

# The Connecticut Electric Railway Association, Inc.

ANNUAL REPORT 2024



NORTH ROAD STATION



Annual Report Editor: Marc Warnock



# The Connecticut Electric Railway Association, Inc.

## Corporate Officers

Chairman - Ed Laprade  
President - Justin Chasse  
Vice President - Wil Gambardella  
Treasurer - Charles Gross  
Corporate Secretary - Marc Warnock

## Board of Directors

Andy Borst  
Justin Chasse  
Wil Gambardella  
Charles Gross  
Ed Laprade  
Mike Luzzi  
John McPartland  
Charles Nordell  
John Sacerdote  
Christopher Shaw  
Marc Warnock

## Committee Chairs

Collections Committee - Christopher Shaw  
Development & Nominating Committee - Andy Borst

## Museum Staff

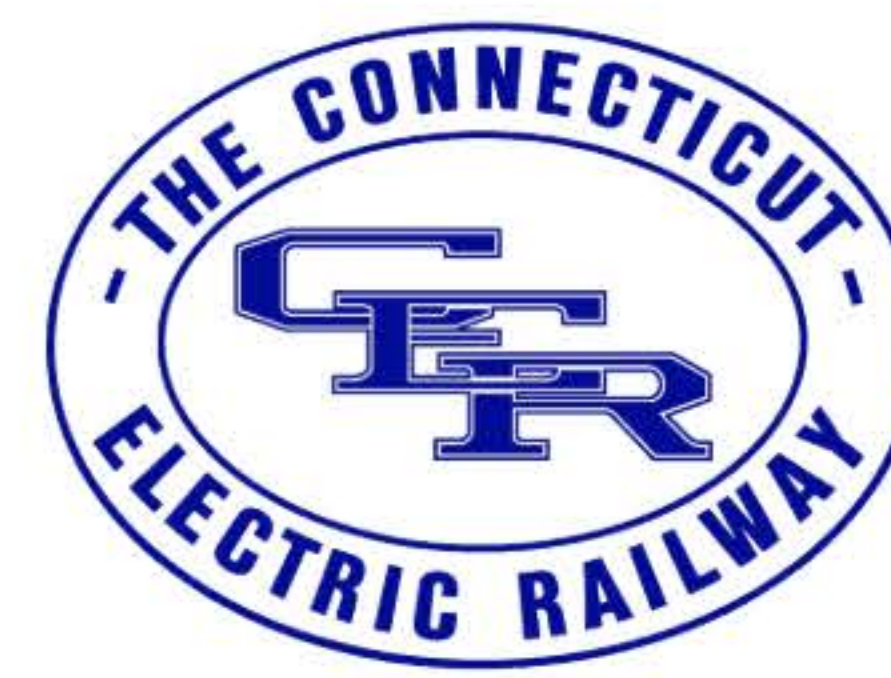
Executive Director - Gina Maria Alimberti  
Volunteer & Membership Coordinator - Lucy Goins  
Visitor Experience & Gift Shop Manager - John Meszaros  
Car Shop Manager - Phil Beard  
Car Shop Technician - Gio Rescigno  
Gift Shop Clerk - Maria Sedotti

## Department Heads

Safety & Security Officer - Bert Johanson  
Operations Manager - Roger Pierson  
Chief Motorman - Mike Luzzi  
Asst. Chief Motorman- Dale Maine  
Training Manager - Ray Nobile  
Track Manager - VACANT  
Signals Communications Manager - Derek Dearborn  
Electric Traction Manager - Warren Cardone  
Buildings Manager - James Borrup  
Grounds Manager - Don Nordell  
Motor Pool Manager - Ed Carlson  
Webmaster - Matthew Cosgro  
Information Technology - Hugh Brower/Andy Sherfrin

PASSENGER COUNTS										
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
January	0	2	0	0	0	0	0	0	0	0
February	0	0	0	0	0	419	0	0	316	363
March	0	1,320	0	2,030	0	41	526	0	269	1371
April	2,002	1,759	4,194	1,487	2,043	0	1,369	2,335	2,033	1,079
May	2,367	1,251	1,434	1,588	1,548	0	965	908	925	826
June	2,209	2,571	2,483	2,178	2,618	172	1,169	1,410	1,480	1,254
July	3,697	4,189	3,654	3,820	3,527	419	5,419	3,739	4,147	3,635
August	4,728	3,961	5,934	4,306	5,693	632	3,470	3,765	4,143	2,865
September	1,465	1,402	1,422	1,277	1,476	738	1,525	1,623	1,133	1,226
October	7,723	9,142	10,906	8,660	8,485	3,329	6,518	6,557	5,202	4,570
November	1,142	1,244	2,307	1,767	1,050	582	1,027	868	969	810
December	8,540	8,211	8,155	8,003	7,884	2,657	5,612	5,821	6,264	5,540
Totals	33,873	35,052	40,489	35,116	34,324	8,989	27,600	27,026	26,881	23539





# Contents

About Us.....	04
President's Report .....	05
Executive Director's Report .....	07
Board of Directors Report .....	09
Development Report .....	10
Department Head Reports .....	11
Restoration Shop Report .....	14
Visitor Experience & Gift Shop Report .....	16
Volunteer & Membership Report .....	17
Financial Statements .....	18







# About Us

## Connecticut Electric Railway Association

The Connecticut Electric Railway Association, Inc. is the owner and operator of the Connecticut Trolley Museum. Founded in October 1940, it is the nation's oldest incorporated organization dedicated to the preservation of the trolley era. The organization is led by a board of directors elected by the membership.

