



2018 HeritageRail Alliance Fall Conference

Annual Meeting
November 7, 2018

Good evening, Ladies and Gentleman...

It is now 2018 which means we are 5 years into this experiment we now call the HeritageRail Alliance. When I was chosen as President, I wondered how well I could hold this group together. I heard a lot of us and them back in the early days. It was steam people, trolley people, museum people, and diesel people. But, to the credit of Don Evans and the Board of Directors, we developed a Vision Statement, Mission Statement, and a Strategic Plan. These guiding documents made us realize that we had a higher purpose and that higher purpose would mean survival for all of us. That higher purpose is Railway Preservation.

Tonight's presentation is going to be different. My goal is to impart upon all of you the importance of Railway Preservation - keeping our dream alive - and the role of the HeritageRail Alliance in leading the way.



Gray Slide - Aging Leadership

Okay, let's start with this color. Who can tell me what this color represents? We're all getting older. Just look around.

So, think of your own organization and ask the following questions -

What is your organization's plan for sustainability?

Do you have a succession plan for your leadership structure?

Do you have a pipeline in-place to bring younger talent into your organization?

If you don't, then your organization may face extinction. This is already happening in our industry as we're already witnessed organizations close their doors and give away their collections following the passing of the organization's leadership.

I urge all of you to take a look at the efforts being employed by some organizations to attract young talent. Some of the programs include Railcamps, Boy Scout Merit Badges, and

educational programs. With all due respect to Mattel and Rail Events, we cannot rely on Thomas the Tank Engine or the Polar Express as a recruiting tool.

Within the HeritageRail Alliance, allow me to introduce 4 new directors. Terry Koller, Jason Lamb, Cheryl Marcell, and Rikki Puz. The election of these 4 individuals to the HeritageRail Alliance Board of Directors is part of our effort to achieve sustainability of railway preservation.

Don't let your organization reach extinction.



Brown Slide - Rust

Okay, the next color. Does anyone want to take a guess at what this color represents? It's supposed to be rust.

While we didn't save everything retired by the railroads, we came close. When we filled up our tracks with stuff, we built more track so we could get more stuff. When those tracks were filled, we found other places to store stuff.

The end result of this were collections too large to maintain. Most of us are suffering from collections that are deteriorating faster than our resources can support protecting them.

Facing the realization of collections that are too large, some organizations have taken measures to pare down their collections. We have seen pieces offered for donation, often with success. Unfortunately, some pieces went to salvage dealers when a new home could not be located.

More disturbing is the recent example of the Indiana Transportation Museum. Let this be a lesson to all of us. If you do NOT own the property on which your collection sits, you are at risk. Do not become the next ITM. Take action now to protect your collection from an aggressive local commissioner, a hostile local government or a rogue rails-to-trail faction.



Red Slide - Regulation

Okay, color #3. This one should be easy. Regulation.

All of us are affected by regulation. We often think of only think of Title 49 of the Code of Federal Regulations, but many of us are affected by far more. The Clean Air Act, the Clean Water Act, the American with Disabilities Act, the Occupational Safety and Health Act, the Historic Preservation Act and a host of labor regulations all play a role in our efforts to protect, preserve, and operate our historic railway artifacts.

Consider this, the “War on Coal” may be currently experiencing a cease-fire here in the States; but, overseas it is a far different situation. In the United Kingdom, the usage of coal for anything, including steam locomotives, is under attack and there is much discussion on alternative fuels. While the banning of coal here seems like an impossibility, we must realize operating steam locomotives in tomorrow’s environment will require us to embrace either alternative fuels or technology to burn coal cleaner.

Looking forward, we will remain active with the Railroad Safety Advisory Committee. We still have a number of opportunities to reduce our regulatory burden. Our Regulatory Committee will be seeking new input from the membership on regulatory issues and prioritize those for discussion with RSAC. We will also be seeking updates on initiatives still in-progress.



Rainbow Slide - Diversity

This assortment of colors should be easy but I bet you're looking at it differently than I am.

The story of railroading in North America embraces many cultures and creeds. Included in these stories are how Chinese immigrants built the Central Pacific Railroad through the Sierra Nevadas and the Canadian Pacific through the Selkirks and Rockies, how A. Philip Randolph and the Brother of Sleeping Car Porters impacted labor unions, and how racism factored into labor agreements as well as passenger car and passenger station design. Yes, museums with exhibits telling these stories allow us to appeal to a larger audience and increase our revenue. But why aren't we seeking their participation as motormen, fireman, engineers, conductors, or docents? How many of you have boards that represent a cross-section of your community? That's the same community that you're wondering why they refuse to support what you're trying to achieve.

