

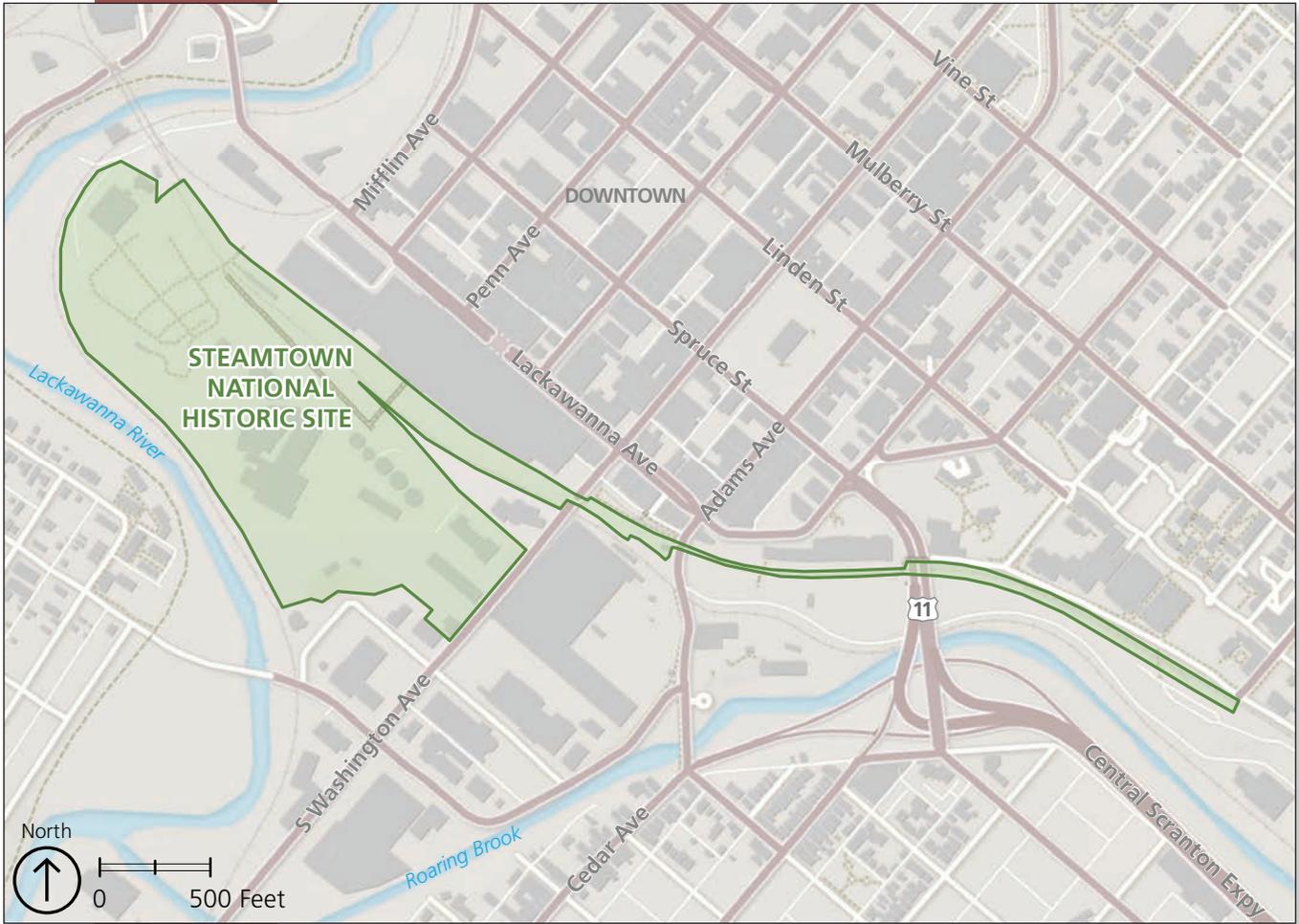


# Foundation Document Steamtown National Historic Site

Pennsylvania

August 2018





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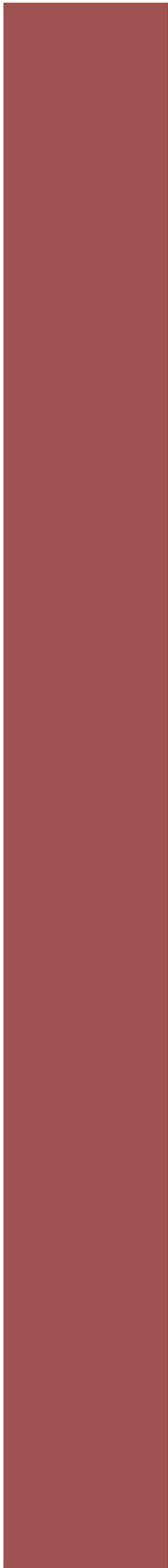
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## Mission of the National Park Service

The National Park Service (NPS) preserves unimpaired the natural and cultural resources and values of the national park system for the enjoyment, education, and inspiration of this and future generations. The National Park Service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world.

The NPS core values are a framework in which the National Park Service accomplishes its mission. They express the manner in which, both individually and collectively, the National Park Service pursues its mission. The NPS core values are:

- **Shared stewardship:** We share a commitment to resource stewardship with the global preservation community.
- **Excellence:** We strive continually to learn and improve so that we may achieve the highest ideals of public service.
- **Integrity:** We deal honestly and fairly with the public and one another.
- **Tradition:** We are proud of it; we learn from it; we are not bound by it.
- **Respect:** We embrace each other's differences so that we may enrich the well-being of everyone.

The National Park Service is a bureau within the Department of the Interior. While numerous national park system units were created prior to 1916, it was not until August 25, 1916, that President Woodrow Wilson signed the National Park Service Organic Act formally establishing the National Park Service.

The national park system continues to grow and comprises more than 400 park units covering more than 84 million acres in every state, the District of Columbia, American Samoa, Guam, Puerto Rico, and the Virgin Islands. These units include, but are not limited to, national parks, monuments, battlefields, military parks, historical parks, historic sites, lakeshores, seashores, recreation areas, scenic rivers and trails, and the White House. The variety and diversity of park units throughout the nation require a strong commitment to resource stewardship and management to ensure both the protection and enjoyment of these resources for future generations.



*The arrowhead was authorized as the official National Park Service emblem by the Secretary of the Interior on July 20, 1951. The sequoia tree and bison represent vegetation and wildlife, the mountains and water represent scenic and recreational values, and the arrowhead represents historical and archeological values.*

## Introduction

Every unit of the national park system will have a foundational document to provide basic guidance for planning and management decisions—a foundation for planning and management. The core components of a foundation document include a brief description of the park as well as the park’s purpose, significance, fundamental resources and values, other important resources and values, and interpretive themes. The foundation document also includes special mandates and administrative commitments, an assessment of planning and data needs that identifies planning issues, planning products to be developed, and the associated studies and data required for park planning. Along with the core components, the assessment provides a focus for park planning activities and establishes a baseline from which planning documents are developed.

A primary benefit of developing a foundation document is the opportunity to integrate and coordinate all kinds and levels of planning from a single, shared understanding of what is most important about the park. The process of developing a foundation document begins with gathering and integrating information about the park. Next, this information is refined and focused to determine what the most important attributes of the park are. The process of preparing a foundation document aids park managers, staff, and the public in identifying and clearly stating in one document the essential information that is necessary for park management to consider when determining future planning efforts, outlining key planning issues, and protecting resources and values that are integral to park purpose and identity.

While not included in this document, a park atlas is also part of a foundation project. The atlas is a series of maps compiled from available geographic information system (GIS) data on natural and cultural resources, visitor use patterns, facilities, and other topics. It serves as a GIS-based support tool for planning and park operations. The atlas is published as a (hard copy) paper product and as geospatial data for use in a web mapping environment. The park atlas for Steamtown National Historic Site can be accessed online at: <http://insideparkatlas.nps.gov/>.



## Part 1: Core Components

The core components of a foundation document include a brief description of the park, park purpose, significance statements, fundamental resources and values, other important resources and values, and interpretive themes. These components are core because they typically do not change over time. Core components are expected to be used in future planning and management efforts.

### Brief Description of the Park

In the 19th century, the United States was a developing nation abundant in natural resources and opportunities for growth and commerce. Vast beyond comprehension and filled with seemingly limitless opportunities and natural resources, 19th century America provided the challenge and the means to achieve growth, development, and progress. Once called “the biggest business of 19th century America,” railroads helped shape the settlement and development of the nation. The steam engine locomotive and associated technological advances dramatically influenced industrialization and set into motion the biggest historical leap in transportation technology in history. Steam railroading transformed the United States into a modern industrial and commercial power by connecting small rural towns with large cosmopolitan cities. The thousands of immigrants who came to the region to build a new life built a new nation. The advances were not all positive. Associated coal development impacted woodlands, streams, and mountains with strip mining; business practices included employer abuses and helped spur the rise of labor unions; and eventual collapse of the industry strained many communities. Steam railroading profoundly affected global cultural norms, fundamentally shifting human perceptions of time, distance, and possibilities within everyday life. Steam-era railroads became woven into the fabric of the national landscape and ingrained in national culture. Steamtown National Historic Site is representative of more than Scranton, Pennsylvania; it preserves the role of steam engines throughout the nation and provides critical interpretation of a national story reflective of places and impacts beyond one physical location.

Steamtown National Historic Site encompasses 62 acres in downtown Scranton, Pennsylvania, at the confluence of six major historic anthracite railroads. Legislation designated the historic site on lands formerly comprised by the Delaware Lackawanna and Western Railroad yard. Most of the original assemblage of steam locomotives, cars, and railroad equipment originated as the Steamtown USA collection, amassed by millionaire F. Nelson Blount. Blount created the nonprofit Steamtown Foundation to operate the collection, originally located in Vermont.





In 1984, the foundation moved Steamtown USA to Scranton, Pennsylvania, a transfer that was partially funded by the city and envisioned as an urban redevelopment project. Today, the site includes land, the railyard, historic roundhouse, turntable, switchyard, a locomotive repair shop, extensive collections, and associated buildings, track, and equipment. The site's larger context within this region where 80% of the world's anthracite coal was extracted, intimately ties the railroad industry to the anthracite mining and iron ore manufacturing industries, which facilitated its unprecedented growth. The achievements and advancements of the burgeoning railroading industry in this region were not without human and environmental costs, setting the stage for some of the greatest battles between capitalism and social and environmental responsibility.

Steamtown National Historic Site has become a living manifestation of the history, technology, craft, and culture epitomizing the steam era. Visitors can immerse themselves in the historic roundhouse, switchyard, and associated buildings, track, and equipment. From locomotives, freight cars, and passenger cars, to the equipment used to maintain all walks of railroad life, the park features one of the most diverse collections of historic railroad material in the United States, providing critical context for the impact this region had on society and the legacy that is built upon today.

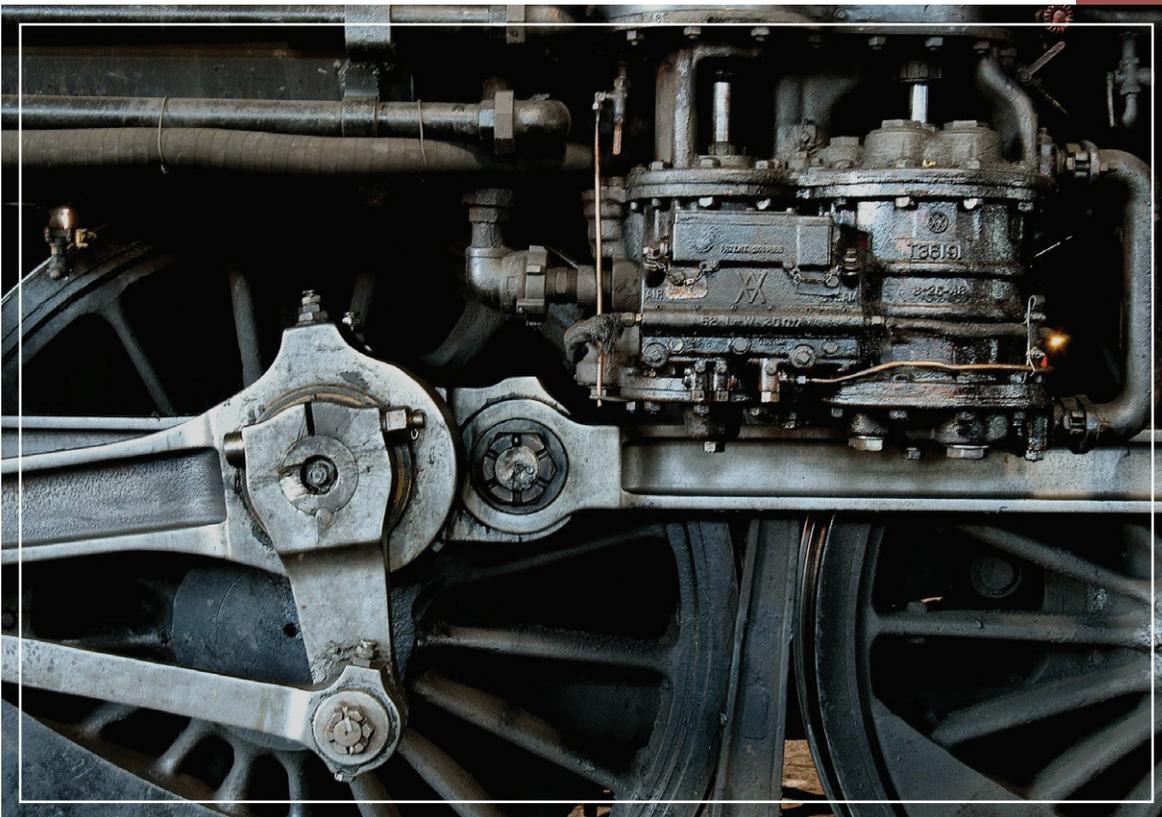
The extensive and diverse historic collections of the park and the expansive craft and skill of on-site experienced railroad technicians, offer opportunities for visitors at Steamtown National Historic Site to experience a piece of industrial-era living history. Every sense is invited to participate, whether it is the unforgettable smell of smoke and steam, the core-shaking rumble of a passing engine, the iconic sound of a train whistle, or the feeling of tracks flying by as you are transported by short train rides in the railyard or longer train excursions through this historic region. A large percentage of the archival collection has been made digitally available to the public, making Steamtown National Historic Site function as a public asset beyond the confines of the park boundary and into a historic resource for enthusiasts around the world.

The operation of the live railyard at Steamtown National Historic Site transcends the experience of passive onlookers to one of active understanding and appreciation of each operational component. The motion of a functioning turntable, the sight of machines and shop tools wielded by talented craftsmen and craftswomen, and observing the operation of a live freight line provide a sense of immersion in the history of the steam era. Visitor surveys conducted in 2012 found that the park received visitors from 30 states, 65% of which were first-time visitors. Visitation increased 20% from 2014 to 2015.

## Park Purpose

The purpose statement identifies the specific reason(s) for establishment of a particular park. The purpose statement for Steamtown National Historic Site was drafted through a careful analysis of its enabling legislation and the legislative history that influenced its development. The park was established when the enabling legislation adopted by Congress was signed into law on October 30, 1986 (see appendix A for enabling legislation). The purpose statement lays the foundation for understanding what is most important about the park.

