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**THE READING COMPANY TECHNICAL AND HISTORICAL SOCIETY**

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**STRATEGIC PLAN SUMMARY**  
**THE READING COMPANY TECHNICAL AND HISTORICAL SOCIETY**

The purpose of the year 2000 long-range planning process is to lead The Reading Company Technical and Historical Society (RCT&HS) forward toward its goal of establishing a permanent museum and interpretive center featuring the history of the Reading Railroad.

This long range planning document presents the case statement for the Reading Railroad Museum. It also sets forth the history and present condition of the RCT&HS, general descriptions of its current assets, organizational structure, and collections. The long-range planning task force began work in February, 2000, and was charged to submit a long-range strategic plan in the fall of the year 2000. Over 30 RCT&HS members, many museum staff, many university staff, and many community agency staff have contributed time, energy, and expertise to the effort.

The goals and strategies for the years 2001-2003 are presented. Plans for developing a mobile museum display, for improving the organization's structure and operation, for cataloging and preserving the archives and collections, and for financial support are listed. The responsibility for ensuring the timely achievement of these goals and strategies resides in the Executive Board of the RCT&HS.

Methodical planning will assist the RCT&HS in the development of the Reading Railroad Museum as a premier educational facility, heritage preservation center, and Mid-Atlantic tourist destination.

## THE READING RAILROAD MUSEUM PROJECT



### THE BLACK DIAMOND - - A TREASURED INHERITANCE

The goal of the Reading Railroad Museum Project is the establishment of a permanent institution where the rich history of the Reading Railroad will be interpreted and preserved for the enjoyment and education of the public.

The Reading Railroad was:

- One of the oldest railroads in the United States (chartered 1833)
- The world's largest corporation and largest freight tonnage handler (1871)
- The first railroad to use "stop, look, and listen" warning signs at railroad crossings (1884)
- Operator of the world's first "mile-a-minute" passenger service and first to reach 90 miles-an-hour speed (1891)
- Controller of three-quarters of the anthracite coal production facilities in the U.S. (1892)
- The fifth largest tonnage carrier in the United States (1950)
- A famous property on the MONOPOLY game board

The Reading Company Technical and Historical Society has aggressively collected the largest U.S. repository of artifacts and equipment related to a single railroad. The comprehensive collection of over 60 pieces of Reading Railroad rolling stock includes significant examples of diesel locomotives, freight and passenger equipment, cabooses, a training car for engineers, and an entire wreck train. The archives include over 20,000 photographs and tens of thousands of blueprints and pages of correspondence pertaining to the railroad's people, facilities, and operations. A vast collection of other Reading Railroad artifacts including tools, signals, train dispatching boards, a 100-foot turntable, and examples of many other pieces of railroad hardware has been acquired.

The Reading Railroad was unlike other railroads because of its limited territory and national impact. It served the Schuylkill River Valley for 138 years, bridging the time between canal transportation and today's superhighways. It shaped communities and the environment as its branches stretched from Reading to the coal regions of northeast Pennsylvania, to Philadelphia, Harrisburg, Gettysburg, Allentown, Wilmington, and even as far as Jersey City and Atlantic City. Created to handle coal transportation, the Reading Railroad grew from its first horse-drawn train

between Reading and Pottstown in 1837 to become the world's largest freight handler and wealthiest corporation in 1871. It established Reading as an industrial center, assisting in making the textile, steel, and coal industries thrive. Important characters such as J. Pierpont Morgan, George Frederick Baer, Gustavus Nicolls, Dr. Isaac Hiester, and Moncure Robinson shaped not only the Reading Railroad but also the entire Industrial Revolution. Workers of the Reading Railroad, many of whose names are lost in time, developed inventions that improved the efficiency and safety of all railroads. By the beginning of the 20<sup>th</sup> century, the Reading Railroad was famous as the carrier of black diamonds – anthracite coal – and the company adopted a black diamond-shaped symbol as its official logo.

In 1890, 7,000 of the railroad's 35,000 employees were residents of Reading, deeply affecting the character of the community. In their homes, all the city's residents experienced the annoying soot of the steam engines while enjoying cozy coal-burning central heating. Several generations benefited from available, steady work at the extensive locomotive and car shops and at related industries, even during the Great Depression. The railroad was deeply interwoven in the lives of the people of the area. Nearly all long-time city residents can name several family members who worked for the Reading. The Reading Railroad influenced the American ethnic evolution by employing Irish, Welsh, and Pennsylvania Dutch workers. Later Poles, Slavs, Italians, African Americans, and workers of nearly every nationality and culture worked for the Reading. Labor unrest, including the tragedies of the Molly Maguires (circa 1860's and 1870's) in the anthracite coal fields, affected the Reading Railroad. The railroad played a major role in the outcomes of four wars.

At the present time, no institution interprets the significance of the Reading Railroad to the nation and to the lives of the people and communities it served. The bridges and shop buildings built by the Reading Railroad still impose the railroad's presence on the city of Reading. The Reading's main lines to Harrisburg, Philadelphia, Allentown, and New Jersey are today the major corridors for railroad freight trains into the Northeast. Philadelphia's new convention center occupies the refurbished Reading Railroad passenger terminal. The Reading's landmark arch bridges of stone and concrete cross the Susquehanna, Schuylkill, Delaware, and Lehigh Rivers.

The Reading Company Technical and Historical Society, an all-volunteer, nonprofit group of 1000 members, has established a long-range planning committee to guide it toward the establishment of a permanent museum showcasing the significance of the Reading Railroad. The museum and its collections will tell the stories of men and women and machines working together to shape a new century. It will provide myriad interpretive and educational opportunities, facilities for conservation of artifacts and historical research, mechanical facilities for the restoration of rolling stock, and limited passenger excursion service using heritage Reading Railroad equipment.

The museum will encourage economic development as it attracts local residents, tourists, and youth groups. The RCT&HS already adds \$85,000 of direct expenditures to the local economy and attracts over 10,000 visitors per year to its exhibits and events. The Railroad Museum of Pennsylvania in Strasburg PA attracts 140,000 visitors annually for a gate of \$700,000 and a total budget of 1.4 million dollars per year. The New York Central Museum of Elkhart IN, a smaller museum, attracts 15,000 visitors per year. The generated revenue of \$154,000 per year is estimated to roll over at least seven times in the local economy for a \$1,078,000 impact on its city and county.

In the future, as we have in the past, we will "Take a ride on the Reading!" It's a gem!

**PURPOSE**  
**FROM THE CURRENT BYLAWS OF**  
**THE READING COMPANY TECHNICAL AND HISTORICAL SOCIETY, INC.**

The purpose of the Reading Company Technical and Historical Society is :

1. To document and preserve the history of railroads and their benefit to the United States of America, but mainly those of the Schuylkill Valley and especially those of the Reading Railroad Company and its predecessors, successors, and subsidiaries.
2. To collect data on the history of transportation and to issue publications relating to this subject.
3. To encourage rail transportation.
4. To acquire by donation, purchase, lease or otherwise, real and personal property, and to finance, sell, deed, lease or otherwise manage same in a manner appropriate for a museum and the above mentioned purposes.
5. To promote social enjoyment, maintain fellowship and promote goodwill among Society members and to provide a meeting place where persons interested in railroads may gather.

