

Shelburne Falls Trolley Museum, Inc.

Five Year Plan 2025

(Approved 4/08/2025)

“Plans are nothing; planning is everything.”

— Dwight D. Eisenhower, 34th U.S. President

Mission Statement

(Approved 5/27/2001)

To preserve railroad and trolley history and artifacts, especially of the Franklin County, Massachusetts area, and to educate the public about these artifacts and historical information through collection, restoration, display, demonstration and interpretation.

This mission is carried out by:

- 1) Preserving railroad and trolley history and artifacts by collecting, restoring and displaying trolley cars, locomotives, rolling stock, tools, equipment, photographs, ephemera and other items associated with the purpose, use, operation, function, study and enjoyment of railroads and trolleys.
- 2) Recreating the experience of an early-1900's rural street railway by giving rides on our demonstration railway on restored trolley and railroad equipment. The rides include interpretive talks on the history and uses of the equipment, the importance to the community of the services the railroad and trolleys provided and their role in the development of the community.
- 3) Offering educational programs to area schools and organizations about the history of the local trolley and railroad operations.
- 4) Restoring and maintaining the historic freight house and yard to demonstrate their significance to the community.

Five Year Plan 2025

This document describes the Programs and Projects that the Shelburne Falls Trolley Museum Inc.'s Board of Directors (“we”) wants to maintain, continue and/or implement in the next five years, consistent with the Mission Statement. Programs are efforts that are ongoing, such as our Interpretive Rides. Projects have a more limited time frame, such as a car restoration. Projects usually are in support of a Program. Other Programs and Projects that are not listed here may be implemented if approved by the board and if sufficient other resources are found so that the added Project or Program will not impact those listed in this Plan. The Mission Statement guides us, but does not limit us, in choosing new Programs and Projects.

This Five Year Plan is for guidance purposes and does not lock the Museum into any particular path. If unanticipated events dictate a change in direction on any particular Program, the Board of Directors can make those changes as it chooses, consistent with the Mission Statement. If a change is indicated in a Project, the Board of Directors or its agents can make those changes as it chooses, as long as it still supports one or more

Programs.

See the 2017 Five Year Plan Final Report and 2022 Five Year Plan Final Report for past progress. The 2022 FYP was ended early due to substantial changes in our Projects.

GENERAL

We feel that the overall direction of the museum is appropriate and should be continued. We feel that the museum has been fulfilling its Mission Statement, but that improvements can be made to more completely fulfill the Mission Statement. We feel that the museum is on sound footing financially but that many of the Projects listed below will require additional funding from grants and donations. We intend to keep the museum as primarily an all-volunteer operation.

PROGRAMS

Interpretive Rides

We will continue to offer Trolley and Pump Car rides that are interpretive, historic and safe. We plan to be open to the public, with rides available when we are open, on weekends and holidays from Memorial Day weekend to the end of October. We will also provide Speeder and Caboose rides if equipment is available. This Program is supported by the following other Programs:

- **Visitor Experience,**
- **Safety and Training,**
- **Volunteer Retention and Recruitment,**
- **Preventative Maintenance,**
- **Track Inspection,**

Projects related to this Program are **Spare Trolley Car, Speeder, Spare Trolley Trucks, Caboose CV4015, Trackmobile and Track Rehabilitation.**

Visitors Center

We will continue to interpret and display artifacts, photographs and ephemera in the present Visitors Center space in the Warehouse (sometimes called the “Agway Building”). We will continue to sell railroad related items, books, toys, gifts and other items in the Gift Shop in the Visitors Center. We will continue to provide space there for families to play with toy trains and other railroad-related items. Under the direction of the General Passenger Agent, we will work to create more retail and interpretive display space, but overall space is limited. Under the direction of the Public Education Coordinator we will update our educational displays in the Visitors Center.

The **Building Improvement Project** supports this Program.

Freight Yard

The historic Buckland Freight Yard is our home. As such, it is a vital part of our visitor experience as well as an important part of our Mission. We own the yard

outright. The yard and buildings are also an important source of revenue from rental of surplus space. We will continue keeping the yard attractive, and will work to find less visible locations for the unsightly equipment that is awaiting restoration, and to remove materials that are not needed for our Programs and Projects. We need to update the interpretive signage in the yard. Our rental space is fully occupied and we will work with our tenants to keep them satisfied.