*STEAMTOWN NATIONAL HISTORIC SITE was established to preserve, interpret, and protect the history of steam railroading in America including the historic railroad yard, collections, technical knowledge, and skills that further the public understanding of the impact of steam railroading on U.S. industry, commerce, and society.*



## Park Significance

Significance statements express why a park's resources and values are important enough to merit designation as a unit of the national park system. These statements are linked to the purpose of Steamtown National Historic Site, and are supported by data, research, and consensus. Statements of significance describe the distinctive nature of the park and why an area is important within a global, national, regional, and systemwide context. They focus on the most important resources and values that will assist in park planning and management.

The following significance statements have been identified for Steamtown National Historic Site. (Please note that the sequence of the statements does not reflect the level of significance.)

1. The unprecedented scale and integration of anthracite mining, iron ore manufacturing, and railroad development in the Lackawanna Valley made the region a hub for innovations in technology, industrial institutions, labor, and city planning in 19th-century America.
2. The advent of the steam engine and associated technological advances had an unparalleled influence on industrialization, setting into motion the biggest leap in transportation technology in history. Steam locomotives facilitated the movement of freight and people across the United States, transforming the nation into a modern industrial and commercial power.
3. Steam railroading profoundly affected global and national cultural norms, fundamentally shifting human perceptions of time, distance, and possibilities in everyday life. Steamtown National Historic Site is reflective of this nationally significant phenomenon.
4. The collections at Steamtown National Historic Site, including the diversity of rolling stock, represent steam-era railroading in the United States with a high degree of integrity and completeness.
5. The historic maintenance shop allows for the preservation and application of the skills, techniques, and traditional crafts of the railroad industry required for maintenance and preservation of a full range of rolling stock, keeping alive early 20th century technical skills through practical application and live demonstrations.



## Fundamental Resources and Values

Fundamental resources and values (FRVs) are those features, systems, processes, experiences, stories, scenes, sounds, smells, or other attributes determined to warrant primary consideration during planning and management processes because they are essential to achieving the purpose of the park and maintaining its significance. Fundamental resources and values are closely related to a park's legislative purpose and are more specific than significance statements.

Fundamental resources and values help focus planning and management efforts on what is truly significant about the park. One of the most important responsibilities of NPS managers is to ensure the conservation and public enjoyment of those qualities that are essential (fundamental) to achieving the purpose of the park and maintaining its significance. If fundamental resources and values are allowed to deteriorate, the park purpose and/or significance could be jeopardized.

The following fundamental resources and values have been identified for Steamtown National Historic Site:

- **Cultural Landscape of the Railroad Yard.** Fifteen historic railroad buildings or remnants, including the remains of a roundhouse, a switchyard, track, and associated structures exist on-site. The site retains its industrial character, primarily reflecting the era between 1899 and 1939, a period of dynamic modernization and change throughout the railroad industry. The site also encompasses some mid-to-late-19th-century features such as portions of the locomotive shop and the storehouse.
- **Rolling Stock Collection.** Consisting of an impressive diversity of steam locomotives, diesel locomotives, an electric power car, and more than 80 passenger coaches, freight cars, and work cars, the rolling stock collection is the third-largest collection of steam-era locomotives and rolling stock in the United States including the period of technological transition from steam to diesel locomotives. Many pieces are eligible for the National Register of Historic Places including steam locomotives, an electric power car, and several cars and coaches.
- **Practicing Traditional and Historic Craft Skills.** The 151- to 200-year-old working maintenance shop has been used to build, maintain, and restore steam engines, diesel engines, and rolling stock, as well as to facilitate associated carpentry, painting, and upholstery projects. The knowledge and practice of traditional and historic craft skills continue to support these applications allowing the art of locomotive preservation and maintenance to be used by this and future generations.
- **Museum and Archival Collections.** The park's museum and archival collections are extensive and concentrated in three categories: history, archives, and archeology representing the mid-19th century through the mid-20th century. The majority of the materials document the anthracite-carrying railroads that serviced northeastern Pennsylvania and the nation. This consists of equipment used to maintain and service the railroads; material molds; clothing; documentary and related artifacts; and three-dimensional tools, dies, and molds.

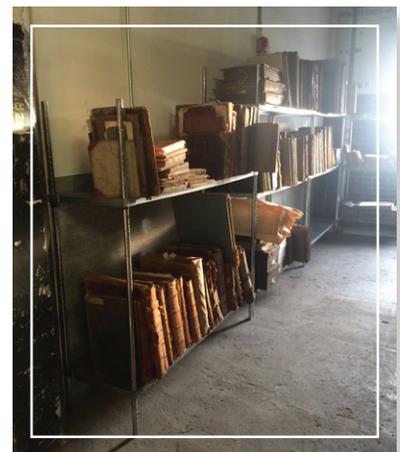
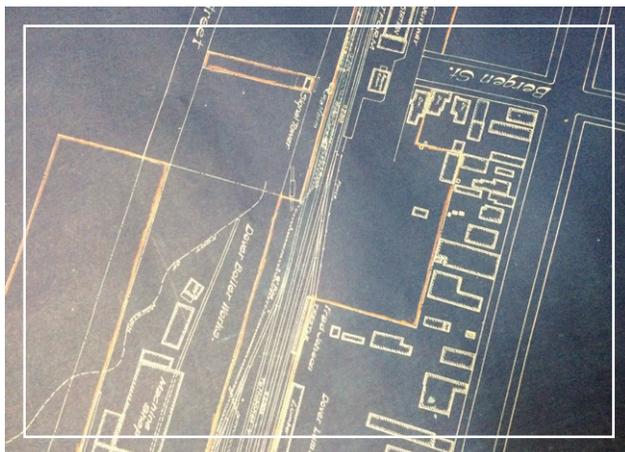


## Other Important Resources and Values

Steamtown National Historic Site contains other resources and values that are not fundamental to the purpose of the park and may be unrelated to its significance, but are important to consider in planning processes. These are referred to as “other important resources and values” (OIRV). These resources and values have been selected because they are important in the operation and management of the park and warrant special consideration in park planning.

The following other important resources and values have been identified for Steamtown National Historic Site:

- **Live Steam Experience.** The multi-sensory experience of a real steam engine in operation cannot be replicated through other interpretive media. All senses are immersed in the experience, which is vital to understanding the purpose of the park.
- **Library.** The Steamtown library is composed of approximately 2,500 books, 15,000 periodicals, 300 videos, 65 oral history tapes, 2 cabinets of subject files, and assorted nonmuseum objects for use by park staff and volunteers. The library and park archives comprise one of the most extensive railroad research collections.



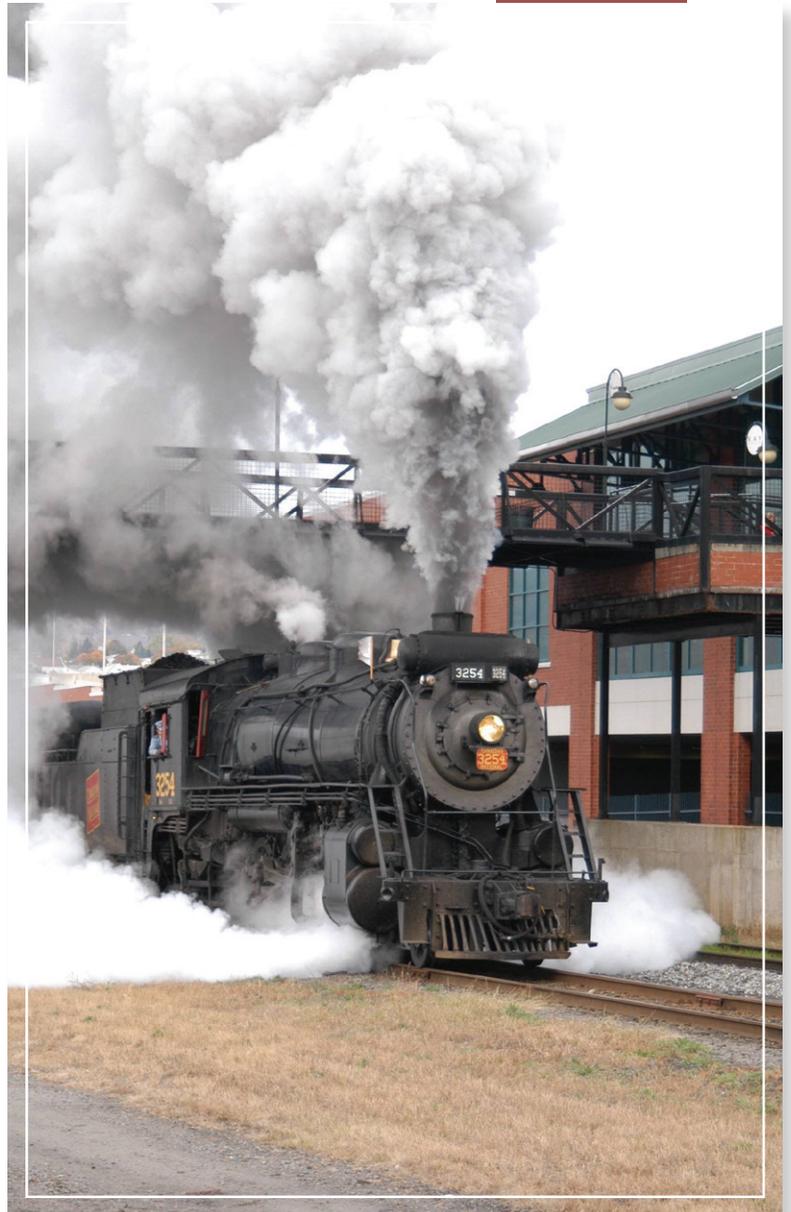
## Interpretive Themes

Interpretive themes are often described as the key stories or concepts that visitors should understand after visiting a park—they define the most important ideas or concepts communicated to visitors about a park unit. Themes are derived from, and should reflect, park purpose, significance, resources, and values. The set of interpretive themes is complete when it provides the structure necessary for park staff to develop opportunities for visitors to explore and relate to all park significance statements and fundamental and other important resources and values.

Interpretive themes are an organizational tool that reveal and clarify meaning, concepts, contexts, and values represented by park resources. Sound themes are accurate and reflect current scholarship and science. They encourage exploration of the context in which events or natural processes occurred and the effects of those events and processes. Interpretive themes go beyond a mere description of the event or process to foster multiple opportunities to experience and consider the park and its resources. These themes help explain why a park story is relevant to people who may otherwise be unaware of connections they have to an event, time, or place associated with the park.

The following interpretive themes have been identified for Steamtown National Historic Site:

- **Steam Railroading.** Steam railroading technology influenced the development of America, its resources, and its people.
- **Industrialization: Context, Connections, and Interdependence.** Steam railroading operated within a larger context and network of interconnected, associated, and auxiliary industries and services that built, supported, and served it, and together these businesses fueled an industrial and commercial era that in its heyday contributed to growth and prosperity, and in decline challenged a nation's economic foundation.
- **Cultural Influence.** Steam railroading fundamentally shifted how people across the world thought, connected, and interacted with their world.



## Part 2: Dynamic Components

The dynamic components of a foundation document include special mandates and administrative commitments and an assessment of planning and data needs. These components are dynamic because they will change over time. New special mandates can be established and new administrative commitments made. As conditions and trends of fundamental and other important resources and values change over time, the analysis of planning and data needs will need to be revisited and revised, along with key issues. Therefore, this part of the foundation document will be updated accordingly.

### Special Mandates and Administrative Commitments

Many management decisions for a park unit are directed or influenced by special mandates and administrative commitments with other federal agencies, state and local governments, utility companies, partnering organizations, and other entities. Special mandates are requirements specific to a park that must be fulfilled. Mandates can be expressed in enabling legislation, in separate legislation following the establishment of the park, or through a judicial process. They may expand on park purpose or introduce elements unrelated to the purpose of the park. Administrative commitments are, in general, agreements that have been reached through formal, documented processes, often through memorandums of agreement. Examples include easements, rights-of-way, arrangements for emergency service responses, etc. Special mandates and administrative commitments can support, in many cases, a network of partnerships that help fulfill the objectives of the park and facilitate working relationships with other organizations. They are an essential component of managing and planning for Steamtown National Historic Site.

#### Administrative Commitments

- The National Park Service owns 9 miles of track, including 7 miles of the railroad yard that are maintained by the National Park Service. Pennsylvania Northeast Regional Rail Authority (PNRRA) owns the track surrounding the park. Delaware Lackawanna (DL) is the contract operator and performs operations and maintenance along the track. The National Park Service uses PNRRA track for its rail excursions and Pennsylvania Northeast Regional Rail Authority uses the railroad yard that the National Park Service maintains. The relationship among the National Park Service, Pennsylvania Northeast Regional Rail Authority, and Delaware Lackawanna is maintained through agreements, memorandums of understanding, and contracts.

For more information about the existing administrative commitments for Steamtown National Historic Site, please see appendix B. There are no special mandates for Steamtown National Historic Site at this time.





## Assessment of Planning and Data Needs

Once the core components of part 1 of the foundation document have been identified, it is important to gather and evaluate existing information about the park's fundamental and other important resources and values, and develop a full assessment of the park's planning and data needs. The assessment of planning and data needs section presents planning issues, the planning projects that will address these issues, and the associated information requirements for planning, such as resource inventories and data collection, including GIS data.

There are three sections in the assessment of planning and data needs:

1. analysis of fundamental and other important resources and values
2. identification of key issues and associated planning and data needs
3. identification of planning and data needs (including spatial mapping activities or GIS maps)

The analysis of fundamental and other important resources and values and identification of key issues leads up to and supports the identification of planning and data collection needs.

### Analysis of Fundamental Resources and Values

The fundamental resource or value analysis table includes current conditions, potential threats and opportunities, planning and data needs, and selected laws and NPS policies related to management of the identified resource or value.