All major buildings and the museum's center of operations are located on a 17-acre facility adjacent to State Route 140 in East Windsor. The right of way is a 3.2-mile portion of the Rockville branch of the Hartford & Springfield Street Railway Company. Void of all track, the property was purchased when the organization was formed in 1940. Over the years, our volunteers have been able to build not only 1.5 miles of track and the associated overhead wire for power distribution, but all of the yard and storage track, power substation, storage barns, and restoration shop.

## Mission Statement

Our mission is to provide a historically accurate educational experience of the trolley era, through the interpretation, preservation, restoration, and operation of an electric railway.

## Core Values

- Integrity
- Professionalism
- Accountability
- Team
- Fun







# President's Report

2024 was a busy year for the museum with a lot of things happening all at once. But before I get into all of that, a massive THANK YOU is in order and owed to all the hard-working volunteers like yourselves, not to mention the staff we have in place.

We are Connecticut's first Trolley Museum and Railway, we are the also the Nation's Oldest Incorporated Trolley Museum! We will be celebrating our 85th Anniversary in 2025! We are proud to have an amazing collection and more importantly, we are becoming much better stewards of this collection! Those actions are in large part to many meetings with Rob Brogle and Chris Shaw. Sometimes those meetings lead to frustration and debates but always looking out for the betterment of the Museum as a whole!

We were awarded a huge HUD Grant to help correct the museums drainage and finally pave the parking lot! It only took 85 years but look at us go! Big Thank You's go out to Mike Speciale, Dulcie Giadano, Gina Maria Alimberti and many others! But it doesn't stop there, we had many other moments where we were able to secure grants and help the fleet! A lot of work went into car 3001 this past year, which included the roof and floors, controllers, wiring, and power truck swap. And once again, this was made possible by YOU, The volunteers! And I can't forget the shop crew of Phil Beard and Gio Rescigno for their help, guidance and vision! Countless hours of help from volunteers, including Mike Luzzi, Jeremy Prema, Ian Ma, Wil Gambardella, Jayden Cerdeira and David Piacintini made this possible! (I apologize if I forgot anyone.)

Then we watched and held our breath when Gio said, he could get 2600 up and running again! You know what...HE DID! Our sister museum Shoreline/Branford Trolley Museum had a set of trucks with a wheel and axle to spare, and they made a trade with us! With the help of the shop staff and volunteers they made that car run again! Including a full paint job, interior clean, new motormen curtains and re-wiring! Did I mention it was completed within a month and a half?

So many amazing things are taking place here that's it's been a privilege to watch and be a part of.

Since the departure of Rob Brogle last July, we have gone through a metamorphosis of change! Some growing pains for sure and vast departures from the old way of doing things to a rebirth of how we structure our business practices, our goals, the things we stand for and completing projects! When I was elected as President in August of 2024, I decided the Museum needed some changes. We went back to having a Chairman, Ed Laprade stepped up when I asked him if he would. Ed has brought new insight in how we manage our Board of Directors and outlet processes. This has drastically changed how we do conduct ourselves and so far, so good! We also had Andrew (Andy) Borst who joined our board to fill a position that had become open. Andy has now taken over the Development Committee as our Chairmen and still has Mike and Dulcie by his side. Mike was going to retire but has stayed on and is helping to guide this committee! The Museum owes a great deal to Mike and Dulcie and I say THANK YOU to both of them for their support, dedication and belief in our organization. Bob Knebel who has been a motorman and volunteer also joined the development committee.

To Our Departments and Staff:

Operations, keeping the trolley cars moving and creating memories for families and trolley enthusiasts alike. I say Thank You!  
S.C. & E.T. keeping the power on and our cars running under the wire, signal work and crossing gate maintenance. I say Thank You!  
Track, replacing ties, fixing switches, tightening bolts, replacing joints, cleaning out drainage ditches, keeping cars on the rail. I say Thank You!





# President's Report

Buildings and Grounds, keeping the Museum looking good, our buildings in the upright and correct positions, keeping a roof over our valuable collection. I say Thank You!

Motor pool, making sure our rubber-tired equipment and power equipment is in working and safe condition for all those who use it. I say Thank You!

Maintenance and Restoration, keeping this old fleet running and looking amazing. I say Thank You!

Training, teaching new volunteers to become motormen, educating them on the history of these cars and our Museum. I say Thank You!

Then to our staff, who keep our gift shop stocked, ticket sales, recruiting new volunteers, answering the phones and questions, organizing our library and promoting our organization and to our Executive Director who makes sure it all happens. I say Thank You!

