



2022 FALL CONFERENCE & ANNUAL MEETING

SEPTEMBER 7-10, 2022

Sheraton Hartford Hotel at Bradley Airport
1 Bradley International Airport, Windsor Locks, CT, 06096

Step off the plane and walk to the conference! The 2022 Fall Conference and Annual Meeting will be held in person at the Sheraton Hartford Hotel at the Bradley Airport this September! Registration information and pricing will be available this summer.

The conference will open on the evening of Wednesday, September 7 with the opening night reception & Annual Meeting. Plenary and breakout sessions will take place at the hotel on Thursday, Friday and Saturday mornings, followed by visits to local member museums and railways in the afternoons: Essex Steam Train and Riverboat (Thursday); Danbury Railway and the Railroad Museum of New England (Friday); and the Connecticut Trolley Museum and Shoreline Trolley Museum (Saturday). The conference will end with the Saturday night banquet and awards ceremony. All meals and transportation will be provided.

Plan ahead: The Sheraton is currently accepting online reservations at conference rates for overnight stays from September 3 through September 15 at \$159 per night. To reserve your room online go to the conference page of the HeritageRail website (www.heritagerail.org) and click on RESERVE FALL CONFERENCE ACCOMMODATIONS. When reserving your room online, click on the drop-down menu to select your specific arrival and departure dates. **DEADLINE FOR ROOM BLOCK RESERVATIONS IS AUGUST 15.**

Planning on driving? Parking at the Sheraton is FREE for conference attendees.

SESSIONS AND PRESENTERS

Thursday September 8th 8:00 am – Plenary Session #1

Industry Issues and Challenges - This session is for you! This is an opportunity for you to bring up any challenges you are facing and get solutions directly from those who have encountered the same challenge. This will be a moderated session but without a panel of “experts.” The experts will be your industry peers attending the conference. Be sure to bring a challenge or concern with you!

Thursday September 8th 9:30 am – Plenary Session #2

Project Management for Non-Project Managers: Scheduling, Budgeting, and Communicating for Success
Presented by Shaelyn Amaio, Public Engagement Manager, Connecticut Landmarks, Amos Bull House

Picture this: a looming deadline, a stretched budget, a team needing guidance, and no idea where to begin. We’ve all been there! Learn how project management strategies can help you get organized, improve communication, stay on budget, meet your goals, and effectively report on your successes. Plus, access a digital toolkit of project management templates to bring back to your organization to implement immediately!

Shaelyn Amaio has been a public experience advocate since her days operating rides at a local amusement park as a teen. Since then, she has created family and student activities as a science museum educator, developed exhibits in historic house museums, and managed project teams at museums and design firms in New England, New York, and Alabama. She earned a graduate certificate in museum education from Tufts University and a masters in museum anthropology at Columbia. Her project management skills were learned both on the job and in the classroom, and she is comfortable working with budgets of all sizes and wearing the variety of hats required by people working in smaller organizations. While working at the New York Transit Museum, Shaelyn imagined and implemented public programs, tours, and excursions onsite at the New York Transit Museum and offsite in locations around New York City featuring the museum's vintage fleet. A Connecticut native, she returned to the Constitution State in 2018 to work on education and interpretation for historic house museums with Connecticut Landmarks, and has served on the board of the Shore Line Trolley Museum since 2021. You can usually find her exploring a museum, historic site, or roadside attraction near you.

Thursday September 8th – Presentation at Essex Steam Train and Riverboat

“How to Get Along with Your Neighbors,” A Key Piece of Survival in Today’s World

Presented by Paul Scarborough, Chairman, The Valley Railroad Company / Essex Steam Train and Riverboat

One of the unique challenges that tourist railroads face is their extensive physical presence. From rail yards and engine houses, to stations, mainlines long or short, and multiple grade crossings, tourist railroads and museums have an impact on their communities that is unlike virtually any other museum or tourist attraction. Surviving and thriving when your boundaries touch so many neighboring property owners can be a true test for the leadership of any such organization. This session will delve into the strategies and techniques that the Valley Railroad Company has used to build good relations with our neighbors and engender support for our operations in the communities through which we pass.

Paul Scarborough has been working at the Essex Steam Train in a variety of capacities for over 15 years. He has been a longtime board member and officer of the Friends of the Valley Railroad, our non-profit volunteer organization. In 2012, Paul was elected to the Board of Directors of the Valley Railroad Company itself, the parent of the Essex Steam Train and Riverboat. He was subsequently elected Chairman of the Board in 2015, part of a major leadership transition that positioned the Company for significant growth and development. In addition to his board leadership roles, Paul is a qualified conductor and can frequently be found leading our steam train, dinner train and railbike crews.