Projects related to this Program are **Track Rehabilitation, Building Improvements and Track Extension**.

Member Outreach

Our Members are an important part of our success. They provide an important source of moral support, revenue and volunteers. We will continue, through our Membership Clerk and our Transfer Editor, to keep contact with our existing members through renewal requests, through our website and emails, through our newsletter the “Transfer”, as well as through our other Programs. We will continue to recruit new Members through our **Interpretive Rides, Visitor Center and Public Outreach Programs**. We will continue to expand our Corporate Sponsor program.

Public Outreach

We will continue this Program through the efforts of our Public Relations and Marketing Coordinator. We will continue to fine-tune our rack card distribution and our media exposure. We will continue our website and social media efforts. We will continue with our Trolleyfest and Moonlight Magic events.

Educational Outreach

Through the efforts of our Public Education Coordinator we will continue to host school and youth group field trips, and make sure that local schools know about our field trip program.

Volunteer Retention and Recruitment

The museum is an all-volunteer operation. Our present volunteer participation is barely adequate for operations. Our Crew Dispatcher will continue to make sure that we have a crew for each operating session. We could use more volunteers to take on minor projects that they can do with minimal oversight. We could use more volunteers who have the time and skills to be a Project Coordinator. We will work to retain our current volunteers by maintaining a safe, rewarding and friendly work environment, and providing a variety of Projects and Programs to work on. Our Project Coordinators will work to recruit volunteers for their Projects. The **Public Outreach, Member Outreach, Visitor Center and Interpretive Rides Programs** will continue to recruit new volunteers.

We will continue our Volunteer Appreciation Program, which provides our volunteers with grant-funded Gift Cards to local businesses and partly subsidizes purchase of SFTM-branded apparel.

Visitor Experience

Our visitors are crucial to our Mission. The above Programs all support the Visitor Experience. In addition, we will produce a walking tour and safety handout, pamphlet or app or webpage for our visitors. As mentioned in the **Freight Yard Program**, we need to update the interpretive signage in the yard to include the buildings and other not-yet-signed rolling stock like the Pump Car and No. 10. Program Coordinator is Jordan Helzer

Preventative Maintenance

Through the efforts of our Rolling Stock Supervisor we will continue to perform Preventative Maintenance on No. 10, the Pump Car, the Trackmobile, the Caboose, the Speeder and any other equipment used for **Interpretive Rides**. This work is essential to keeping our equipment in a reliable and safe working condition.

Safety and Training

Through the efforts of our Safety and Instruction Supervisor, this Program supports the **Interpretive Rides** Program by making sure our operating crew are well-versed in how to operate the equipment safely and informatively. We will update our Rulebook and Training Procedures as needed when our Programs evolve.

Track Inspection

Through the efforts of our Track Inspector we will continue to perform Track Inspections to keep our **Interpretive Rides** safe and reliable. This will encompass both daily track inspections and occasional more comprehensive track inspections. This Program is supported by the **Track Rehabilitation** Project. Overhead Wire inspections, including poles and bracket arms, are part of the Program as well.

Library and Archive

Through the efforts of our Ephemera Curator we will continue to catalog and preserve and organize our collection of videos and books and ephemera. We will improve the storage conditions in the Office, see **Building Improvements**. Preserving the history and artifacts of the Shelburne Falls and Colrain Street Railway, local railroad history and the museum's history is a major part of our Mission Statement.

Restoration

Through the efforts of our Restoration Coordinator we will continue to restore our collection of historical rolling stock. This Program is supported by the **Caboose CV4015, Spare Trolley Trucks, MBTA PCC Trolleys, BAR coach 230, B&M Box Car, "Berkshire Hills", MBTA Line Car 3283 and HT&W Flat Car Projects**.

PROJECTS

SF&C St Ry No. 10

We will continue to maintain the exterior and interior of this trolley car, and to keep it in safe operating condition. Sufficient Funds have been allocated. We will add the lightning arrester circuit.

Caboose CV4015

We will continue to maintain the exterior and interior of this caboose. Sufficient Funds have been allocated. The caboose will be displayed outdoors during the operating season. Winter storage location will depend on other Projects' needs. Interior access will be available to the public during operating hours unless restoration activities dictate otherwise. The roof walk boards need repair and/or replacement. The hot water tank should be installed as a non-functioning display item.