So many activities are happening around the museum on a daily basis, sometimes they are in full view so that everyone can see. Sometimes they are in the background or behind the scenes. No matter what, We See You! We know the work continues, progress is being made, changes are happening for a better and brighter future for this museum. The vision of our founders is clear.

Will we have bumps in the road ahead, of course!

Will we have setbacks, absolutely! However, with perseverance we will continue to do our very best for this Museum and for the next generation of volunteers and visitors to come! THANK YOU

Respectfully Submitted,

*Justin A. Chasse*



Justin A. Chasse  
President & Board of Directors  
Member since 1989





# Executive Directors Report

I am thrilled to report that we closed out 2024 with outstanding accomplishments and welcomed over 25,000 visitors—a powerful testament to the museum’s continued growth and the unwavering support of our community. Among the many highlights, our Winter Events alone drew an impressive 6,661 guests, and our dedicated volunteers contributed more than 12,000 hours of service. Thanks to the generosity of our supporters, we raised \$138,175 to help fund our operating budget.

As our museum continues to thrive, the need for additional team support had become increasingly clear. I’m excited to announce that we hired two new staff members: a Visitor Experience & Education Outreach Coordinator and a Volunteer & Membership Coordinator. These additions mark a major step forward in enhancing the quality of service and engagement our visitors have come to expect.

We launched several new and exciting events, including Anything That Moves, Homeschool Day, Women in Railroading, a Museum Members Ice Cream Social, and two LEGO Workshops. We also extended our hours on Saturday evenings throughout the summer and were excited to bring back our beloved Dinosaur Trolley Weekend again. In total, we hosted over 7,400 visitors this summer, including nearly 1,500 during Dinosaur Trolley Weekend alone.

We introduced a new educational outreach program for libraries and senior centers, focusing on the history of trolley transportation. Designed to be both informative and interactive, this initiative is helping us reach new audiences across the region.



We are also proud to have officially launched a docent program—an initiative long in the making. This program offers visitors guided tours led by passionate and knowledgeable docents who provide insight into our exhibits and historical artifacts. Their efforts are helping to create immersive experiences and deepen the public's understanding of our mission and collections.

We started a Podcast called Trolley Crossing, which we are so excited about! We taped our first podcast interviewing Bert Johansen, who has been a volunteer with the Museum since 1961.

Our previous Point-of-Sale system was discontinued, prompting us to invest in a new, integrated POS and CRM platform. This upgrade enhanced membership management, streamline donation processing, and improve efficiency in managing gift shop sales.

Montreal Tramways Car #2600 returned to service after being out of service for the last several years due to the need for heavy mechanical work. Thanks to our friends at The Shore Line Trolley Museum and our amazing shop crew, this trolley car was not only mechanically restored, but also received a fresh coat of paint!





# Executive Directors Report

Restoration work on Car 3001 progressed well, with the sub-floor and floor installed, the air system started, roof almost completed and one of the controllers refurbished.

On the infrastructure side, we continued to move forward with the HUD grant process to pave the parking lot and address our longstanding drainage issues.

We launched a capital campaign to support the renovation of the theater, with the goal of transforming it into a versatile, multi-purpose hall that can better serve our community and expand our programming capabilities.

None of these accomplishments would be possible without the unwavering support of our volunteers, members, staff, donors, and visitors. Thank you for being a part of our incredible journey—together, we are ensuring this legacy endures for generations to come.



*Gina Maria Alimberti*

Gina Maria Alimberti  
Executive Director





# Board of Directors Report

Change is defined in the dictionary as “the act or instance of making or becoming different”. I think it is safe to say that we have seen some significant change here at the museum in 2024 and into 2025, all in an effort to become more efficient and improve our culture through more effective communication.

From the board of directors to every department, we have begun to see the effects of the changes we have collectively made to our management framework that began in August of 2024. We have made great strides in removing the disconnect between the board and operations while simultaneously putting the board in a position to focus on the strategic and giving operations the freedom of moving the museum forward. For the first time, we have instituted an annual planning process that:

- Addresses problems/challenges (issues) submitted by the entire organization.
- Strategically looks at one-, three- and ten-year targets.
- Considers our Core values and mission in the planning process in addition to our financial capabilities.
- Creates focus:
  - Develops our goals for the year.
  - Prioritizes the issues in the order that will be most effective in achieving our goals for the year.
  - Quarterly, selects those prioritized issues that can be completed in that quarter.
  - Maintains/tracks the issues that cannot be completed until they can be prioritized for completion in the future.

Part of improving our culture is being completely transparent throughout the organization. While we are still working towards complete transparency, a step in that direction was to follow up the planning session with a Town Hall meeting where the strategy and plans for the year were communicated to the staff and volunteers.

Each quarter, these plans are updated with the specific objectives of the upcoming quarter and are shared with both staff and volunteers. We are all much more effective if we are working from the same play book and if we all have a hand in writing that play book. To achieve this, communication is extremely important, and this is an area we wanted to improve upon. To facilitate and encourage communication, our process now begins at the department level. There is a clear path as part of the process to escalate what cannot be resolved at the department level. This results in the board’s monthly and annual planning agendas including those items that departments need to have addressed.

