and title

**Paid Preparer Use Only**

Print/Type preparer's name \_\_\_\_\_ Preparer's signature \_\_\_\_\_ Date \_\_\_\_\_ Check  if self-employed PTIN \_\_\_\_\_  
 Firm's name ▶ \_\_\_\_\_ Firm's EIN ▶ \_\_\_\_\_  
 Firm's address ▶ \_\_\_\_\_ Phone no. \_\_\_\_\_

May the IRS discuss this return with the preparer shown above? (see instructions)  Yes  No

For Paperwork Reduction Act Notice, see the separate instructions.

Cat. No. 11282Y

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**Part VIII Statement of Revenue**

Check if Schedule O contains a response or note to any line in this Part VIII

			(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514	
Contributions, Gifts, Grants and Other Similar Amounts	<b>1a</b>	Federated campaigns . . . . .	<b>1a</b> 0				
	<b>b</b>	Membership dues . . . . .	<b>1b</b> 23,470				
	<b>c</b>	Fundraising events . . . . .	<b>1c</b> 0				
	<b>d</b>	Related organizations . . . . .	<b>1d</b> 0				
	<b>e</b>	Government grants (contributions)	<b>1e</b> 0				
	<b>f</b>	All other contributions, gifts, grants, and similar amounts not included above	<b>1f</b> 49,814				
	<b>g</b>	Noncash contributions included in lines 1a-1f: \$	0				
	<b>h</b>	<b>Total.</b> Add lines 1a-1f . . . . . ▶	73,284				
Program Service Revenue			<b>Business Code</b>				
	<b>2a</b>	Winterfest Seasonal Rides & Exhibits	712110	88,508	88,508	0	
	<b>b</b>	Youth Rails to the Dark Side Rides & Exhibits	712110	64,936	64,936	0	
	<b>c</b>	Collection Viewing, Rides, Exhibits	712110	44,275	44,275	0	
	<b>d</b>	Children Pumpkin Patch Rides & Exhibits	712110	31,809	31,809	0	
	<b>e</b>	Children Fun Day Party, Rides, Exhibits	712110	8,912	8,912	0	
	<b>f</b>	All other program service revenue . . . . .		12,869	12,869	0	
<b>g</b>	<b>Total.</b> Add lines 2a-2f . . . . . ▶		251,309				
Other Revenue	<b>3</b>	Investment income (including dividends, interest, and other similar amounts) . . . . . ▶		2,334	2,334	0	
	<b>4</b>	Income from investment of tax-exempt bond proceeds ▶		0	0	0	
	<b>5</b>	Royalties . . . . . ▶		0	0	0	
	<b>6a</b>	Gross rents . . . . .	(i) Real	1,000			
			(ii) Personal	0			
	<b>b</b>	Less: rental expenses . . . . .		0			
	<b>c</b>	Rental income or (loss) . . . . .		1,000			
	<b>d</b>	Net rental income or (loss) . . . . . ▶		1,000	1,000	0	
	<b>7a</b>	Gross amount from sales of assets other than inventory . . . . .	(i) Securities	0			
			(ii) Other	0			
	<b>b</b>	Less: cost or other basis and sales expenses . . . . .		0			
	<b>c</b>	Gain or (loss) . . . . .		0			
	<b>d</b>	Net gain or (loss) . . . . . ▶		0	0	0	
<b>8a</b>	Gross income from fundraising events (not including \$ 0 of contributions reported on line 1c). See Part IV, line 18 . . . . .	<b>a</b> 0					
<b>b</b>	Less: direct expenses . . . . .	<b>b</b> 0					
<b>c</b>	Net income or (loss) from fundraising events . . . . . ▶		0		0		
<b>9a</b>	Gross income from gaming activities. See Part IV, line 19 . . . . .	<b>a</b>	0				
		<b>b</b>	0				
<b>c</b>	Net income or (loss) from gaming activities . . . . . ▶		0	0	0		
<b>10a</b>	Gross sales of inventory, less returns and allowances . . . . .	<b>a</b>	26,515				
		<b>b</b>	14,350				
<b>c</b>	Net income or (loss) from sales of inventory . . . . . ▶		12,165	12,165	0		
Miscellaneous Revenue		<b>Business Code</b>					
<b>11a</b>	-----						
<b>b</b>	-----						
<b>c</b>	-----						
<b>d</b>	All other revenue . . . . .						
<b>e</b>	<b>Total.</b> Add lines 11a-11d . . . . . ▶		0				
<b>12</b>	<b>Total revenue.</b> See instructions. . . . . ▶		340,092	266,808	0		