## **HISTORY**

### **THE READING COMPANY TECHNICAL AND HISTORICAL SOCIETY**

The Reading Company Technical and Historical Society was incorporated in 1976, the same year the bankrupt Reading Railroad was absorbed into the government-sponsored Consolidated Rail Corporation (Conrail). The Society's initial goal was to establish a museum dedicated to the Reading Railroad in the abandoned Outer Station on North 6<sup>th</sup> Street in Reading. Negotiations to acquire the building were progressing when a fire destroyed the station in February 1978. Their hopes dashed, the Society was dormant until early 1979, when several members reorganized the group.

The revived Society began publication of a quarterly magazine, *The Bee Line*, filled with articles about the former Reading Railroad. Widespread distribution of the magazine brought a large increase in membership. Monthly meetings were moved from members' homes to the fire hall in Morgantown, where the Society organized its first public event, a train meet, in 1980. In 1981, the Society leased the passenger and freight stations in Elverson, PA as a new home for meetings and the Society's growing collection of railroad documents and artifacts. In 1983 the Society gained its first experience in organizing railroad excursion trains by assisting the Historical Society of Berks County in a series of trips celebrating the Reading Company's 150<sup>th</sup> anniversary. Members gained restoration experience by volunteering to restore the Reading Railroad equipment at the Railroad Museum of Pennsylvania at Strasburg, PA.

In 1984, the Society made an agreement with the Reading Company to occupy a portion of the former Locomotive Shops along North 6<sup>th</sup> Street in Reading, reviving the idea of establishing a railroad museum. The Society obtained its first piece of the rolling stock collection, a 40-foot Reading boxcar. In 1985, the Society's first locomotive, GP30 #5513, was acquired from Conrail. In the fall of 1985, the Society gained notice by bringing home the Reading class T1 steam locomotive #2102 and organizing a revival of the famous Iron Horse Rambles with four mainline train excursions. Membership at that time approached 500.

Restoration of rolling stock and cleanup of the locomotive shop building continued for four years while efforts went on to build public support to establish a transportation museum. Periodic open houses attracted thousands of visitors and several more train excursions were operated. However, the building was sold to an industrial firm in late 1987 and the Society had to move. The Blue Mountain and Reading Railroad, a shortline railroad, invited the society to occupy land and track space. Volunteers constructed some side tracks and in the spring of 1988 the rolling stock was moved to Leesport, PA where most of the collection is still located. The collection continued to grow to its current size of over 60 pieces of railroad equipment (locomotives, passenger and freight cars) occupying 3600 ft. of track, a large volume of archival material, and many significant artifacts.

Membership in 1999 numbered 1001 persons from 40 states, Puerto Rico, and 2 foreign countries. Membership meetings are held monthly in the GPU community room in Muhlenberg township.

Planning meetings for future growth were held with volunteer leadership in 1996 and 1999. A general meeting for planning was held in January, 2000, facilitated by a museum consultant. In February, a motion establishing a long-range planning task force was adopted.

## RCT&HS ACTIVITIES PROFILE

- Monthly membership meetings are held at GPU community room in Muhlenberg township. Average attendance: 65 members.
- Leesport museum site is open to the public each weekend from May through October. At least 1800 visitors toured the railroad equipment and artifacts displayed there this year. The sales car offers railroad-related publications, books, clothing, videos, and souvenirs.
- 58 modules depicting 25 different scenes of the Reading Railroad were displayed as part of the RCT&HS modular HO gauge railroad in 2000. The modular railroad now covers an area 14 ft. wide by 134 ft. long on which 9 trains can operate at one time. This year, it was set up for 8 showings at 4 shopping malls, the East Coast Hobby Show, the Mid-Atlantic Air Museum, the Railroad Museum of PA for Reading Railroad weekend, and the PA Christmas Craft Show in Harrisburg. At least 7500 people viewed the display.
- For the tenth year, passenger excursions from Temple Station to South Hamburg and return were operated on four summer Saturday evenings in 2000. RCT&HS-owned diesel locomotives and passenger cars carried a total of 1500 riders. Three of the trips offered dessert and one trip featured a picnic supper.
- The RCT&HS publishes its quarterly historical journal, *The Bee Line*, and its monthly newsletter, *The Crusader*.
- The RCT&HS “parade locomotive,” a Reading camelback steam locomotive replica mounted on a Ford truck chassis, appears in parades and other events to advertise the RCT&HS.
- The RCT&HS sponsors its annual train meet (railroad hobby and antique market) in October and participates in several other regional train meets.
- The RCT&HS pictorial calendar featuring historic photos of the Reading Railroad is published annually.
- The RCT&HS participates in the annual Reading Railroad Days at the Railroad Museum of Pennsylvania, Strasburg, PA.
- Restoration sessions are held each weekend during good weather at the Leesport museum site. Members work to preserve the rolling equipment of the RCT&HS.
- Committee meetings of the nine permanent and eleven temporary committees are held regularly.
- The RCT&HS Executive Board meets monthly.
- The RCT&HS maintains a web site at [www.readingrailroad.org](http://www.readingrailroad.org)

**FINANCIAL REPORT  
1999**

**REVENUE**

**EXPENSES**

Contribution	\$20,891.00	Rental & Operation	\$3,601.00
Program Service Revenue	15,301.00	Utilities	4,807.00
Membership Dues	26,862.00	Printing/Postage/Shipping	8,756.00
Interest/Dividends	1,737.00	Sales	23,810.00
Train Meet	1,984.00	Train Meet	1,019.00
Sales	32,641.00	Program Service Expenses	
		Excursions	15,716.00
		Restoration of Equipment	11,673.00
		Publications & Archives	7,580.00
<b>TOTAL REVENUE</b>	<b>\$99,416.00</b>	<b>TOTAL EXPENSES</b>	<b>\$76,962.00</b>

**BALANCE SHEET**

1/1/1999

12/31/1999

Cash, savings, and investments	\$ 55,900.00	\$ 76,620.00
Historical items and equipment	139,077.00	139,811.00
Total assets	194,977.00	216,431.00
Loan payable	1,000.00	0.00
Net assets	\$193,977.00	\$216,431.00



## RCT&HS ARCHIVES AND COLLECTIONS

### ROLLING STOCK

#### Powered equipment:

- 9 Reading Company diesel locomotives, 3 in operating condition
- 1 Baldwin diesel locomotive
- 2 Reading Company RDCs (Rail Diesel Cars)
- 1 powered Blueliner (multiple-unit electric passenger car)
- 1 “speeder” section gang motor car
- 1 Plymouth 24 inch narrow gauge diesel locomotive

Non-powered equipment: all significant to Reading Company Railroad operations.  
All freight cars except 3 are marked Reading Company.