Fundamental Resource or Value	Cultural Landscape of the Railroad Yard
Related Significance Statements	Significance statements 1, 2, 3, 4, and 5.
Current Conditions and Trends	<p><b>Conditions</b></p> <ul style="list-style-type: none"> <li>• The cultural landscape is not adequately documented and both aboveground and belowground resources need to be inventoried.</li> <li>• Because the list of structures is incomplete, it is difficult to define what is included in the period of significance within the railroad yard.</li> <li>• There are 88 projects related to the railroad yard in the Project Management Information System (PMIS).</li> <li>• Parts of the railroad yard need cleanup and restoration (e.g., only a portion of the ash pit is capped).</li> <li>• The railroad yard lighting is inadequate.</li> <li>• The roundhouse is a partial reconstruction.</li> <li>• The railyard is part of a larger industrial complex.</li> <li>• Visitors are able to view the historical settings.</li> <li>• Visitors have the opportunity to step back in time (living history).</li> </ul> <p><b>Trends</b></p> <ul style="list-style-type: none"> <li>• The condition of the railroad yard is improving due to continued attention to deferred maintenance.</li> <li>• Attracting young adult and youth visitation to and interest in the park is a challenge.</li> </ul>

Fundamental Resource or Value	Cultural Landscape of the Railroad Yard
<p><b>Threats and Opportunities</b></p>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Hazmat issues still exist, and need further study.</li> <li>• The cultural landscape, historic buildings, and equipment are deteriorating. Operations and maintenance manuals and manufacturer’s literature manuals were last updated in 1994.</li> <li>• Having visitors in the railroad yard increases safety concerns.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Volunteers from the local high school create educational opportunities.</li> <li>• Existing restoration to the steam era time frame provides interpretive opportunities.</li> <li>• Uncovering and restoring the inspection pit creates an interpretive opportunity.</li> <li>• Internships or apprenticeships with local secondary schools, universities, and trade schools.</li> <li>• The Operation Lifesaver program to improve safety in the railroad yard and community.</li> <li>• Accessibility improvement planning to make the railroad yard accessible.</li> <li>• Expand the volunteer program to include track work and shop work.</li> <li>• Expand visitor services through increased use of waysides throughout the railroad yard.</li> </ul>
<p><b>Existing Data and Plans Related to the FRV</b></p>	<ul style="list-style-type: none"> <li>• National Register of Historic Places nomination.</li> <li>• Historic structure report for Steamtown National Historic Site.</li> </ul>
<p><b>Data and/or GIS Needs</b></p>	<ul style="list-style-type: none"> <li>• Archeological overview, inventory, and assessment (including GIS data).</li> <li>• Operations and maintenance manuals (update).</li> <li>• Manufacturer’s literature manuals (update).</li> <li>• Cultural landscape inventory.</li> <li>• Hazmat testing plan / strategy (in coordination with NPS Northeast Region).</li> <li>• National Register of Historic Places nomination (update).</li> <li>• List of Classified Structures database (update).</li> <li>• Update FMSS condition assessments; update PMIS project statements; update FMSS work orders.</li> <li>• Targeted accessibility assessments.</li> <li>• GIS data collection of resources.</li> </ul>
<p><b>Planning Needs</b></p>	<ul style="list-style-type: none"> <li>• Long-range interpretive plan (underway).</li> <li>• Comprehensive management plan.</li> <li>• Volunteer strategy.</li> <li>• Visitor use management plan.</li> <li>• Lighting plan.</li> <li>• Strategic plan.</li> <li>• Cultural landscape report.</li> <li>• Cultural resource management plan.</li> <li>• Historic structure reports for some of the ancillary buildings.</li> <li>• Integrated pest management plan.</li> <li>• Capital investment strategy.</li> <li>• Solid waste plan (update).</li> <li>• Wayside master plan (update).</li> </ul>

Fundamental Resource or Value	Cultural Landscape of the Railroad Yard
<p><b>Laws, Executive Orders, and Regulations That Apply to the FRV, and NPS Policy-level Guidance</b></p>	<p><b>Laws, Executive Orders, and Regulations That Apply to the FRV</b></p> <ul style="list-style-type: none"> <li>• Americans with Disabilities Act of 1990</li> <li>• Architectural Barriers Act of 1968</li> <li>• Accessibility Guidelines (36 CFR 1191.1)</li> <li>• Rehabilitation Act of 1973</li> <li>• Clean Air Act</li> <li>• Clean Water Act</li> <li>• NPS Concessions Management Improvement Act of 1998</li> <li>• Historic Sites Act of 1935</li> <li>• National Historic Preservation Act of 1966, as amended</li> <li>• Archeological and Historic Preservation Act of 1974</li> <li>• Museum Properties Management Act of 1955, as amended</li> <li>• Executive Order 11593, "Protection and Enhancement of the Cultural Environment"</li> <li>• "Curation of Federally-Owned and Administered Archaeological Collections" (36 CFR 79)</li> <li>• "Protection of Historic Properties" (36 CFR 800)</li> <li>• "Audio Disturbances" (36 CFR 2.12)</li> <li>• "What is the Maximum Noise Level for the Operation of a Vessel?" (36 CFR 3.15)</li> <li>• Secretarial Order 3289, "Addressing the Impacts of Climate Change on America's Water, Land, and Other Natural and Cultural Resources"</li> </ul> <p><b>NPS Policy-level Guidance (NPS Management Policies 2006 and Director's Orders)</b></p> <ul style="list-style-type: none"> <li>• NPS Management Policies 2006 (§4.9) "Soundscape Management"</li> <li>• NPS Management Policies 2006 (chapter 5) "Cultural Resource Management"</li> <li>• NPS Management Policies 2006 (§5.3.1.7) "Cultural Soundscape Management"</li> <li>• NPS Management Policies 2006 (chapter 7) "Interpretation and Education"</li> <li>• NPS Management Policies 2006 (chapter 8) "Use of the Parks"</li> <li>• NPS Management Policies 2006 (§8.2.3) "Use of Motorized Equipment"</li> <li>• NPS Management Policies 2006 (chapter 9) "Park Facilities"</li> <li>• NPS Management Policies 2006 (chapter 10) "Commercial Visitor Services"</li> <li>• Director's Order 6: <i>Interpretation and Education</i></li> <li>• Director's Order 24: <i>NPS Museum Collections Management</i></li> <li>• Director's Order 28: <i>Cultural Resource Management</i></li> <li>• Director's Order 28A: <i>Archeology</i></li> <li>• Director's Order 42: <i>Accessibility for Visitors with Disabilities in National Park Service Programs and Services</i></li> <li>• Director's Order 47: <i>Soundscape Preservation and Noise Management</i></li> <li>• <i>The Secretary of the Interior's Standards for the Treatment of Historic Properties with Guidelines for the Treatment of Cultural Landscapes</i></li> </ul>

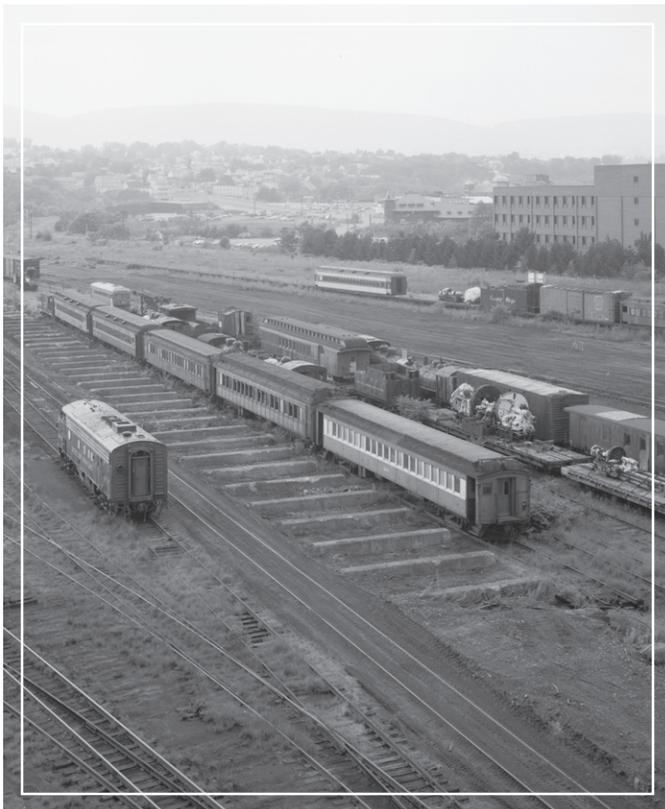




Fundamental Resource or Value	Rolling Stock Collection
Related Significance Statements	Significance statements 2, 3, 4, and 5.
Current Conditions and Trends	<p><b>Conditions</b></p> <ul style="list-style-type: none"> <li>• The rolling stock collection was donated to the park by Nelson F. Blount and the Steamtown USA Foundation.</li> <li>• The rolling stock collection contains 115 pieces, 51 of which contribute to the collection.</li> <li>• Approximately 15% of the rolling stock is in good condition; 85% requires varying levels of maintenance, repair, rehabilitation, or disposition.</li> <li>• The rolling stock serves two functions: operational use including visitor excursions and for static exhibition. Static and operational rolling stock have very different maintenance requirements.</li> <li>• Facility Management Software System (FMSS) data, including current replacement values, specification templates, cost estimates of deficiencies, and condition assessments, need to be updated to accurately reflect the current condition of the rolling stock and need to be maintained to ensure accuracy for prioritization and funding opportunities.</li> <li>• The rolling stock collection is complicated by how it is defined within NPS data systems. FMSS asset codes exist; however, to compete for funding, the collection needs to be listed as historic structures, but those structures are not currently included in the real property inventory.</li> <li>• There is a high cost to repair and maintain rolling stock.</li> <li>• Facility data do not match between systems (Park Asset Management Plan, PMIS, and FMSS) and do not align with park priorities. Condition assessments need to be performed cyclically so that the park can manage and maintain funding for necessary repairs including basic condition assessments annually and comprehensive condition assessments every five years.</li> <li>• There are no restrooms on train coaches that comply with the Architectural Barriers Act (ABA).</li> </ul> <p><b>Trends</b></p> <ul style="list-style-type: none"> <li>• The rolling stock is aging and important pieces in the collection require critical repair.</li> <li>• Employees with specialized trade skills and knowledge of railroading are reaching retirement age.</li> <li>• Other railroad-related museums and excursions are increasing in the area.</li> </ul>

Fundamental Resource or Value	Rolling Stock Collection
<p><b>Threats and Opportunities</b></p>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• The rolling stock collection is outside and exposed to the elements.</li> <li>• The high cost of repairing rolling stock prohibits the use of Operation of the National Park Service (ONPS) funds, and competing for high dollar amounts needed for repair is challenging.</li> <li>• Staff capacity for necessary repairs is limited and should be built into existing and future PMIS requests.</li> <li>• Deterioration is occurring at a much faster rate than restoration.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Develop a park process to prioritize disposal of deteriorated equipment so that noncontributing or hazardous pieces can be removed from the landscape.</li> <li>• Train and allow time for park rolling stock subject matter experts to write quality PMIS project statements.</li> <li>• Train new volunteers and staff to be knowledgeable of trade skills.</li> <li>• Partner with Vocational Tech, Johnson School, colleges and universities, and other relevant organizations to teach skilled trades or adopt a project.</li> <li>• Have shovel-ready projects so that fundraising can be applied.</li> <li>• Expand interpretive opportunities.</li> <li>• Develop programmatic agreements with state historic preservation office.</li> <li>• Expand experiential train trips.</li> </ul>
<p><b>Existing Data and Plans Related to the FRV</b></p>	<ul style="list-style-type: none"> <li>• Data for most of the rolling stock collection are in FMSS but require updating to complete records, update cost replacement values, and add missing assets to the system.</li> <li>• Most of the rolling stock collection has historic structure reports.</li> <li>• Most of the collection is in the List of Classified Structures database.</li> </ul>
<p><b>Data and/or GIS Needs</b></p>	<ul style="list-style-type: none"> <li>• Condition assessments for all rolling stock and buildings.</li> <li>• Research primary source documentation from outside entities for locomotives and coaches for repair and restoration.</li> <li>• Targeted accessibility assessments.</li> <li>• Cultural landscape inventory.</li> <li>• Historic resource study.</li> </ul>
<p><b>Planning Needs</b></p>	<ul style="list-style-type: none"> <li>• Equipment strategy plan (update).</li> <li>• Cultural landscape report.</li> <li>• Long-range interpretive plan (underway).</li> <li>• Position management plan (including succession planning for trade skills).</li> </ul>

Fundamental Resource or Value	Rolling Stock Collection
<p>Laws, Executive Orders, and Regulations That Apply to the FRV, and NPS Policy-level Guidance</p>	<p><b>Laws, Executive Orders, and Regulations That Apply to the FRV</b></p> <ul style="list-style-type: none"> <li>• National Historic Preservation Act of 1966, as amended</li> <li>• Archeological and Historic Preservation Act of 1974</li> <li>• Archaeological Resources Protection Act of 1979</li> <li>• Historic Sites Act of 1935</li> <li>• Museum Properties Management Act of 1955, as amended</li> <li>• Executive Order 11593, "Protection and Enhancement of the Cultural Environment"</li> <li>• "Curation of Federally-Owned and Administered Archaeological Collections" (36 CFR 79)</li> <li>• "Protection of Historic Properties" (36 CFR 800)</li> </ul> <p><b>NPS Policy-level Guidance (NPS Management Policies 2006 and Director's Orders)</b></p> <ul style="list-style-type: none"> <li>• NPS <i>Management Policies 2006</i> (§1.6) "Cooperative Conservation Beyond Park Boundaries"</li> <li>• NPS <i>Management Policies 2006</i> (§2.3.1.4) "Science and Scholarship"</li> <li>• NPS <i>Management Policies 2006</i> (§4.1) "General Management Concepts"</li> <li>• NPS <i>Management Policies 2006</i> (§4.1.4) "Partnerships"</li> <li>• NPS <i>Management Policies 2006</i> (§4.2) "Studies and Collections"</li> <li>• NPS <i>Management Policies 2006</i> (chapter 5) "Cultural Resource Management"</li> <li>• NPS <i>Management Policies 2006</i> (§5.1) "Research"</li> <li>• NPS <i>Management Policies 2006</i> (§8.10) "Natural and Cultural Studies, Research, and Collection Activities"</li> <li>• Director's Order 24: <i>NPS Museum Collections Management</i></li> <li>• Director's Order 28: <i>Cultural Resource Management</i></li> <li>• NPS <i>Museum Handbook</i>, parts I, II, and III</li> </ul>



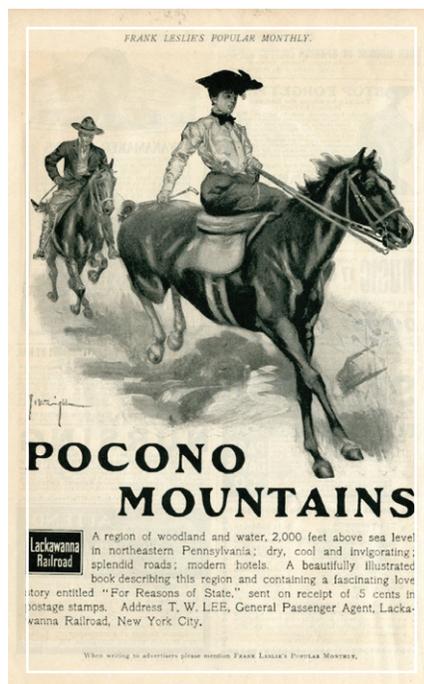
Fundamental Resource or Value	Practicing Traditional and Historic Craft Skills
Related Significance Statements	Significance statements 4 and 5.
Current Conditions and Trends	<p><b>Conditions</b></p> <ul style="list-style-type: none"> <li>• The staff’s knowledge of traditional and historic craft skills is one of the strengths of the park.</li> <li>• Knowledge and practice of trade skills are necessary to restore, repair, and maintain rolling stock.</li> <li>• Many employees with traditional and historic craft skills are approaching eligible retirement age, which could create a skill deficit.</li> <li>• Not all machinery is functional—repairing equipment is necessary for maintaining, repairing, and restoring rolling stock collection.</li> <li>• Defense Logistics Agency owns some of the shop equipment.</li> <li>• The park relies heavily on volunteers to operate locomotives and excursions including engineers, firemen, trainmen, and conductors. When volunteers are unavailable, the park uses shop crew to operate locomotives, which puts projects and maintenance behind schedule.</li> </ul> <p><b>Trends</b></p> <ul style="list-style-type: none"> <li>• Increasing loss of staff in the skilled trade fields.</li> <li>• Decrease in available staff to demonstrate and work on equipment.</li> </ul>
Threats and Opportunities	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Loss of workforce with knowledge and practice of traditional trade skills.</li> <li>• Certain parts, tools, and materials are no longer manufactured. Reference materials contain obsolete information.</li> <li>• Inability to compete with the private sector for skilled workers because of salary disparities.</li> <li>• Limited number of contractors with necessary knowledge or skill sets related to rolling stock.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Catalog and/or organize parts, tools, and materials.</li> <li>• Create a climate-controlled central filing system for blueprints and drawings used in the shop.</li> <li>• Find innovative and sustainable ways to hire workers with knowledge and practice of skilled trades or train apprentices for upward mobility.</li> <li>• Offer employment details to attract subject matter experts from related parks, the NPS Historic Preservation Training Center, and the NPS Historic Architecture, Conservation and Engineering Center to increase park knowledge of traditional and historic craft skills necessary to maintain rolling stock collection.</li> <li>• Send staff to the NPS Historic Preservation Training Center for historic preservation training (welding and carpentry).</li> <li>• Offer internships for trades such as carpentry and machinists to students at schools such as Stephen T. Mather Building Arts and Craftsmanship High School, students from New York City and schools with relevant skill sets.</li> <li>• Explore partnerships with vocational technical schools and local universities, including Johnson College in Scranton.</li> <li>• Recruit skilled volunteers.</li> <li>• Collaborate with or reach out to other historic train organizations including B&amp;O Railroad Museum in Baltimore, Strasburg Railroad, and other NPS sites with historic railroad engines and cars.</li> </ul>

