

"The Museum of Mass Transit"



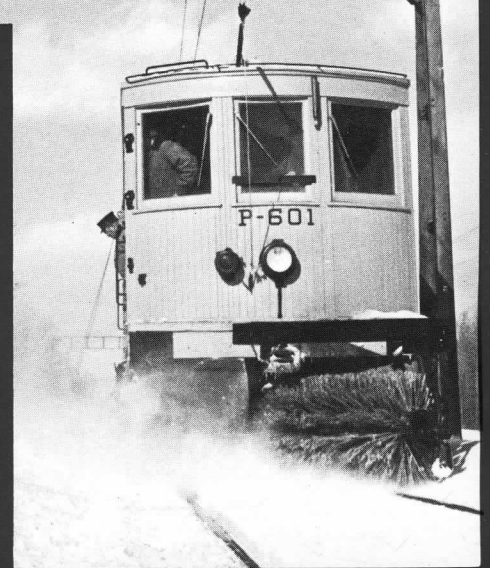
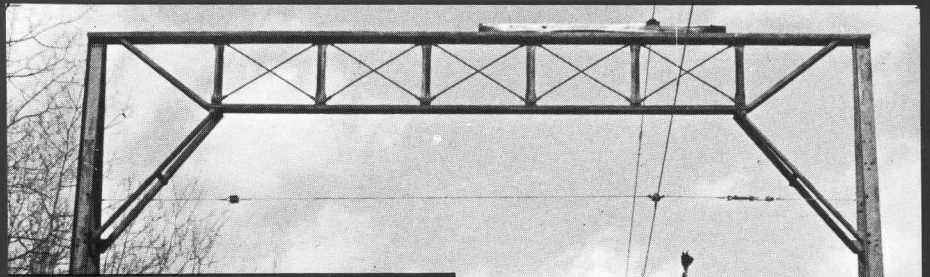
NEW ENGLAND ELECTRIC RAILWAY HISTORICAL SOCIETY, INC.

OWNER AND OPERATOR OF THE SEASHORE TROLLEY MUSEUM

Kennebunkport, Maine

Russell Sweeper P-601 as it emerged from the shop and later in operation on the main line after an extensive rebuilding and restoration to its original appearance. After its Eastern Mass. assignments first to the Taunton Division and then to Quincy, it was sold in 1936 to the Third Avenue Railway where it became their No. 86, and finally to Toronto, once again renumbered to S-31.

WOOLNOUGH



Birney Safety Car No. 1, American Car product of 1919, was finally released by our shop as operational after more than twenty years of intermittent restoration work, in its original Denver & So. Platte paint scheme. Later it had become York Utilities No. 80 and was to be Maine's and New England's last Birney car in regular passenger service on the Sanford-Springvale run.

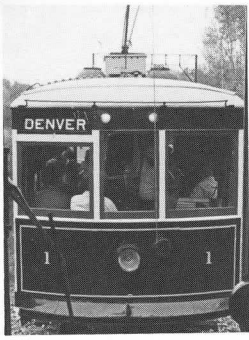
WOOLNOUGH



FRONT COVER

957 emerges from the Shop as a long term restoration project finally completed. Built by Ottawa in 1911, this car represents the ultimate development of Montreal's Pay-As-You-Enter standard car. A composite design unique to the Tramways, it combined North American characteristics with a form of railroad roof adapted from contemporary British design. This particular restoration job has proven to be the Society's costliest to date primarily due to lengthy outdoor storage before acquisition. However the car was well worth it not only because of its significance to the Montreal collection but to the special place that the Montreal street car system held for Seashore members. Far back in the formative years of the museum Montreal provided the "Great Escape" from routine labors for an occasional visit to the last large street railway system on our continent that not only operated a well maintained and heavily patronized system still largely intact while at the same time employing a fairly complete cross section of rolling stock. Much credit for beautifully restoring 957 to its "Golden Era" serviceable condition goes to the shop force, the volunteers who aided them and last, but not least, to the Society member selecting it for sponsorship.

