

Oyster Bay RAILROAD MUSEUM



Oyster Bay Railroad Museum Business Plan



Oyster Bay Railroad Museum

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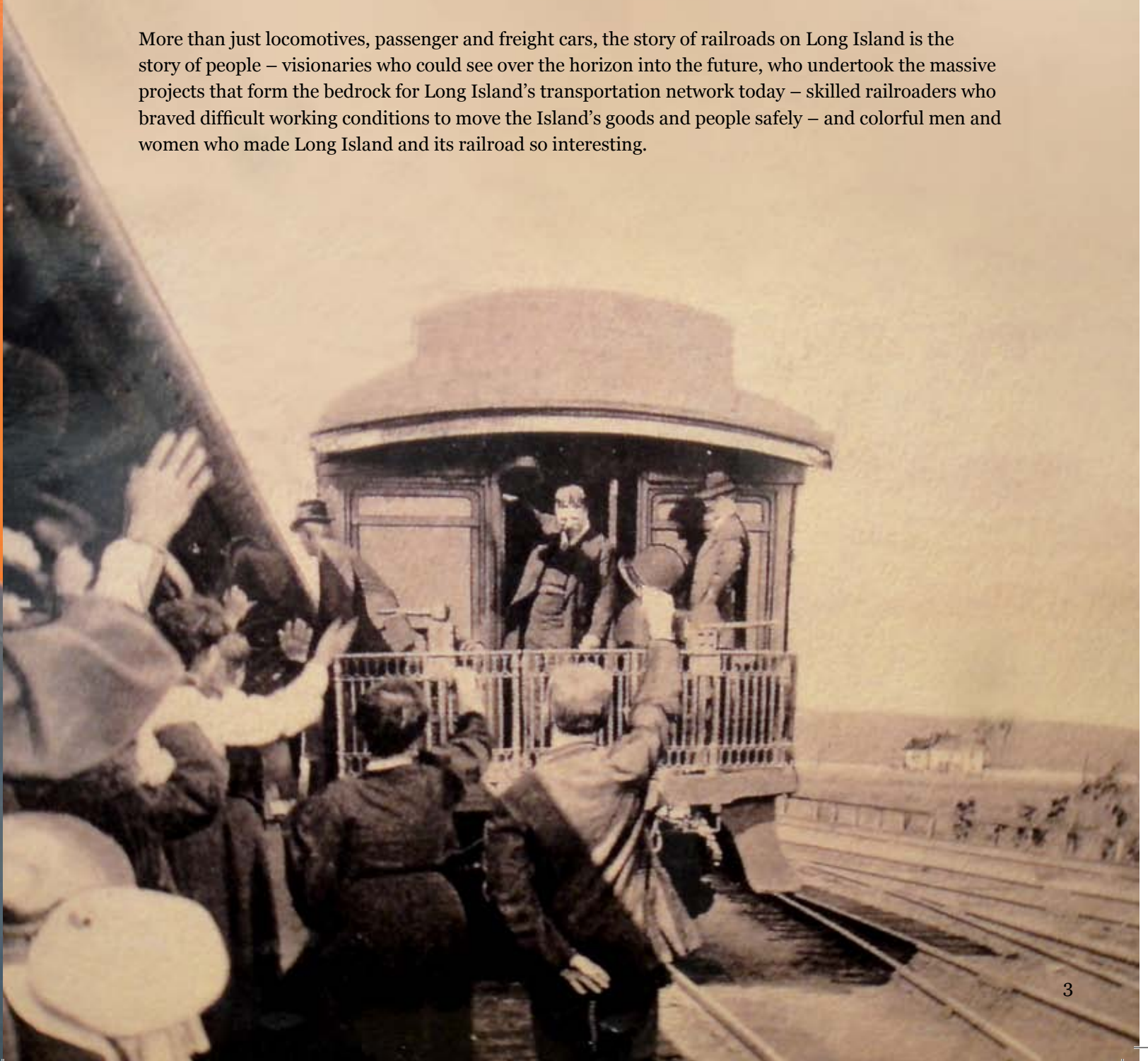
Mission Statement

The Oyster Bay Railroad Museum's mission is to heighten awareness, understanding and appreciation of the railroad's impact on Long Island life. The Museum will collect, preserve and interpret the railroad heritage of Long Island for present and future generations.

It was a time when President Theodore Roosevelt traveled to and from his home in Sagamore Hill in Oyster Bay to New York City, Washington and beyond by train, when magnificent steam locomotives plied the rails and their melodious whistles echoed through the countryside.

The Oyster Bay Railroad Museum will transport us back to a time when the railroad was Oyster Bay's link to the outside world, bringing the daily necessities, and a means of connecting residents to New York City and other destinations. It will demonstrate how the growth of the railroad directly affected the development and shaping of Long Island as we know it today.

More than just locomotives, passenger and freight cars, the story of railroads on Long Island is the story of people – visionaries who could see over the horizon into the future, who undertook the massive projects that form the bedrock for Long Island's transportation network today – skilled railroaders who braved difficult working conditions to move the Island's goods and people safely – and colorful men and women who made Long Island and its railroad so interesting.



History & Operational Plan

The Oyster Bay Railroad Museum will be the catalyst for the downtown's economic revitalization.