Fundamental Resource or Value	Practicing Traditional and Historic Craft Skills
Existing Data and Plans Related to the FRV	<ul style="list-style-type: none"> <li>• Manual for passenger cars.</li> </ul>
Data and/or GIS Needs	<ul style="list-style-type: none"> <li>• Administrative record.</li> <li>• Develop steam and diesel locomotive manuals.</li> </ul>
Planning Needs	<ul style="list-style-type: none"> <li>• Position management plan (including succession planning for trade skills).</li> <li>• Volunteer strategy.</li> <li>• Educational outreach and partnership plan / strategy.</li> </ul>
Laws, Executive Orders, and Regulations That Apply to the FRV, and NPS Policy-level Guidance	<p><b>Laws, Executive Orders, and Regulations That Apply to the FRV</b></p> <ul style="list-style-type: none"> <li>• Executive Order 11593, "Protection and Enhancement of the Cultural Environment"</li> <li>• Historic Sites Act of 1935</li> <li>• National Historic Preservation Act of 1966, as amended</li> <li>• Archeological and Historic Preservation Act of 1974</li> <li>• "Protection of Historic Properties" (36 CFR 800)</li> </ul> <p><b>NPS Policy-level Guidance (NPS Management Policies 2006 and Director's Orders)</b></p> <ul style="list-style-type: none"> <li>• NPS Management Policies 2006 (§4.1.4) "Partnerships"</li> <li>• NPS Management Policies 2006 (§4.2) "Studies and Collections"</li> <li>• NPS Management Policies 2006 (chapter 5) "Cultural Resource Management"</li> <li>• NPS Management Policies 2006 (§5.1) "Research"</li> <li>• Director's Order 28: Cultural Resource Management</li> <li>• The Secretary of the Interior's Standards and Guidelines for Archeology and Historic Preservation</li> </ul>



Fundamental Resource or Value	Museum and Archival Collections
Related Significance Statements	Significance statements 1, 2, 3, 4, and 5.
Current Conditions and Trends	<p><b>Conditions</b></p> <ul style="list-style-type: none"> <li>• The collections are in good condition with no major threats.</li> <li>• Climate is fairly stable with a potential need for additional management. There is a need for heating, ventilation, and air-conditioning or humidity stabilization.</li> <li>• The Interior Collection Management System (database) is set up in a user-friendly format allowing for efficient record keeping with search functionality.</li> <li>• The park is continuing to improve the intellectual accessibility of the museum and archival collections.</li> <li>• There are catalog backlog issues pertaining to the Nathan Collection and other historic objects.</li> <li>• Collections storage facility does not meet current NPS standards.</li> </ul> <p><b>Trends</b></p> <ul style="list-style-type: none"> <li>• No new major additions to acquisitions.</li> <li>• Decreasing staffing levels.</li> <li>• Increased use of technology to access the resource.</li> </ul>
Threats and Opportunities	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Museum and archival collections are threatened due to the current lack of a climate-controlled facility.</li> <li>• Complete fire suppression systems are not in place to mitigate the potential fire threat.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Create artifacts reference guides for museum exhibits to support additional labeling needs for interpretation.</li> <li>• Increase educational access to digitized archives and collection objects.</li> <li>• Increase intellectual access to the collection.</li> <li>• Encourage the use of digital collections through linkages to other related sites.</li> <li>• Review the scope of collections statement in light of recommendations identified in the completed foundation document.</li> <li>• Review security measures as they pertain to the collections.</li> <li>• Increase staff read-only access to the Interior Collection Management System (database).</li> <li>• Evaluate potential for the park to house a regional storage facility.</li> <li>• Implement the housekeeping plan after it is updated.</li> </ul>
Existing Data and Plans Related to the FRV	<ul style="list-style-type: none"> <li>• Scope of collections statement.</li> <li>• Disaster management plan (2000).</li> <li>• Draft housekeeping plan.</li> <li>• Interior Collection Management System (database).</li> <li>• Collection management plan (1995).</li> </ul>
Data and/or GIS Needs	<ul style="list-style-type: none"> <li>• Museum collection condition survey.</li> <li>• Museum collection conservation survey.</li> </ul>

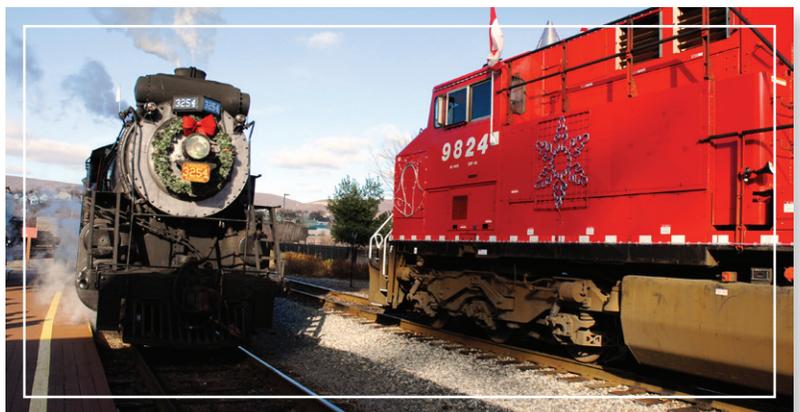
Fundamental Resource or Value	Museum and Archival Collections
<p><b>Planning Needs</b></p>	<ul style="list-style-type: none"> <li>• Disaster management plan (update).</li> <li>• Housekeeping plan (update).</li> <li>• Collection management plan (update).</li> <li>• Museum integrated pest management plan (update).</li> <li>• Museum emergency operations plan (update).</li> </ul>
<p><b>Laws, Executive Orders, and Regulations That Apply to the FRV, and NPS Policy-level Guidance</b></p>	<p><b>Laws, Executive Orders, and Regulations That Apply to the FRV</b></p> <ul style="list-style-type: none"> <li>• National Historic Preservation Act of 1966, as amended</li> <li>• Archeological and Historic Preservation Act of 1974</li> <li>• Archaeological Resources Protection Act of 1979</li> <li>• Historic Sites Act of 1935</li> <li>• Museum Properties Management Act of 1955, as amended</li> <li>• Executive Order 11593, "Protection and Enhancement of the Cultural Environment"</li> <li>• "Curation of Federally-Owned and Administered Archaeological Collections" (36 CFR 79)</li> <li>• "Protection of Historic Properties" (36 CFR 800)</li> </ul> <p><b>NPS Policy-level Guidance (NPS Management Policies 2006 and Director's Orders)</b></p> <ul style="list-style-type: none"> <li>• NPS Management Policies 2006 (§1.6) "Cooperative Conservation Beyond Park Boundaries"</li> <li>• NPS Management Policies 2006 (§2.3.1.4) "Science and Scholarship"</li> <li>• NPS Management Policies 2006 (§4.1.4) "Partnerships"</li> <li>• NPS Management Policies 2006 (§4.2) "Studies and Collections"</li> <li>• NPS Management Policies 2006 (§5.1) "Research"</li> <li>• NPS Management Policies 2006 (§8.10) "Natural and Cultural Studies, Research, and Collection Activities"</li> <li>• Director's Order 24: <i>NPS Museum Collections Management</i></li> <li>• Director's Order 28: <i>Cultural Resource Management</i></li> <li>• NPS Museum Handbook, parts I, II, and III</li> </ul>



## Analysis of Other Important Resources and Values

Other Important Resource or Value	Live Steam Experience
<p><b>Related Significance Statements</b></p>	<p>Significance statements 2, 3, 4, and 5.</p>
<p><b>Current Conditions and Trends</b></p>	<p><b>Conditions</b></p> <ul style="list-style-type: none"> <li>• The live theme experience is essential for visitor understanding of the purpose of the park.</li> <li>• Operational costs of running and maintaining the live steam engine program far exceed fees that can be charged.</li> <li>• There is currently a lack of operable steam engines. Three to four engines are required to be operational to maintain a live steam program due to the need to rotate engine use.</li> <li>• When trains in the park collection are inoperable, other diesel trains and engines must be rented, and this increases operational costs.</li> <li>• Success and/or viability of the program depends on the strength of park partnerships.</li> </ul> <p><b>Trends</b></p> <ul style="list-style-type: none"> <li>• Park visitation is increasing and is expected to increase even more once the mainline steam program is back on track.</li> <li>• Visitation is increasing as a result of new programs and special excursions. Examples include the Mother's Day partnership with the Radisson and visiting equipment such as the Norfolk Southern 9/11 train dedicated to first responders.</li> <li>• Santa Train visitation increased from 600 visitors in 2014 to 2,500 in 2016.</li> <li>• Return visitors are increasing with more regular and senior pass holders.</li> </ul>
<p><b>Threats and Opportunities</b></p>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Visitation interest declines without operational steam engines and there is not enough equipment in operation.</li> <li>• Track safety issues are increasing. There is an increase in trespassers on the tracks. Four wheelers are riding on tracks and racing trains.</li> <li>• If partner coordination is lost, track use will be threatened.</li> <li>• Lack of marketing threatens visitation numbers.</li> <li>• Costs to maintain operational steam engines and rolling stock exceeds current funding levels.</li> <li>• Knowledge of steam engine maintenance is being lost.</li> <li>• Lack of existing park planning.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• The Operation Lifesaver program could increase track safety by sharing safety education with the community.</li> <li>• Increase safety by partnering with local community police to increase patrols.</li> <li>• Increase safety by adding video cameras on the front of locomotives.</li> <li>• Partner coordination can enhance programs and reach new audiences.</li> <li>• Educational outreach can increase partnerships with local and regional partners.</li> <li>• Science, technology, engineering, art, and math (STEAM) programs can increase educational outreach.</li> <li>• Provide multi-sensory interpretive programming that includes the feel of engine vibration, the heat of steam mist, the sound of the train and whistle, and the smell of engine smoke.</li> <li>• New and expanded trip destinations can enhance visitor experience and provide opportunities to pair trips with other community events.</li> </ul>

Other Important Resource or Value	Live Steam Experience
Existing Data and Plans Related to the FRV	<ul style="list-style-type: none"> <li>• None identified.</li> </ul>
Data and/or GIS Needs	<ul style="list-style-type: none"> <li>• Data collection on train excursion costs.</li> </ul>
Planning Needs	<ul style="list-style-type: none"> <li>• Business services plan (railroad operations).</li> <li>• Strategic plan.</li> <li>• Comprehensive management plan.</li> <li>• Visitor use management plan.</li> <li>• Educational outreach and partnership plan / strategy.</li> <li>• Climate Friendly Parks climate action plan.</li> <li>• Solid waste plan (update).</li> </ul>
Laws, Executive Orders, and Regulations That Apply to the OIRV, and NPS Policy-level Guidance	<p><b>Laws, Executive Orders, and Regulations That Apply to the OIRV</b></p> <ul style="list-style-type: none"> <li>• "Audio Disturbances" (36 CFR 2.12)</li> <li>• "What is the Maximum Noise Level for the Operation of a Vessel?" (36 CFR 3.15)</li> <li>• Americans with Disabilities Act of 1990</li> <li>• Architectural Barriers Act of 1968</li> <li>• Architectural Barriers Act Accessibility Standards 2006 (36 CFR 1191.1)</li> <li>• Historic Sites Act of 1935</li> <li>• National Historic Preservation Act of 1966, as amended</li> <li>• Archeological and Historic Preservation Act of 1974</li> </ul> <p><b>NPS Policy-level Guidance (NPS Management Policies 2006 and Director's Orders)</b></p> <ul style="list-style-type: none"> <li>• NPS Management Policies 2006 (§4.1.4) "Partnerships"</li> <li>• NPS Management Policies 2006 (§4.9) "Soundscape Management"</li> <li>• NPS Management Policies 2006 (§5.3.1.7) "Cultural Soundscape Management"</li> <li>• NPS Management Policies 2006 (chapter 7) "Interpretation and Education"</li> <li>• NPS Management Policies 2006 (chapter 8) "Use of the Parks"</li> <li>• NPS Management Policies 2006 (§8.2.3) "Use of Motorized Equipment"</li> <li>• NPS Management Policies 2006 (chapter 9) "Park Facilities"</li> <li>• Director's Order 6: <i>Interpretation and Education</i></li> <li>• Director's Order 42: <i>Accessibility for Visitors with Disabilities in National Park Service Programs and Services</i></li> <li>• Director's Order 47: <i>Soundscape Preservation and Noise Management</i></li> </ul>



Other Important Resource or Value	Library
Related Significance Statements	Significance statements 1, 2, 3, and 5.
Current Conditions and Trends	<p><b>Conditions</b></p> <ul style="list-style-type: none"> <li>Boxes of library materials need to be processed and shelved.</li> <li>Library collection needs to be culled.</li> <li>Library acquisitions could be more selective based on space and management needs.</li> </ul> <p><b>Trends</b></p> <ul style="list-style-type: none"> <li>Staffing levels are decreasing.</li> </ul>
Threats and Opportunities	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>Lack of staff to manage and process library resources.</li> <li>Fire suppression system in the library facility is incomplete.</li> <li>There is a potential for the loss of library collections from theft because there is limited staff monitoring the collection.</li> </ul> <p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Use the library as a resource to develop new interpretive programs.</li> <li>Process library materials using the new NPS library system.</li> <li>Develop volunteer and intern positions and/or partnerships with local universities.</li> </ul>
Existing Data and Plans Related to the FRV	<ul style="list-style-type: none"> <li>National Park Service library system.</li> <li>Library program plan.</li> <li>Disaster management plan.</li> </ul>
Data and/or GIS Needs	<ul style="list-style-type: none"> <li>Targeted accessibility assessments.</li> </ul>
Planning Needs	<ul style="list-style-type: none"> <li>Disaster management plan (update).</li> <li>Library program plan (update).</li> <li>Cultural resource management plan.</li> </ul>
Laws, Executive Orders, and Regulations That Apply to the OIRV, and NPS Policy-level Guidance	<p><b>Laws, Executive Orders, and Regulations That Apply to the OIRV</b></p> <ul style="list-style-type: none"> <li>Museum Properties Management Act of 1955, as amended</li> </ul> <p><b>NPS Policy-level Guidance (NPS Management Policies 2006 and Director's Orders)</b></p> <ul style="list-style-type: none"> <li>NPS <i>Management Policies 2006</i> (§1.6) "Cooperative Conservation Beyond Park Boundaries"</li> <li>NPS <i>Management Policies 2006</i> (§2.3.1.4) "Science and Scholarship"</li> <li>NPS <i>Management Policies 2006</i> (§4.1.4) "Partnerships"</li> <li>NPS <i>Management Policies 2006</i> (§4.2) "Studies and Collections"</li> <li>NPS <i>Management Policies 2006</i> (§5.1) "Research"</li> <li>NPS <i>Management Policies 2006</i> (§8.10) "Natural and Cultural Studies, Research, and Collection Activities"</li> <li>Director's Order 24: <i>NPS Museum Collections Management</i></li> <li>Director's Order 28: <i>Cultural Resource Management</i></li> <li>NPS <i>Museum Handbook</i>, parts I, II, and III</li> </ul>

## Identification of Key Issues and Associated Planning and Data Needs

This section considers key issues to be addressed in planning and management and therefore takes a broader view over the primary focus of part 1. A key issue focuses on a question that is important for a park. Key issues often raise questions regarding park purpose and significance and fundamental and other important resources and values. For example, a key issue may pertain to the potential for a fundamental or other important resource or value in a park to be detrimentally affected by discretionary management decisions. A key issue may also address crucial questions that are not directly related to purpose and significance, but which still affect them indirectly. Usually, a key issue is one that a future planning effort or data collection needs to address and requires a decision by NPS managers.