- 1 Reading Company LEMTU (Locomotive Engineer Mobile Training Unit)
- 10 Passenger Cars – former MU’s (Multiple Unit electric passenger cars)  
6 in service as passenger coaches
- 3 Baggage Cars  
1 modified to serve as museum and sales car
- 8 Box Cars
- 4 Hopper Cars
- 5 Covered Hopper Cars
- 2 Gondolas
- 4 Flat Cars
- 4 Cabooses
- Complete 5-car Reading Company Wreck Train  
250 ton Diesel Crane, Idler, Gondola, Combine, Baggage

## OTHER HISTORIC EQUIPMENT

100 ft. American Bridge motorized turntable from Reading Company's Saucon Creek engine facility

1 Mack model B-196 Reading Transportation Co. tractor with 20 ft. trailer

8 Reading Company track panel consoles from interlocking towers at:  
Oley, Lebanon Valley, Pottsville, Rutherford (all CTC style)  
Norris, Race Street (both mechanical style)  
Rutherford (2 yard boards, CTC style)

Tools, signals, uniforms, railroad hardware, steam engine bells and headlights, railroad signage, small artifacts

4 former City of Reading passenger buses

## ARCHIVES

Tens of thousands of blueprints and pages of correspondence and legal documents pertaining to Reading Company facilities and operations (uncataloged) including:  
Engineering diagrams as early as the mid-1800's  
Original survey maps of railroad property lines  
Drawings of mechanical facilities and shop machinery  
Architectural drawings of stations and roundhouses  
Plans of locomotives and locomotive components  
Station log books and accounting journals; oldest is 1837 Schuylkill Canal journal  
Daily reports of railroad operations  
Detailed accident reports including photos from 1940's – 1960's

Over 20,000 photographs and slides of Reading Company equipment, buildings, and locations including 100 year-old glass plate negatives of stations and locomotives produced by Reading Company photographers

Library of books, many antique, oriented to the railroad industry

Reading Company historical publications and timetables

RCT&HS historical publications

## OTHER ASSETS

Parade locomotive: replica of Reading camelback steam locomotive mounted on Ford truck chassis

Modular HO gauge railroad

Sales inventory

Modular bus – former school bus modified to transport modular railroad

Sales bus – former specialized transit bus modified to transport sales inventory

Restoration tools, e.g., air compressor, table saw, machine shop tools

1000 feet of railroad track

Assorted rail and track related items

2 forklifts

one 2 ton electric floor crane

## MUSEUM SITE CRITERIA AND MUSEUM BUILDING CRITERIA

MUSEUM SITE CRITERIA: (see Museum Site Criteria Description – Appendix A)

- Location on railroad with approved access for movement of historic equipment; a friendly railroad is desirable so that excursions may be operated
- Site size of at least 15 acres including space for approximately 6500 ft. of storage track
- Site slope of 6% or less
- Access to major roads; should be near locations that people already visit
- Location out of the flood plain
- Availability of 220/440 volt, 3 phase power
- Availability of natural gas and sewer connections, water connection and/or water well
- Parking space for approximately 100 vehicles
- Industrial/commercial zoning
- Space for installation of a turntable, roundhouse, picnic area, and flower gardens
- Historic site or building is desirable

MUSEUM BUILDING CRITERIA: (see Museum Building Criteria Description – Appendix B)

- Museum:
  - Welcome center
  - Interactive exhibit areas
  - Education rooms
  - Auditorium
  - Model railroad room
  - Meeting room
  - Gift shop
  - Restrooms
- Archives:
  - archives storage and work areas
  - artifact registration area
  - support areas, including reception area, reading room, project room, dark room, office, editor's office, storage
- Equipment display area:
  - Roundhouse
  - Pole sheds for protection of historic rolling stock
  - Tracks for outdoor display of rolling stock
- Restoration area:
  - Large shop for on-track items
  - Small shops:
    - Wood shop
    - Machine shop
    - Paint shop
    - Parts storage (some space in box cars could be used)
- Museum support:
  - Offices
  - Kitchen
  - Restrooms/locker room/shower area: museum staff or crew
  - Custodial and waste storage

**INTERPRETIVE THEME  
READING RAILROAD MUSEUM**

The interpretive theme for the Reading Railroad Museum will be: THE READING RAILROAD SHAPED COMMUNITIES. The theme permits a variety of interpretative methods describing the profound influence the Reading Railroad exerted over the lives of every person who lived in the region. The theme is broad enough to include communities of every type and to interest both the general public and rail enthusiasts. The theme suggests a variety of special interpretive events, such as ethnic festivals, war reenactments, antique displays, living history weekends, anniversaries, and other celebrations. To further broaden the attraction of the museum, other historical societies or industries may participate in interpreting the significance of the railroad to their communities.

The influence of the Reading Railroad shaped the following communities:

Towns and cities:

- Establishment and growth as a result of railroad presence or activity
- Names of regions, towns, places, streets, neighborhoods (e.g. North Penn)

Industrial communities:

- |                                       |                                     |
|---------------------------------------|-------------------------------------|
| Coal                                  | Automobiles/tires/frames            |
| Iron and steel                        | Railroad suppliers (uniforms, etc.) |
| Knitting                              | Electric power generation           |
| Chemical                              | Railroad equipment                  |
| Brick                                 | locomotives (Baldwin)               |
| Agriculture                           | rail cars (Budd, ACF)               |
| Limestone                             | Breweries                           |
| Food (Hershey chocolate, Armour meat) | Cement                              |
| Sears catalog distribution            | Curtis Publishing                   |

Social Communities:

- |  |                                   |
|--|-----------------------------------|
| Railroad brotherhoods                    | Railroad sports teams             |
| Fraternal societies and auxiliaries      | Christmas parties, summer picnics |
| Commuter clubs                           | Safety rallies                    |
| Railroad YMCA's                          | Railfans                          |
| Class trips                              | Theater trains                    |
| "Living on the wrong side of the tracks" |                                   |

Environment:

- Landscape changes
  - Mainville fill, Manayunk, 9<sup>th</sup> Street Viaduct, Port Clinton, etc.
- Highway relocations
- Station beautification
- Air quality changes
- Noise (whistle nostalgia)
- Mine tailings

Financial Community:

- Stocks and bonds
- Corporate structure
- Equipment trusts

Communications:

- Rail post office service
- Telegraph systems
- Railway Express Agency

Labor Community:

- Labor strikes
- Labor/management strife
- Molly Maguires

Other Communities:

Boy Scout Jamborees	Sunday School trains
Amusement parks	Honeymoon Expresses
War efforts	Resort specials
Troop trains	New Jersey seashore
Indiantown Gap	Hudson Valley
Supply trains	Mauch Chunk
Civil war	Reading Terminal Market
Orange Cars	Marine operations
Christmas trees	Port Richmond
Circus trains	Port Reading
Ice shows	Freedom Train 1976
Disasters: storms, fires, wrecks	Railroad art and architecture
Power generation via standby steam locomotive	
Home heating comfort via rail-delivered coal	

## MUSEUM MARKETING PLAN

### CUSTOMER ISSUES

There are a number of customer related issues that are impacted by the planning stages of the museum. They are:

1. Location
2. Interpretive theme
3. Action and involvement in exhibits
4. Constantly changing exhibits and special events

Location can have a significant impact on the long-term success of the museum. The location must be readily accessible to the driving public. Easy access to near-by expressways is a major plus. The location should be on the “right” side of town and considered a safe location by the public. Other near-by attractions enhance the location by giving families multiple reasons to visit the area. Strasburg was chosen for the Railroad Museum of Pennsylvania because Lancaster County was already established as a major tourist destination and because the Strasburg Railroad was already a successful tourist attraction.