Friday September 9th 8:00 am – Plenary Session #3

“Succession or Seccession” - An ongoing topic of the purpose and perpetuation of a museum board of directors

Case study presented by Wesley Heinz - Executive Director, Western Maryland Scenic Railroad

This session will be led by Bob Laprelle, Museum of the American Railroad and Scott Becker, Pennsylvania Trolley Museum. The session will include a case study presentation from Wesley Heinz, Executive Director of the Western Maryland Scenic Railroad followed by questions & answers and follow up discussion on the turnaround of the WMSRR in terms of board governance.

The presentation shares the concept of “Quit Playing Trains, And Run Your Business.” I will share my reflections specifically on Western Maryland Scenic’s resurgence. What? Where? When? How? Why? What the board did and did not do to help facilitate the rebirth. Where was the railroad physically, operationally, and financially. When did the business change. How did the railroad’s resurgence impact the community and the staff/supporters. Why humility and privilege are critical to your survival. In the WMSR world, the community is king, not trains.

Wesley Heinz has accumulated over 20 years of leadership experience; having functioned in management and development roles for top-rated vendor-managed programs at Microsoft, Proctor & Gamble, and Samsung, providing representation at retailers such as Home Depot, Best Buy, Toys R Us, Kroger, Wal-Mart, and AT&T. He served as District/Market Manager and sales management support in markets, such as Atlanta, Nashville, Chicago, New York City, Boston, and New England. Wesley also had five years of experience in executive recruiting, working with C-level executives, and identifying top talent for Fortune 500 companies. On the leading end of his career and since 2013, Wes has had the privilege of serving as the Executive Director, first at Maine Narrow Gauge Railroad Co. & Museum of Portland, ME, and currently for the award-winning non-profit organization responsible for preserving and operating the historic tourist railroad collection at Western Maryland Scenic Railroad of Cumberland, MD. Wesley was directly accountable for passenger growth of almost 300% at MNGRR and revenue increases over \$2.3 million at both operations. His efforts improved brand awareness, equipment performance, and rebuilt under-performing relationships with relevant organizations in historic preservation. Wesley began pursuing his passion for railroading first in 1993 with Tennessee Valley Railroad Museum, and later has assisted in full restorations of various steam locomotives, passenger cars, and historic railroad equipment.

NOTE: THE FOLLOWING FRIDAY SESSIONS WILL RUN CONCURRENTLY

Friday September 9th 9:30 am – Parts Committee Meeting

Friday September 9th 9:30 am – Canadian Council Meeting

Friday September 9th 9:30 am – Plenary Session #4

Taking STEPS Together Toward a Better Future

Presented by Scott Wands, Director Grants & Programs, Connecticut Humanities

Having trouble recruiting new board members and volunteers for your organization? Or difficulty coming to consensus on how to prioritize all the tasks and needs facing you? STEPS can help! STEPS is a self-study, self-paced assessment program designed by the American Association for State and Local History (AASLH) specifically to assist small- to mid-sized history organizations, including volunteer-run institutions. Through a workbook, online resources, and an online community, the 1,100+ organizations enrolled in STEPS nationwide review their policies and practices and benchmark themselves against national museum standards.

AASLH Board Member, STEPS curriculum advisor, and creator of STEPS-CT Scott Wands will introduce you to STEPS, talk about how the national program created by AASLH can help your organization make progress and reach excellence one step at a time, and highlight STEPS-CT, the statewide program that he created that has helped organizations across Connecticut work together to make meaningful, incremental progress, improve operations, and increase organizational morale. Representatives from the Danbury Railway Museum will join Wands to talk about how STEPS and STEPS-CT helped their museum and the changes and improvements they've made since enrolling in the program in 2015.

Scott Wands serves as Director of Grants and Programs at Connecticut Humanities, overseeing the distribution of nearly \$40 million to the cultural community since the onset of the pandemic. He is co-creator of STEPS-CT, an integrated program of training, mentoring, and grant funding that, since 2012, has helped forty-seven Connecticut cultural organizations build professionalism and remain vibrant community resources. He is helping coordinate CT's Semiquincentennial planning and served on Connecticut's Suffrage Centennial Commission. Scott served on AASLH Council from 2016-2020 including as Member-at-Large on Executive Committee (2019-20), Finance Committee, and STEPS Enhancement Committee and will be rejoining AASLH Council in September 2022 as its incoming Secretary. Before joining CTH in March 2008, he worked for five years at Connecticut Landmarks as assistant curator of education. Scott lives in Wethersfield, CT and serves as Secretary of the Wethersfield Dad's Club and on the Wethersfield Greater Together Community Fund.