The following are key issues for Steamtown National Historic Site and the associated planning and data needs to address them:

- **Financial Sustainability of Rolling Stock, Equipment, and Tracks.** The restoration, maintenance, and operation of the park's rolling stock collection and the live railyard on which it operates are costly. Maintaining the rolling stock, equipment, and tracks is integral to the understanding of Steamtown National Historic Site and, in recent years, park budgets have not kept pace with the cost of maintenance. It is vital that the park has an informed strategy in place for determining which resources are restored, operated, maintained, and to what degree. There are opportunities to expand interpretation such as increasing excursions. Park staff may need to make reductions in some areas in order to create capacity to introduce new opportunities. The information acquired through such a plan can help inform the prioritization of investment and ensure that park and visitor experience needs are supported such as display cars, shop demonstrations and functions, as well as the availability of motor and passenger car needs for yard shuttles and excursions.
  - *Associated planning and data needs:* Park asset management plan (update), equipment strategy plan (update), capital investment strategy, condition assessments for rolling stock, update FMSS condition assessments, update PMIS project statements, update FMSS work orders
- **Maintaining a Skilled Workforce.** While the pressure of an aging workforce is relevant across a broad range of labor forces, a shortage of skilled trade workers, particularly in historical applications, can be challenging. Within the next seven years, 80% of park staff will be eligible for retirement. Included in that 80% figure are unique trade positions associated with the operations and maintenance of not only today's functioning railroad systems but those tailored to the historic craft of steam, diesel, and other locomotive technologies. Because these unique skill sets are so directly intertwined with the park purpose, it is essential that the park assess the skills and trades needed and study the best ways to fulfill the needs of park resources. This may include identifying and filling park positions, teaching particular crafts and skills within the park, or outsourcing the skill set. A position management plan would not only help inform the park about potential knowledge and staff resource gaps, but could also identify potential solutions and strategies to address these needs through actions such as apprenticeships, partnerships, and on-site classes through coordination with local colleges and universities.
  - *Associated planning and data needs:* Position management plan (including succession planning for trade skills)





- **Coordinating Partnerships.** The larger context of the story told at Steamtown National Historic Site exists through the relationships that have been maintained with its many partners. The assistance provided by these partners ranges across a broad spectrum of park needs including educational partnerships, volunteer programs, railroad line coordination, shared advertising with local or subject-related sites, and equipment use and maintenance. Several of these partnerships are informal or need to be updated. The park and partners alike have found the formal partnering process and documentation time consuming and burdensome, often resulting in missed opportunities. By updating partnership agreements and identifying new partnership opportunities, Steamtown National Historic Site would be able to support not only its own mission but those of its essential friends and allies.
  - *Associated planning and data needs:* Educational outreach and partnership plan / strategy
- **Property Boundary Issues.** The unique function and location of Steamtown National Historic Site presents challenges concerning physical property and park boundary lines. One of the most complex property boundaries needing to be addressed is that of the active track used by both the park and operating railroad authority. A property boundary study would provide the competent foundation needed for the park to begin these complex conversations that are likely to take place in the near future.
  - *Associated planning and data needs:* Property boundary and landownership study

### Planning and Data Needs

To maintain connection to the core elements of the foundation and the importance of these core foundation elements, the planning and data needs listed here are directly related to protecting fundamental resources and values, park significance, and park purpose, as well as addressing key issues. To successfully undertake a planning effort, information from sources such as inventories, studies, research activities, and analyses may be required to provide adequate knowledge of park resources and visitor information. Such information sources have been identified as data needs. Geospatial mapping tasks and products are included in data needs.

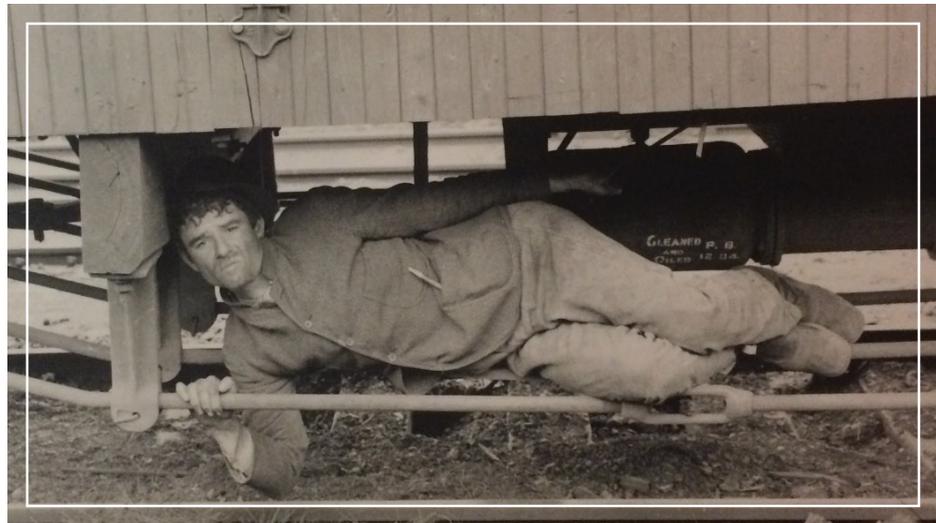
Items considered of the utmost importance were identified as high priority, and other items identified, but not rising to the level of high priority, were listed as either medium- or low-priority needs. These priorities inform park management efforts to secure funding and support for planning projects.

<b>Planning Needs – Where A Decision-Making Process Is Needed</b>			
<b>Related to an FRV, OIRV, or Key Issue?</b>	<b>Planning Needs</b>	<b>Priority (H, M, L)</b>	<b>Notes</b>
Key Issue	Park asset management plan (update)	H	Park assets, especially operational steam engines, are expensive to maintain. The park asset management plan needs updating to determine park priorities for operations, display, and disposal of collection pieces.
FRV	Long-range interpretive plan (underway)	H	The park's current interpretive elements are out of date from an organizational, content, and relevance perspective.
FRV and Key Issue	Equipment strategy plan (update)	H	The plan would help the park to determine what equipment to keep and operate, what to store and exhibit statically, and what to dispose of. Decisions made in this plan would also identify preventive maintenance and condition assessment needs while informing other parkwide decisions.
FRV and Key Issue	Position management plan (includes succession planning)	H	This plan would help transfer and preserve the important crafts and skills associated with the park's rolling stock preservation, operations, and maintenance in a time of high staff retirement.
FRV and OIRV	Cultural resource management plan	H	A cultural resource management plan would provide a comprehensive look at all park cultural resources. A cultural landscape inventory should precede this plan.
FRV and OIRV	Strategic plan	H	The park is in need of a five-year strategic plan to address park priorities, programming, and operations over the short term.
FRV and OIRV	Comprehensive management plan	H	This plan would fill the need for a review of the overarching direction of the park.
Key Issue	Property boundary and landownership study	H	There are questions over landownership within park deeds. A property boundary and landownership study would provide the competent foundation needed for the park to hold informed conversations about use and responsibility.
FRV	Wayside master plan (update)	M	The current wayside plan is out of date. The updated plan would address an assortment of needs from general content updating to programmatic and physical accessibility compliance. This plan would precede the long-range interpretive plan and National Center for Accessibility assessment.
FRV	Volunteer strategy	M	A volunteer strategy would help recruit volunteers, identify training needs, and develop strategies to retain volunteers. There is currently no plan in place for volunteers on rail repair, interpretation, or shop work.
FRV and OIRV	Visitor use management plan	M	This plan would emphasize safety allowing the visitor to experience the site as efficiently as possible while keeping safe from the elements associated with an active railroad and live shop.
FRV and OIRV	Solid waste plan (update)	M	The current solid waste plan is out of date and must be updated soon to remain legally compliant.
FRV	Housekeeping plan (update)	M	An updated museum collection housekeeping plan would update the criteria for what is done daily, weekly, monthly, semi-annually and annually to maintain the collection. A chemical management strategy should also be included in the plan.

Planning Needs – Where A Decision-Making Process Is Needed			
Related to an FRV, OIRV, or Key Issue?	Planning Needs	Priority (H, M, L)	Notes
FRV	Historic structure reports	M	While some historic structure reports exist, many of them are outdated or have incorrect information. Existing reports need to be located and analyzed while new reports need to be identified and prioritized.
FRV	Cultural landscape report	M	A cultural landscape report would inform wayside planning and visitor use planning and guide decisions on where projects can be built within the footprint of the railroad yard.
FRV and Key Issue	Capital investment strategy	M	
OIRV	Climate Friendly Parks climate action plan	L	The park burns coal to operate steam engines and would like to offset this action by greening the park in other ways (buildings, fleet, etc.).
FRV	Integrated pest management plan	L	While current pest management has targeted visitor areas, the park is in need of a holistic pest management plan that would target specific buildings. A chemical management strategy should also be included in the plan.
FRV	Lighting plan	L	Nighttime lighting in the railroad yard is needed for safety.
FRV	Collection management plan (update)	L	The current collection management plan is from 1995 and needs to be updated to more efficiently manage the existing collection and capture items waiting to be added.
OIRV	Business services plan (railroad operations)	L	A business services plan would identify potential solutions to the challenge of the high expense associated with operating trains. The price of tickets does not fully reimburse the cost to run a train and higher tickets prices may impact ticket sales and access to the experience.
FRV, OIRV, and Key Issue	Educational outreach and partnership plan / strategy	L	This plan would outline the potential for the park to partner with educational institutions of all levels exposing students from elementary school to PhD programs to the history, technology, and operations behind the park.
OIRV	Library program plan (update)	L	
FRV and OIRV	Disaster management plan (update)	L	This plan would include an educational component for police and fire staff regarding important resources.
FRV	Museum integrated pest management plan (update)	L	
FRV	Museum emergency operations plan (update)	L	

<b>Data Needs – Where Information Is Needed Before Decisions Can Be Made</b>			
<b>Related to an FRV, OIRV, or Key Issue?</b>	<b>Data and GIS Needs</b>	<b>Priority (H, M, L)</b>	<b>Notes, Including Which Planning Need This Data Need Relates To</b>
FRV and Key Issue	Condition assessments for all rolling stock and buildings	H	Data in FMSS need to be updated to truly reflect current replacement values and asset priority index. Then a thorough inspection (condition assessment) needs to be done of equipment operated and used in static display. This should happen after the rolling stock collection strategy is determined. A thorough understanding of deferred maintenance needs would enable the park to write accurate PMIS project statements for what is needed cyclically.
FRV	Administrative record	H	There are currently limited administrative records. The data would help with position management planning and knowledge retention in a shifting workforce.
FRV	Develop steam and diesel locomotive manuals	H	Required by the Federal Railroad Administration, these manuals capture the mechanics, repairs, and required procedures for locomotives and by law must be completed by 2018.
FRV	Update operations and maintenance manuals	H	The operations and maintenance manuals were last updated in 1994 and play a critical role in the park's ability to maintain facilities and provide reference materials to new staff members.
FRV	Update manufacturer's literature manuals	H	The manufacturer's manuals were last updated in 1994 and play a critical role in the park's ability to maintain facilities and provide reference materials to new staff members.
FRV	Cultural landscape inventory	H	The cultural landscape inventory would support the cultural landscape report and inform the future long-range interpretive plan.
Key Issue	Property boundary and landownership study	H	There are questions over landownership within park deeds. A property boundary and landownership study would provide the competent foundation needed for the park to hold informed conversations about use and responsibility.
FRV	National Register of Historic Places nomination (update)	H	Initially completed in the early years of the park's development, updating the park's national register nomination would update and correct inaccurate data such as the park boundary, the historic district map, an addendum for rolling stock, and any updates associated with the Scranton Ammunition Plant. The park's section 106 process will benefit from an updated national register nomination.
FRV and Key Issue	Update FMSS condition assessments; update PMIS project statements; update FMSS work orders	H	Once the FMSS condition assessments are completed, FMSS work orders and PMIS project statements would also need to be updated to accurately reflect the current conditions.
FRV and OIRV	Targeted accessibility assessments	H	An accessibility assessment like those conducted by the National Center for Accessibility would identify improvements to the accessibility of the experiences at the park for all visitors and bring the park into compliance with Architectural Barriers Act Accessibility Standard requirements.

Data Needs – Where Information Is Needed Before Decisions Can Be Made			
Related to an FRV, OIRV, or Key Issue?	Data and GIS Needs	Priority (H, M, L)	Notes, Including Which Planning Need This Data Need Relates To
FRV	Research primary source documentation from outside entities for locomotives and coaches for repair and restoration	M	More data needs to be gathered.
FRV	Archeological overview, inventory, and assessment (including GIS data)	M	This data would provide the park with complete understanding of the archeological resources that currently exist underground and where the high impact areas are located.
FRV	GIS data collection of resources	M	As data needs are met, data associated with archeological resources, building/structures, and other locations need to be captured in a GIS format.
FRV	Historic resource study	M	
FRV	Update the List of Classified Structures database	M	
OIRV	Data collection on train excursion costs	M/L	Data collection needs to occur before the development of a business services plan for railroad operations.
FRV	Hazmat testing plan / strategy	L	A hazmat testing plan or strategy is needed for the yard, rolling stock, and buildings to compile and digitize the information the park has in an effort to determine what data is still needed. This should also include a strategy for chemical storage.
FRV	Museum collection condition survey	L	
FRV	Museum collection conservation survey	L	



## Part 3: Contributors

### Steamtown National Historic Site

Brian Cianchetti, Safety Officer  
 Debbie Conway, Superintendent  
 Patricia Farrell, Administrative Officer  
 Barbara Klobucar, Supervisory Exhibit Specialist  
 Walter Kuharchik, Maintenance Mechanic Supervisor  
 Dawn Mach, Assistant Superintendent  
 Pat McKnight, Historian  
 John Mucha, Supervisory Park Ranger  
 Patricia Stiner, Information Technology Specialist  
 Norman Stinger, Maintenance Mechanic Supervisor  
 Willard Sturdevant, Supervisory Exhibit Specialist  
 David Wengert, Chief of Maintenance

### NPS Northeast Region

Joanne Blacoe, Interpretive Planner  
 Lisa Kolakowsky, Community Planner  
 Sara Wolf, Regional Curator and Director, Northeast Museum Services Center

### Other NPS Staff

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Special Note: A meeting was held in conjunction with the foundation workshop, during which a number of community partners contributed valuable insight and comments that were incorporated into this document.