New museums are designed specifically for the educational opportunities. The new Altoona Railroaders Memorial Museum and the Steamtown National Historic Site were both designed with a focus on education rather than simply viewing static displays. The Railroad Museum of Pennsylvania has recently added an Education Center. *The Reading Railroad shaped communities* is an excellent theme that permits a wide variety of educational interpretations. This theme can be developed to appeal to a wide range of cultural and age groups. If this theme and the exhibits supporting it are properly developed, then the museum can be marketed to schools as an educational tool worthy of being an integrated part of the history or sociology curriculums instead of just a field trip site. The Susan Byrnes Health Education Center in York, Pennsylvania, markets itself as a integral part of the health curriculum to all the schools in the region with separate programs for each age group and thereby develops repeat visits.

Static displays are no longer the norm in new museum displays. Exhibits require action to grab attention and stop the visitor to take a longer look at the display. If the display gets the visitor involved in the exhibit, then the visitor is more likely to learn and to “enjoy” his/her visit. At a young age this can be as simple as a child pushing a button to power a model train. “Hands-on” exhibits or live demonstrations (e.g. Williamsburg, VA) tend to be more memorable than static displays.

A challenge to all museums is to attract return visitors. If displays are not renewed periodically there is no reason for visitors to return. Therefore, visitors need to see new exhibits each visit. Special events such as Santa Claus specials or Halloween nights can also encourage return visitors. If the site can be used for rail related activities such as train shows, Operation Lifesaver, or excursion departures then visitors will have a reason to return. Using the site for other activities such as craft shows, antique car shows, or civic activities brings people to the site who might not otherwise visit a railroad museum.

Visitors are looking for value for their time invested in the visit. Two important components of value are “easy access” and “fun.” The site location and museum layout are the elements of easy access. The “fun” element includes action, new features, and personal involvement. The result of the “fun” is an educational experience.

## **MUSEUM MARKETING PLAN PROFILE OF COMPETITORS**

This section is limited to discussion of nearby railroad museums. Other types of museums that are competing for the same visitors are not included in this section.

The two closest railroad museums are the Railroad Museum of Pennsylvania, located in Strasburg, Pennsylvania, and the Steamtown National Historic Site, located in Scranton, Pennsylvania. Both these museums receive significant government funding. The Railroad Museum of Pennsylvania is a state entity. Steamtown is a national historic site and was built with federal funding. The public financial support for these two museums would appear to make them formidable competitors. Both museums recognize the importance of education and modern displays in addition to maintaining sizable collections of static rolling stock displays. However, the likely location of the Reading Railroad Museum approximately half way between these two successful museums could be marketed as a plus, but there must be a reason to visit the Reading Railroad Museum in addition to, or instead of, the two nearby museums. The proposed theme of focusing on the communities surrounding the railroad rather than the railroad itself could be the differentiating factor that sets this museum apart.

The Altoona Railroaders Memorial Museum has recently opened a new site with a theme focusing on the railroad workers. Previously this museum was basically a static display of rolling stock. They are currently struggling with low attendance and re-evaluating their operation.

New Jersey has announced plans to develop a state supported railroad museum. The Reading Railroad Museum and proposed New Jersey museum could both open at approximately the same time and compete for the same railfan visitors.

The Baltimore & Ohio Museum in Baltimore, Maryland, is an older museum with mostly static rolling stock displays.

Additional railroad museums are located throughout the United States. Some are old, established museums and others are relatively new. Some are private and some are public facilities. The quality ranges from museums with old and decrepit equipment in desperate need of restoration to museums with everything restored and polished. The quality of programs varies as much as the quality of the equipment. The significant variable appears to be adequate funding.



**BYLAWS OF  
READING COMPANY TECHNICAL & HISTORICAL SOCIETY, INC.  
A NONPROFIT CORPORATION**

Adopted Dec. 19, 1989; Effective Jan. 1, 1990

**I. NAME:**

The name of the Corporation is Reading Company Technical & Historical Society, Inc.

**II. PURPOSE:**

The Corporation is incorporated under the Nonprofit Corporation Law of the Commonwealth of Pennsylvania for the following purpose or purposes:

- A. To document and preserve the history of railroads and their benefit to the United States of America, but mainly those of the Schuylkill Valley and especially those of the Reading Railroad Company and its predecessors, successors and subsidiaries.
- B. To collect data on the history of transportation and to issue publications relating to this subject.
- C. To encourage rail transportation.
- D. To acquire by donation, purchase, lease or otherwise, real and personal property, and to finance, sell, deed, lease or otherwise manage same in a manner appropriate for a museum and the above mentioned purposes.
- E. To promote social enjoyment, maintain fellowship and promote goodwill among Society members and to provide a meeting place where persons interested in railroads may gather.

**III. PRINCIPAL OFFICE:**

The principal place of business of this Society in Pennsylvania will be located at Leesport Railroad Yard at Leesport, Berks County, Pennsylvania. The mailing address is P.O. Box 15143, Reading PA 19612-5143. In addition, the Society may maintain other offices either within or without the Commonwealth of Pennsylvania as its business requires.

**IV. MEMBERSHIP:**

- A. Membership shall be open to all persons interested in the Reading Railroad and transportation in general, and in agreement with the purpose of the Society.
- B. For the purpose of record keeping, the membership year shall correspond with the calendar year, regardless of when dues are paid. New members joining the Society in November or December shall have their dues applied to membership in the following year, and will receive no privileges of membership afforded members during the current year other than to attend Society meetings and functions.
- C. Regular membership shall be composed of, but not restricted to, Individual, Family, Contributing and Sustaining Members. Regular membership shall be available upon payment of annual dues. Regular membership privileges will include a subscription to issues of the "bee Line" in that membership year, plus all other materials made available to the membership that year under the annual dues, as approved by the Executive Board.

**D.** Honorary membership may be bestowed upon an individual who is recommended by any two members for such membership, and is then approved by a 2/3 majority of eligible voting members present at a general meeting. The sponsoring members should be prepared to give adequate reason why the proposed honorary member is worthy of such membership. Honorary membership may be bestowed in any duration from one year to life. Honorary members have no voting privileges, but receive all other benefits of regular membership.

**V. DUES:**

**A.** Annual dues shall be recommended for the following year in September by the executive Board of the Society. Dues structure shall then be established by a 2/3 majority vote of the eligible voting members present at the October general membership meeting.

