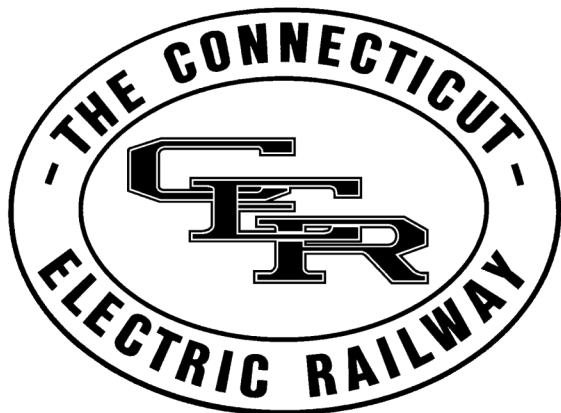


The Connecticut Electric Railway Association Inc



Annual Report



2018

The Connecticut Electric Railway Association, Inc.

As of December 31, 2018

Corporate Officers

Chairman of the Board — Timothy Lesniak

Vice Chairman of the Board — Christopher Shaw

President — Robert Brogle

Vice President — Lawrence Bryan

Treasurer — Stephen Taylor

Corporate Secretary — Sara Garthwait

Board of Directors

John Arel	Kelly Buffum	James Miller	Christopher Shaw
Robert Brogle	Sara Garthwait	Ed Prajzner	Stephen Taylor
Lawrence Bryan	Timothy Lesniak	Galen Semprebon	

Department Heads

Business Manager — Gina Maria Alimberti

Safety & Security Officer — Bert Johanson

Volunteer Coordinator — Larry Lunden

Operations Manager — Justin Chasse

Chief Motorman — Roger Pierson

Training Manager — Ray Nobile

Track Manager (Intrim) — Timothy Lesniak

Signals Communication & Electric Traction Manager — Lawrence Bryan

Car Shop Manager — Galen Semprebon

Restoration Manager — John Pelletier

Car Fleet Manager — Kelly Buffum

Buildings Manager — Lawrence Bryan

Grounds Manager — (Vacant)

Gift Shop Manager — Gina Maria Alimberti

Webmaster — Matthew Cosgro

Information Technology Committee Chair — Lawrence Bryan

Financial Development Committee Chair — Michael Speciale

Building Committee Chair — Timothy Lesniak

Collection Committee Chair — Galen Semprebon

Chairman's Report

Timothy Lesniak - Chairman of the Board of Directors

The year 2018 was a year of change. Some changes were welcomed with open arms. Others were unplanned. At times, we struggled, but our volunteers and staff never gave up, and it shows how everyone in this organization truly perseveres to keep moving forward.

We continue to improve the museum's physical plant and plan strategically where we want to be in 2 years, 5 years, and beyond. The Board of Director's meetings have been restructured, committees have been formed, leaders have changed, and money has been spent on projects and items that will help move the museum toward where it needs to be.

During the course of 2018, there were many changes to the museum leadership. Before welcoming our new leaders, we need to thank those who served the museum in leadership roles for many years before stepping down: Ted Coppola (Chairman of the Board), James Miller (Vice Chairman of the Board), Galen Semprebon (President), Brian O'Leary (Superintendent of Operations), Rick Osborne (Chief Motorman), Dave Coppola (Superintendent of Track). They all have made immense time contributions to the museum taking on thankless roles at times.

However, as a result of those stepping down, we were able to bring forward a new slate of leaders to the museum, bringing new ideas and a renewed excitement. So, I also thank our new leaders that have stepped up to the plate and are ready to continue with the growth of the museum (See opposite page for listing of department heads).

In taking over as Chairman of the Board in 2018, it was immediately realized that the Board of Directors needed to evolve. All too often, the Board meetings were taken over by trivial items that should be handled at the Officer or Management levels. Beginning in June of 2018, all management reports were eliminated from the Board meetings. We began to look at the museum's needs strategically. No longer were we discussing how we were going to fix the overhead wire at a specific spot, but we were discussing the capital needs of the SC&ET Department. We were not discussing spot tie replacement, but we were discussing future track configuration. The former discussions still take place, but at a Management level, not a Board level.

Immediately, we realized a number of items. Weather was systematically destroying historic equipment that was parked outside, one by one. The Shop, while once a great museum facility, needed expansion and modernization. Water was going in places that it shouldn't and unable to get to the places that it

should. And money was needed to take care of all of these things and more.

The Collection Committee was tasked with coming up with a policy and a list of historic equipment that was no longer viable as part of the museum's collection. This was a tough process, but a necessary one to save some of the items elsewhere that we could not, and admit those items that were already too far gone to save.

The Building Committee was formed to plan for the future growth of the museum. It was tasked to look at the overall site plan and determine what additional storage space was needed and where it could be built.

The Financial Development Committee took over the project to restore the Isle of Safety. It was a natural fit since they are tasked with raising money for the museum already. They had people on the committee that were willing to lead the project, so the Isle of Safety campaign was born. Additionally, they are working on finding funding and grants for other major museum projects and will be involved with the Building Committee as that committee gets closer to final plans.

2018 was a successful year and we have the volunteers to thank for that. We had our ups and our downs, but overall the volunteers stepped up to make it happen!

I am sure 2019 will bring forth more changes and more struggles, but it will also be rewarding. The two things that we are always looking for more of is money and help. If we do not have volunteers, we will need more money to pay people. If we do not have money, we will need more volunteers. Unfortunately, its not one or the other, its both. We need a healthy balance of volunteers accomplishing the tasks that they are skilled in and are excited to work on, and money to accomplish the major projects where we need to bring in paid help.

Please think about the ways that you can help the museum. Remember, volunteering doesn't have to be taking time away from the family to support the museum. Volunteering can be a family activity, and we have many volunteers who come together with their spouse, family, or friends - husband/wife teams, parent/child teams, or the whole family.

Thank you to all of the volunteers who carried the museum through 2018 and will continue to carry the museum through the coming years. We truly appreciate your efforts.

President's Report

Robert Brogle - President

We certainly had an eventful 2018 to look back on. We persevered through a lot of rain and other minor challenges, but most importantly, we did so together, and ***as a team!*** I personally can't thank all of you enough for your dedication to this organization. Our 4 key special events of Easter Bunny Fun Days, Pumpkin Patch, Rails to the Darkside, and Winterfest were very successful and contributed a great deal to our bottom line.