Form 990 (2016)

**Part IX Statement of Functional Expenses**

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

**Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.**

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
<b>1</b> Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 . . . . .	0	0		
<b>2</b> Grants and other assistance to domestic individuals. See Part IV, line 22 . . . . .	0	0		
<b>3</b> Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16 . . . . .	0	0		
<b>4</b> Benefits paid to or for members . . . . .	0	0		
<b>5</b> Compensation of current officers, directors, trustees, and key employees . . . . .	0	0	0	0
<b>6</b> Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B) . . . . .	0	0	0	0
<b>7</b> Other salaries and wages . . . . .	72,882	72,882	0	0
<b>8</b> Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions) . . . . .	0	0	0	0
<b>9</b> Other employee benefits . . . . .	2,658	2,658	0	0
<b>10</b> Payroll taxes . . . . .	8,291	8,291	0	0
<b>11</b> Fees for services (non-employees):				
<b>a</b> Management . . . . .	0	0	0	0
<b>b</b> Legal . . . . .	0	0	0	0
<b>c</b> Accounting . . . . .	0	0	0	0
<b>d</b> Lobbying . . . . .	0	0	0	0
<b>e</b> Professional fundraising services. See Part IV, line 17 . . . . .	0			0
<b>f</b> Investment management fees . . . . .	0	0	0	0
<b>g</b> Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.) . . . . .	0	0	0	0
<b>12</b> Advertising and promotion . . . . .	21,760	21,760	0	0
<b>13</b> Office expenses . . . . .	14,906	9,776	5,130	
<b>14</b> Information technology . . . . .	1,356	1,356	0	0
<b>15</b> Royalties . . . . .	0	0	0	0
<b>16</b> Occupancy . . . . .	95,431	85,888	9,543	0
<b>17</b> Travel . . . . .	0	0	0	0
<b>18</b> Payments of travel or entertainment expenses for any federal, state, or local public officials . . . . .	0	0	0	0
<b>19</b> Conferences, conventions, and meetings . . . . .	0	0	0	0
<b>20</b> Interest . . . . .	14,964	14,964	0	0
<b>21</b> Payments to affiliates . . . . .	0	0	0	0
<b>22</b> Depreciation, depletion, and amortization . . . . .	55,825	55,825	0	0
<b>23</b> Insurance . . . . .	1,258	1,258	0	0
<b>24</b> Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
<b>a</b> <u>Visitor Experience &amp; Event Related</u> . . . . .	32,949	32,949	0	0
<b>b</b> <u>Restoration &amp; Repairs - Trolley &amp; Rolling Stock</u> . . . . .	27,892	27,892	0	0
<b>c</b> <u>Track &amp; Signal Repairs</u> . . . . .	5,501	5,501	0	0
<b>d</b> <u>Misc Volunteer Expenses</u> . . . . .	1,537	1,537	0	0
<b>e</b> All other expenses . . . . .	747	747	0	0
<b>25</b> <b>Total functional expenses.</b> Add lines 1 through 24e	357,957	343,284	14,673	0
<b>26</b> <b>Joint costs.</b> Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720) . . . . .				