**B.** Members whose dues are not paid by March 1<sup>st</sup> will be dropped from the roster.

**VI. OFFICERS, DIRECTORS & ADVISORS:**

**A.** The officers of this Society shall be a President, 1<sup>st</sup> Vice President, 2<sup>nd</sup> Vice President, Secretary and Treasurer. No member may hold two offices concurrently. The term of office for each position shall be two years. To be nominated for the office of President, the nominee must have served at least one term as an officer or director of the Society. Nominees for all offices must have attended a minimum of seven out of the twelve most recent monthly general membership meetings prior to nomination. Attendance at meetings shall be validated by the Secretary.

**B.** There shall be four elected directors of the Society. The term of office for a director shall be two years. No member may hold the position of more than one director concurrently. Nominees for the position of director must have attended a minimum of seven out of the twelve most recent monthly general membership meetings prior to nomination. Attendance at meetings shall be validated by the Secretary.

**C. SCHEDULE OF ELECTIONS:**

The following five positions shall be elected in the even numbered year:  
President, 1<sup>st</sup> Vice President, Secretary, Director and Director.

The following four positions shall be elected in the odd numbered year:  
2<sup>nd</sup> Vice President, Treasurer, Director and Director.

**D.** The Executive Board of the Society shall be composed of the five officers and the four directors. When a meeting of the Executive Board is held, five members present shall constitute a quorum. If a Board member is elected to another position on the Board, or if a vacancy occurs on the Board, the President shall appoint a replacement to fill the position for the remainder of the unexpired term. If the President vacates the office, the 1<sup>st</sup> Vice President moves up to President and selects a new 1<sup>st</sup> Vice President for the remainder of the term. Appointees must meet eligibility requirements.

**E.** The President may appoint advisors from outside the general membership, as deemed necessary, with the approval of the Executive Board. The term of office of each advisor shall be at the discretion of the President. The advisors shall be governed by the Bylaws of the Society and shall give advice or perform duties as requested by the Executive Board.

## **VII: COMMITTEES:**

- A.** The President shall appoint the Chairperson of each committee, and approve committee members upon their recommendation by the Chairperson. Each committee shall function according to policies established by the Board, and shall submit a report of their activities at each general membership meeting.
- B.** Standing Committees, and duties thereof:
- 1.** Acquisition - Shall coordinate activities concerned with acquiring property as stated in Article II, Section D.
  - 2.** Archives – Shall be responsible for the maintenance of the Society’s Library, and shall inventory and maintain all items and artifacts as deemed a part of the Society Archives. It shall be the duty of this committee to disseminate all information and collected memoirs of the Reading Railroad as obtained by this Society.
  - 3.** Budget & Finance – Shall monitor the budget and appropriation of funds. They shall recommend a balanced budget for each calendar year to the Executive Board no later than September 1<sup>st</sup> of the preceding year, which shall also include a recommended dues structure. They shall perform a quarterly review of the revenue and expenditures of the Society.  
Any proposed expenditure of funds which, in view of this committee will increase the indebtedness of the Society, must be approved by a majority vote of the eligible voting members present at a general membership meeting.
  - 4.** Membership – Shall maintain records of all members, past and present, of the Society and issue appropriate certification of membership. Shall make available appropriate sets of labels of members’ mailing addresses, for newsletters and publications.
  - 5.** Motive Power & Rolling Equipment – Shall be responsible for the restoration, maintenance and operation of any and all motive power and rolling equipment that is owned by or in the care of the Society.
  - 6.** Public Relations – Shall be responsible for the promotion and publicity of the Society and its activities.
  - 7.** Publications – Shall assemble and publish the Society’s magazine and any other publications of the Society; shall submit these publications to the United States Copyright Office and Library of Congress. The chairperson of this committee shall be the RCT&HS Editor.
  - 8.** Safety – Shall formulate and post rules of safety, enforce these rules, and promote safety education within the Society. This committee shall have the authority to halt any unsafe operation or activity of the Society until safety violations are corrected.
  - 9.** Sales – Shall coordinate the purchase and sale of merchandise for the Society. They shall keep up-to-date records and inventory which shall be available for inspection and subject to annual audit.
- C.** Temporary committees shall be appointed as needed by the President, and shall be accountable to him/her. These committees shall make a report to the membership at each general membership meeting, and if any monies are involved in the operation of their committees, they shall keep records which will be subject to audit.

## **VIII. ELECTIONS:**

**A.** The President shall appoint a nominating committee no later than the September general membership meeting. The committee will consist of at least 3 members in good standing, excluding current board members and candidates for election.

This committee shall make its report at the January general membership meeting, at which time, nominations from the floor may also be accepted with the approval of the nominee. The nominating committee shall prepare a ballot for use at the February general membership meeting.

Elections of all Officers and Directors shall be held at the February general membership meeting according to the Schedule of Elections in Article VI, Section C. Officers and Directors shall be elected by a simple majority of eligible voting members present.

## **IX. MEETINGS:**

**A.** All business shall be transacted in accordance with Robert's Rules of Order unless stated to the contrary in these Bylaws. Meeting of the general membership shall be held the fourth Tuesday of each month except November and December. Those meetings will be scheduled at the discretion of the Executive Board with proper notification to the membership.

**B.** Meetings of standing committees shall be held at least bimonthly. Additional meetings of any standing committees may be called by the President and/or Chairperson of the committee.

**C.** Meetings of temporary committees shall be held at the discretion of the President and/or Chairperson of the committee.