Clearing Dirt along North Road 1 for Operations

We started a new building committee in the late Fall to begin planning for a new car storage barn and an improved and expanded shop facility. It's been a long time coming (particularly on the car storage barn), and such facilities will allow us to maintain, upgrade, and completely restore cars in our collection for enjoyment for another generation or more. We restructured our management team with changes at the President level, Trolley Operations Manager, Chief Motorman, Shop, Fleet, and Restoration Managers, and added a new Training Manager.



Volunteers on Last Night of Winterfest

We all worked tirelessly on many projects including starting the first phase of improving facility drainage, continued signal work, new back saver switch stands and crossties in Kelly Yard, and a new Key Fob Security System. In addition, the roof on the former snack bar was completely replaced, the roof on the Visitor Center was repaired, and we purchased a Bobcat to assist us in many current and upcoming projects at the museum.



Volunteers at a Volunteer Dinner

Lastly, our fundraising committee has been extremely busy securing additional significant funding for the restoration of 3001, and has kicked off a campaign for our signature "Isle of Safety" to be completely rebuilt and restored. In addition, they will be working diligently to secure funding for many projects, including the new shop and car barn, and other infrastructure (crossties, overhead wire, etc) projects.

The year is close to half over already, but there's plenty of work to still be done. ***We need your help!*** Please contribute in any way you can to assisting in cleaning up the property or volunteering any way you can! I am extremely proud to serve with every one of you, and I've never felt better about the future for the Connecticut Trolley Museum.



1326 Operating during Trolley Care Day

Treasurer's Report

Steve Taylor - Treasurer

The Association had a good year in 2018!

Income:

Net Income before depreciation was \$11,602. However, compared to last year, this is -75% or -\$59,930.

Rails to the Darkside brought in \$64,027, which is down \$42,127 or 39.7% from last year.

Receipts for Pumpkin Patch were up \$37,577, up \$3,615 or 10.6% over last year.

General Admissions were \$47,691, down 4.3% compared to last year.

Winterfest income was \$97,248 which was down 7.6% from last year. This event is great for your group get together to celebrate the holiday season. Will you bring your family and friends this year?



Winterfest Display Hall

The biggest growth overall to our special events is that we are now growing as a destination for groups. We are up 51.7% over last year in group income.

The Fire Truck show continues to grow in popularity as we are up 12.9% over last year.

Easter Bunny Fun Day was down 16.1% from last year.

Gift Shop sales were at \$26,260 which was down 14.0% from last year.

On the positive, membership was up 1.4% and Library passes were up \$1,019 or 15.6% over last year.

These numbers are important because this is where many of our volunteers come from. We all need to

work on improving these numbers so that we have more hands to do all of the work to maintain our museum to the high standards we have set for ourselves and the same standards that our guests expect from us.

The Guest Motorman Program rolled down the track this year at 28.2% greater than last year. Please continue to promote this program. These individuals are our future operators. As we continue to grow, we will need more volunteer operators.

Expenses:

Our total expenses were up 2.3% over last year. Due to our new heating system, we have saved 2.1% on our heating bill over last year.

Because we continue to make good decisions with our money, positive growth is continuing to happen around the museum: repairs to buildings, car restorations, and moving the museum into the future.

Please get involved today! Some big things are coming, and we need your help to shape where we go tomorrow!

What will you be doing this year? 2019 will be a great year for the museum as it continues to grow into a great experience for all of our guests.

Thank you, thank you, and thank you to all of the many volunteers that made 2018 a very successful year. Next time you come, bring a friend. You know they will have fun!



Flat Car being rebuilt by SC&ET Department Volunteers

Business Manager's Report

Gina Maria Alimberti - Business Manager

The 2018 season started off with four days of Easter Fun. The Easter Bunny interacted with all of the happy visitors. Each child made Bunny Ears, participated in a Scavenger Hunt, enjoyed trolley rides, and of course took their picture with the Easter Bunny himself. We hosted 1,804 visitors for the four days!



Easter Bunny Fun Day 2018

In April we hosted an Eversource Employee Clean-up day that was very successful. Twenty Eversource Energy employees broke up into small groups and cleaned the Visitor Center, Lobby, and picked up trash outside. Eversource also presented us with a \$2,000 grant to help with Exhibit Displays and Marketing Materials.



Eversource Presenting Donation Check to CTM

On May 19th we entertained many adults during our 2nd Annual Beer & Wine Fundraiser. Unfortunately, it rained again this year, so all the tasting was inside the Visitor Center. Just Jeannie and New Earth entertained the visitors with their music while Free

Lunch Studios drew caricatures of the visitors. On May 31st Sanford and Hawley rented the Museum for their Vendor Appreciation Outing. The front lawn and Visitor Center were packed with employees, vendors, displays, food trucks and even a DJ. The trolleys ran continually and everyone had a great time!



Beer & Wine Tasting 2018

In June we started our summer hours and Father's Day Behind the Scenes Event. Every year the attendance builds for the Behind the Scenes event. Dads and Granddads enjoy walking back to the restoration building and getting a closer look of the restoration projects. Galen, Kelly & John did a great job giving an overview of the projects. The Northern Private Car is toured as well and the Fire Truck Museum.



Father's Day Behind the Scenes Shop Tour

In July we started our Summer Fun Programs. Every Monday we had Storytime Trolley at 11am. Story Time Trolley was so popular that we were filling an entire trolley, so we added a 2pm time slot. Every Friday there was a LEGO contest with a different theme each week. During the week the Educators ran several different craft activities including Finger Print Trolleys & Paper Trolley Models. We hosted many kid camp groups and adult groups. Mass Mutual held a Team Building event including a tour and a Trolley ride. The employees raved about the Museum and their experience. Thank you Rob Brogle for hosting

Business Manager's Report

Gina Maria Alimberti - Business Manager

the group. Our third annual Fire Truck show was held on July 21st. We had several new activities this year including a kid's Fire Hose Maze, where the children got to spray the hose at the end of the maze. We continued Story Time Trolley, the LEGO Contest, and our craft activities throughout August. We also



Summer Activities

had many groups, birthday parties and Guest Motorman Experiences. We ended August with two days of Super Hero & Princess Days. Ariel, Spiderman and Batman wandered the grounds and took trolley rides on both days. The kids were thrilled interacting with the characters and capturing photos!