## Appendixes

### Appendix A: Enabling Legislation for Steamtown National Historic Site

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the General Fund of the Treasury of the United States: *Provided further*, That notwithstanding any other provision of this Act, no admission fee may be charged at any unit of the National Park System which provides significant outdoor recreation opportunities in an urban environment and to which access is publicly available at multiple locations, nor shall an admission fee be charged at any unit of the National Park System which has a current, specific statutory exemption: *Provided further*, That where entrance fees are established on a per person basis, children 12 and under shall be exempt from the fees: *Provided further*, That if permanent statutory language is enacted during fiscal year 1987 establishing National Park System entrance fees, the provisions of that language shall supersede the fee provisions contained in this Act: *Provided further*, That of the funds provided under this head, \$15,000,000 shall be distributed to units of the National Park System, to be available for resource protection, research, interpretation, and maintenance activities related to resource protection, to be distributed in the following manner: 50 percent shall be provided to all units of the System based on each unit's proportion of park operating expenses, and 50 percent shall be provided to units with entrance fees based on each collecting unit's proportion of total entrance fee collections: *Provided further*, That the following may be cited as the "Steamtown National Historic Site Act of 1986":

#### SECTION 1. DESIGNATION AS NATIONAL HISTORIC SITE.

The property known as Steamtown, consisting of the land, historic roundhouse, switchyard, and associated buildings, track and equipment, and located on approximately 40 acres in Scranton, Pennsylvania, is hereby designated as the Steamtown National Historic Site (hereafter in this Act referred to as "the Site"). The Site is generally depicted on the map entitled "Steamtown National Historic Site", numbered STTO-80,000 and dated September 1986. A copy of the map shall be on file and available for inspection in the offices of the National Park Service in Washington, D.C., and in appropriate regional and local offices.

#### SEC. 2. MANAGEMENT OF SITE.

(a) **PREPARATION OF MANAGEMENT PLAN.**—The Secretary shall prepare a comprehensive management plan for the Site, which shall include all of the elements required for general management plans under section 12 of the Act entitled "An Act to improve the administration of the National Park System by the Secretary of the Interior, and to clarify the authorities applicable to the system, and for other purposes" approved August 18, 1970 (U.S.C. 1a-7), and shall be submitted to the Congress no later than September 30, 1987.

(b) **ADMINISTRATION OF SITE.**—(1) The Secretary shall administer the Site through cooperative agreements and grant agreements, as appropriate, with the owner or owners of the property. The Secretary may provide financial and technical assistance in planning interpretation, maintenance, preservation, and appropriate public use of the Site and associated rolling stock in order to further public understanding and appreciation of the development of steam locomotives in the region.

(2) The Secretary of the Interior may acquire the Site, and all or part of the associated rolling stock, by donation or with donated funds and may begin to take such actions as are called for in the management plan. Upon acquisition pursuant to this paragraph, the

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Site and any acquired associated rolling stock shall thereafter be administered by the Secretary in accordance with the provisions of law generally applicable to units of the National Park System, including the Act entitled “An Act to establish a National Park Service, and for other purposes”, approved August 25, 1916 (16 U.S.C. 1 et seq.), and the Act entitled “An Act to provide for the preservation of historic American sites, buildings, objects and antiquities of national significance, and for other purposes” approved August 21, 1935 (16 U.S.C. 461 et seq.).

**SEC. 3. ADVISORY COMMITTEE.**

The Secretary is authorized to establish a Steamtown Advisory Committee and appoint up to ten members, who shall serve at no cost to the United States.

**SEC. 4. AUTHORIZATION OF APPROPRIATIONS.**

There is authorized to be appropriated \$20,000,000 for the administration of the Steamtown National Historic Site and for assistance to the owner thereof pursuant to the agreements referred to in section 2(b).

**SEC. 5. APPROPRIATIONS.**

For expenses necessary to carry out the provisions of this Act, \$8,000,000, to remain available until expended.

## Appendix B: Inventory of Administrative Commitments

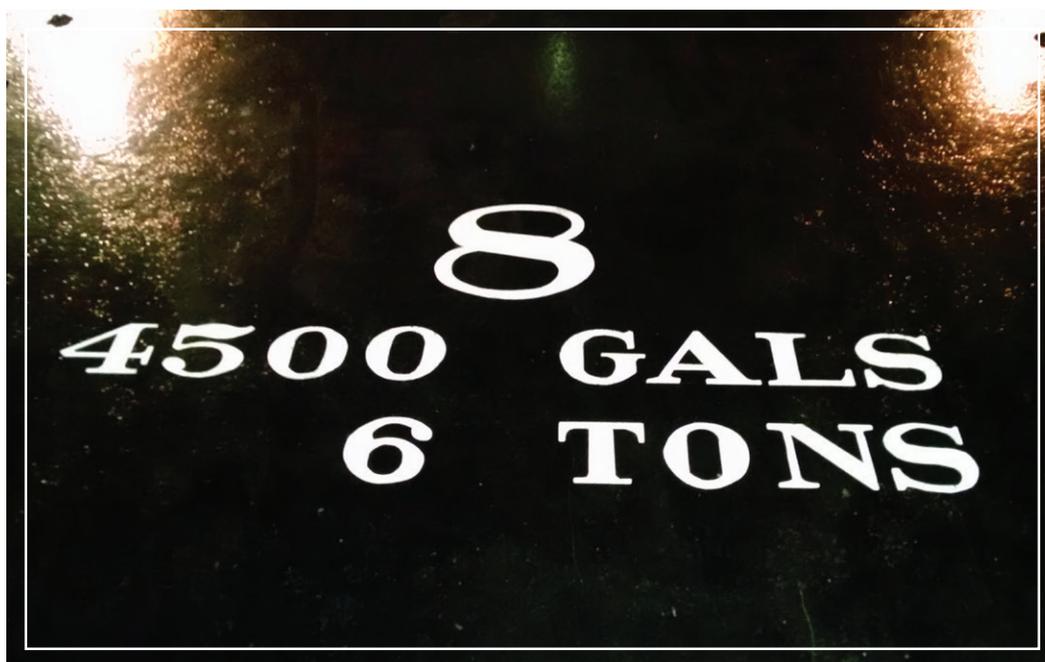
Type	Title / Agency / Organization	Purpose / Description	Expiration Date	Responsible NPS Party
Memorandum of Understanding	NPS Northeast Regional Office	Terms and conditions for resource sharing regional safety professional.	Indefinite	Superintendent, administrative officer
General Agreements	City of Scranton	Outlines terms and conditions for maintaining the 500 block of Lackawanna Avenue, a small greenspace owned by the National Park Service, but upgraded by the City of Scranton.	TBD	Superintendent
General Agreements	Lackawanna and Wyoming Valley Railroad Historical Society	Partnership agreement—fundraising for the Boston and Maine 3713 engine restoration project.	4/27/2019	Superintendent, supervisory management support specialist
General Agreements	Iron Horse Society	Friends group agreement—outlines roles and responsibilities of the National Park Service and the friends group concerning program and financial support.	TBD	Superintendent, supervisory management support specialist
General Agreements	Electric City Trolley Museum	Interpretation and education services agreement—outlines roles and responsibilities of the National Park Service and the Lackawanna County Board of Commissioners for the operation of the Electric City Trolley Museum.	TBD	Superintendent, supervisory management support specialist
General Agreements	Pennsylvania Northeast Regional Rail Authority (PNRRA)	General agreement—terms and conditions for railroad operations between PNRRA and their contract. PNRRA, a county government entity, owns the railroad but hires a contractor to operate it.	12/31/2016	Superintendent, supervisory management support specialist, administrative officer
General Agreements	Eastern National	Cooperating association agreement—establishes terms and conditions authorizing sale of visitor interpretive and convenience items.	Ongoing	Chief of interpretation
General Agreements	Reading Technical	General agreement—outlines terms and conditions for use of organization's equipment as static exhibit at Steamtown National Historic Site.	TBD	Superintendent, supervisory management support specialist
General Agreements	AFGE Union Agreement	General labor agreement with non-management staff of park. A new larger union will be renegotiating and updating existing contract at a future date to be determined.	Until rescinded	Administrative officer
Cooperative Agreements	Anthracite Railroads Historical Society (ARHS)	Establishes roles and responsibilities of the National Park Service and ARHS with regard to ARHS equipment for interpretive short train ride programs and excursions.	3/16/2020	Superintendent, supervisory management support specialist
Cooperative Agreements	Lackawanna Heritage Valley Authority	Funding of Lackawanna Heritage Valley National Heritage Area operations and programs.	Contingent on funding	NPS Northeast Region Partnership Office
Easement	University of Scranton	For pedestrian crossings across tracks. The mall owns the pedestrian bridge but it sits on NPS property (no easement; no agreement).	In perpetuity	Superintendent

## Appendix C: Past and Ongoing Park Planning and Data Collection Efforts

Citation	Year
<i>Comprehensive Management Plan / Environmental Assessment with FONSI.</i> Steamtown National Historic Site. Scranton, PA. <b>Restricted Access</b>	1988
<i>Scope of Collection Statement.</i> Steamtown National Historic Site. Scranton, PA. <b>Restricted Access</b>	1988
<i>Historic Resource Study.</i> Steamtown National Historic Site. Scranton, PA.	1988
Paige, J. C. <i>A Special History Study: Pennsylvania Railroad Shops and Works.</i> Steamtown National Historic Site. Altoona, PA.	1989
<i>The Roundhouse and Turntable: Historic Structure Report, Vol. 1.</i> Steamtown National Historic Site. Scranton, PA. <b>Restricted Access</b>	1989
<i>Draft Interpretive Master Plan.</i> Steamtown National Historic Site. Scranton, PA. <b>Restricted Access</b>	1989
Berger, L. <i>Inventory of Artifacts and Archival Material.</i> Steamtown National Historic Site. Scranton, PA. <b>Restricted Access</b>	1990
Chappell, G. <i>Steam Over Scranton: The Locomotives of Steamtown.</i> Steamtown National Historic Site. Scranton, PA.	1991
Holt, H. M. R. and M. L. Alterman. <i>Archeological Investigations at Steamtown National Historic Site.</i> Scranton, PA. <b>Restricted Access</b>	1991
<i>Plan for the Lackawanna Heritage Valley.</i> Steamtown National Historic Site. Scranton, PA. <b>Restricted Access</b>	1991
Smith, T. L. et al. <i>Species of Special Concern, Exemplary Natural Communities, and Wetlands within the Steamtown National Historic Site and Excursion Railroad.</i> Technical Report. Philadelphia, PA. <b>Restricted Access</b>	1991
Clemensen, A. B. <i>Historic Resource Study – Delaware, Lackawanna and Western Railroad Line Scranton to Slateford Junction.</i> Steamtown National Historic Site. Scranton, PA.	1991
<i>The Locomotive Repair Shop: Historic Structure Report, vol. 2.</i> Steamtown National Historic Site. Scranton, PA. <b>Restricted Access</b>	1991
LeeDecker, C. H. <i>Management Report – Archeological Testing.</i> Steamtown National Historic Site. East Orange, NJ. <b>Restricted Access</b>	1992
<i>Hazardous Waste Management Plan.</i> Steamtown National Historic Site. Scranton, PA. <b>Restricted Access</b>	1992
<i>Spill Prevention, Control and Countermeasures Plan.</i> Steamtown National Historic Site. Scranton, PA.	1992
<i>Addendum to the Environmental Assessment with FONSI.</i> Steamtown National Historic Site. Scranton, PA.	1992
<i>Lackawanna Heritage Valley Rails-to-Trails Summary of Inventory and Recommendations.</i> Steamtown National Heritage Site. Scranton, PA. <b>Restricted Access</b>	1992

Citation	Year
<i>Traffic Impact Study</i> . Steamtown National Historic Site. Scranton, PA.	1992
<i>Concession Feasibility Study – Proposed Hotel and Food Service</i> . Steamtown National Historic Site. Scranton, PA. <b>Restricted Access</b>	1993
Morgan, M. L. <i>Central Railroad of New Jersey Combination Car No. 303: Historic Structure Report, pt.1</i> . Steamtown National Historic Site. Scranton, PA. <b>Restricted Access</b>	1993
Morgan, M. L. <i>Central Railroad of New Jersey Suburban Coach No. 1157: Historic Structure Report, pt.1</i> . Steamtown National Historic Site. Scranton, PA. <b>Restricted Access</b>	1993
Morgan, M. L. <i>Central Railroad of New Jersey Suburban Coach No. 1152: Historic Structure Report, pt.1</i> . Steamtown National Historic Site. Scranton, PA. <b>Restricted Access</b>	1993
Morgan, M. L., T. H. E. Campion and R. J. Davis. <i>Delaware, Lackawanna and Western Railroad Electric Passenger Trailers Nos. 330 and 334: Historic Structure Report, pt.1</i> . Steamtown National Historic Site. Scranton, PA. <b>Restricted Access</b>	1993
Morgan, M. L., T. H. E. Campion and R. J. Davis. <i>Delaware, Lackawanna and Western Railroad Electric Passenger Trailers Nos. 335 and 346: Historic Structure Report, pt. 1</i> . Steamtown National Historic Site. Scranton, PA. <b>Restricted Access</b>	1993
Morgan, M. L. <i>Rutland Railroad Caboose No. 28: Historic Structure Report, pt. 1</i> . Steamtown National Historic Site. Scranton, PA. <b>Restricted Access</b>	1994
Morgan, M. L., T. H. E. Campion and R. J. Davis. <i>Delaware, Lackawanna and Western Railroad Passenger Coaches Nos. 550, 580, 589 and 613: Historic Structure Report, pt. 1</i> . Steamtown National Historic Site. Scranton, PA. <b>Restricted Access</b>	1994
Cason, R. L. <i>Barber Asphalt Company 8,000 Gallon Tank Car: Historic Structure Report</i> . Steamtown National Historic Site. Scranton, PA. <b>Restricted Access</b>	1994
Morgan, M. L. <i>Central Railroad of New Jersey Suburban Coach No. 1006: Historic Structure Report, pt.1</i> . Steamtown National Historic Site. Scranton, PA. <b>Restricted Access</b>	1994
Morgan, M. L. and T. H. E. Campion. <i>Delaware, Lackawanna and Western Railroad Caboose No. 889: Historic Structure Report, pt. 1</i> . Steamtown National Historic Site. Scranton, PA. <b>Restricted Access</b>	1995
Morgan, M. L. and R. Segars. <i>Louisville and Nashville Railroad – Railway Post Office No. 1100: Historic Structure Report, pt. 1</i> . Steamtown National Historic Site. Scranton, PA. <b>Restricted Access</b>	1995
<i>Resource Management Plan</i> . Steamtown National Historic Site. Scranton, PA. <b>Restricted Access</b>	1995
<i>Lackawanna Heritage Valley Trolley Museum Historic Structures Report – Silk Mill Building</i> . Steamtown National Historic Site. Scranton, PA. <b>Restricted Access</b>	1995
Morgan, M. L. and T. H. E. Campion. <i>Delaware, Lackawanna and Western Railroad Boxcar No. 43651: Historic Structure Report, pt. 1</i> . Steamtown National Historic Site. Scranton, PA. <b>Restricted Access</b>	1996

Citation	Year
Morgan, M. L. <i>Spang, Chalfant Co. Locomotive No. 8: Historic Structure Report, pt. 1</i> . Steamtown National Historic Site. Scranton, PA. <b>Restricted Access</b>	1996
Mueller, J. W. <i>Archeological Investigations from 1989–1995 – vols 1-3</i> . Steamtown National Historic Site. East Orange, NJ.	1997
<i>One Touch</i> . Steamtown National Historic Site. Scranton, PA.	1997
<i>Rapid Visual Screening of Buildings at Steamtown National Historic Site for Potential Seismic Hazards</i> . Littleton, CO. <b>Restricted Access</b>	1998
<i>Comprehensive Interpretive Plan</i> . Steamtown National Historic Site. Scranton, PA.	2003
<i>Draft Management Action Plan and Environmental Impact Statement</i> . Steamtown National Historic Site. Scranton, PA.	2003
<i>The Road Inventory of Steamtown National Historic Site STEA-4810 – Road Inventory Program Cycle 3</i> . Federal Highway Administration. Sterling, VA. <b>Restricted Access</b>	2004
Cook, P. S. <i>Impacts of Visitor Spending on the Local Economy</i> . Steamtown National Historic Site. Moscow, ID.	2013
Begly, A. Y. Le, and S. J. Hollenhorst. <i>Visitor Study – Summer 2012</i> . Steamtown National Historic Site. Moscow, ID.	2013
<i>The Road Inventory and Condition Assessment of Steamtown National Historic Site – Cycle 5 Report</i> . Federal Highway Administration. Sterling, VA.	2013
<i>Steamtown National Historic Site: How Might Future Warming Alter Visitation?</i> Natural Resource Stewardship and Science. Scranton, PA.	2015
<i>Steamtown National Historic Site List of Classified Structures</i> . Scranton, PA.	2015
<i>Steamtown National Historic Site Foundation Summary – Water Resources Division</i> . Natural Resource Stewardship and Science. Scranton, PA.	2015



## Appendix D: Northeast Region Interpretive Theme Matrix

About the Interpretive Theme Matrix: An interpretive theme matrix is a chart that shows the detail and scope of stories that can be told in a park within the framework of the park’s interpretive themes. The matrix offers an easy way for people to see the concepts and stories that are represented by the park’s interpretive themes. It is especially useful as a guide for partners, park staff, and others who develop interpretive programming and media.