The seed that grew into the Oyster Bay Railroad Museum was planted in 1955, when steam Locomotive #35 was retired after 40 years of service on the LIRR and participated in a ceremony marking the end of steam locomotive operations on the railroad. Donated by the LIRR to Nassau County, it was put on display in Eisenhower Park in East Meadow, N.Y., where it remained for many years, visited by thousands and maintained by local rail enthusiasts.

In 1975, a New Jersey tourist railroad intended to purchase the locomotive, restore, and operate it. Consequently, the locomotive was removed from display and taken apart in preparation for the move to New Jersey. Unfortunately, the purchase did not take place and the locomotive languished at Eisenhower Park.

In 1990, a group of dedicated individuals took on the task of rescuing #35 from its rusty fate and formalized their efforts by establishing the "Friends of Locomotive 35, Inc." It is this group that served as the genesis of the Oyster Bay Railroad Museum. While retaining as a core ambition the goal of restoring the locomotive to operating condition, the agenda has expanded to encompass a much broader program of celebrating the railroad and its contribution to Long Island.

Currently, the OBRM operates under a Board of Trustees who are responsible for making all decisions relating to the operation of the Museum. The officers consist of a Chairman, President, Secretary and Treasurer. Committees are assigned specific responsibilities. All Board members and officers are volunteers and do not receive compensation for their services.

A Director of Development, who is an independent contractor with the Museum, is responsible for fund-raising, outreach, and marketing.

The Museum operates under a contract with the Town of Oyster Bay to be the caretakers of the historic station and the display yard, and to operate the Museum. It also has an agreement with Nassau County to be the custodian of Locomotive #35.

The Museum develops an annual budget to fund the various components of the operation. The Museum's income is derived from funding in the form of grants and stipends from the Town of Oyster Bay, Nassau County, State of New York and the federal government. Income is also received from memberships, donations, and fund-raising events.

*Leaded Glass Window -
Oyster Bay Train Station.*



Courtesy of TC McCarthy, Newsday

Community Support

The Oyster Bay Railroad Museum enjoys widespread community support in its efforts to establish a family-friendly regional railroad museum.

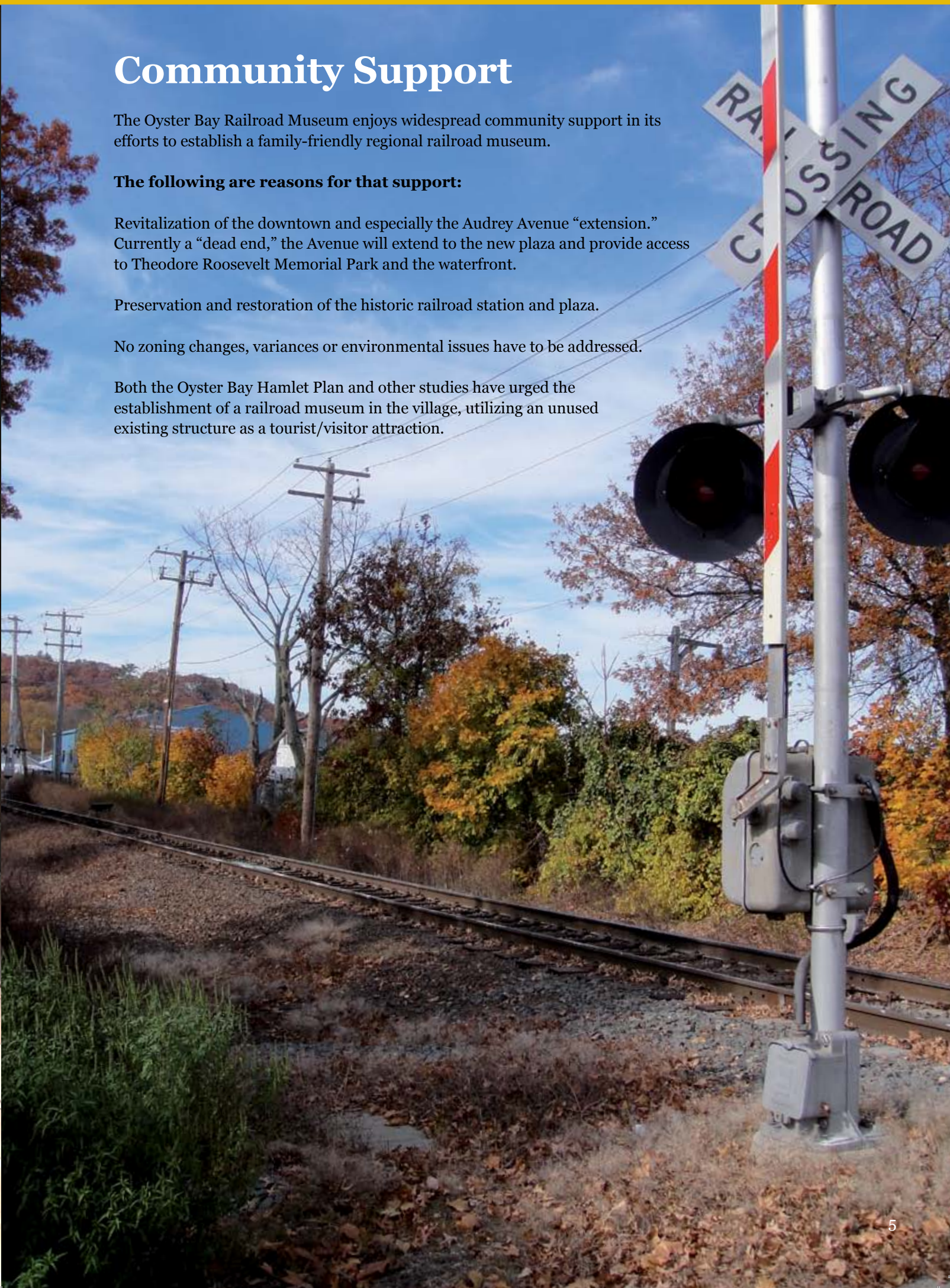
The following are reasons for that support:

Revitalization of the downtown and especially the Audrey Avenue “extension.” Currently a “dead end,” the Avenue will extend to the new plaza and provide access to Theodore Roosevelt Memorial Park and the waterfront.

Preservation and restoration of the historic railroad station and plaza.

No zoning changes, variances or environmental issues have to be addressed.

Both the Oyster Bay Hamlet Plan and other studies have urged the establishment of a railroad museum in the village, utilizing an unused existing structure as a tourist/visitor attraction.



Visitors & Tourists



Raynham Hall Museum



Earle-Wightman House



Sagamore Hill National Historic Site

The Oyster Bay Railroad Museum will be the catalyst for the downtown economic revitalization.

The Museum will market to four distinct groups:

- Families with children
- Senior citizens and retirees
- School groups
- Railroad enthusiasts and hobbyists



Oyster Sloop Christeen
Courtesy of The WaterFront Center

It is the goal of the OBRM to enhance the current historic destinations by having the Museum serve as the focal point for visitors and tourists and encouraging them to patronize the many local attractions and the downtown after their time at the Oyster Bay Railroad Museum. A Tourist Trolley will be a key element in enhancing the experience for the visitor.

Whether arriving at the Museum by car, boat, tour bus or the Long Island Rail Road, tourists will have an opportunity to avail themselves of an easy and convenient way to visit the many attractions by use of the Tourist Trolley which will make a continuous “loop” to the following:

- Theodore Roosevelt Bird Sanctuary
- Sagamore Hill National Historic Site
- The Waterfront Center
- Raynham Hall Museum
- Planting Fields Arboretum
- Western Waterfront/Theodore Roosevelt Memorial Park
- Central downtown
- Earle-Wightman House



Moore Building - Photo: Oyster Bay Main Street Association

Since the trolley will run on a continuous basis, tourists can spend as much time as desired at the above locations, and then get back on to go to another. It is anticipated that the Tourist Trolley will operate Fridays through Sundays during the prime tourist season, from Memorial Day to Labor Day.





The Volunteers

The backbone of the Museum's efforts to fulfill the goal of a full-time, family friendly, regional destination is its cadre of volunteers.

Projects ranging from producing the newsletter, equipment restoration, administration, public outreach and accounting are performed by these selfless men and women. Some are retired, others actively employed in a variety of occupations, but the bond that brings them together and their willingness to perform these varied tasks is their dedication to the Museum.

Since 1990, volunteers have contributed over 140,000 documented hours of labor, providing a substantial contribution, resulting in significant financial savings to the Museum.

Once the Museum is fully operational, volunteers will still be needed to perform many duties and assist paid staff.

Museum Operation

When in full operation, the Museum will be open on a seasonal calendar as follows:

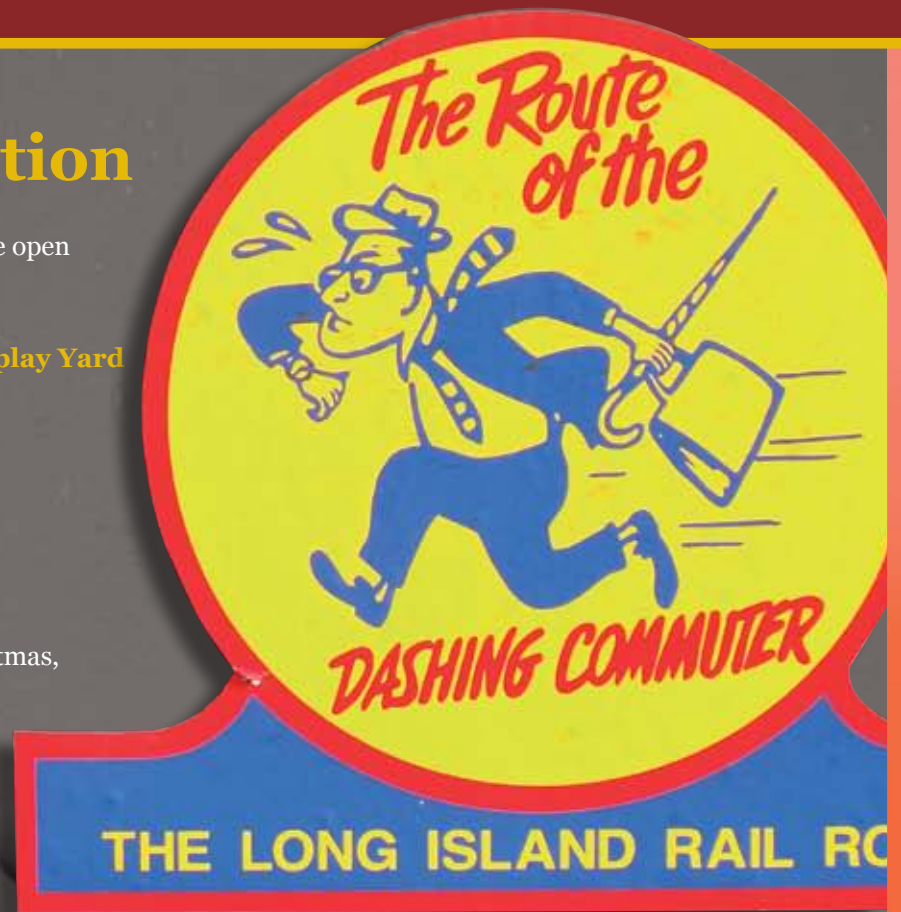
April 1 to November 30 **Station and Display Yard**
Wed. through Saturday 10AM to 5PM
Sunday Noon to 5PM