All the weekday visits came to an end as September started our transition back to weekend operations. September was busy with preparations for Rails to the Darkside and our Pumpkin Patch Trolley. On September 8th we held our Annual Photo Shoot and were lucky enough to have one of our Volunteer Jr. Motorman and photography enthusiast take the lead running the event; Great job Aiden Nies!

October saw the start of our Pumpkin Patch Trolley and Rails to the Darkside hours. Pumpkin Patch attendance once again was higher than the previous year. We had a tough time getting Pumpkins because of the wet season, but overall were able to use a few different vendors. We hosted 6 Pumpkin Patch birthday parties. On October 19th we had our second annual Homeschool Day and it proved that holding it on an event day helped with attendance.



Pumpkin Patch 2018

November was a very busy month for volunteers and staff getting ready for Winterfest. Eversource Employees came through for us again! One November 13th many employees helped decorate the Theater, Lobby, Gift Shop and Visitor Center. One very special



Eversource Winterfest Set Up

Eversource employee who is also a Museum Volunteer/Member was on-site helping as well. Matt Cosgro not only designs and maintains our website but is also a Motorman. Matt lives in New Hampshire and still manages to help us out and for that we are very grateful!

Winterfest started on Nov 23rd and ran every Friday, Saturday and Sunday through Dec 30th. Winterfest attendance started off slow but picked up through the middle of the event. We added a new Sleigh Photo Op and 20ft tall snowman! More Christmas Trees were added as well as a very Large Christmas Talking Tree with a Face (stay tuned Teddy the Talking Trolley Tree will be talking and entertaining the visitors). We hosted 6 Winterfest birthday parties, a Toy Drive night and the Mom's Club of Ellington hosted their Christmas Party at the Museum. The weather was on our side this year and we were able to stay open all 18 Winter Fest nights! Just Jeannie continued this year providing us with live music on some of the nights and members of the Enfield High School Band played on two of the nights.



Winterfest Entrance to Santa Line 2018

2018 was another great year with new events, new volunteers and more success! Many thanks to all our volunteers, our board of directors, our community as well as our funders. Without you we could not have done it!

Restoration & Maintenance Shop Report

Galen Semprebon, Shop Manager; John Pelletier, Restoration Manager; Kelly Buffum, Car Fleet Manager

2018 was a challenging year for the Trolley Museum's Car shop. The Car shop has 3 main objectives:

1. Maintenance of the operating fleet
2. Restoration program to support the goals of the Museum
3. Preservation of the collection

The Car shop has a huge responsibility to the museum and a reorganization of the shop took place in 2018 in order to help meet the museum's needs.

We now have 3 managers in the shop. Kelly Buffum is now the Car Fleet Manager in charge of the maintenance of the operation fleet. John Pelletier is now the Restoration Manager in charge of the restoration program, and Galen Semprebon is the Shop Manager in charge of the overall operation of the shop.

In regard to the Maintenance of the operating fleet, the shop maintained the following cars for operations through 2018: Montreal Tramways observation car #4, Connecticut Company open car #355, Connecticut Company closed car #1326, Boston Elevated closed car #5645, Springfield Terminal combine #16, and New Orleans closed car #836. The shop also maintained the Line Car S193.



Preparing Replacement Compressor for 355

Montreal Tramways closed car #2600 was removed from operating service in April due to a broken flange. This unexpected problem will prevent 2600 from returning to service for at least a few years. The shop has maintained a 7-car operating fleet to meet the needs of the museum operations and, as such, decided to work to return Connecticut Company closed car #65 back to operating condition as an emergency back-up car. During 2018, a lot of work was done to repair the roof, reinstall the clerestory

windows, fix the wiring, repair the trucks, including adjustment of the side bearers, reinstall the seats, fix the heating system, and other miscellaneous repairs. The car was tested in the fall and runs well. More work is needed on the wiring and the rattan seats to allow this car to be used in emergency service, but it is close, in case it will be needed in 2019.

The restoration department was busy in 2018. The primary project is the restoration of Connecticut Company Closed car #3001, a 1922 Wason double truck Birney car. The car has been taken down to the steel frame and most of the frame work is now complete. The second end of the car has been removed and completely replaced with all new structure (the first end was completed previously). This is the first complete down to the frame restoration to occur at the museum and is exciting to see. Many of the cars at the museum will need a similar level of restoration in the future.

The shop also completed a significant amount of work on our 55-ton electric locomotive #18. Welding work was completed on one side to seal up the side panels, most of the body and roof were wire brushed down and the priming and painting completed. Repairs were done to the air piping at one brake stand to repair rusted out pipes. During testing, one additional pipe was found to be rusted out, so some additional air piping work is still needed. Once completed, the locomotive will again be available for switching and other needs.

As part of the shop program, we conduct a Trolley Care Program that provides a hands-on learning experience covering the techniques for maintaining and restoring the trolley cars. We were happy to have both new and returning participants for 2018. If anyone is interested in participating in this program, please contact the Trolley Museum's office and they can put you in touch with Kelly Buffum who is overseeing this program.

2018 was an interesting year for the shop. We are looking forward to 2019 and several exciting projects happening. Anyone who is interested in helping in the shop, for a few hours a month or more, please contact the Museum's office and they will put you in touch with Kelly or Galen.

Maintenance of Way Report

Timothy Lesniak - Interim Track Manager

Unfortunately, 2018 was a slow year for track maintenance. Due to transitions in the department, we did not get a lot of maintenance work accomplished. However, a couple of major projects were completed.

Kelly Yard, long plagued with antiquated switch stands that were difficult to throw, received modern back saver switch stands. These switch stands are helpful to our motormen as they are much easier on the back. They are also easier to maintain and our motormen will no longer need to bend down as much to reach the throw handle.

Additionally, work continued on tie replacement in Kelly Yard.

Throughout the year, the department greased and adjusted switches as necessary, maintained culverts and ditchlines, and made sure that the track was safe to operate on.

In 2019, there is plans for a renewed effort to continue to replace ties in the yards, in turnouts, and on the main.



Visitor Center Drainage Work being completed

Operations Report

Roger Pierson - Chief Motorman

Since taking over as Chief Motorman, we have increased communication in the department and updated the process for qualifying motormen. Justin Chasse (Operations Manager) has been instrumental in helping with this work. Ride checks with Motormen were completed and will continue in to the next season and beyond.