The structure of an organization and establishing clear lines of responsibilities all contribute to the effectiveness of achieving an organization’s goals. To improve in this area, we both solidified the purpose and members of the four board committees: Development & Nominating, Collections & Exhibits, Finance and Executive. In addition, a RACI chart was developed to clearly outline high level responsibilities between the President, Executive Director, Department Heads and the board to help eliminate duplicative effort and confusion within the organization. A RACI chart is a management tool where, at a glance, you can see who is Responsible, Accountable, Consulted or Informed on a function within the organization. Sharing the RACI chart with the entire organization is also consistent with our objective of complete transparency. The goal is to leverage simple, yet effective, management tools to increase our effectiveness throughout the organization.

While it is easy to become impatient as we can often feel that nothing has changed or we are not changing fast enough, when I look back on the last year, we have really changed and accomplished so much. I couldn’t be more proud of everyone, from the volunteers, the staff to the board members for how they all embraced the changes and pushed progress. Everyone, working as a team have begun the journey to making the museum more efficient and a place everyone is proud of and enjoys being a part of. While we still have a long way to go, we need to recognize we have already made great strides. I feel humbled to have been given the opportunity to work with such a talented and passionate group of people here at the museum. This coming year, I look forward to what we can accomplish working together as a team while embracing our core values of:

- Integrity
- Professionalism
- Accountability
- Team
- Fun

These are exciting times for the museum!

Ed Laprade  
Chairman, Board of Directors





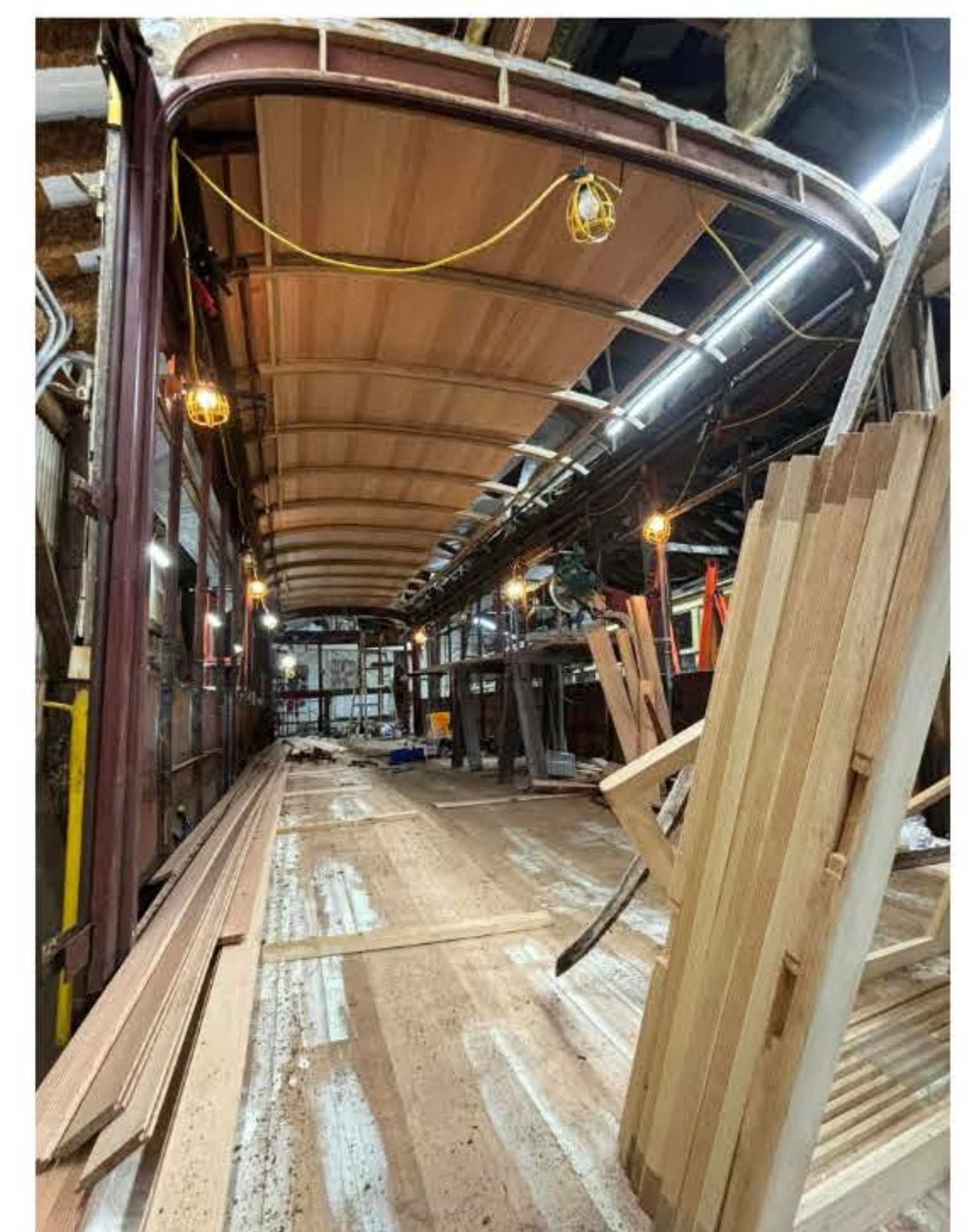
# Development & Nominating Committee Report