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**Part X Balance Sheet**

Check if Schedule O contains a response or note to any line in this Part X

		(A)		(B)
		Beginning of year		End of year
Assets	<b>1</b> Cash—non-interest-bearing . . . . .	3,508	<b>1</b>	30,393
	<b>2</b> Savings and temporary cash investments . . . . .	309,549	<b>2</b>	324,379
	<b>3</b> Pledges and grants receivable, net . . . . .	0	<b>3</b>	0
	<b>4</b> Accounts receivable, net . . . . .	0	<b>4</b>	0
	<b>5</b> Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L . . . . .	0	<b>5</b>	0
	<b>6</b> Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions). Complete Part II of Schedule L . . . . .	0	<b>6</b>	0
	<b>7</b> Notes and loans receivable, net . . . . .	0	<b>7</b>	0
	<b>8</b> Inventories for sale or use . . . . .	11,564	<b>8</b>	9,657
	<b>9</b> Prepaid expenses and deferred charges . . . . .		<b>9</b>	0
	<b>10a</b> Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D . . . . .	<b>10a</b> 2,407,128		
	<b>b</b> Less: accumulated depreciation . . . . .	<b>10b</b> 1,230,266	1,232,687	<b>10c</b> 1,176,862
	<b>11</b> Investments—publicly traded securities . . . . .	0	<b>11</b>	0
	<b>12</b> Investments—other securities. See Part IV, line 11 . . . . .	0	<b>12</b>	0
	<b>13</b> Investments—program-related. See Part IV, line 11 . . . . .	0	<b>13</b>	0
	<b>14</b> Intangible assets . . . . .	0	<b>14</b>	0
	<b>15</b> Other assets. See Part IV, line 11 . . . . .	436,017	<b>15</b>	436,017
<b>16 Total assets.</b> Add lines 1 through 15 (must equal line 34) . . . . .	1,993,325	<b>16</b>	1,977,308	
Liabilities	<b>17</b> Accounts payable and accrued expenses . . . . .	3,740	<b>17</b>	10,784
	<b>18</b> Grants payable . . . . .	0	<b>18</b>	0
	<b>19</b> Deferred revenue . . . . .	0	<b>19</b>	0
	<b>20</b> Tax-exempt bond liabilities . . . . .	0	<b>20</b>	0
	<b>21</b> Escrow or custodial account liability. Complete Part IV of Schedule D . . . . .	0	<b>21</b>	0
	<b>22</b> Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L . . . . .	0	<b>22</b>	0
	<b>23</b> Secured mortgages and notes payable to unrelated third parties . . . . .	276,163	<b>23</b>	270,967
	<b>24</b> Unsecured notes and loans payable to unrelated third parties . . . . .	0	<b>24</b>	0
	<b>25</b> Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D . . . . .		<b>25</b>	0
	<b>26 Total liabilities.</b> Add lines 17 through 25 . . . . .	279,903	<b>26</b>	281,751
Net Assets or Fund Balances	<b>Organizations that follow SFAS 117 (ASC 958), check here</b> <input checked="" type="checkbox"/> <b>and complete lines 27 through 29, and lines 33 and 34.</b>			
	<b>27</b> Unrestricted net assets . . . . .	1,504,749	<b>27</b>	1,487,868
	<b>28</b> Temporarily restricted net assets . . . . .	208,673	<b>28</b>	207,689
	<b>29</b> Permanently restricted net assets . . . . .	0	<b>29</b>	0
	<b>Organizations that do not follow SFAS 117 (ASC 958), check here</b> <input type="checkbox"/> <b>and complete lines 30 through 34.</b>			
	<b>30</b> Capital stock or trust principal, or current funds . . . . .		<b>30</b>	
	<b>31</b> Paid-in or capital surplus, or land, building, or equipment fund . . . . .		<b>31</b>	
	<b>32</b> Retained earnings, endowment, accumulated income, or other funds . . . . .		<b>32</b>	
<b>33</b> Total net assets or fund balances . . . . .	1,713,422	<b>33</b>	1,695,557	
<b>34</b> Total liabilities and net assets/fund balances . . . . .	1,993,325	<b>34</b>	1,977,308	