During 2018, 43 motormen volunteered their time in operations utilizing 7 cars - Montreal Tramways 4, Springfield Terminal 16, Fair Haven & Westville 355, New Orleans 836, Connecticut Company 1326, Montreal Tramways 2600, and Boston Elevated 5645.



Operating Fleet during Night Time Photo Shoot

As always, 836 carried the trolley car fleet with the most miles at 1,582, and because of this will attempt to not operate it as much during the 2019 season.

Sadly, 2600 was placed out of service during the early part of the 2018 season due to wheel issues.

We look forward to continued improvement within the department and hope to build our pool of qualified motormen. Please see Roger Pierson or Justin Chasse if you are interested in becoming a motorman.

2018 Car Mileage

Montreal Tramways Car 4	468 miles
Springfield Terminal Car 16	516 miles
Fair Haven & Westville Car 355	678 miles
New Orleans Car 836	1582 miles
Connecticut Company Car 1326	1032 miles
Montreal Tramways Car 2600	99 miles
Boston Elevated Car 5645	729 miles

Signal Communication & Electric Traction Report

Lawrence Bryan - Signals Communication & Electric Traction Manager

It has been a busy year for the SC&ET department. Starting on January 2nd (and weather permitting) the SC&ET crew started meeting every Tuesday morning to work on SC&ET projects. During the summer, Tuesdays were either rainy or scorching hot and after the end of daily operations we shifted to meeting on Monday. Be it setting up our shop in the old "Steam Shed" at the Members Crossing, replacing broken signal bonds, cleaning, repairing and maintaining our signal system, traction power overhead, public road grade crossing systems and heaven knows what else, much has been accomplished.

After many months of searching, in April the Museum purchased a 2008 Ford F550 Hi-Rail Bucket Truck. It would be an understatement to say it was a good investment. It seems that almost every week there was good weather, and the truck was in use allowing us to accomplish tasks that would otherwise be a challenge using our line car (S193). Having an easy and safe 41-foot reach along our Right-of-Way has made many jobs easier and safer. Equipped with a boom winch, ladders, storage compartments, and a 3KW AC inverter the truck has become our rolling tool box. With the work of clearing broken branches from the overhead wire, moving crew and tools, trimming trees, repairing wire frogs or replacing a signal case, the truck has been paying for itself.

Thanks goes out to our Grants Administrator, Dulcie Giadone, who with Mike Speciale was able to obtain a grant from the Mortensen Foundation for the purchase of Personal Protection Equipment (PPE), safety equipment, ladders, tools and test equipment. One of the SC&ET department's goals is to improve the Museum's safety culture and the equipment we've been able to purchase supports this effort.

None of the SC&ET department accomplishments would have been possible without our dedicated volunteers who have worked hard repairing and improving our systems. Much has been accomplished in 2018, but unfortunately there's plenty more work to do. My thanks to Ray Nobile, Don Nordell, Bill Stolba, Ron Drachenberg, Ron Lucassen, Warren Cardone, Mike Luzzi, Chris Perry, Ryan Trombly, Bill Yungk, Hugh Brower, Rob Brogle, John Arel, Jim Miller, Lucy Goins, Harrison Bissonette, Tim Baisley, Wil Gambardella, Kelly Buffum and Jeffrey Krausc for their help and dedication. My apologies to those whose name I may have omitted.

The following are some of 2018's accomplishments:

- Early in the year we started working on the North

Road Interlocking system. Hours were spent studying the design and inventorying and testing the non-vital relays, etc. Returning the Interlocking to full service is a priority, but unfortunately, there are other parts of our infrastructure that need attention first. As much as we all want the Key Stations and Signals working properly North Road Switch can still be operated from the Dispatchers Desk. With proper adherence to our General Orders we can safely operate.

- In March a push cart was built using a frame, axles and wheels found out back by the shop. This cart will facilitate moving tools and materials along the Right-of-Way.
- After many days trouble shooting problems with the South Gate mechanism at Borrup Road, the problem was narrowed down to the DC gate mechanism motor which required a rebuild. After rebuilding, the motor was reinstalled, and the gate was returned to service.



Borrupt Road Gate Repairs

- In June the failing signal case just east of Woods Barn was replaced with a new case built by Jim Miller. Ray Nobile led the crew and did a fantastic job.



Signal Case Repairs being made

Signal Communication & Electric Traction Report

Lawrence Bryan - Signals Communication & Electric Traction Manager

- A pole was set at the Snack Bar Building for the future transfer of the Museum's radio repeater and antenna.
- Failed wood on two signal cases between the Members crossing and Woods Barn was replaced.
- The worn wire frog at North Road Switch was replaced.



Wire Frog Repairs with S-193 and BT-1

- A pole anchor at the substation was replaced and another was installed at the Members crossing.
- The effort to straighten the pole with the 600V feeder wire from the substation and the process of realigning the trolley wire over the rail began. The process will continue into 2019.
- The AC power drop to the Line Shop was repaired.



Line Shop Power Drop Repaired

- Questionable signal bonds were replaced.



Signal Bonding at Powerhouse Crossing

- Repainting of S193 was started by Tim Baisley and his daughter Lily. The project was put on hold for the winter and will resume with the warm weather.
- Corroded and questionable span wire at North Road Station Track #2 replaced.
- The 600V bus wire for the Winterfest Christmas lights was repaired after failure from falling branches.
- Multiple problems with the Winkler Rd. gate system were repaired. Prior to that it required flagging of the crossing during Winterfest until repairs were completed on December 23rd. Special thanks go to all that put in many hours to get the system up and running.



Signal Communication & Electric Traction Crew Members

Buildings and Grounds Report

Lawrence Bryan - Buildings Manager

As one can imagine, maintaining our buildings and grounds is a challenge. It seems there's always something that needs to be done. My thanks to all that have helped throughout the year with the never-ending tasks. Special thanks to Don Nordell who is always busy around the property or the Visitors Center doing something constructive. Be it the custom installation of new locksets in old wood doors, building the corn box and hauling hay bales for Pumpkin patch or bringing over his Kubota tractor to move stone, his work behind the scenes is appreciated by all.

February began the conversion of the single car garage building next to the substation from a dead storage space to our Line Shop. After a good cleaning out, a new side entrance door was installed, the roll up garage door repaired, and storage cabinets were installed. More work is needed, but we now have a place for the convenient storage of tools and materials used for working on our line.