Donations, Gifts, and Grants to the museum in 2024 exceeded \$227,000. Included in that total are major contributions to several long-term projects which were initiated in 2024 and/or will be delivered in 2025 and beyond

1. Parking Lot Resurfacing
2. Theater renovation – Phase 1
3. Security System Upgrade
4. Car 3001 restoration

The Parking Lot Resurfacing project achieved its reviews and approvals to select a contractor and begin work in 2025. We are appreciative to Representative John Larson and all our elected officials for their support of this project that is being completed via a Housing and Urban Development (HUD) grant. This project will be one of the largest capital improvements for the museum in several years and improve the visitor experience improving our appearance and safety.

Phase 1 of the theater renovation received a boost again in 2024 as Larry and Dottie Bryan provided a very generous gift to get us closer to beginning Phase 1 which includes leveling the floor. In recognition of this gift, the theater was named after Larry and Dottie, and a sign commemorating that designation now hangs above the entrance. It is a 2025 goal of the committee to get Phase 1 work initiated and begin planning for Phase 2.



Lincoln Tech provided a very generous gift in 2024 to upgrade our Security System for our campus and keep our collection and buildings safe. The Mortensen Foundation also made a very generous gift to allow us to rebuild the Pumpkin Patch Platform at Station 6A. Lastly, car 3001 restoration continues to progress through fundraising efforts that will continue into 2025.



During 2024, we also recruited new members to the Development Committee, David Sharfarz and Bob Knebel with Mike Speciale turning over the leadership of the committee to Andy Borst. David Sharfarz stepped in immediately and began helping to operationalize the Parking Lot Resurfacing project. His experience with federal grants has been exceptional. Additionally, we can't thank Dulcie Giadone enough for her continued stellar work as the Museum's Grant Writer and Administrator. Dulcie has raised several hundreds of thousands of dollars for the museum with her writing to represent the museum's work. The committee is now six people strong and always looking for additional members to join the team.

As we enter 2025, we have identified additional key capital projects as well as additional sources of potential income to support the museum's financial needs. A full listing of the contributions in 2024 is listed on our website and we are thankful for all of the contributions made by a large number of individuals, businesses and foundations that were received in 2024.

Andy Borst & Michael Speciale  
Development Committee Co-Chairmen





# Department Head Reports

## Operations Department

Last year we had six trolley cars in service throughout the year. The cars that were used in regular service were Springfield Terminal Rwy car 16, Fair Haven & Westville RR Co. car 355, Connecticut Co. Car 1326, Montreal Tramways car 4, and Montreal Tramways car 2600. We ran a New Orleans 836 on a limited basis, mostly during special events. During the year, we added five new motormen to the active roster.

The Motormen are always valuable to help host special Events during the season. During Dino Trolley we used four cars to help accommodate the sold out crowds. For Pumpkin Patch we ran four to five cars when it was busy. During WinterFest and during the Christmas season we used five cars some nights. With a rotation of six to eight Motorman needed for each event day, the sign up system has become very important.

For the past 10 years, the biggest problem within operation has been having a bad radio repeater. The plan is to get this replaced for the 2025 season. This really effects the communication when the cars reach the end of the line at Wells Road.

Looking forward to the 85th Anniversary, Dino Trolley expanding, and the rest of the 2025 season.

Roger Pierson  
Operations Manager/Motorman #115



## Signal Communication & Electric Traction Department



This past year, we had two emergency repairs that were made to the trolley wire and spans due to trolley pole snags. All unnumbered poles were numbered and added to the Data Sheet for Pole Line Inspection spreadsheet. This included poles 1 through 6 and all poles back to the shop (900 series). Metal tags were attached to the poles. A new Overhead Survey was completed, documenting all material found in the Trolley Wire overhead. New material was ordered from vendors and placed into inventory. Material will be used as needed. New down guys are added to poles 770 and 790A. With help from IBEW Union personnel, pole changeovers were completed for poles 087/087A and poles 123/123A. New poles 260/260A were placed in Hancock Crossing. The new poles were braced to the old poles pending changeovers.

This year, the broken Winkler crossing gates were replaced three times. Spare gates were assembled. Signals 19E and 17W, which were leaning over, were stabilized pending replacement. An inventory was compiled documenting all overhead and pole material stored in pods 1 and 2. A new signal wire was strung from signal case 0.25/0.25 to the 17E signal case. Numerous WinterFest bus wire repairs were completed. The WinterFest lights' grounds were also repaired.