December 1 to March 30 **Station only**
Wed. through Saturday 10AM to 5PM
Sunday Noon to 5PM

Museum will close for Thanksgiving, Christmas, New Years Day and Easter.

Admission Fees

Adults	\$6.00
Seniors (62+)	\$5.00
Children (5-12)	\$3.00



Projected Attendance

Based on annual attendance figures at similarly sized museums on Long Island, it is estimated that the site when fully developed and operational, will draw approximately 40,000 visitors per year including up to 10,000 school children/school groups.

The operation of the Museum, based on the above schedule, would require on average, the following staffing:

1 Full-time Executive Director. Responsible for over-all operation of the Museum.

1 Part-time Director of Development. Responsible for fund-raising, publicity and other activities that promote the Museum.

4 Part-time staff. Responsible for ticketing, guiding tours at the station and yard and providing information at the Visitor Center at the station.

1 Part-time custodian. Responsible for maintenance at the station and yard.

Estimated annual payroll for the above: \$120,000.

Other Expenses

The Town of Oyster Bay will be responsible for major maintenance items and all utility (heating, air conditioning, electricity, water) costs, while the Museum will handle the everyday upkeep and housekeeping expenses.

The Site

The proposed physical structure for the OBRM will consist of two major elements:

1. An indoor exhibit area and Visitor Center contained in the historic Oyster Bay railroad station.

A high priority is the restoration of the Oyster Bay railroad station which is listed on the National Register of Historic Places.

The landmark station was designed and constructed in 1889 by noted architect Bradford Lee Gilbert, and enlarged in 1902-1903 when Theodore Roosevelt became President. All Dignitaries going to the summer White House at Sagamore Hill began and ended their trips at the train station. Having the only telegraph office in town while TR was President, the station was alive with activity.

The Museum will restore the station and rebuild a portion of the canopies to match the appearance of the station Theodore Roosevelt would recognize. The planning phase of this project has already been completed, with funds coming from local government, the Oyster Bay Main Street Association, Nassau County and the Oyster Bay Railroad Museum. The project is “shovel ready” and can be funded for quick results under the auspices of the Secretary of the Interior’s Standards of Historic Preservation.

When completed, the station will have both static and interactive displays along with rotating exhibits. A portion of the interior will be dedicated as a Visitor Center where information will be provided to tourists and visitors about the extensive Oyster Bay attractions, including eating establishments and retail stores.

Both the Oyster Bay Hamlet Plan of 2002, and the Chamber of Commerce’s Railroad Feasibility Study of 1995 have recommended that Downtown Oyster Bay be connected to the waterfront. The train station will accomplish this goal by providing direct access to Theodore Roosevelt Memorial Park via Audrey Avenue terminating at the new plaza.

2. An outdoor facility, just east of the station which consists of a display yard that will be connected to the station by a walkway through Theodore Roosevelt Park.

The display yard will provide an opportunity for visitors to view the Museum’s collection of rolling stock and structures in a safe environment. The centerpiece of the yard will be the massive operating turntable.



LONG ISLAND

The Visitor Center

In an effort to maintain a presence in the downtown and convey the mission of the Museum to the community until such time the station renovation is undertaken, the Board of Directors opened a Visitor Center in 2008.

OBRM's Visitor Center, located at 102 Audrey Avenue, is a 1,000 square foot storefront which provides a location for the organization to display railroad artifacts and renderings of the Museum of the future. Interactive displays, an operating railroad layout, and a Museum store occupy the space. This facility has been well-patronized since its opening.

The displays at the Visitor Center are changed on a periodic basis and special exhibits are featured during the year. Once the station has been restored and ready for operation the temporary Visitor Center will be closed, with the station also acting as a permanent Visitor Center.



Construction

In order to better manage its resources, the Oyster Bay Railroad Museum will undertake the major construction projects in phases.