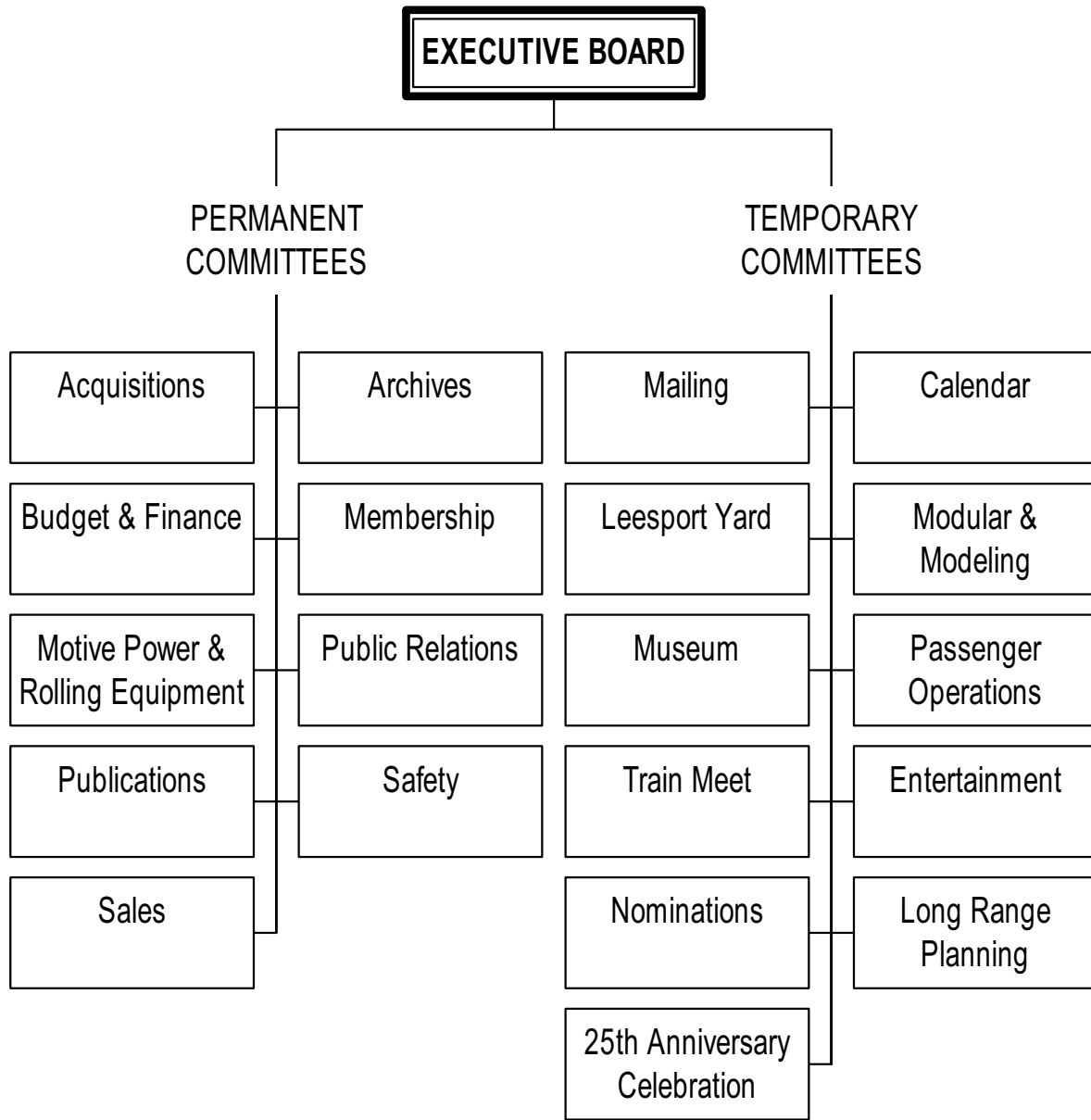
**D.** Attendance of twenty members at a regularly scheduled general membership meeting shall constitute a quorum for conducting business.

## **IX. AMENDMENTS:**

**A.** Any regular member in good standing may submit a proposal for changes or additions to the Bylaws in writing to the Secretary. This proposal must be supported by the signatures of fifteen members in good standing in addition to the person submitting the proposal.

Proposed changes or additions shall be read at the next general membership meeting. Then, at least fifteen days prior to the following general membership meeting, the Secretary shall issue a copy of the changes or additions to each member, with a notice that the proposal will be voted upon at the general membership meeting. The affirmative vote of at least 2/3 majority of eligible regular members present shall be required to enact the proposed change or addition to the Bylaws. Each member of this Society shall be provided a copy of these Bylaws (and subsequent revisions) upon joining the Society.

# RCT&HS ORGANIZATIONAL STRUCTURE



RCT&HS EXECUTIVE BOARD  
Year 2000

Thomas A. Jacobs, President  
 Duane E. Engle, 1<sup>st</sup> Vice President  
 John A. Funk, 2<sup>nd</sup> Vice President  
 Kay L. Bader, Secretary

Warren C. Berstler, Director  
 Donald M. Davis, Director  
 Kenneth L. Riegel, Director  
 Jay E. Zimmerman, Director

James H. Adams, Treasurer

## **RCT&HS GOALS AND STRATEGIES 2001-2003**

### **MUSEUM GOALS AND STRATEGIES**

1. Create a mobile museum display which will visit nearby towns during festivals, borough days, and other special events, and will interpret the significance of the Reading Railroad to the community.
  - Identify rolling equipment to be prepared for mobile museum display use.
  - Restore and equip the exhibit vehicles for travel and for public display.
  - Install professionally prepared exhibits for the exhibit car, in accordance with interpretive plan (see Appendix C).
  - Train volunteers to staff the mobile exhibit
  - Solicit local sponsors for restoration, exhibition, and operational costs.
  
2. Create a Facilities Planning Committee.
  - Continue to refine site requirements in cooperation with Archives, Collections, and Finance Committees.
    - Solicit grant funding for feasibility study in cooperation with Finance Committee.
    - Conduct a feasibility study of the permanent museum site.
    - Recommend to the Executive Board a professional consultant(s) for the museum site planning before site development commences.
    - Solicit grant funding for site planning in cooperation with Finance Committee.
  
3. Create an Education and Interpretation Committee
  - Plan the exhibits for the mobile museum display.
  - Continue to refine the permanent museum's interpretive plan.
  - Develop exhibit concepts for the permanent museum.

### **ORGANIZATIONAL GOALS AND STRATEGIES**

1. Enlarge the RCT&HS Executive Board.
  - Amend by-laws to increase the size of the Executive Board. Amended by-laws will set a minimum and maximum number of board members, will allow board size to increase gradually, and will permit participation of persons with specific expertise, e.g., law, finance, engineering, community action, etc.
  
  - Move away from management by direct action of the Executive Board toward dependence on effective standing committees. The frequency of Executive Board meetings will gradually decrease as this transition occurs.

2. Move toward a new organizational pattern.
  - Executive Board will develop a new organizational chart in consultation with a professional museum consultant.
  - Executive Board will continually assess the need for paid staff for leadership, community liaison, volunteer coordination, curator, and administrative assistant functions.
  - Executive Board will initiate employment of specific professional staff when organizational functions require daily attention.
3. Improve record keeping.
  - Designate a Computer Advisor who will advise the RCT&HS on the selection of computers and software for museum use. The person must be expert in the field of museum information systems and able to suggest creative ways to use technology in a museum setting.
  - Purchase appropriate computer hardware and software according to recommendations of the Computer Advisor. Train all users of the equipment.
  - Create guidelines regarding use of equipment, back-up and off-site storage of data, and security of programs and data.
4. Develop Museum Safety Program.
  - Develop a safety manual including specifications for public and volunteer protection, safety equipment, record keeping, safety audits, preventive maintenance, evaluation of tools.
  - Establish programs of Safety Education and First Aid Training for museum volunteers.
  - Maintain Material Safety Data Sheets (MSDS) in appropriate locations as required by law.
  - Maintain safety stations containing first aid supplies at museum sites.

## **ARCHIVES AND COLLECTIONS GOALS AND STRATEGIES**

1. Recruit and train an Assets Manager to oversee Archives and Collections activities.
2. Establish an Archives Care Team.
  - Obtain safe storage space for archives.
  - Obtain work space for Acquisition Approval and Registration Committees.
  - Choose a method for cataloging archival materials according to standard museum practice.
  - Develop a plan for the preservation of archival materials.
  - Develop an archives management manual.
  - Monitor the condition of archives.