Our Snack Bar's roof has been covered with moss on its west sided and has been in need of replacement for years. It was then damaged by falling branches in 2017. Finally, in May, the old roof was stripped and a new one installed. With a new roof, Ron Lucassen has now been busy replacing and painting all of the building's fascia boards as well as giving the green trim and doors a new coat of paint.

The roof of our Lawn Shed has also been replaced. Mike Luzzi coordinated this effort on October 6th and was joined by Aiden and Robert Laboy, Krystal Green, and Jason Lebel, all members of Carpenters Local 326. They stripped the roof to its rafters and installed new plywood, shingles and trim.

In late September we completed the installation of a drainage basin and burial of concrete drain pipe needed to correct the drainage problems we've had on the West and North-West sides of the Visitors Center. Finally, after many years of problems, the flooding we've experienced in those areas has been eliminated. For those wondering we are hoping to rectify more of our drainage issues in 2019.

Thanks to Mike Luzzi for building a storage box next to the Members Room door for the temporary storage of empty bottles before they are recycled.

For years we've been challenged with securing open the Trolley doors on Kelly Barn. The practice of using a cement blocks was difficult and with heavy wind very unreliable. This fall Ron Drachenberg designed, manufactured and installed heavy duty vertical

retracting door stops as well as horizontal security slide bars for use when the doors are closed. Now we can easily secure the doors open and secure the doors closed without not pinching fingers at the end of the operating day.

In October the Museum purchased a used 2008 Bobcat Skid Steer. This major invest was made to support the myriad of tasks that need to be done around the property. Being smaller and more maneuverable than our Case Backhoe, yet big enough to lift over a ton 13 feet, it's been a great addition to our maintenance fleet. The backhoe was purchased with a wide bucket, however we've since purchased a used 8-foot snow blade and a set of forks. With the snow blade we can do the "detail" snow plowing around the property after our contractor has done the heavy clearing of our entranceway, main parking lot and the parking lot behind the Visitors Center. (One forgets how much property we have that needs snow plowing.) With the forks we're able to lift ties, timbers, switch stands, pallets, etc.



Bobcat Plowing Snow at North Road 1

During 2018 we've taken a few positive steps in removing unusable materials and items from the Museum property. We were able to sell the old Suburban Hi-Rail which sat unusable for years due to a failed frame on the Hi-Rail gear. Also sold were the large unused and dangerous wood chipper as well as the Ford F350 pickup & plow which also was unusable. Our cleanup efforts will continue and accelerate in 2019.

Again, my thanks to all who have helped around the property.

Training Report

Ray Nobile - Training Manager

As I've only been in the position of manager for a short time, I can only reflect back to October of 2018. This is my report on the training department and the museum since becoming manager.

Since October of 2018, I've been reviewing the current training methods and practices in respect to the way we present the pertinent training information to our new trainees. I've been evaluating the emphasis and prominence that we apply to our safety standards and found a need to stress a greater importance on our rules and guide lines.

To accomplish said goals, I've enlisted the help of Bill Stolba, a member of the museum who is a certified Safety instructor with the state of Connecticut. He has agreed to present safety seminars for not only the new trainees, but for the entire museum staff.

To enhance our training program and provide trainees with a more well-rounded understanding of the machinery and equipment, I've enlisted our shop staff to give trainees instruction on the mechanical and physical characteristics of the trolleys.

To forward this agenda, I have three motorman who have agreed to become trainers and are willing to give of their time and effort to educate our future motorman.

Those trainers are: Don Nordell, Ron Dracenberg and Ron Lucassen.

It should be noted that I've been working with the operating department to formulate a more comprehensive training program by understanding their needs.

In summary, we are starting our first week long training session on Monday, April 15th-the first Saturday sessions starts on April 20th; Bill Stolba will be presenting the safety segment of training-Date TBA; the Shop presentation and instruction will be at the end of the training session-Date TBA; I'll be coalescing with SC&ET and Operations to integrate our ideas to accommodate the department's needs.

Volunteering Report

Larry Lunden - Volunteer Coordinator

This year marks the second year of using the new Access database, including recording the volunteer hours contributed. A few reports have been updated to meet the needs of our management team. The old File Maker database, with all data prior to 2017, will be eliminated with an upcoming upgrade to our computer systems.

I have found several by-passes into the database so I can enter volunteer hours recorded at home, or away from the museum. Seven people are submitting their home hours to our grand total. I have several ways to enter hours for anyone who can record them and submit them to me. Ask me for more details.

A new duty I will be assuming is to welcome new volunteers and orient them to our facilities and whatever department they may be interested in. I will be introducing the new volunteers to the department managers so they can become active and involved.

This year we added 78 new volunteers to our ranks, bringing the number of active museum volunteers to 183. Rails to the Darkside has the largest contingent of 69, followed by Operations with 51, and Winterfest with 44. Our volunteers signed in 3,109 times and contributed a total of 16,046 hours of service to the museum. This is almost identical to last year. See the accompanying chart for a representation of how the hours are divided among our departments. Operations continues to contribute the most hours. The Financial Development department has become active, accounting for four times its hours of 2017. The Security department has doubled the time recorded. The SC&ET department has been very active this year, accounting for seven times more hours than last year.

All volunteers, no matter the time contributed, are a valuable part of our mission. As is normal, our volunteers vary widely in the amount of hours they are able to contribute. Just 16 volunteers contributed 50% of the hours. 35 of our volunteers contributed 75% of the hours. 65 of our volunteers contributed 90% of the hours. This is not something that needs to be fixed, just recognized.

We are continuing to use unitedwayinc.galaxydigital.com, createthegood.org, and volunteermatch.org web sites to recruit volunteers. Links to all of them are on the volunteer page of our web site. Please check them out for the latest opportunities we have.

Financial Development Report

Dulcie Giadone - Grant Administrator

Wow! 2018 has been a busy year for the new Development Committee. Connecticut Trolley Museum's Business Manager Gina Alimberti brought together development experts to work along with her on supervising several development projects and raising more contributed funds for CERA. The committee includes Mike P. Speciale, Chairman; Bob Rosenberg, Dulcie Giadone and Gina. Every Tuesday morning, the group meets to strategize and discuss progress.