PHASE ONE: 14 months

Construction

Station:

- Complete renovation of exterior/interior including all utilities
- Design exhibits

Estimated Cost

\$1,475,000

Display Yard:

- Grading of yard and laying of track
- Installation of utilities

\$ 250,000

PHASE TWO: 10 Months

Station:

- Canopies installed
- Construct and install station exhibits

\$ 500,000

Display Yard:

- Walkways and landscaping completed
- Construct engine shed, interior and exterior exhibits

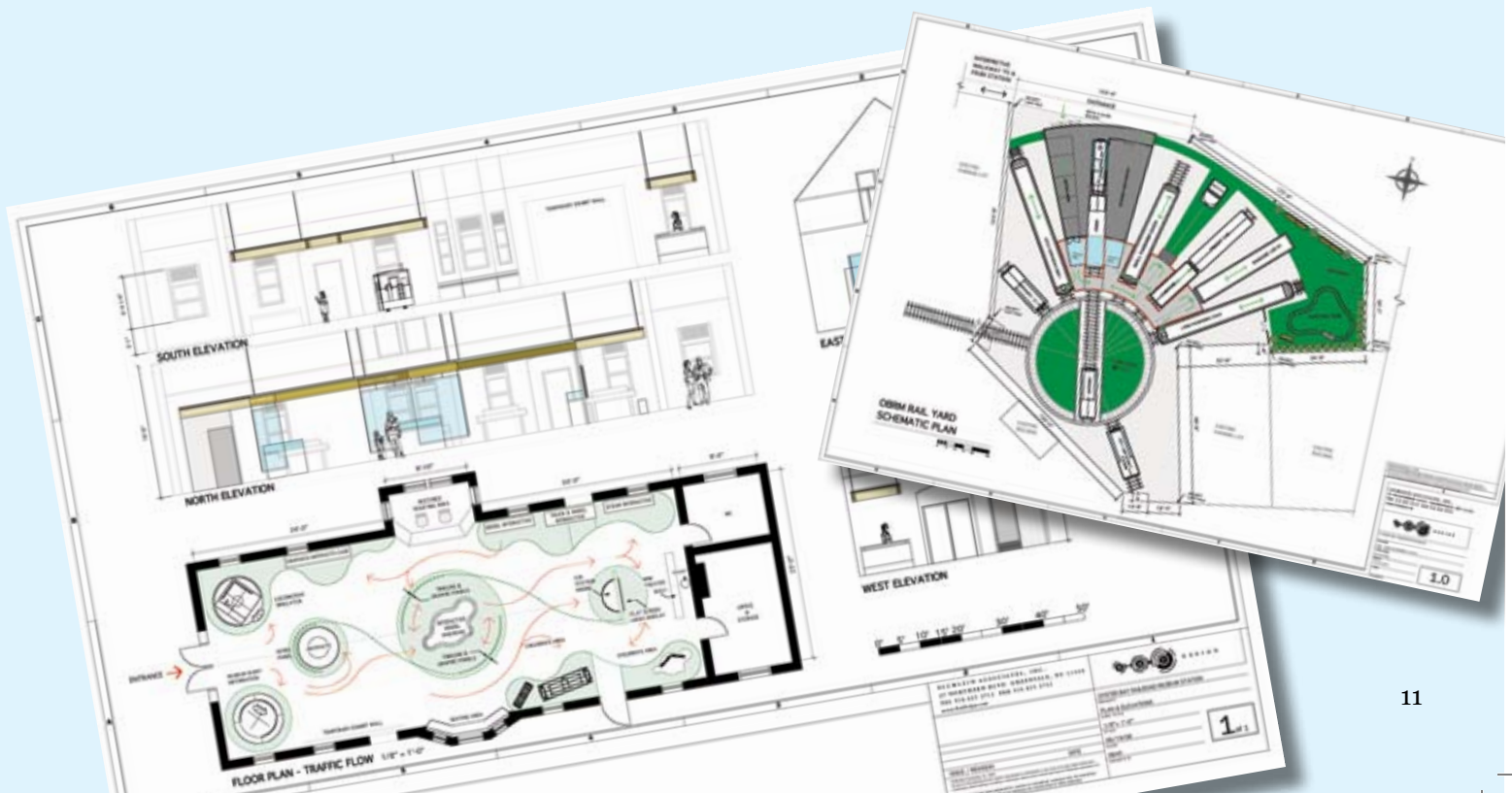
\$ 250,000

Railroad Plaza:

- Complete rebuilding of the station plaza with “green” technologies

\$1,000,000

These phases and timelines are dependent on the necessary private, public, and government funding being in place.



Museum Equipment Roster

Locomotive #35

An important goal of the OBRM is the restoration of Locomotive #35.

The Museum has selected Steam Operations Corporation, the nation's foremost firm in the area of steam locomotive restoration, as its restoration partner. The Birmingham Alabama based company has surveyed the locomotive, and in June of 2010, developed a scope of work and rebuilding plans for the running gear and locomotive tender. This project will be executed in phases.



OBRM is proud to have a significant number of historic railroad equipment in its inventory. The goal is to have each piece restored to original condition.

Locomotive #35 was constructed in 1928 in the Juniata, Pennsylvania shops of the Pennsylvania Railroad for service on the Long Island Rail Road. The class G5s employed a 4-6-0 wheel arrangement and was specifically designed to meet the demands of commuter passenger service, and capable of rapidly accelerating large trains of passenger cars from the many stations encountered on each trip. It was retired in 1955.

The Museum enjoys a successful relationship with the Nassau County BOCES/Barry Technical Educational program. Technical high school students have the unique opportunity to assist in the restoration of the locomotive. Welding and other industrial skills will give these students a work experience virtually unobtainable anywhere else.