3. Establish an Acquisitions Approval Committee (see Appendix D).
  - Begin to evaluate physical assets for placement into one of 5 basic museum categories. (see Appendix E)
  - Pass items to Registration Committee, as items are approved for museum, to record acquisition information and send appreciation letters to donors.
4. Establish a Registration Committee.
  - Train volunteers in registration process.
  - Begin to record artifacts, assign museum numbers, and mark items according to standard museum practice.
  - Begin to place archival materials and collections in appropriate storage.
5. Establish Collections Care Team.
  - Provide for safe storage and preservation of artifacts.
  - Propose a plan for conservation and restoration of rolling stock.
  - Monitor condition of rolling stock and artifacts.
  - Prioritize flow of artifacts through registration process.
6. Begin collection of oral history.
  - Develop program for audio recording of oral history following Oral History Association recommendations.
  - Document and store recordings.

## **FINANCIAL GOALS AND STRATEGIES**

1. Obtain funding for key projects:
  - Mobile Museum Exhibit vehicle preparation
  - Mobile Museum Exhibit exhibits
  - Mobile Museum Exhibit operation
  - Archival storage needs
  - Museum feasibility study
  - Museum site planning consultant
  - Computer hardware and software
2. Plan for the required certified audit of RCT&HS financial records when donations to the RCT&HS exceed \$25,000 or when a professional fund raiser is employed.
3. Obtain permission to use copyrighted Monopoly phrase, “Take a Ride on the Reading,” and related Monopoly drawings in museum publicity.
4. Plan for standardization of purchasing procedures.
5. Assist Facilities Planning Committee in determining and itemizing museum funding needs.



## **KEY TASKS 2001-2003**

### **KEY TASKS 2001**

- Plan the process, obtain funding, and begin work on mobile museum.
- Plan for expert preparation of mobile museum exhibits.
- Initiate by-laws changes.
- Recruit persons with specific skills to join Executive Board.
- Appoint Assets Manager, Acquisitions Approval, Registration, Archives Care, and Collections Care, Education and Interpretation Committees. Train committees in standard museum practices. Begin work.
- Identify computer advisor.
- Continue to refine museum site requirements in preparation for site planning consultation.

### **KEY TASKS 2002**

- Prepare mobile museum; possibly begin operations.
- Continue Executive Board development; assess leadership needs.
- Complete safety manual, archives preservation plan, rolling stock conservation plan.
- Expand archival registration, preservation, and oral history programs.
- Present the Interpretive Plan for the museum.

### **KEY TASKS 2003**

- Evaluate progress on year 2000 long-range plan.
- Initiate next long-range plan.

## APPENDIX A

### MUSEUM SITE CRITERIA DESCRIPTION

1. The museum should be located on a site with railroad access. Equipment must be moved on and off the site as it is acquired, restored, or sent out for display. A site on a friendly railroad would be an advantage to museum operations. Operating trains on site or on an accessible railroad would attract visitors to the museum.
2. The site should contain at least 15 acres. The site must house the main museum building, restorations shop, storage sheds, and equipment display areas. Storage track should total 6500 ft. in order to allow for both future acquisitions and space for temporary displays of equipment from other organizations. Of this storage track, 2300 ft. should be under roof.
3. The slope of the property should be no more than 6%. A minimal property slope will allow for optimal site planning. Railcars should be stored on level or nearly level track for the safety of the staff and visitors.
4. The museum should be readily accessible to visitors by car or bus. It should be near major roadways. Location in an area with a large population base and an established tourism base will avoid the need to establish a new market area.
5. For the protection of the equipment and displays, the site cannot be in a flood plain.
6. Electrical supply to the site should be 220 or 440, 3 phase power. The projected size of the museum and the nature of repairs and restorations require ample electric power.
7. Municipal sewer connection and water connection and/or access to well water are required. The access to natural gas would add an option for heating the facility.
8. The site should be adequate for the parking needs of a normal business day and for special events. Parking should be conveniently located for both the staff and the visiting public. The site should have at least 100 parking spaces with adequate lighting.
9. Industrial or commercial zoning is required because of the restoration work, moving of heavy equipment, and other activities at the site.
10. The site should have space for future development. Because few turntables and roundhouses are still standing in the U.S., the option to install the Society's turntable and construct a roundhouse to display locomotives should be available. The Reading Railroad had distinctive gardens located at many stations throughout its system. Re-creation of a station garden and provision of a picnic area would add to the total experience of the museum.
11. A site with a historic Reading Railroad building or a location with relevance to Reading Railroad history would be advantageous in attracting visitors to the museum. Other historic railroad buildings may be moved to the site if space permits.
12. The site must provide security for the collections and the museum buildings.

## APPENDIX B

### MUSEUM BUILDING CRITERIA

Museum: All museum areas designed to meet requirements of visitors with disabilities.

All museum areas designed to provide security of collections, visitors, and staff.

- Welcome center – receptionist desk, attractive exhibits to encourage museum tours, tourism brochure racks, restrooms
- Exhibit areas – 20,000 sq. ft. with 16 ft. ceiling. Professionally designed interactive displays interpreting museum theme, exhibits for children, oral history presentations, rotating exhibits
- Education rooms – 4500 sq. ft. classrooms for school groups, university classes, docent training
- Auditorium – for showing museum orientation films, membership meetings, special events; may be available for rental to community groups
- Model Railroad room – 10,000 sq. ft.
- Meeting/All purpose room - seating for 300, dividers for multi-use; areas for storage of tables, chairs, audio-visual equipment
- Gift shop - 600 sq. ft. store area and 200 sq. ft. storage/work areas

Archives:

- 10,000 sq. ft. archives storage and work areas
- 2,000 sq. ft. artifact registration area
- 2,000 sq. ft. support areas, including reception area, reading room, project room, dark room, archives office, editor's office, storage

Equipment Display Areas:

- Roundhouse – 8 stalls, 140 ft. deep; typical Reading Company style
- Pole sheds - 26,000 sq. ft. for protection of historic rolling stock; 18 ft. ceilings, 17 ft. doors; 2300 ft. track
- Outdoor equipment display tracks: 4200 ft. with adjacent walkways
- Outdoor displays – signals, signs, small buildings, etc.

Restoration area:

- Restoration Building – 16,000 sq. ft. with 24 ft. ceilings and 17 ft. doors
  - Large shop: 2 tracks, 160 ft. long to hold 2 rail cars on each.
  - Small shops:
    - Wood Shop
    - Machine Shop
    - Paint Shop
  - Parts storage: space in boxcars could be used
- Fuel/ oil storage above ground

Museum support:

- Offices: 4-6 small offices/cubicles, conference room, copy room
- Kitchen area: for small banquets and staff use
- Restrooms/locker room/shower area: museum staff or restoration crew use
- Custodial and waste storage

## **APPENDIX C**

### **EDUCATION AND INTERPRETATION PLAN READING RAILROAD MOBILE MUSEUM**

#### Introduction

A mobile museum will be created consisting of a rail car, truck, or other vehicle. The exhibit vehicle will house professionally designed educational museum displays. The mobile museum can be in use before a permanent museum is opened and later will be used as an adjunct to the museum. The mobile museum will travel to nearby towns and will attract much attention from the public because of its unique concept. The strongest appeal of such an exhibit is that it can be tailored to the history of each community it visits.