NOTE: THE FOLLOWING SATURDAY SESSIONS WILL RUN CONCURRENTLY

Saturday September 10th 8:00 am – Breakout Session #1
FRA / Regulatory Update

Representatives from the Federal Railroad Administration's Division of Motive Power & Equipment will present the current status of any ongoing rule making that may impact our operating members. Updates to Part 219 "Control of Drug and Alcohol Usage" and Part 232 "Brake System Safety Standards for Freight and Other Non-Passenger Trains and Equipment; End of Train Devices" are expected. Time will be allotted for your questions. This is a great opportunity to get the help you need from the regulator.

Saturday September 10th 8:00 am (repeats at 9:15 am) – Breakout Session #2
Customer Service for Everyone

Presented by Brian Messinger, Essex Steam Train

Customer engagement is a major key to success of any heritage railroad, especially in this world of social media. Learn how one railroad made customer engagement their focus, and discuss ways to help your team make every passenger, visitor, and guest feel like they are part of your railroad family.

Brian Messinger has worked at the Essex Steam Train since 2001, and currently is an SLE, Trainmaster, Rules Examiner, Engineer, and Conductor. In the past, he has volunteered at the Seashore Trolley Museum and restored subway cars for the New York Transit Museum. He currently also volunteers with the steam crew at the Reading and Northern Railroad, who just completed a six-year restoration of Reading T-1 2102. In his free time, he is a full-time public school educator and school district leader.

Saturday September 10th 8:00 am (repeats at 9:15 am) – Breakout Session #3

Marketing your Museum

Presented by Rene Mack, Percepture

Rene Mack, President of Percepture, a marketing and public relations firm with extensive experience in the travel and tourism industry (including major clients like Xanterra, owners of the Grand Canyon Railway) will introduce techniques for marketing heritage railways.

René Mack oversees Percepture’s destination travel accounts, including SKIFT, New Orleans, Peru and Xanterra Travel Collection (Yellowstone, Zion, Glacier, Grand Canyon, Death Valley, Rocky Mountain and Mt Rushmore), Windstar Cruises and Williamsburg, VA. He also directs work for hospitality clients including, The Broadmoor, Kingsmill Resort, The Willard in Washington, D.C., Oasis at Death Valley and Topnotch Resort in Vermont. In addition, he does the external PR for Grand Canyon Railway, Manitou & Pikes Peak Railway in Colorado and VBT and Country Walkers. His journalistic training and ability to develop news, ignite conversations and tap public, influencer and media relationships have led to placing clients on the front pages of the nation’s top magazines and newspapers; moving entire morning shows to client locations; igniting and driving conversation via social media; and reaching people where they live, work and play via marketing promotions and partnerships – all of which have contributed to client bottom lines. René is also highly skilled in crisis communications and brand reputation management. For 20+ years, he has helped cruise lines, airlines, destinations, hotels and resorts recover from difficult situations. He led the PR team (2006-2013) that helped bring tourism back to New Orleans after Hurricane Katrina and deal with the BP Oil Spill. From 9/11 to “The Miracle on The Hudson”, from the lights going out at the Superbowl to disasters at sea, from celebrity deaths to working with the Center for Disease Control (CDC), he’s pretty much seen it all. In 2019 Rene was the only PR person to receive the Top 25 Extraordinary Minds in Hospitality and Sales, Marketing and Revue Optimization award from HSMAI. René has earned a Lifetime Achievement Award from HSMAI, and helped clients earn numerous awards, including a record 20 HSMAI Platinum Awards, two Silver Anvil Awards of Excellence, and a slew of Mercury and Big Apple Awards from PRSA; Creativity in Public Relations Awards (CIPRA); Classic Telly Awards for film, and awards from the IBCA, PR Week and PR News. René is a native New Yorker now living in New Jersey, a university lecturer, a former fine-dining restaurant reviewer, an Eagle Scout and a soloist in the New York Metropolitan Opera.

Saturday September 10th 8:00 am (repeats at 9:15 am) – Breakout Session #4

Museum Programming

Presented by Jodi Shapiro, Curator, New York Transit Museum & Polly Desjarlais, Education Manager New York Transit Museum

Jodi Shapiro and Polly Desjarlais will present broadly on the work of the New York Transit Museum, both in programming and exhibits. The team will talk about all kinds of programs both public and for families and schools, and give an overview of exhibitions in all of their museum spaces. They will touch on educational programs and exhibits done in the past; how they pivoted everything to the virtual space in March 2020, as well as themes and approaches to programming for schools and adult groups.

Saturday September 10th 8:00 am (repeats at 9:15 am) – Breakout Session #5

Historic Preservation 101

Presented by Mary Dunne, Architectural Historian with the Department of Economic and Community Development, State Historic Preservation Office

In this session you will learn about the basic framework for historic preservation in the United States including information about the National, State and Local Registers of Historic Places, and the four approaches to the Secretary of the Interior Standards for the treatment of historic resources. The session will be presented by Mary Dunne, Connecticut Deputy State Historic Preservation Officer, who will also talk about services offered by the State Historic Preservation Office including technical assistance and financial incentives that apply to Tourist Railroads and Railway Museums. As the administrator of several grant programs she will be able to field questions about grant writing and eligibility requirements.