Prior to operation, detailed testing will be conducted under the auspices of the Federal Railroad Administration. The engine would give educational operating demonstrations within the confines of the Museum yard. Locomotive 35 could also be demonstrated on the LIRR for educational special occasions.



Phased Restoration of Steam Locomotive #35

As previously stated, the goal of OBRM to restore Locomotive #35 to full operating condition.

This project will be done in phases:

Phase One:

OBRM's scope of work on the running gear and tender of engine to develop rebuilding plans for this project were completed in June of 2010. Funds for this portion of the project (\$524,000) have been secured through the Nassau County 2006 Environmental Bond Act, Town of Oyster Bay, and the Oyster Bay Railroad Museum.

Timetable for completion is fourteen to twenty months from start of work.

Phase Two:

This portion of work will include rehabilitation of the boiler and firebox. The scope of work will follow boiler and firebox rebuilding plans completed on behalf of the Oyster Bay Railroad Museum in 2005. Work will include replacement of outer wrapper firebox sheets, and any other thin metal firebox areas as necessary. Repair and replace staybolts. Boiler work will include, rehabilitation of flue sheets and steam dome, repair and replacement of staybolts and installation of new flues. It will also deal with the refurbishment of the superheater and superheater pipes, as well as the rehabilitation of the smokebox and interior netting.

Timetable for completion is twelve to fourteen months, at a cost of \$775,000.*

Phase Three:

Reassembly of boiler and firebox to locomotive. Install cab. Reapply locomotive appliances such as brake system, air compressor, injectors, and backhead appliances. Connect locomotive to tender. Ship completed engine to Oyster Bay.

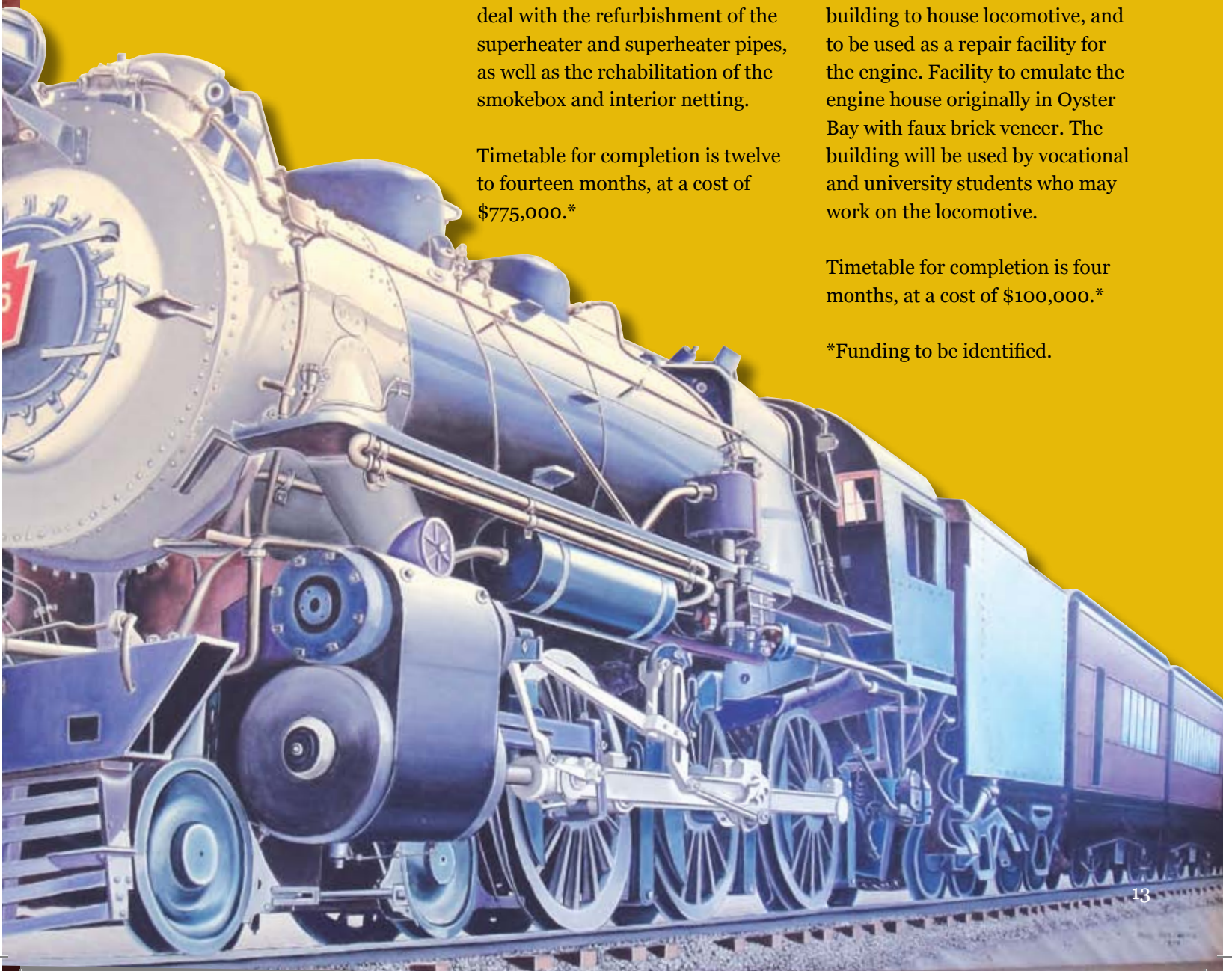
Timetable for completion is eight months, at a cost of \$225,000.*

Phase Four:

Assembly of pre-fabricated engine building to house locomotive, and to be used as a repair facility for the engine. Facility to emulate the engine house originally in Oyster Bay with faux brick veneer. The building will be used by vocational and university students who may work on the locomotive.