Project Coordinator is Sam Bartlett.

Spare Trolley Trucks

We want to have spare trucks (wheel sets and frames) available in case of malfunction with one of No. 10's trucks. We have purchased two trucks that can be used as non-motorized trucks. One of these trucks has been rehabilitated. Our end goal is to have one unpowered truck under No. 10 and to put the two already-overhauled motors into the truck that is currently under No. 10 that was more completely overhauled during the initial restoration. This will change No. 10's configuration from two single motor trucks to one unpowered and one dual motor truck. The truck that was removed from No. 10 can then be overhauled if needed and have the two motors that have been under No. 10 since initial restoration installed in it, after overhaul of the motors if needed. This will give us one spare dual-motor truck and one spare unpowered truck. Once motors are installed, the powered truck will be stored primarily indoors.

One or both spare trucks may be used as 'shop trucks' for another project, and are available to be incorporated into an operating second trolley car if one becomes available (see **Second Operational Trolley Car Project**). Some additional funding may be required for rehabilitating the second truck and installing the motors.

Project Coordinator is Josh Redenz.

MBTA PCC Trolleys

We have two PCC cars from the MBTA that are currently non-operational.

We will focus the resources for this project on PCC 3321, the last trolley car built in Massachusetts. We will make needed repairs to make the car movable. We will continue restoring the exterior of the car to its orange and cream color scheme. We will hire or use volunteers for the necessary body work, focusing on repairing enough steps and doors to make the car's interior available for public viewing. We will replace all the windows and doors. Interior cleaning and restoration may proceed during or after the exterior restoration.

If resources permit, we will examine the electrical and mechanical components of 3321 and determine if an operational restoration is feasible.

Grants and donations, as well as extensive volunteer time, will be needed to move this project forward.

PCC 3299 may be used as a parts car if we determine that operational restoration of 3321 is a worthwhile endeavor. In the meantime, it will be painted in the MBTA Green Line scheme by volunteers. The scraping and painting should be a priority to improve the appearance of the yard. The windows removed from 3321 will be used to replace the missing 3299 windows and additional windows will be bought if needed. Doors for 3299 will be rebuilt or replaced with non-operational inserts. 3299 may have its trucks, electrical and mechanical equipment removed for inspection and/or rehabilitation for 3321's restoration. At this point neither car can be moved on its trucks due, presumably, to frozen bearings. This Plan does not anticipate cutting up or scrapping the body of 3299. Additional volunteer time will be required to move this project forward. Project Coordinator is Sam Bartlett.

MBTA Line Car 3283

In 2023 we accepted 3283 as a donation from the Seashore Trolley Museum. Our initial inspection and reports from Seashore indicated that it could be put to work as a locomotive and line car fairly quickly. Stripping the many layers of failed roof off proved this to not be the case.

At this point the car has been stripped to the metal frame. Any of the appliances, interior shelving and the wooden frame, including the platform lift, that were salvageable have been tagged and saved in the Freight House. One controller has been overhauled. The disassembly was well documented. We plan to straighten the steel frame, replace the rusted out parts, install the floor and rebuild the wooden body. We will also inspect and repair, if needed, the motors and air brakes.

The end goal is to have a restored Line Car that can operate and give rides on special occasions, and be used for overhead line repair work.

A matching grant for \$33,000 has been applied for and some money has been raised for this restoration.

Project Coordinator is Josh Redenz.

“Berkshire Hills”

In 2025 we took delivery of the “Berkshire Hills”, which was donated by the Seashore Trolley Museum. We will clean up, stabilize and document the car and develop a plan for its eventual restoration. We expect it to be available for public viewing on a limited basis, perhaps just viewing through its window openings, but ideally we can get to the point where visitors can go inside a small portion to examine both the elegance of the woodwork and the fire damage, and see the potential and the work involved in restoration.

In 2024 we acquired from Seashore and overhauled two trucks that are somewhat

accurate for the “Berkshire Hills”. The car now sits on these trucks, but they do not have motors or brakes. It is expected that operational restoration of the car is a long way off, especially since we plan to get the Line Car Project going first.