Mary Dunne is an Architectural Historian with the Department of Economic and Community Development State Historic Preservation Office. In this capacity she is the staff liaison for all Local Historic District Commissions and Certified Local Governments (CLG) in Connecticut. She administers grant funding to municipalities qualified under the CLG program and also administers grants for non-profit organizations and non-CLG municipalities. She also serves as a Deputy State Historic Preservation Officer. Prior to working for the State Historic Preservation Office, Mary was Executive Director of the Manchester Historical Society in Manchester CT and was Preservation Services Officer for the New Haven Preservation Trust from 2001-2003. Prior to moving to New England in 1998, Mary lived and worked in Washington, DC, starting her career in the Preservation Office of the Old Executive Office Building (now the Eisenhower Executive Office Building), a National Historic Landmark building that houses a majority of the White House staff. Mary earned a Master of Arts degree in Preservation Studies from Boston University in 2000 and has a Bachelor of Arts degree in literature from James Madison University (Harrisonburg, Virginia).

Saturday September 10th Technical Sessions at Shoreline Trolley Museum (Three Sessions)

Session #1: Traction Motor Inspection & Maintenance

Presented by Jeff Hakner, SLTM volunteer

The Shore Line Trolley Museum was devastated by coastal flooding in 2011 and 2012 and has since run almost 40 cars through a motor reconditioning program. In this hands-on seminar, we'll look at routine traction motor inspection and maintenance, including "megger" readings, lubrication, commutators, and bearings. We'll also discuss short- and long-term steps following floodwater disasters. There will be several traction motors in various stages of disassembly for participants to view, and we'll test-run a motor. Attire: grunge casual / sturdy footwear suggested.

Jeff Hakner has been an active SLTM volunteer for 30 years, past President and Board Chair, and past capital campaign co-Chair. In his day job, he is a Professor of Electrical & Computer Engineering.

Session #2: Bringing a "Critter back to life"

Presented by Ernie Darrow, Stand-by power and marine propulsion mechanic (retired), and Automotive manufacturer technical trainer/technical writer (retired)

The seminar will be facilitated in, on and around the Shoreline Trolley Museums 1942 GE 23-ton locomotive with a H model Cummins 150 HP engine. This seminar will cover the following.

Safety

- Moving parts, cooling fan, generator/alternator, air compressor and their drive belt/s.
- You will be around 32 or more volts DC just to get it running and once it is running you will be around 250 or more volts DC.

Initial Survey

- Have the exhaust and intake been covered.
- Coolant, Oil and fuel, levels and condition
- Does the engine turn over by hand or with a bar NOT with the starter.
- Batteries (low voltage system) Make sure you have the correct voltage. 32 is NOT 36
- Turning on the main switch for the first time.
- See if it will run.
- Preventing a "run away".
- Will it move under its own power?
- Now that it is running and moving some tips to keep it that way.
- Cautions with a replacement higher HP Cummins engines.

NOTE: Due to the cab size which is the location of the electrical cabinet on our GE 23 tonner it is only possible for 1 or 2 people at a time to see some of the seminar items so there will be a handout with text and pictures for everyone.

Session #3: Playing by FEMA's rules after a disaster

Presented by Wayne Sandford

The presentation will cover how the Branford Electric Railway Assoc. Inc. worked with FEMA to secure funding for repairing trolley cars after hurricane Sandy and Irene. The presentation will outline the long rigorous process of winning and maintaining an award. It is critical to know the players, the Stafford Act and how we as a non-profit fit into FEMA's procedures. Branford did receive two awards totaling over \$3,000,000 to repair the 53 trolley cars that were operational prior to the storm

Wayne Sandford from 2010 to 2021 was a full-time faculty for the University of New Haven where he developed and ran two programs a BS in Homeland Security and Emergency Management and a MS in Emergency Management. From 2005 to 2009 he served as the Deputy Commissioner of State of Connecticut Department of Emergency Management and Homeland Security. Second in command of state agency responsible for managing states emergency management program (planning, exercising, training and responding). From 1992-2005 he served as Fire Chief of East Haven Ct. Head of a combination department, 120 plus personnel (53 career 60 volunteer). He also served as Chairman of the town's Local Emergency Planning Committee and Director of Emergency Management for Town. He was State Fire Administrator, for the State of Connecticut from 1991 to 1992 and the Director of Fire Training, State of Connecticut 1982-1992 where he ran the Connecticut State Fire Academy. Mr. Sandford has also served as a member of BERA'S Board for 6 years, General Manager and most recently President of the BERA.