I must say that I am proud to see the progression of women in railway preservation - both in operations and management - and we're seeing greater participation of women in our conferences. However, when I look around this room, what do I see? When are we going to make progress into getting people of all colors to participate in railway preservation?

It is imperative that embrace diversity throughout railway preservation. I am greatly concerned that a lack of diversity in our community will hamper our efforts to achieve status on Capitol Hill.



Green Slide - Funding

All of you should get this color - Money!

Funding. We never seem to never have enough of it. Some of us never seem to have any of it. Special events such as Day Out with Thomas and Polar Express have done wonders to improve our cash flow and capital fund raising still remains the best way to raise the funds for equipment restorations and facility construction. Grant writing skills often make or break our ability to raise funds.

To paraphrase Reverend Martin Luther King, I, too, have a dream. How many of you are aware of the Historic Preservation Fund? This fund was authorized by the Historic Preservation Act and is currently authorized for \$150M. In FY17, Congress appropriated \$80.9M - the fund has never been fully funded to \$150M - which was allocated as:

\$47.925M to State Historic Preservation Offices

\$10.485M to Tribal Historic Preservation Offices

\$13.0M to Civil Rights Historic Sites

\$5.0M to Saving America's Treasures

\$4.0M to Historically Black Colleges

\$0.5M to National Register of Historic Places Diversity Efforts

My dream is to convince members of the Preservation Caucus - currently chaired by Michael Turner, R-OH, and Earl Blumenaur, D-OR, and supported by over 100 members of Congress, to increase the appropriation for the Historic Preservation Fund and allocate those funds to Railway Preservation. These funds would be disbursed through a grant application process administered by the National Trust for Historic Preservation.

We have a lot of work ahead of us to make this dream come true but I do believe it is achievable. Imagine having a steady flow of \$20 - \$25M or higher every year to put into our equipment and facilities!



HeritageRail Alliance Slide -

This one is a give away.

What is the HeritageRail Alliance all about? I could read you our mission statement but I'm not going to do that. Instead, I want you to think about what bring us all here. We all have a passion burning within us. We want to preserve something that we strongly believe deserves to be saved. Preserving this important part of history is not something we can do alone.

Without financial support from visitation, ridership, or donors, we cannot succeed. Without advocating for the importance of what we do with federal, state, and local legislators, we lose potential grant programs and face battles from those who wish to turn our railways into hiking or biking trails. Without working to reduce our regulatory burden, we face higher costs and increased workload on our staff. Without learning from others, we will be certain to make the same mistakes or miss out on the same opportunities as those who share the same problems and challenges as we all do. All of this is why the HeritageRail Alliance exists.

Through conferences, HeritageRail provides the learning and networking opportunities needed to learn from each other. Our membership in the Railroad Safety Advisory Committee will be

important in working with the FRA to look at other areas where our regulatory burden can be reduced. Participating in such events as Museum Advocacy Day and Preservation Day is laying the groundwork for our advocacy efforts at the federal level to push for our own piece of the preservation fund. With the new website, all member organizations can now create a member profile which can give you more exposure through the sites search function. We are now building the technical library which will provide access to hundreds of pages of information in one location. We also want to provide each member the tools it needs to reach higher levels of funding, attendance, and community support. These tools include the updated Recommended Practices, visitor surveys to give us data on why people, or more importantly, why people don't visit railway museums, and guidance on fund raising through all the various means. The alliance also needs to highlight those challenges facing all of us - such as sustainability and diversity.

Can you now see what brings us all here? While your specific passion may be with a steam locomotive, a Birney streetcar, a Jackson & Sharpe coach, or even a Hancock Inspirator; it is all part of a bigger objective - railway preservation.

To quote our website - We're doing more than just saving history. HeritageRail Alliance is moving railroad preservation into the 21st Century by developing and supporting the best practices and brightest minds in conservation, operation, exhibition and interpretation.

We need all of you to be a part of this movement and I thank you all for being here. Take this week to share with each other, learn from the presenters, and enjoy all the planned events.

Thank you.