The concepts, ideas, and topics listed here are a representative, partial list. They represent some examples representing types of stories that could illustrate the concepts. They are not all-inclusive (in fact, they could never be) nor are they intended to exclude any topic. A park interpretive theme is successful only if other topics and stories could be included within it.

Theme 1: Steam Railroading	
Steam railroading technology influenced the development of America, its resources and its people. <b>About this theme:</b> This theme focuses on steam railroading. It provides examples of how steam railroads physically and psychologically changed American industry, commerce, and transportation; how railroads changed people’s lives (for better or worse); the transition of steam railroading to other methods of transportation.	
Concepts	Topics and Stories
<p><b>Steam Technology and Railroading Changed the Nation</b></p> <ul style="list-style-type: none"> <li>• Describe how steam railroads physically and psychologically changed the United States; how railroads changed people’s perception of time, distance, and nation. Describe how lives, standards of living, and the concept of the nation were changed by steam railroads. Trace the social, political, and economic shifts and ramifications from the change from an agricultural economy toward an industrial economy and expanding to a global economy when linked with the shipping industry. Describe steam railroading’s role in the industrial revolution.</li> <li>• Describe how foundational steam railroading was to the development and growth of the United States. Describe the context for steam railroading within the arc of other dominant modes of transportation. (For example, many railroads led to major waterways throughout the country. Gravity railroads were constructed to assist canals in transporting goods.) Describe how steam-driven technology generated profound changes in the institutional structure of U.S. industry, workforce, and urban development of the United States.</li> <li>• Describe the impact of steam railroading making it possible for goods and services to move freely back and forth between rural towns and large urban centers. For example, how connecting to New York City transformed a relatively isolated village (like Scranton) into an industrial hub with links to a global market. Trace how the railroad used interconnected regional networks to move industrial goods and raw materials, which in turn created new centers for commerce.</li> <li>• Explain how Steamtown represents what was once typical across the United States—a steam railroad, repair shops, working steam locomotives, and rolling stock juxtaposed with a network of communities and rails radiating from a developing urban hub.</li> </ul> <p><b>Behind-the-Scenes Networks and Behind-the-Scenes Support</b></p> <ul style="list-style-type: none"> <li>• Describe the huge behind-the-scenes support system that helped railroads run smoothly. Steamtown operates a functioning turntable, roundhouse, and locomotive repair shop. Mechanics restore and maintain railroad equipment. Repair parts are custom made. Dispatcher, train master, yard master, track mechanics, and roundhouse foreman ensure the smooth operations of trains in and out of the railroad yard.</li> </ul>	<ul style="list-style-type: none"> <li>• Technology</li> <li>• Transportation</li> <li>• Communications</li> <li>• Perceptions of time</li> <li>• Commerce</li> <li>• How steam engines work</li> <li>• Immigration</li> <li>• Settlement of the west</li> <li>• Decline of steam railroads</li> <li>• Transportation corridors</li> <li>• Live steam experience</li> <li>• Sensory experiences</li> <li>• Lost crafts and trades</li> <li>• Human costs of railroads</li> <li>• Environmental costs of railroads and associated industries</li> <li>• Time</li> <li>• Timetables</li> <li>• Steam engines</li> <li>• Steam technology</li> <li>• People and railroading</li> <li>• Life and work “On the Rails”</li> <li>• Native Americans</li> <li>• Expansion of the nation</li> </ul>

**Theme 1: Steam Railroading**

Steam railroading technology influenced the development of America, its resources and its people.

Concepts	Topics and Stories
<p><b>Behind-the-Scenes Networks and Behind-the-Scenes Support (continued)</b></p> <ul style="list-style-type: none"> <li>• Describe the physical infrastructure of steam railroading and the technology and skills needed to meet the demand. Describe how associated (spinoff) railroad technology influenced advances in transportation in general and how it was used in non-railroad endeavors.</li> <li>• An altered psychology of cutting-edge technology: Challenge the conception of railroads as a quaint, romantic past and describe them instead in terms of cutting edge technology—and the psychological implications of how jumps in technology shift personal and collective perceptions of time, space, possibilities, limitations, and other intellectual, spatial, and physical concepts.</li> <li>• Transportation corridors: Illustrate the ways that, as transportation corridors for people and goods, railroads became a “backbone” of the nation’s economic development and vehicle for national aspirations linked to settlement of North America.</li> <li>• Weigh the human and environmental costs of railroads and associated industries such as coal mining and steel manufacturing.</li> <li>• Steam railroads transformed the United States into an industrial world power. Steam railroading allowed for the expedient transportation of the resources that fueled the industrial revolution. Iron and steel would be used to build machines, buildings, bridges, ships, more railroads, etc. The United States had an abundance of these resources. Cities, such as Chicago and New York, were linked by rail and became world centers for commerce and trade. Although, in some cases, maritime endeavors started this trend, steam railroads greatly enhanced it. Where the world needed something, railroads and the sought-after resource flourished and so did the economy and population. Once the need for a resource was eliminated the economy diminished and oftentimes the population.</li> <li>• Illustrate examples of architectural and technological contributions made by steam railroading. For example, cite structures such as the Lackawanna Station and Nicholson Viaduct as examples of prominent railroad architecture. Use local Lackawanna Valley examples to illustrate the larger point of railroading’s effect on the United States its towns and cities.</li> <li>• Demonstrate how a steam locomotive works. Illustrate and describe the technology and mechanics of steam power and steam railroading. Compare and contrast steam power with other sources of power.</li> <li>• Describe how Steamtown preserves what was once typical across America—a steam railroad, repair shops, working steam locomotives, and rolling stock, all juxtaposed with a network of communities and rails radiating from a developing urban hub.</li> <li>• Illustrate how in the late 19th and early 20th centuries, a rapidly developing railroading industry in northeastern Pennsylvania stimulated the proliferation of a rail network, which ultimately extended throughout the United States. Explain how every railroad was founded and operated for a specific economic purpose. As an example, list some reasons the Delaware, Lackawanna and Western Railroad (the DL&amp;W) was founded.</li> <li>• Offer opportunities to have a live steam experience in an operating railroad yard. Provide opportunities to experience the steam railroading through the senses: to see, smell, hear, and feel steam and things associated with steam railroading (like grease, coal, and metal).</li> <li>• Compare and contrast the DL&amp;W railroad and railroads of northeastern Pennsylvania as typical or atypical of railroads that ran in other parts of the nation.</li> </ul>	

<b>Theme 1: Steam Railroading</b>	
Steam railroading technology influenced the development of America, its resources and its people.	
<b>Concepts</b>	<b>Topics and Stories</b>
<p><b>Effect on the Nation and its People</b></p> <ul style="list-style-type: none"> <li>• Provide examples of how railroads fundamentally changed the rhythms, parameters, and aspirations of everyday life and work. Describe the effect railroads had on collective perceptions of time, distance, and standards of living. Describe the impact railroads made on people’s ability to expand their “world” from a small town to a much larger nation and world, whether by commuter train or long-distance excursions. Describe the expansion of commerce due to the ability of railroads to transport perishable food using boxcars with ice.</li> <li>• Illustrate the roles and evaluate the value that steam railroads played in fostering commerce, increasing wealth, and transferring and spreading culture and values in the United States.</li> <li>• Describe how railroads affected waves of immigrants attracted to new lives in the United States and the economic opportunities promised by prosperity. Describe how railroads set up special “immigrant stations” and “immigrant cars” as an infrastructure to allow for quick and efficient transportation of this cheap source of labor as immigration rose after the Civil War.</li> <li>• Describe how railroads, mines and factories recruited immigrants to comprise its workforce. Describe and illustrate the effect of steam railroads on settlement patterns and settlement of immigrants in the United States.</li> <li>• Describe the effect railroads had, and continue to have, on the environment.</li> <li>• Describe the impact railroads had on the Native American populations in America in relationship to the expansion of the country.</li> </ul> <p><b>Business-Government Relationship</b></p> <ul style="list-style-type: none"> <li>• Describe the control government had on early railroads by providing government charters and funding. Describe the impact government land grants had on the ability of the railroads to raise funds, which led to expanding railroads and increased populations that meant more voters.</li> <li>• Describe the power struggle between government, the railroad industry, and labor. For example, even though railroads were subsidized by the government, there was a “love/hate” relationship between the two. Anti-monopoly laws, taxes, and other forms of regulations such as the Interstate Commerce Act (1887), Sherman Antitrust Act (1890), the Safety Appliance Act (1893), the Elkins Act (1903), the Hepburn Act (1906), and the Staggers Act (1980) are just a few examples of the complex relationship between railroad management and the government.</li> <li>• Illustrate the use of railroads to deliver mail for the U.S. Postal Service.</li> <li>• Describe the federal government’s nationalization of the railroad system during World War I.</li> </ul> <p><b>Rise and Fall of a Transportation Technology</b></p> <ul style="list-style-type: none"> <li>• Preserve crafts and trades: Experience, describe, preserve and otherwise share crafts and trades associated with steam railroading. Provide tours of the locomotive shop to show visitors the equipment and techniques used by skilled craftsmen and craftswomen to repair historical equipment.</li> </ul>	

**Theme 1: Steam Railroading**

Steam railroading technology influenced the development of America, its resources and its people.

Concepts	Topics and Stories
<p><b>Rise and Fall of a Transportation Technology (continued)</b></p> <ul style="list-style-type: none"> <li>• Life cycle: Explore the life cycle of railroading as a transportation technology. Discuss why steam railroads replaced canals and turnpikes as more efficient transportation methods. Discuss the change in railroad technology from steam to diesel and why. Explore how trolleys, automobiles and airplanes replaced trains in many areas and what the next form of future transportation might be.</li> <li>• Effect: Illustrate the economic, political, and social impacts of the development, expansion, and decline of steam railroading in the United States.</li> <li>• Technology shift: Compare/contrast steam technology to diesel technology, electric third rail technology (i.e., trolley), and the technology used in automobiles and airplanes. Explore the future technologies for transportation.</li> <li>• Repurpose of railroads: Develop and implement initiatives such as Rails to Trails that capitalize on networks of railroads and railroad architecture and infrastructure and reinvent them to serve needs of modern audiences. Describe how the structures constituting railroad architecture have been repurposed. For example, former station houses such as the Radisson Lackawanna Station Hotel have been redeveloped for other purposes.</li> </ul> <p><b>Local Examples Illustrate Broader Stories</b></p> <ul style="list-style-type: none"> <li>• Answer “Why here?”: Illustrate why the geography, topography, natural resources, history, community, extant industrial infrastructure, and other factors contribute to an ideal region to illustrate U.S. steam railroading history. For example, when fewer resources were available, fewer railroads were needed. Mergers between railroads, such as the Delaware, Lackawanna and Western with the Erie Railroad to form the Erie Lackawanna Railroad, became essential for railroads to survive as demand for products such as coal from the region decreased.</li> <li>• Lackawanna Valley as example: Use the Lackawanna Valley’s extant resources as examples to illustrate how U.S. political, economic, social, and cultural life was linked to the railroad and its associated industries. Enable people to experience a sense of place (in the park and around the region) where location, resources, and local history contribute to blend and link local resources with national stories of steam railroading.</li> <li>• Connect sites: Connect Steamtown to other NPS sites such as Delaware Water Gap, the Statue of Liberty, Golden Spike, Roosevelt-Vanderbilt, Paterson Great Falls, Lowell, and parks with themes of transportation, industrialization, labor, and immigration. Consideration must be given to C &amp; O Canal, Delaware and Lehigh Canal Corridor, and Allegheny Portage as well as Salem Maritime and San Francisco Maritime with merchant steamships.</li> </ul>	

## Theme 2: Industrialization: Context, Connections, and Interdependence

Steam railroading existed within a larger context and network of interconnected, associated, and auxiliary industries and services that built, supported, and served it and together these businesses fueled an industrial and commercial era that in their heyday contributed to growth and prosperity, and in decline challenged a nation’s economic foundation.

**About this theme:** This theme focuses on industrialization and the larger context and effects of steam railroading including associated and auxiliary industries and services that built, supported, and served it. The theme explores the interconnected relationships between steam railroads and associated functions and services including other modes of transportation. It provides the context for steam railroading; generation of wealth for the elite and living wages for ordinary people.