#### Potential and Problems

The potential of a rolling exhibit is great. Many communities celebrate festivals, anniversaries, annual borough days, and other events at which the exhibit could be featured. The combination of local history and the railroad's history will be a powerful attraction. Our exhibit can be the spark that some communities need to create a celebration. The RCT&HS owns a wide array of interesting artifacts which can be featured in exhibits.

If highway vehicles are used, adequate parking space must be obtained. If a rail car is used, several problems must be addressed. We will need the cooperation of the host railroad for the museum train to move. We will need funding for the move or gratis permission from the railroad. Each display location will need a siding or a rail line with little or no weekend traffic. Obviously, communities on abandoned or orphaned lines cannot be reached. Security will be needed to protect the integrity of the mobile museum. Vehicles and artifacts must be protected while both on and off public display.

#### Mobile Museum Exhibits

The exhibit vehicle will contain displays attractive to the general public and must include as many interactive exhibits as possible. If a short train is used, the locomotive and caboose will be open for tours. The list of suggested exhibits below is a starting point for discussion of items to be included in mobile museum exhibits.

- A video section with seating to show films of the Reading Company.
- A photo gallery preferably with railroad scenes from that town or nearby region.
- A small operating model railroad layout which visitors could operate.
- Handouts for visitors, especially children, such as coloring books, historical booklets, or souvenirs such as postcards.
- List or book of local industries which used the railroad and identification of their products.
- Guest book for people to record their own memories of the railroad in that community.
- Time line of the community and the railroad to make connections and show how they are woven together.
- Small display to promote and advertise our permanent museum site.

#### Conclusion

An attractive mobile museum, staffed by enthusiastic volunteers and featuring interactive displays, will attract many people. We already have the basics needed for such an exciting exhibition of Reading Railroad heritage.

## APPENDIX D

### ACQUISITIONS APPROVAL AND REGISTRATION PROCESS

#### Acquisitions Approval Committee representation:

Museum Committee or Museum Director  
Safety Committee  
Education and Interpretation  
Archives  
Collections Care  
Motive Power and Rolling Equipment  
Registrar  
Sales

#### Process of Acquisition Approval:

1. Items for consideration will be entered on a standard museum form. Appropriate MSDS sheets or forms for release of donor rights will be attached.
2. Items will be examined for suitability and assigned to one of the five basic museum categories.
3. Items will be assigned a value for insurance purposes. If the item is donated and the donor requires a letter of value, an outside appraiser not associated with the museum will establish a value.
4. Items for approved for museum use will be passed to the Registration Committee. Items declined will be returned to the donor.
5. A note of appreciation will be sent to donors.

#### Registration Committee membership:

Registrar  
Volunteer staff with appropriate training

#### Process of Registration:

1. Items received from Acquisitions Approval Committee will be recorded using a database yet to be selected. Information from the museum forms will be transferred to the database.
2. A museum number will be assigned to each item in accordance with standard museum practice.
3. A digital picture will be taken of each item to record its condition.
4. The item will be marked and distributed to the appropriate museum location. A record of the location will become part of the file.

## APPENDIX E

### BASIC MUSEUM CATEGORIES

Physical assets acquired by the RCT&HS for museum use through purchase or donation shall be placed into one of the following five categories:

1. An item which should be added to the museum's permanent collection to be preserved in perpetuity.  
Example: a signal or sign from a known Reading Company location.
2. An item which is not considered significant enough to be a permanent part of the museum, but which has value as a teaching aid. Example: a lantern of common style with no known history. This may be used for teaching the public about a lantern by letting visitors pick it up. If it eventually becomes worn or damaged, it would not represent loss of a valuable artifact.
3. An item which is intended for the support of the RCT&HS for use in the facility. Example: a hand tool or a can of paint.
4. An item that does not meet the criteria of the museum but which has value for sale or trade. Example: a box of model railroad magazines or a box of common timetables.
5. An item which is not of any interest or value which should be returned to the donor. Example: an electric drill with a bad cord and a defective chuck.

## ACKNOWLEDGEMENTS

The long-range planning process has been exciting, unpredictable, and rewarding. The initiative and enthusiasm of many members of the RCT&HS have brought energy and new ideas to the work. Special thanks is due to the task force leaders:

Duane Engle – Facility development planning

Paul E. Troutman – Collections and archives planning

Dale Woodland – Education and interpretation planning

John Brown – Resource development planning

Thank you to all task force members who assisted in planning, research, or reports: Tom Jacobs, RCT&HS president; Ed Vitalos, Phil Paskos, Paul Skvarla, Barry Deeds, Pearl Deeds, Paul R. Troutman, Warren Berstler, Carroll Keene, Jamie Johnston, Steve Schwartz, Rick Bates, Bill Krug, Ed Donahue, Nick Spock, Jim Adams, Peter Urbaitis, Bud Souders, Bob Reid, Jim Kovach, Jenny Kovach, Don Davis, Russ Angstadt, John Stoudt, Bruce Wesner, Steve Gilbert, Gerard Fabiani, Fred Levering.

Consultations were held with 23 museums, universities, and museum associations. We thank the helpful staff of these organizations: The Schuylkill River Greenway Association, Railroad Museum of Pennsylvania, B&O Museum, Lackawanna Coal Museum, Industrial Museum of York County, Altoona Railroaders Memorial Museum, New York Central Railroad Museum, Pennsylvania Anthracite Heritage Museum, Berks County Historical Society, Reading Public Museum, The Pennsylvania Federation of Museums, The Pennsylvania Historical and Museum Commission, The Pennsylvania Heritage Tourism Initiative, The Berks County Conservancy, Hagley Museum, Alvernia College, Dickinson College, Reading Area Community College, National Model Railroaders Association, Oral History Association Mid-Atlantic Region, Central Pennsylvania African American Museum, Berks County Community and Economic Development Office, Reading and Berks County Visitors Bureau.

Special thanks to Dixie Swenson, Executive Director of The Schuylkill River Greenway Association, who has shared her expertise with us throughout the development of this long-range plan. Thank you, also, to David Dunn, Director of The Railroad Museum of Pennsylvania; Frank McKelvey, museum consultant; Peter Barton, formerly of Altoona Railroaders Memorial Museum; David Bird, New York Central Railroad Museum; Stanley Burke, attorney; and Jeanne Adams, document auditor.

Appreciation is expressed to the Executive Board and the membership of the RCT&HS for their support of this important project. I look forward to the implementation of this plan and the momentum these actions will give to bringing the Reading Railroad Museum to reality.

Carol Adams