In 2018, Contributions and Grants income was up 24% and it's the highest amount raised since 2014. As for grant awards, it was a banner year. The Development Committee secured more grantors for CERA than in the past. These grantors funded enhancing visitor experience, educational programs and capital projects. The grantors are:

20th Century Electric Railway Foundation

George A. & Grace L. Long Foundation of Bank of America

Hartford Foundation for Public Giving #38 Anonymous Donor Advised

Mass Bay Enthusiasts

Maximilian & Marion Hoffman Foundation

SBM Foundation

Thomas Dailey Foundation

William & Alice Mortensen Foundation

Furthermore, we established a relationship with Eversource which resulted in a grant of \$2,000 from 'Eversource Energy' to be used for the construction of exhibits and to assist with marketing. Also worked with the company to organize an employee/volunteer "clean-up" day in April and one in December for Winterfest decorating.

Other exciting news is we engaged many NEW Corporate partners:

Ahlstrom Munksjo

Dunkin' Donuts

Infoshred

Maine Fish Market Restaurant

Minuteman Press

United Bank

United Gear & Machine Co.

Additionally, we identified two key restoration projects that needed support: The restoration of the Connecticut Company Car #3001 and the Isle of Safety.

Successfully, \$90,265 was raised for **Connecticut Company Car #3001**. A substantial grant award of \$50,000 from the **State of Connecticut Department of Economic Community Development (DECD) "Good to Great"** program makes it possible to receive our \$25,000 match from 20th Century Electric Railway Foundation and also augment the \$15,265 raised from our individual donors, the Thomas Dailey Foundation and Mass Bay Railroad Enthusiasts.

The **Trolley Museum's Isle of Safety**, one of Hartford's great and notable icons, which was saved by CERA's Connecticut Trolley Museum and Betty Knox Foundation, is situated at our front entrance and still shelters thousands of our trolley visitors, is in desperate need of repair. The Development Committee launched a fundraising campaign to raise \$175,000 for its restoration. Prior to the Campaign \$33,000 had been raised. The kick-off for the launch of the Isle of Safety Campaign was on November 5th, we had a great press conference in the Old State House. The press conference went off extremely well due to the hard work and careful preparation that went in to it by both the entire committee and Sullivan & LeShane, contributing their expertise pro bono. At the end of December, we already raised an additional \$8,000.

To enrich the Trolley Museum's potential; we started a relationship with the distinguished Hartford Foundation for Public Giving. The Foundation conducted a no-cost organizational assessment of CERA, working with key board members and attended the Foundation's fund-raising workshop which the Business Manager and Development Committee participated. The Development Committee is dedicated to working towards having an even better performance next year.

Collections Committee Report

Galen Semprebon - Collection Committee Chair

This year was a busy and productive year for the Collections Committee. The Committee met numerous times throughout the year and developed a recommended collection list of equipment for the Boards review and approval.

The Committee developed a basic collection policy as follows:

The first tier of the policy encompassed the regionally important equipment. For purposes of the museum, the regionally important equipment included the trolley cars from the New England region, New York and New Jersey. This part of the collection would be the cars that we would look to restore to as near original condition as possible, with many of these cars for future display. This tier encompasses our Connecticut Company, Boston, Springfield Terminal, and other regional equipment.

The second tier of the policy encompasses the historical trolley cars that are important to the museum. This tier includes cars that may not be from the region, but are either important to support the operations of the museum, or are of a type of car that represents cars that ran in the region. Cars such as the Montreal Observation Car #4 and the New Orleans closed car #836 fall into this category.

The third tier includes equipment that is important to the operation of the museum. Equipment may include items such as the 25-ton diesel locomotive that are needed for the continued operation of the museum, but do not fit into either of the above two tiers.

The Board of Directors reviewed the policy and after extensive debate, approved the policy.

There were a number of pieces of equipment at the museum that did not fit into any of the above categories due to either being from outside the region or their type and condition. The Board of Directors made the difficult decision to work to de-assess this equipment. The intent is to offer it to other museums in the hope that it can be preserved elsewhere. This work has been initiated, and the museum is currently working through this process.

With this collections policy in place, the museum will be able to move forward with preserving its collection for future generations.

Information Technology Report

Lawrence Bryan - IT Committee Chair

After the IT upgrades made in 2017 (new server, PC's network hardware, Point of Sale Systems, etc.) 2018 was a quiet year. In our continuing effort to eliminate outdated PC's, two older desktop computers were replaced with Windows 10 PC's; one in the museum office and the other in North Road Station for use by our Operations Department. A new multifunction printer was also installed in North Road Station. A major hardware upgrade that took place was the replacement of our older troublesome monochrome copier in the Museum office with a lightly used networkable multifunction color copier. It has all the bells and whistles needed by the museum including double sided printing, collating, and finishing.

There were three major IT related accomplishments in 2018. First was standardizing the use of the ct-trolley.org domain name and eliminating a confusing mix of domain names. This change then allowed the deployment of ct-trolley.org email addresses along with the implementation of the use of Office365.

These are major accomplishments which will facilitate improved communication and collaboration between our Staff, Officers and Department Heads.

My thanks go out to Hugh Brower and Fred Stroiney for their hard work in making these transitions possible.



Mike Luzzi with Newly Donated Skylark Station Sign,
Mike has been making and donating signs for the
museum as needed

Safety & Security Report

Bert Johanson - Safety & Security Manager

1986 saw the first installation of a security system at the museum when the Rockville Fire Department discontinued their Gamewell fire alarm system. The department donated a number of useable fire boxes and within a few years 16 were installed in buildings and around the museum. These boxes are connected directly to the Warehouse Point Fire Department dispatch center in Tolland.

With the construction of the Visitor Center in 1990/91 a second alarm system for security began to be installed at the museum and today that system is installed in 5 museum buildings and covers all buildings important to the successful operation of the museum today. This includes the Car Shop, Kelly Barn, Fire Museum, Visitor Center and North Road Station. This is monitored 24/7 by an alarm service.

Over the years we have seen safety and security at the museum develop into a number of areas:

- Fire Alarm
- Security Alarm
- CCTV
- Access Systems
- Fire Extinguisher Maintenance

In the past year we have upgraded our access system, removing the obsolete cardkey system and replacing it with a more modern fob system. At the same time we installed the new access system, we also integrated the alarm system into the fob readers so that scanning your fob opens the door and disarms the alarm system. Of course, you need to be authorized for any of the 9 areas to perform this function. Only authorized fobs activate access with various levels of security built into the system.