Warren Cardone & Derek Dearborn  
Signal Communications & Electric Traction Managers





# Department Head Reports

## Grounds Department

We finally found and purchased the replacement skid steer that met our needs and the museum could afford. We were very excited receive the go ahead from HUD to start planning for new parking lot design. We also where able to secure six truck loads of ties for track work from CSX track yard in Springfield Ma. We rented a forester tree clearing machine and was able to cut the trees back down the ROW

Want to send out a huge thank you to Doug Vines for keeping the campus of the museum looking so good.

Don Nordell  
Grounds Manager



## Motor Pool Department



2024 was not a year for major progress at Motor Pool; we started and ended in very similar shape. Early in the year the tie crane's blower freeze damage was repaired, only to end 2024 with the crane OOS again due to a major engine failure in September. The only other significant work done during 2024 was to the Pettibone (by a contractor); removal and replacement of the rusted-in-place two foot long main boom pin after it broke under load while shoveling fill. A minor fuel system issue with the old Bobcat was fixed in May, and maintenance was performed as needed throughout the year to keep other machinery functional. Meanwhile the Ford pickup continued its slow journey toward the scrapyard unabated; this battered vehicle has a DNR (do not resuscitate) order and will likely be replaced in 2025.



A review of 2021-2023 shows MP to have been much more proactive, routinely doing restorative and safety improvement work as well as reactive repairs needed when failures occurred. In contrast, much more available 2024 Monday work session time was spent doing the Lord's work (helping other departments with their projects) than in previous years. Finding a path forward for the tie crane took up serious time and energy, eventually resulting in the purchase of a replacement engine in December (which MP has yet to find time to install due to even more time consumed in 2025 by helping other departments...).

Ed Carlson  
Motor Pool Manager





# Department Head Reports

Projects completed in 2024

1. Extended elevated walkway to better view interior of Northern car in visitors center
2. Renovated Executive Director office space installing a full height wall and two closets.
3. Installed three mini-split units in back offices. Adds energy savings and comfort to the three back offices.
4. Installed 1/2" steel plates to walls of service pit in restoration barn for added safety.
5. Made numerous electrical upgrades and repairs in several buildings. Also, miscellaneous building maintenance and upkeep.
6. Helped install donated storage shed next to the back office entrance.

James Borrup  
Buildings Manager





# Restoration Shop Report

It has been another banner year for the shop. Despite months of sweltering heat and freezing cold progress has been made on just about every possible front.

Conn Co. 3001 continues to be our highest priority, and is now almost unrecognizable from last year. The floor has been completed, along with its motor hatches. The air system is complete and functional, and can be charged up from shop air. The roof has made major progress with the main barrel of the roof being completed along with one of the two vestibule ends. Sheet metal has also been returning to the car, with the doors added in new haven now being filled in, returning the car body to its as built form. End sheets have also been hung, meaning the cars ends no longer look like skeletons. Trucks from 5645 have been adapted, temporarily, for use on 3001. This required manufacture of new side bearings, center bowl adapters to mount conn co center bowls on trucks never meant to handle them, and new brake rods as the brake linkages are somewhat different and of different lengths. 3001 will have to live on these trucks until the original trucks can be overhauled. Both controllers have also been painstakingly rebuilt and are installed in the car. Resistor grids, line switch, and a safety cut out switch have all been hung under the car. We are now finally at a point of pulling wire to connect it all together. We hope to have the car able to operate off of a stinger cable in the near future



The second largest undertaking this past year has been the return of Montreal Tramways 2600 to service. The car had been pulled from service almost a decade ago due to a broken wheel. Fortunately, we were able to work out a deal with our southern neighbors in East Haven for an identical axle set, in exchange for the damaged one to be used in one of their shop trucks. Once the axle had been replaced, the Car came back to life quite easily. To fully bring it back into service, however, the car was repainted, a process that ironically took longer than all of its mechanical repair. Since then 2600 has seen heavy service, and is proving to be a star runner.



With 2600 back we have for the first time in a few years a barn completely full of operating cars.

Sadly, 65 has had to be taken out of service. It developed a fault with its brakes, where the brake cylinder would blow by severely unless the handle was put in full emergency, at which point it would slam the cylinder to full application. Between this and a host of other issues with the car, both mechanical and structural, the decision was made to pull the car for its own safety.

This past year has also been something of a "return of the Heavyweights." 18, which had barely scraped itself into life last report, has managed to cross the line of in and out of service multiple times over. The failed contactor was repaired, the locomotive was ran for the "Everything That Moves" event, and promptly failed once again a month later. During that down time, the brake valves and stands were sent out for rebuild, and have since returned. The second failure was found to be a control resistor going open circuit. As it turns out, this is a very common failure on Baldwins