Donations are expected to cover the \$17,000 moving cost. Other funding will be needed to purchase wood to replace the burned out portions.

Project Coordinator is Josh Redenz.

BAR coach 230, “American Flyer”

This car will receive exterior volunteer painting to its BAR original paint scheme. The scraping of its roof will continue in preparation for application of rust-inhibiting paint. If additional financial resources are obtained, the long-term plan for this car envisions restoring part of the interior to its appearance as a Maintenance-of-Way camp car, with beds and kitchen facilities. Another section will be set up to display tools used by Maintenance-of-Way workers. This car eventually needs extensive body panel replacement. The PCC Trolleys Project takes precedence over this project. Project Coordinator is Sam Bartlett. This project will require additional funding.

F&L St Ry No. 60

Due to acquisition of the “Berkshire Hills”, we think that acquiring No. 60 would stretch the museum’s resources too far for a car that is similar but less connected to the Mission to the one we already have. We have pieces of No. 60 on hand, which could be used for an exhibit on Wason Manufacturing Company. Additionally, we are potentially interested in more wood samples if the owners decide to scrap the car. However, we no longer feel No. 60 should be added to the collection.

Second Operational Trolley Car

We feel that to support our **Interpretive Rides Program**, we should not be solely reliant on No. 10. We have been offered the use of a “soon-to-be-restored” trolley from another organization. We will continue to monitor this car’s restoration progress, which is currently expected to be complete in late 2026. Meanwhile, we will keep a lookout for any other suitable car that might become available for operation sooner. No funds have been allocated for purchasing a second trolley car.

Project Coordinator is Sam Bartlett.

B&M Box Car

The Box Car was blasted, primed and painted blue in 2022, however it appears the paint was improperly applied and has faded. We would like to add the printed data and early and late B&M logos to the car, however before doing so, we will put on another layer of B&M blue.

Project Coordinator is Sam Bartlett.

HT&W Flat Car

The car has been partially prepped, primed and painted, and decking material has been acquired. Once the metal work is complete, we plan to put new wooden decking on the car. The car will continue to serve the museum as a general flat car.

Project coordinator is Sarah Schiener-Redenz.

Speeder

Our Speeder, on loan from Harvey Allen, will be maintained to be safe and operable. We will continue to offer “Speeder Day” rides monthly. Funding has been allocated for this Project.

Project Coordinator is Nash Bly.

Boom Truck

The boom truck is useful as a dump truck. The swing mechanism is being rebuilt. Some funds have been allocated for this work. We do not want to spend money on this truck beyond what is needed to keep it operational and safe. This truck supports the **Track Rehabilitation and Track Extension Projects.**

Project Coordinator is John Pelletier.

Track Rehabilitation

The House Track needs substantial tie replacement, and some rail replacement to be able to be kept up to standards. The Main Track needs ballast and tamping in the area around TO1. The Main Track rails need joint and wheel-burn welded repairs. We need to address drainage issues along the South and Main Tracks. Ties, rails and OTM (other track material like spikes and plates) are on hand for this Project. The Boom Truck, Grove Crane and Tamper Projects support this Project.

Project Coordinator is Nash Bly.

Track Extension

We want to have more storage track space near the Car Barn, so that ongoing Projects can be close to the shop. We have extended the Loop Track from Turnout 5 closer to the Car Barn, and will install TO 9 to allow for a track to extend westward toward the current end of the North Track. The **Track Rehabilitation Project** takes precedence over this Project. We do not anticipate building the Loop Track or a track down Depot St in this Five Year Plan. No funding has been allocated for this Project. Ties, rails and OTM (other track material like spikes and plates) are on hand for this Project. The Boom Truck, Grove Crane and Tamper Projects support this Project.

Project Coordinator is Sam Bartlett.

Building Improvements

Our buildings are an important part of our yard and our visitor's experience, as well as a source of revenue. We want to repair one window in the Office in the Visitors Center and remove the other window, and repair the exterior siding in that area. We

want to add a dehumidifier with drain and replace or modify the lights to reduce UV damage to the archives. We want to paint or stain the Shed. We do not anticipate adding systems for fire suppression in this Five Year Plan. We do not anticipate moving the Visitors Center to the Freight House in this Five Year Plan. Additional funding may be needed for this Project.

Project Coordinator is Sam Bartlett.