Over the years I have been grateful to Bill Babbitt and John Arel who have helped to keep the systems up and running. We have several ongoing projects to work on this year at Woods Barn and the Signal Department Building, hopefully we can accomplish the installations this year.

All systems are tested on a regular basis; the fire alarm tests itself every day at noon. All fire extinguishers are inspected and tested yearly by our fire extinguisher vendor. Insurance requires that all units are visually inspected every month.

2018 Stats



Removing long-forgotten stuff from the museum property

28,213 Visitors

1498 Passenger Trips

35,116 Passengers Carried

30 Scheduled Group Visits during Regular Season

3 Photo Shoot Groups

31 Birthday Parties

17 Guest Motormen

15,492.65 Volunteer Hours Donated

547 Members at End of 2018



BT-1 clearing Trees after a storm

Photos by: Gina Maria Alimberti, Lawrence Bryan,
Aiden Nies, Dan Villeneuve

Return of Organization Exempt From Income Tax

2018

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

▶ Do not enter social security numbers on this form as it may be made public.

▶ Go to www.irs.gov/Form990 for instructions and the latest information.

Open to Public Inspection

Department of the Treasury
Internal Revenue Service

A For the 2018 calendar year, or tax year beginning 01/01, 2018, and ending 12/31, 20 18

B Check if applicable:
 Address change
 Name change
 Initial return
 Final return/terminated
 Amended return
 Application pending

C Name of organization CONNECTICUT ELECTRIC RAILWAY ASSOCIATION INCORPORATED
 Doing business as The Connecticut Trolley Museum
 Number and street (or P.O. box if mail is not delivered to street address) Room/suite
P O Box 360 58 North Road
 City or town, state or province, country, and ZIP or foreign postal code
East Windsor, CT, 06088-0360

D Employer identification number
06-6070002

E Telephone number
860-627-6540

F Name and address of principal officer: Robert Brogle
Same as C above, East Windsor, CT 06088-0360

G Gross receipts \$ 407,049

H(a) Is this a group return for subordinates? Yes No
H(b) Are all subordinates included? Yes No
 If "No," attach a list. (see instructions)

H(c) Group exemption number ▶

I Tax-exempt status: 501(c)(3) 501(c) () ◀ (insert no.) 4947(a)(1) or 527

J Website: ▶ www.ct-trolley.org

K Form of organization: Corporation Trust Association Other ▶

L Year of formation: 1940 **M** State of legal domicile: CT

Part I Summary

Activities & Governance	1	Briefly describe the organization's mission or most significant activities: <u>Trolley Museum-education, restoration, preservation.</u>		
	2	Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	3	Number of voting members of the governing body (Part VI, line 1a)	3	11
	4	Number of independent voting members of the governing body (Part VI, line 1b)	4	11
	5	Total number of individuals employed in calendar year 2018 (Part V, line 2a)	5	11
	6	Total number of volunteers (estimate if necessary)	6	220
	7a	Total unrelated business revenue from Part VIII, column (C), line 12	7a	0
b	Net unrelated business taxable income from Form 990-T, line 38	7b	0	
Revenue	8	Contributions and grants (Part VIII, line 1h)	Prior Year	Current Year
	9	Program service revenue (Part VIII, line 2g)	<u>69,313</u>	<u>85,929</u>
	10	Investment income (Part VIII, column (A), lines 3, 4, and 7d)	<u>342,697</u>	<u>286,382</u>
	11	Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	<u>3,542</u>	<u>8,478</u>
	12	Total revenue—add lines 8 through 11 (must equal Part VIII, column (A), line 12)	<u>15,007</u>	<u>13,437</u>
Expenses	13	Grants and similar amounts paid (Part IX, column (A), lines 1–3)	<u>430,559</u>	<u>394,226</u>
	14	Benefits paid to or for members (Part IX, column (A), line 4)	0	0
	15	Salaries, other compensation, employee benefits (Part IX, column (A), lines 5–10)	0	0
	16a	Professional fundraising fees (Part IX, column (A), line 11e)	<u>108,979</u>	<u>107,029</u>
	b	Total fundraising expenses (Part IX, column (D), line 25) ▶ <u>0</u>	0	0
	17	Other expenses (Part IX, column (A), lines 11a–11d, 11f–24e)	<u>383,094</u>	<u>341,612</u>
	18	Total expenses. Add lines 13–17 (must equal Part IX, column (A), line 25)	<u>492,073</u>	<u>448,641</u>
19	Revenue less expenses. Subtract line 18 from line 12	<u>-61,514</u>	<u>-54,415</u>	
Net Assets or Fund Balances	20	Total assets (Part X, line 16)	Beginning of Current Year	End of Year
	21	Total liabilities (Part X, line 26)	<u>1,908,706</u>	<u>1,849,645</u>
	22	Net assets or fund balances. Subtract line 21 from line 20	<u>274,663</u>	<u>269,217</u>
			<u>1,634,043</u>	<u>1,580,428</u>

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

Sign Here

Signature of officer: Robert Brogle, President/CEO Date: _____
 Type or print name and title

Paid Preparer Use Only

Print/Type preparer's name: _____ Preparer's signature: _____ Date: _____ Check if self-employed PTIN: _____
 Firm's name ▶: _____ Firm's EIN ▶: _____
 Firm's address ▶: _____ Phone no.: _____

May the IRS discuss this return with the preparer shown above? (see instructions) Yes No

Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII

				(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512-514	
Contributions, Gifts, Grants and Other Similar Amounts	1a	Federated campaigns	1a	0				
	b	Membership dues	1b	20,131				
	c	Fundraising events	1c	0				
	d	Related organizations	1d	0				
	e	Government grants (contributions)	1e	0				
	f	All other contributions, gifts, grants, and similar amounts not included above	1f	65,798				
	g	Noncash contributions included in lines 1a-1f: \$		0				
	h	Total. Add lines 1a-1f ▶		85,929				
Program Service Revenue				Business Code				
	2a	Winterfest Seasonal Rides & Exhibits	712110	97,248	97,248	0	0	
	b	Youth Rails to the Dark Side Rides & Exhibits	712110	64,027	64,027	0	0	
	c	Collection Viewing, Rides, Exhibits	712110	47,691	47,691	0	0	
	d	Children Pumpkin Patch Rides & Exhibits	712110	37,577	37,577	0	0	
	e	Children Easter Bunny Fun Rides & Exhibits	712110	16,446	16,446	0	0	
	f	All other program service revenue		23,393	23,393	0	0	
g	Total. Add lines 2a-2f ▶		286,382					
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts) ▶		2,728	2,728	0	0	
	4	Income from investment of tax-exempt bond proceeds ▶		0	0	0	0	
	5	Royalties ▶		0	0	0	0	
	6a	Gross rents	(i) Real	(ii) Personal				
			0	0				
			b Less: rental expenses	0	0			
			c Rental income or (loss)	0	0			
	d	Net rental income or (loss) ▶		0	0	0	0	
	7a	Gross amount from sales of assets other than inventory	(i) Securities	(ii) Other				
			0	5,750				
			b Less: cost or other basis and sales expenses	0	0			
			c Gain or (loss)	0	5,750			
	d	Net gain or (loss) ▶		5,750	5,750	0	0	
	8a	Gross income from fundraising events (not including \$ 0 of contributions reported on line 1c). See Part IV, line 18 a		0				
	b	Less: direct expenses b		0				
	c	Net income or (loss) from fundraising events . ▶		0		0	0	
	9a	Gross income from gaming activities. See Part IV, line 19 a		0				
b	Less: direct expenses b		0					
c	Net income or (loss) from gaming activities . . ▶		0	0	0	0		
10a	Gross sales of inventory, less returns and allowances a			26,260				
		b Less: cost of goods sold b		12,823				
		c Net income or (loss) from sales of inventory . . ▶		13,437	13,437	0	0	
Miscellaneous Revenue			Business Code					
11a	-----							
b	-----							
c	-----							
d	All other revenue							
e	Total. Add lines 11a-11d ▶		0					
12	Total revenue. See instructions ▶		394,226	308,297	0	0		

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.

	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21	0	0		
2 Grants and other assistance to domestic individuals. See Part IV, line 22	0	0		
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16	0	0		
4 Benefits paid to or for members	0	0		
5 Compensation of current officers, directors, trustees, and key employees	0	0	0	0
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)	0	0	0	0
7 Other salaries and wages	91,007	91,007	0	0
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)	0	0	0	0
9 Other employee benefits	8,238	8,238	0	0
10 Payroll taxes	7,784	7,784	0	0
11 Fees for services (non-employees):				
a Management	0	0	0	0
b Legal	0	0	0	0
c Accounting	1,000	1,000	0	0
d Lobbying	0	0	0	0
e Professional fundraising services. See Part IV, line 17	0			0
f Investment management fees	0	0	0	0
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Schedule O.)	0	0	0	0
12 Advertising and promotion	22,758	22,758	0	0
13 Office expenses	15,400	10,250	5,150	0
14 Information technology	7,593	4,547	3,046	0
15 Royalties	0	0	0	0
16 Occupancy	109,034	99,852	9,182	0
17 Travel	0	0	0	0
18 Payments of travel or entertainment expenses for any federal, state, or local public officials	0	0	0	0
19 Conferences, conventions, and meetings	0	0	0	0
20 Interest	14,321	14,321	0	0
21 Payments to affiliates	0	0	0	0
22 Depreciation, depletion, and amortization	58,741	58,741	0	0
23 Insurance	13,388	12,480	908	0
24 Other expenses. Itemize expenses not covered above (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a <u>Visitor Experience & Event Related</u>	44,238	44,238	0	0
b <u>Restoration & Repairs - Trolley & Rolling Stock</u>	41,186	41,186	0	0
c <u>Track, Overhead & Signal Repair</u>	9,135	9,135	0	0
d <u>Volunteer Meetings & Related Expenses</u>	4,818	4,818	0	0
e All other expenses				
25 Total functional expenses. Add lines 1 through 24e	448,641	430,355	18,286	0
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part X

		(A) Beginning of year		(B) End of year
Assets	1 Cash—non-interest-bearing	20,679	1	25,607
	2 Savings and temporary cash investments	288,546	2	219,573
	3 Pledges and grants receivable, net	0	3	0
	4 Accounts receivable, net	0	4	0
	5 Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L	0	5	0
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instructions). Complete Part II of Schedule L	0	6	0
	7 Notes and loans receivable, net	0	7	0
	8 Inventories for sale or use	9,767	8	11,222
	9 Prepaid expenses and deferred charges	0	9	0
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	2,509,741		
	b Less: accumulated depreciation	1,342,515	10c	1,167,226
	11 Investments—publicly traded securities	0	11	0
	12 Investments—other securities. See Part IV, line 11	0	12	0
	13 Investments—program-related. See Part IV, line 11	0	13	0
	14 Intangible assets	0	14	0
	15 Other assets. See Part IV, line 11	426,017	15	426,017
16 Total assets. Add lines 1 through 15 (must equal line 34)	1,908,706	16	1,849,645	
Liabilities	17 Accounts payable and accrued expenses	9,225	17	9,617
	18 Grants payable	0	18	0
	19 Deferred revenue	0	19	0
	20 Tax-exempt bond liabilities	0	20	0
	21 Escrow or custodial account liability. Complete Part IV of Schedule D	0	21	0
	22 Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L	0	22	0
	23 Secured mortgages and notes payable to unrelated third parties	265,438	23	259,600
	24 Unsecured notes and loans payable to unrelated third parties	0	24	0
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17–24). Complete Part X of Schedule D	0	25	0
	26 Total liabilities. Add lines 17 through 25	274,663	26	269,217
Net Assets or Fund Balances	Organizations that follow SFAS 117 (ASC 958), check here <input checked="" type="checkbox"/> and complete lines 27 through 29, and lines 33 and 34.			
	27 Unrestricted net assets	1,434,263	27	1,433,496
	28 Temporarily restricted net assets	199,780	28	146,932
	29 Permanently restricted net assets	0	29	0
	Organizations that do not follow SFAS 117 (ASC 958), check here <input type="checkbox"/> and complete lines 30 through 34.			
	30 Capital stock or trust principal, or current funds		30	
	31 Paid-in or capital surplus, or land, building, or equipment fund		31	
	32 Retained earnings, endowment, accumulated income, or other funds		32	
33 Total net assets or fund balances	1,634,043	33	1,580,428	
34 Total liabilities and net assets/fund balances	1,908,706	34	1,849,645	