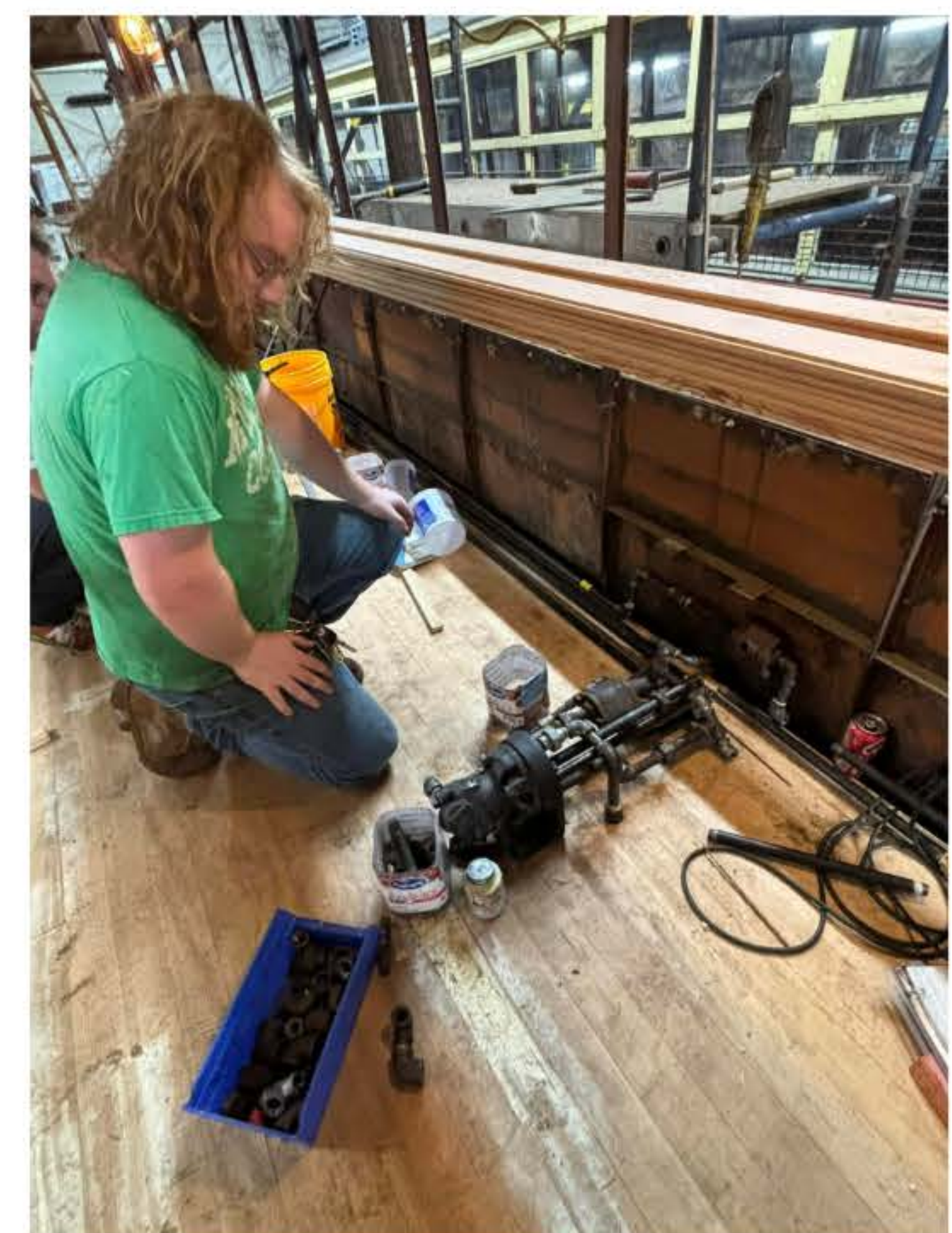
# Restoration Shop Report

of this type, and it's a minor miracle that 18's lasted as long as it did. With that and the brake stands repaired, the locomotive has again operated in a parade, this time for the 85th anniversary. This time, again thanks to the brake valve work, operated from both ends, and not as a reverse move whenever operating eastbound.

Also in the heavyweight category, 303 has been brought back from a short stint of silence. A replacement air governor was put together, and installed in the car. It fought us on calibration issues for quite some time, but that has since been resolved. In a most recent development, Gio has managed to figure out why the control group was missing the second point on the controller, and now it sequences correctly giving us all notches to full series. As the car is technically rated for up to 80 MPH, let's not concern ourselves with anything past series.

Around the shop a lot of cleanup has been going on. It's a very small space, and with more projects than there have been in many years going on at once, it's become very full and cluttered very fast. Better systems for keeping organized and everything in a clear and easy to work state has proven to be an endlessly moving target. Outside, Terri has made strides in attempting to go through the literal tons of parts, materials, and occasional just straight junk that lays out front. Much of this will be requiring a longer term, or perhaps permanent, solution for storage of large, heavy parts. Many smaller projects have been going on as well, including recently the construction of a waste oil storage system, and an indicator light system to show when we have 600 volts on in the shop.

Phil Beard  
Car Shop Manager







# Visitor Experience & Gift Shop Report

## Main Goals:

Learn the new VBO ticketing and merchandise sales system.

Keep gift shop fully stocked

Acquire new gift shop items

Sell addition memberships

Hire and train reliable staff

Host birthday parties

Develop new crafts and programs for visitors

Decorate the museum for holidays and major theme days to enhance the visitor experience.