Car Barn Extension

The Car Barn Extension is complete, and provides much-needed shop space for us to work in. We would like to add in lifts at the back of stall 2, and get a three phase power connection to the barn, but the overall structure is done.

Transportation Bulletin Update and republish

We have permission to republish the Transportation Bulletin article about the SF&C, as well as to add more recent information and pictures. This Project needs some unknown amount of funding but ought to generate revenue from sales once complete. Phil won't be able to work on republishing until 2027.

Phil Johnson and Jordan Helzer are the Project Coordinators.

Visitation Survey

We will create a computer-based survey for use by our visitors to collect information that we can use to improve our outreach and operations. This Project supports the **Interpretive Rides, Visitors Center, Member Outreach, Public Outreach, Educational Outreach, Volunteer Retention and Recruitment and Visitor Experience Programs.**

Jordan Helzer is the Project Coordinator.

Restoration Shop, Metalworking and Carpentry

We plan to continue to acquire more tools and machinery as needed to enable us to perform a large variety of restoration and maintenance work in house.

We will look for a milling machine and shaper to enhance our metal-working shop. The **Three-Phase Power Project** supports this project, since many such machine tools need three-phase power.

We will clean up and organize our wood shop in the Freight House. We will improve working conditions by adding a dust collection system and better work space such as a woodworking bench. Our woodworking tools will be inventoried, missing or broken tools will be either repaired or purchased to provide a wide range of project capabilities for woodworking.

This Project requires funding that can probably come from periodic transfers from surplus funds.

This project supports the **Restoration Program.**

Josh Redenz is the Project Coordinator.

Trackmobile/Locomotive

We will maintain our Trackmobile to be able to move our collection of on rail equipment around our museum grounds. This project supports the **Interpretive Rides Program** by adding the option of Caboose Rides. It supports the **Freight Yard Program** by allowing us to periodically change the arrangement of rolling stock displays keeping the appearance engaging to the visitors. And it supports the **Volunteer Retention and Recruitment Program** by offering new training possibilities. Finally, it will allow us to perform switching required for restoration projects.

The Mad River & NKP RR Museum has offered us their B&M Alco S5 diesel switcher locomotive. This unit would fit our mission well, but would be expensive to move and unload with the current lack of connection to Berkshire & Eastern rails. MR&NKP will let us know if another party expresses interest in the S5.

Josh Redenz is the Project Coordinator.

Grove Crane

This crane needs engine work to be operable. Other issues may come to light once the engine is running, a blown head gasket being a likelihood. It is expected to be mostly operational once the engine issues are resolved. This Project will support the **Building Improvements, Track Rehabilitation and Track Extension Projects**.

John Pelletier is the Project Coordinator.

Tamper

This tamper needs engine work to be operable. Other issues may come to light once the engine is running, but it is expected to be mostly operational once the engine issues are resolved. A grant of \$3000 from Mass Bay Railroad Enthusiasts has been awarded towards this project. This Project will support the **Track Rehabilitation and Track Extension Projects**.

John Pelletier is the Project Coordinator.

Three-Phase Power

In 2025 we acquired a 600 VDC power supply suitable for powering a four motor trolley car. Our present supply is a 300 VDC supply, suitable for powering No. 10 as a small two-motor car at low speeds. The 600 VDC supply requires three-phase power. Our lathe and other possible machine-tool acquisitions also run on three-phase power. To accommodate the power supply and machine-tool needs, we will investigate the cost of bringing three-phase power up from Conway St. In 1999 this would have cost \$10,000, plus the cost of any rewiring on the premises. This Project supports the **Restoration Shop Project** and the **Interpretive Rides Program**.

Sam Bartlett is the Project Coordinator.

Four wheel Box Car

We will look into the possibility of getting a four-wheel boxcar, similar to what was

used by the SF&C St Ry to move freight by trolley. Shoreline Trolley Museum has offered one to us, but we want to see how much work it would need to be a suitable static display item.

Sam Bartlett is the Project Coordinator.

Grant work

Grant funding is an important part of our revenue stream, especially for Projects, as opposed to our Operating Budget. We will continue to apply for the grants that we have routinely applied for (and usually gotten) in the past. We will also work to find new sources of funding from other grantmakers.

Sam Bartlett is the Project Coordinator.