Timetable for completion is four months, at a cost of \$100,000.*

*Funding to be identified.



Museum Equipment Roster

Caboose #12

This is an excellent example of a wooden caboose from the glory days of railroading. Built in 1927, it is a classic reminder of the days when every freight train included “the little red caboose.” The restoration of #12 was completed in 2009 by volunteers and is open for display at the yard.



Caboose #50

Over the years, the design and construction materials of cabooses changed. As one of the last such units to be acquired by the railroad in 1958, this car represents the culmination of caboose design on the LIRR. It has been restored and is open for display.



Boxcar

The 40 foot boxcar was the backbone of the U.S. rail freight car fleet for many years. These cars were floated across New York Harbor or pulled over the Hell Gate Bridge to reach Long Island with goods for LI consumers and industries. The OBRM boxcar is an excellent example of this vanished workhorse from Railroading’s classic era.

Baggage/Mail Combination Car #468

Before the age of trucking, the LIRR’s passenger trains provided Long Island residents with additional services beyond simply transporting people. Steamer trunks of the wealthy, newspapers, and of course the mail were all accommodated by this virtual “post office on wheels.” Built in the 1920’s, #468 is a good example of such a car, but requires a thorough rehabilitation.

“Ping Pong” Coach

The coach, so named for its “swing and sway” ride was in service from 1923 through 1974. They were the mainstay of the railroad’s commuter operations during that period. The Museum’s coach was acquired in 2009.



Passenger Cars #2935 & #2956

These two high-capacity passenger coaches, built in 1955, were the last of the old generation of equipment that was acquired by the railroad before it came under public ownership. They provide a good example of the coaches that dutifully transported millions of commuters over Long Island's rails in decades past.



World's Fair Display Cab

The World's Fair Cab is one of the Museum's most distinctive pieces. It was constructed by the LIRR for its display pavilion at the 1964 New York World's Fair. The cab was cut from a retired ALCO FA-1 streamlined diesel locomotive. Its restoration was completed by OBRM volunteers in 2009 and is open for visitors at the yard.

"Dinky" Switching Locomotives

These diesel locomotives were used by the railroad to switch locomotives and passenger cars at the Morris Park facility in Jamaica. Crews nicknamed them "Dinky" due to their diminutive size. OBRM and the LIRR entered into an agreement for the Museum to display both at the yard in 2009. One is open for public visitation.



Turntable

The first turntable in Oyster Bay yard was installed in 1889 when the line to Oyster Bay was completed from Locust Valley. The second one was a larger air powered unit installed in 1902 when the original 1889 LIRR station was upgraded for President Theodore Roosevelt. It was converted around 1904 to electric drive and was operated until the late 1970's. It is currently being restored to operating condition.



Timetable for Museum Implementation

Listed below are timelines and milestones for the opening of the Oyster Bay Railroad Museum. The timelines are contingent on OBRM's securing of applicable funding for the completion of all initiatives.

- 2003** Land leased from MTA for Museum.
- 2004** Oyster Bay railroad station purchased by Town of Oyster Bay and leased to the Oyster Bay Historical Society.
- 2005** Station placed on National Register of Historic Places.
- 2007** Contract executed between Town and OBRM to operate the station and museum facilities on their behalf.
- 2008** Visitor Center opened.
- 2009** Visitor Center expanded to accommodate greater number of visitors.
Restoration of historic turntable begins.
Cabooses #12, #50 and "World's Fair diesel cab restored.
Historic "Ping Pong" coach acquired.
In conjunction with the LIRR 2 retired diesel switch engines, known as "Dinky's" provided to the Museum. 1 is purchased, the other on loan.
RR crossing guard "shanty" building restored.
Complete architectural plans for station restoration completed.
- 2010** Restoration of turntable to operating condition begins.
Undertake restoration of "Ping Pong" coach.
Locomotive #35 running gear and tender restoration begins.
Capital campaign for station and locomotive restoration begins.
- 2011** Grading of Museum grounds and laying of track undertaken.
Switch & track installed from LIRR, connecting to restored turntable.
Rolling stock, consisting of coaches, boxcar, baggage mail car arrive on site.
Station rebuilding commences.
Turntable restored to operating condition.
- 2012** Station rebuilding ongoing, interior displays installed.
Restoration of rolling stock ongoing.
Museum begins full time operation.





The Oyster Bay Railroad Museum's Benefits to the Hamlet and the Region

The Museum has three components:

VISITORS CENTER

The VC houses exhibits and railroad artifacts, and is currently open on Saturdays and Sundays from noon to 4PM and on Tuesday evenings to coincide with Oyster Bay Cruise Nights. This schedule is temporary, and OBRM is planning to expand both days and hours of operation.

HISTORIC OYSTER BAY TRAIN STATION

To be restored to its 1902 appearance. The interior will provide areas for displays and a permanent information/visitors center. Once completed the current Audrey Avenue site will close.