Concepts	Topics and Stories
<p><b>Industrialization and the Industrial Revolution: Context, Connections, and Interdependence of a Network that Fueled Commerce</b></p> <ul style="list-style-type: none"> <li>Describe the social, political, economic, and technological context for the steam railroading era.</li> <li>Connect how the unprecedented scale and integration of anthracite mining, manufacturing, and rail transportation made the region a representative crucible for innovations in technology, industrial institutions, labor and city form in 19th-century America. Trace how steam railroads were both dependent on and fostered other business enterprises. Describe railroading’s relationship to and trace the growth and demise of industries such as: coal mining, iron mining and production, and steel production. Describe how, together, steam railroading, and its associated and auxiliary businesses created a network that fueled commerce on a previously unprecedented scale.</li> <li>Describe how steam railroading generated wealth and power that fueled industrial growth and changed the American people. Describe how drive for territorial expansion created “captains of industry” such as the Vanderbilts, J. P. Morgan, and John D. Rockefeller.</li> <li>Why Scranton?: Describe the role the natural resources of the Lackawanna and Wyoming Valley areas played in making Scranton a major railroad hub used by five major railroads.</li> <li>Iron T-Rail: Describe the connections and interdependence of extractive, transportation, and manufacturing industries. Describe the connections and interdependence of industries such as production of T-rail; for example, that without the iron T-rail, the country’s railway system could not have existed and without the railway system, the T-rail could not have been shipped in the quantities needed. Explain how this combination of resources and ingenuity contributed to U.S. economic, industrial, and territorial growth. Use Lackawanna regional resources as examples. For example, describe how the Lackawanna Iron &amp; Coal Company (L&amp;C) in Scranton, Pennsylvania, was one of the first producers of iron T-rail in the country and one of the largest producers in the world. Explain the effect of this interdependence and how it affected the industry. Describe any contemporary effects that linger or exist today.</li> <li>Coal: Describe the regionally located resource, anthracite (“hard”) coal, was significant to the growth of steam railroading. Describe how it was mined in quantity in only one area on earth—the coal fields of northeastern Pennsylvania. Explain the attributes of anthracite coal; that it burns cleaner and with more heat than common bituminous (“soft”) coal, and that these characteristics made it the preferred fuel for heating homes, offices, and factories. Describe the scope and effect of anthracite coal mining and how millions of tons of anthracite required to support industrial and domestic demand were shipped by rail.</li> </ul>	<ul style="list-style-type: none"> <li>Industrialization and the Industrial Revolution</li> <li>Five railroads that came together at Scranton</li> <li>Associated industries such as:             <ul style="list-style-type: none"> <li>Iron</li> <li>Coal</li> <li>T-rail</li> </ul> </li> <li>Scranton Brothers</li> <li>Jobs such as:             <ul style="list-style-type: none"> <li>Engineers</li> <li>Porters</li> <li>Shop workers</li> <li>Clerical work</li> </ul> </li> <li>Strikes</li> <li>Violence (in strikes)</li> <li>Working conditions</li> <li>Miner’s Hill – workers’ revolt that led to mine unions</li> <li>Trolleys</li> <li>Trolley Museum</li> <li>Mass transportation</li> </ul>

**Theme 2: Industrialization: Context, Connections, and Interdependence**

Steam railroading existed within a larger context and network of interconnected, associated, and auxiliary industries and services that built, supported, and served it and together these businesses fueled an industrial and commercial era that in their heyday contributed to growth and prosperity, and in decline challenged a nation’s economic foundation.

Concepts	Topics and Stories
<p><b>Industrialization and the Industrial Revolution: Context, Connections, and Interdependence of a Network that Fueled Commerce (continued)</b></p> <ul style="list-style-type: none"> <li>• Economy of Scale: Illustrate the modern concept of economy of scale and operation in railroad efficiency. Railroads have the ability to transport more products, a greater distance at cheaper rates (i.e., containers on flat cars, trailers on flat cars, etc.). For example, specialized cars such as flat cars, mail cars, boxcars, and refrigerated cars made it possible for localized or specialized products to be shipped throughout the country, thereby increasing demand and leading to the mass production of products.</li> </ul> <p><b>Labor</b></p> <ul style="list-style-type: none"> <li>• Describe how railroads depended on a large skilled labor force. Compare the workforces and skills of the United States and world railroad companies. Describe the various sources of the labor required for railroad and its dependent industries and support functions. Trace the trends and changes in the labor force over time (ethnicity, gender, age, etc.).</li> <li>• Immigration: Analyze labor and immigration. Compare and contrast lifestyles of wealthy immigrants versus poor immigrants using examples of the Scranton Mansion, Caitlin House, and Shanty Hill.</li> <li>• Working Conditions: Illustrate the historic working conditions and social conditions of the Scranton railroad yard. Describe various jobs both in the railroad and on the train. Compare/contrast jobs within the railroad and on the train including which jobs were considered desirable and which were not and why. Compare the working conditions of railroads to that of the coal mines. Consider the wages and benefits of both sets of industries and within the same industry. For example, how much did an engineer earn versus a Pullman porter? How much did a Pullman porter earn in comparison to a miner? Discuss why children and women were not typically employed in the railroad industry while women were employed in the textile industry and children in the mining industry.</li> <li>• Unions: Trace how the rise of labor unions affected railroad workers and their families. Describe the roles that unions played in transforming craft guilds into a modern union movement. Highlight significant railroad strikes and debate how they influenced the history of labor in the United States. Discuss the positive and negative effects of unions.</li> <li>• Explain how railroads contributed to local companies, industries, and products becoming nationally available and known. For example, Maine potatoes; Armour, Swift, and other meat packers; the small but nationally significant fruit companies of Florida and California; each used railroads to create a national presence. The steel and oil trusts are also examples of how rail transport helped companies grow their markets and amass economic power across the nation.</li> </ul> <p><b>Local Examples</b></p> <ul style="list-style-type: none"> <li>• Describe how Pennsylvania’s anthracite coal fields have more than 80% of the world’s anthracite coal and provided an extraordinary source of energy, which fueled growth of U.S. cities and industry for almost 150 years.</li> <li>• Describe how steam railroading supported the Lackawanna Valley’s iron, steel, and coal industries and created Scranton’s political and social elite. Compare and contrast local leadership with leaders in other areas of the country; how were the Lackawanna Valley leaders typical or atypical of leaders in other areas?</li> <li>• Describe how and why Scranton became known as “The Electric City”—an energy capital proud of its technology (technological innovation) and wealth. Describe the effect this moniker has on the region.</li> </ul>	

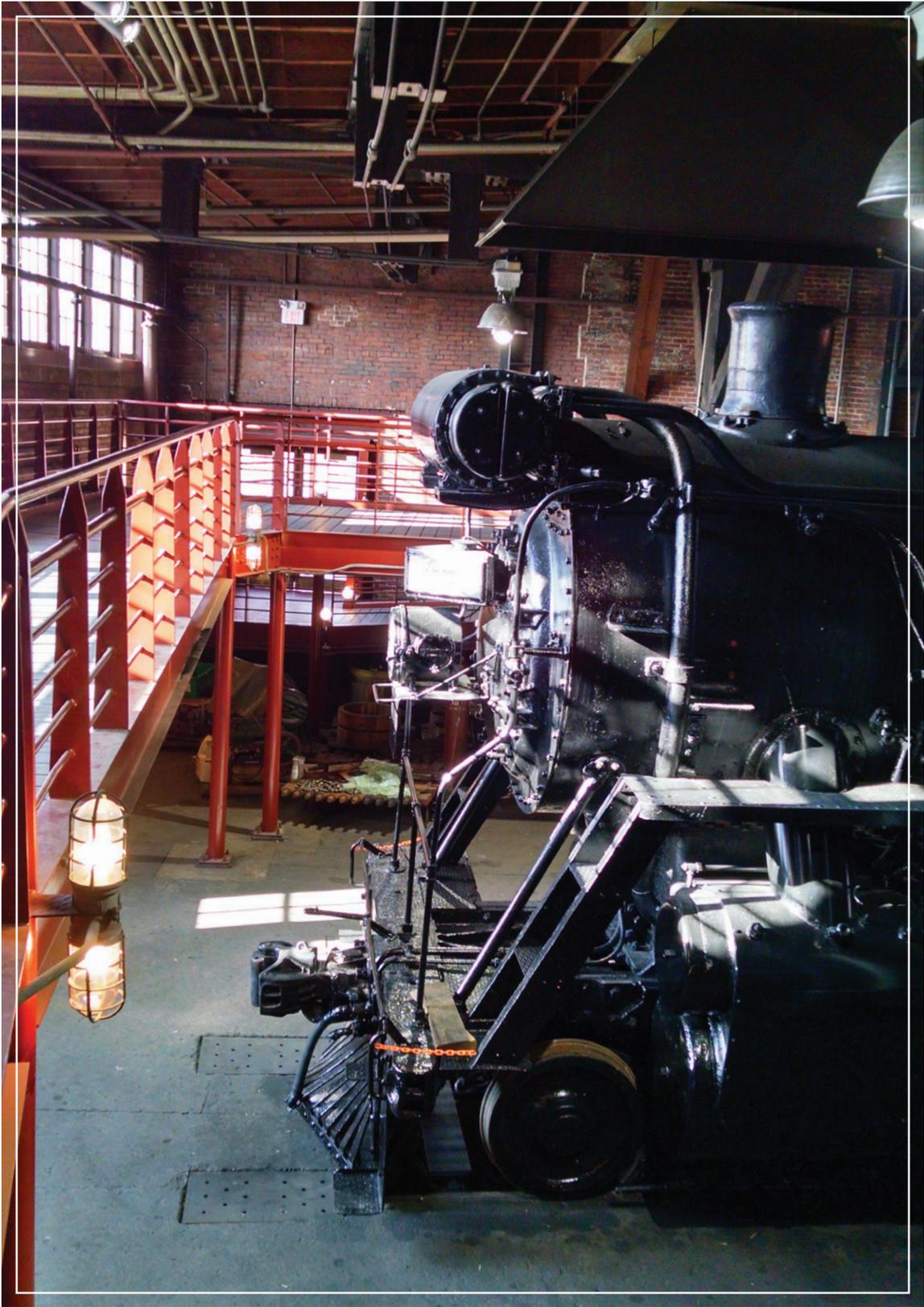
### Theme 3: Cultural Influence

Steam railroading fundamentally shifted how people across the world thought, connected, and interacted with their world.

**About this theme:** This theme focuses on the social and cultural effects of steam railroading. It shows links between steam railroading and American culture including: physical development of population centers, architecture, language, and popular culture; the labor force that built and operated steam railroads and associated industries and services; people stories; labor stories; organizational systems; behind the scenes communities, and ethnicity. It shows how it permeated society, profoundly affected physical, economic, spatial conditions; altered human psychology about space, time, and work; and affected culture through art, architecture, language, and popular culture. It can use regional examples as illustrations. It covers leisure travel and railroad's influence on the national park movement.

Concepts	Topics and Stories
<p><b>Architecture and Engineering</b></p> <ul style="list-style-type: none"> <li>Describe how railroads became the center point of many industrial cities. For example, cities with multiple railroads often established a central station like Union Station in Washington, D.C., and Grand Central Station in New York City.</li> <li>Describe how steam railroading influenced architecture and engineering. Describe structures that supported the steam era (i.e., roundhouse, water tower, coal trestle, etc.). Describe how the purpose of the structure influenced its design (i.e., bridges).</li> <li>Explore the architecture of railroading and the influence it had on culture and identity around the nation (i.e., stations, yards, hotels, etc.).</li> </ul> <p><b>Everyday Influences</b></p> <ul style="list-style-type: none"> <li>Describe the impact that steam railroading had on everyday people—how their lives were affected in large and small ways through transportation of goods and services moving freely back and forth between rural towns and large urban centers. Illustrate the ways that towns and their residents depended on railroads for mail delivery and perishable items such as milk.</li> <li>Describe the roles that steam railroading played in fostering commerce and cultural exchange. (i.e., some railroads in the United States sold some of their locomotives to other countries when the locomotives were no longer needed or outdated).</li> <li>Describe the effect on communities and individuals on the socioeconomic shift from agriculture to industry.</li> <li>Describe the impact steam railroading had on the development or expansion of other technologies. For example, telegraph lines ran along railroad tracks making communication via Morse code possible. Eventually, telegraph lines were replaced with telephone lines.</li> <li>Correlate how the railroad industry created a demand for higher education (i.e., international correspondence schools).</li> </ul> <p><b>Immigration and Settlement</b></p> <ul style="list-style-type: none"> <li>Describe the diverse labor force with regard to race, color, and sex found in the railroad industry.</li> <li>Describe how the need to provide labor for railroads and dependent and support industries spurred unprecedented growth in immigration to the United States. Trace trends in immigration of particular nationalities over time and describe how they related to labor for railroads and industry. Describe recruitment methods used to attract immigrants.</li> </ul>	<ul style="list-style-type: none"> <li>Anthracite coal</li> <li>The Lackawanna Iron &amp; Coal Company (L&amp;C) in Scranton</li> <li>Language and railroad terms</li> <li>Children's stories such as:             <ul style="list-style-type: none"> <li>Thomas the Tank Engine</li> <li>Polar Express</li> <li>The Little Engine that Could</li> </ul> </li> <li>Railroad's effect on language</li> <li>National park movement</li> <li>Trains in the movies</li> </ul>

<b>Theme 3: Cultural Influence</b>	
Steam railroading fundamentally shifted how people across the world thought, connected, and interacted with their world.	
<b>Concepts</b>	<b>Topics and Stories</b>
<p><b>Immigration and Settlement (continued)</b></p> <ul style="list-style-type: none"> <li>• Labor movement and Immigrants: Describe how and why diverse ethnic groups often found common ground in the labor movements associated with the railroad industry. Provide examples of ethnic groups and their work in union and labor organizing. Provide examples: describe how the railroad made Scranton and other cities in the United States a melting pot of immigrant cultures. Describe the effects of immigration and ethnic diversity on towns such as Scranton.</li> </ul> <p><b>Household Economic Impacts</b></p> <ul style="list-style-type: none"> <li>• Describe how the railroad industry provided job opportunities and good wages for unskilled laborers.</li> <li>• Compare/contrast job opportunities in the railroad industry to the mining industry and the benefits and hazards of each industry on their employees.</li> </ul> <p><b>A Transportation Revolution</b></p> <ul style="list-style-type: none"> <li>• Describe how railroad transportation became accessible for ordinary people. Compare and contrast how rail transportation differed for individuals from various economic backgrounds. Explain the role railroad expansion played in the development and promotion of the national park system.</li> <li>• Explain how leisure travel was accessible by more classes of people and led to the development of resort areas such as Delaware Water Gap and the Grand Canyon due to railroad accessibility.</li> <li>• Demonstrate the “living culture” of railroading (i.e., gandy dancers, hobos).</li> <li>• Describe how railroading formed a “cultural lifeblood” for the nation.</li> <li>• Describe the military use of railroads from the Civil War to World War II and illustrate the transition from rail transport to other methods (i.e., automotive and air) by the military.</li> </ul> <p><b>Railroading in Language and Popular Culture</b></p> <ul style="list-style-type: none"> <li>• Describe the many ways that steam railroad touched aspects of American lives and influenced U.S. culture in architecture language, music, poetry, art, literature, pop culture, time, romantic images, advertising, children’s books and characters, and in other areas.</li> <li>• Provide examples of how steam railroading was absorbed into everyday language. For example, phrases such as “full steam ahead,” “a light at the end of the tunnel,” and “the Real McCoy” have their roots in railroading. Terms such as “sidetracked,” “derailed,” and “fast-tracked” also can be attributed to terms used in railroading that were popularized into everyday American culture.</li> <li>• Share popular legends and folk heroes of railroading that are part of popular culture, for example, Casey Jones, John Henry, and others.</li> <li>• Describe how railroads and railroad art reflected the culture of their times and influenced the design of artistic styles and mood. Compare paintings of trains set in natural places like the Grand Canyon versus industrial settings.</li> </ul>	



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## Northeast Region Foundation Document Recommendation Steamtown National Historic Site

April 2018

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This Foundation Document has been prepared as a collaborative effort between park and regional staff and is recommended for approval by the Northeast Regional Director.



4/16/18

RECOMMENDED

Debbie Conway, Superintendent, Steamtown National Historic Site

Date



8/7/2018

APPROVED

Gay Vietzke, Regional Director, Northeast Region

Date



As the nation's principal conservation agency, the Department of the Interior has responsibility for most of our nationally owned public lands and natural resources. This includes fostering sound use of our land and water resources; protecting our fish, wildlife, and biological diversity; preserving the environmental and cultural values of our national parks and historic places; and providing for the enjoyment of life through outdoor recreation. The department assesses our energy and mineral resources and works to ensure that their development is in the best interests of all our people by encouraging stewardship and citizen participation in their care. The department also has a major responsibility for American Indian reservation communities and for people who live in island territories under U.S. administration.

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August 2018

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