Examples: Pumpkin Patch, Dinosaur Day, Winterfest, Easter, Valentine's Day,

## 2024 Highlights:

Created large plywood stand-ups for Dinosaur Day, Pumpkin Patch, and Winterfest

Acquired new items: Daniel Tiger merchandise, new Christmas ornaments, new Winterfest mugs

Hired new staff who contributed to the gift shop and visitor experience and the overall museum experience.

John Meszaros

Visitor Experience & Gift Shop Manager





Volunteer and Membership Report—Lucy Goins

1. Memberships
  - a. 355 members (including 36 libraries)
  - b. \$ 35,471 total sales (including \$9,450 from libraries)
2. Libraries
  - a. Engaged one new library
  - b. Re-engaged six lapsed libraries
  - c. Building rapport with libraries
  - d. Needs-based selling to mutually benefit
  - e. Encourage outreach in collaboration with Gina
3. VBO System Implementation
  - a. Getting over the learning curve
  - b. Digitized and automated several processes
    - Saves time, effort, resources.
4. Reciprocals over 2024
  - a. Build rapport with other local organizations
  - b. Lutz, Children’s Museum Holyoke, Beardsley Zoo, Yarde Tavern
  - c. Share knowledge, events, support
  - d. Increased value to our members
5. Volunteers
  - a. 105 Volunteers on our roster
  - b. 12185 hours

2024 Volunteer Hours by Dept

Department	Hours
ACCOUNTING	152:15
BIG E	6:00
BOD	324:05
BUILDING	377:45
CAR SHOP	2118:46
DEVELOPMENT	334:30
DINOSAUR	113:20
DOCENT	93:55
EASTER	42:10
EDUCATION	12:10
GROUNDS	794:40
IT	54:00
LEGO	8:40
LIBRARY	41:45
MEETING	169:05
MEMBERSHIP	28:45
MISC	444:50
MODEL RR	30:45
MOTOR POOL	931:40
OFFICE	241:20
OPERATION	3550:50
OUTREACH	3:00
PUMPKIN	40:40
RAILS	247:40
SCET	499:05
SECURITY	34:00
SIGNAL	5:30
SPECIAL EVENT	30:30
SUPER PRINCESS	15:05
TRAIN SHOW	88:30
TRAINING	655:40
VOLUNTEER	26:40
WINTERFEST	667:20
Grand Total	12184:56

2024 Membership Report

Total Members	Total Calendar Members	Conductor	Motorman	Engineer	Caboose	Contributing	Supporting	Sustaining	Patron
\$ 35,471.00	\$ 26,021.00	\$ 120.00	\$ 2,275.00	\$ 2,496.00	\$ 9,840.00	\$ 8,040.00	\$ 750.00	\$ 2,500.00	\$ -
355	319	4	65	52	123	67	3	5	0
		1.25%	20.38%	16.30%	38.56%	21.00%	94.00%	1.57%	0.00%
Total Library Members	LIBRARY Jr. Motorman	LIBRARY Conductor	LIBRARY Motorman						
\$ 9,450.00	\$ 600.00	\$ 6,750.00	\$ 2,100.00						
36	3	27	6						
	8.33%	75.00%	16.67%						



**Connecticut Electric Railway Association**  
**6 Year Look Back**

	2019	2020	2021	2022	2023	2024 (unaudited)
<b>Income</b>						
Contributions and Grants	291,215	180,290	258,961	255,665	184,011	103,013
Program Revenue	266,051	136,616	305,216	314,539	334,606	329,857
Investment Income	4,761	5,015	14,684	31,006	40,000	1,008
Other Revenue	11,955	5,931	16,285	15,427	69,332	208,425
<b>Total Income</b>	<b>573,982</b>	<b>327,852</b>	<b>595,146</b>	<b>616,637</b>	<b>627,949</b>	<b>642,303</b>
<b>Expenses</b>						
Salaries	120,911	108,283	124,049	141,891	189,380	232,551
Other Expenses	373,058	298,834	373,827	454,403	413,829	500,316
<b>Total Expenses</b>	<b>493,969</b>	<b>407,117</b>	<b>497,876</b>	<b>596,294</b>	<b>603,209</b>	<b>732,867</b>
<b>Revenue less Expenses</b>	<b>80,013</b>	<b>-79,265</b>	<b>97,270</b>	<b>20,343</b>	<b>24,740</b>	<b>-90,564</b>
<b>Events</b>						
Winterfest	80,812	53,067	115,659	114,382	124,654	112,285
Rails	57,585	15,370	56,543	65,561	64,935	41,459
General Admissions	50,359	15,051	35,018	38,641	56,090	69,601
Pumpkin Patch	38,859	38,023	44,616	51,002	38,981	51,930
Easter Bunny	10,651	5,355	17,852	21,314	16,846	16,579
Other	27,785	9,950	35,528	23,639	33,100	10,607
<b>Cash at year end</b>	<b>246,977</b>	<b>256,096</b>	<b>348,008</b>	<b>404,210</b>	<b>397,719</b>	<b>330,420</b>