TURNTABLE AND DISPLAY GROUNDS

The Display Grounds will continue to exhibit vintage railroad equipment, including Locomotive #35, currently undergoing restoration.

As it does now, a fully operational OBRM will be an asset to Oyster Bay, Nassau County, and the region, providing a significant family-friendly destination.

The OBRM will continue to act as a focal point for promoting the downtown's economic revitalization, and will foster the long sought objective of connecting the downtown to the waterfront. The Museum will be a showplace that will play an important role in any Eastern waterfront redevelopment program.

The OBRM, along with other museums and attractions in the immediate area, reinforce the Hamlet as a historic destination. The OBRM, in partnership with other area organizations, implemented an "Oyster Bay Heritage" package including the OBRM as a starting point for transportation opportunities to Raynham Hall, the Oyster Bay Historical Society (Wightman House), Sagamore Hill, the TR Sanctuary, and Planting Fields Arboretum. The LIRR currently offers such packages to different destinations on the Island, and Oyster Bay would be ideal for such a package as it is the Eastern terminus on that railroad branch.

WHO ARE THE STAKEHOLDERS?

AREA ATTRACTIONS

- Oyster Bay Railroad Museum
- Planting Fields Arboretum
- Raynham Hall Museum
- Sagamore Hill National Historical Site
- TR Memorial Park/The Waterfront Center
- TR Sanctuary/Young's Memorial Cemetery
- The Waterfront Center
- Earle-Wightman House

BUSINESSES

- Eating Establishments
- Retail Merchants
- Professional Offices
- Service Suppliers

CIVIC ORGANIZATIONS

- OB Chamber of Commerce
- OB Civic Association
- OB Main Street Association



1964-65 World's Fair Exhibit Diesel Cab

LONG ISLAND RAIL ROAD





**THE
REHABILITATION
OF THE HISTORIC
LANDMARK STATION
AND PLAZA WILL
ADDRESS LONGSTANDING
INITIATIVES THAT
BUSINESSES, COMMUNITY
GROUPS AND RESIDENTS
HAVE ADVOCATED.**

HISTORIC PRESERVATION:

The home train station of Theodore Roosevelt will be restored as a museum and visitor center.

CREATE ECONOMIC GROWTH:

The Museum will be a family-friendly attraction. With others it will help to achieve the goal of transforming the Hamlet into a historic destination. The Museum will also be an integral part of any eastern waterfront redevelopment project.

**CONNECTING THE WATERFRONT TO
THE DOWNTOWN:**

Audrey Avenue will be dramatically enhanced, and will extend to the new station plaza providing easy access to Theodore Roosevelt Memorial Park and the waterfront.

RESTORING COMMUNITY PRIDE:

At last, Oyster Bay will be able to finally say that “we got something done” that is good for the community!

ESTIMATED CONSTRUCTION COST

Based on the most recent estimates the costs for the various phases and projects are as follows:

PHASE ONE:

Station	\$1,400,000
Design station exhibits	\$ 75,000

PHASE TWO

Station	\$ 500,000
Railroad Plaza	\$1,000,000



Executive Summary

Now that you have had a chance to explore our Business Plan, we hope that you can share in some of the excitement that our members, supporters and volunteers have enjoyed.

As stated in the Plan, the flagship of our efforts, the Oyster Bay Station, built in 1889 and placed on the National Register of Historic Places will be preserved, restored and will house the Oyster Bay Railroad Museum. In 2007 the OBRM completed our efforts to stabilize the exterior of the Station/Museum and have worked tirelessly to achieve the dream of a fully functioning Museum. The very same site that President Theodore Roosevelt used to commute from his home, Sagamore Hill and Washington, D.C will now host families, school children and tourists!

The Museum will incorporate a Visitor Center that will showcase, and provide information regarding the many Oyster Bay attractions, merchants, restaurants and civic groups. A "Tourist Trolley" will originate at the new Museum Plaza and transport visitors to the hamlet's many attractions.

Museum volunteers have been busy restoring the OBRM's collection of rolling stock. Former Long Island Rail Road "Steam Locomotive #35", the last steam engine to ply the rails of the LIRR until her retirement in 1955 is currently being restored with the assistance of the Town of Oyster Bay and Nassau County. The rest of our collection, previously depicted in the Plan, has either been completely restored or is now being worked on.

The Oyster Bay Railroad Museum Strategic Plan – 2010-2013 calls for an enhanced community outreach effort. We are seeking the guidance, counsel, and support of local community and civic leaders, business professionals, as well as Town, County and State leadership. Our planning process has revealed that the OBRM enjoys widespread community support. It brings none of the challenges that other local initiatives have had to endure. Nothing will be displaced, no Town property needs to be acquired/rezoned, no sightlines will be altered, and parking will be provided at an existing site. We will simply be restoring/adapting an Oyster Bay landmark in a way that will provide an important educational, historical and family-friendly resource to the hamlet and the region. The restoration process itself will provide local jobs, an exciting hamlet focal point, and a sense of pride and accomplishment. We will finally be "getting something done" which will result in a uniquely Oyster Bay historical treasure.

Thanks for your time and attention. Now that you've learned about our exciting project, we hope that you will consider a generous gift in support of our efforts!



*Oyster Bay Station,
circa 1905*



Oyster Bay
**RAILROAD
MUSEUM**



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