— Woolnough —



REPORT OF THE PRESIDENT

Following the rebound in tourism in 1980 from 1979, your Society and its museum felt the effects of the tightening national economy in 1981. With unlimited supplies of gasoline, even at higher prices, people took to the roads again in record numbers for summer vacations and weekend or day trips. Lodging accommodations up and down the Maine coast were well booked in advance. The trend of the past several years became more pronounced, however, as people stayed longer in one place, and did less traveling in their automobiles. After paying for transportation, food, and lodging, the travelers' budgets allowed less discretionary money than in the past for recreational activities. For museums which depend largely on admissions income for operating support, this spelled fewer visitors and a decrease in income from this source. Even with our stepped up promotional effort, the total attendance for 1981 was 35,130, just under 10 percent less than 1980's figure of 38,973. The comparable admissions income figures were \$83,758 in 1981, a decrease of less than one percent from \$84,577 in 1980. The smaller decrease in income was the result of a slight increase in admission rates. Revenue from auxiliary operations, on the other hand, showed a one percent increase: \$58,657 in 1981 versus \$57,819 in 1980. These results coupled with higher costs of basic necessities such as electricity and materials together with meeting interest and principal payments on the long term debt inspired renewed efforts by your financial officers and museum administration to reduce operating expenses. The ongoing campaign to stabilize the museum's financial position in this critical period of the Society's history is reflected in the financial statements which form part of this annual report.

Ever since the museum was first established, the major portion of the members' interest and volunteer effort has centered on the preservation and demonstration of the vehicles in the collection. The traditional trolley ride continues to be the museum's most effective interpretive tool in telling the story of mass transit. The displays of restored cars, small artifacts, and the audio visual presentations are important secondary features. Continued efforts to expand and refine these curatorial programs depend on the interest and availability of willing volunteers whose support becomes more valuable to the museum with each passing year.

Town House Shop is the primary supporting facility for the museum's interpretive programs. The continually improving quality of preventive maintenance has provided a comfortable variety of presentable and operable cars for the daily passenger service. The increasing quantity and quality of major vehicle restorations is further evidence of the carshop's outstanding accomplishments. The four projects which were brought to completion in 1981 bear ample witness to this fact.

In addition to stabilizing portions of the museum's older trackage, the volunteer track department expended a major portion of its time and effort in rehabilitating and adapting a recently acquired building for use as a headquarters, and, in assembling rail, ties, and related hardware for upgrading a portion of the existing main line. The replacement of the 70 pound rail with 85 pound in the curve below Meserves Crossing is scheduled for the summer of 1982. The extension of the main line, phase two of the Development Program, made some progress in 1981. The 500 new and used ties purchased early in the year are now stockpiled adjacent to the present end of track. In the late fall, two lengths of asphalt coated, steel culvert were set in the roadbed to improve the drainage in a marshy area which is known to have troubled the



A busy scene in the fall as an MBTA pensioners group waits to board B.E.Ry. 5821, and other cars to follow, for a run out on the main line. Work is already in progress to put finishing touches on the Visitors Center by replacement of wooden poles and back guys with ornamental steel poles, soon to be followed by the installation of the handsome Haberman fund brick walkways and loading platform.

WOOLNOUGH

Atlantic Shore Line sixty years ago. During 1981, the search for good quality, used rail began to bring results. In May, approximately 400 track feet of 107 pound rail was acquired through the Maine State Agency for Surplus Property. A segment of unused industrial trackage in Lowell, Massachusetts was donated, and the removal of the 1900 track feet, consisting of some 70, 85, and 100 pound rail is being carried out in the spring of 1982. Another piece of trackage in North Berwick was pending at year's end.

A highly visible improvement at the Visitors Center is the brick paving in the platform and front entrance walkway. This was made possible by a \$10,000 grant from the Haberman Fund of New York. Efforts to find major outside funding for other portions of the Visitor Center have met with less success. Meanwhile the membership has responded generously to a series of appeals to cover the interest payments on the mortgage loan. This is deeply appreciated. Applications in 1981 to the Institute of Museum Services for general operating support and to the Kresge Foundation for matching funds for car barn construction were unsuccessful. The search for major grants to support the museum's present programs and future development will continue to command a high priority.

During the next several years at least, museums and historical societies which depend largely on admissions income and members' donations will need to exercise every bit of ingenuity they can muster in order to maintain their present curatorial standards and offerings to the public. With the present level of support in all forms from our membership, your trustees and officers are confident that our Society and museum can and will meet this challenge.



PUBLIC RELATIONS

Public Relations in the Seashore Trolley Museum must run the full gamut from publicity and Marketing to everything that pertains to improving our corporate image. Publicity is aimed at promoting attendance at the museum and a key factor in balancing of the budget. Results have been reasonably good with our promotional folders, television and radio spots given as a public service, as well as newspaper and magazine publicity and the ever effective word of mouth. A new set of TV material in 1981 and commercial distribution of folders in supermarkets brought good results. More can and should be done in areas such as these that are well suited for volunteer help.

The much more nebulous end of the spectrum in PR work is that of getting the message across of exactly what our museum pioneered, why it struggled to save an endangered species from near extinction and why it is important to support our museum's efforts in keeping alive the history of an industry that was at one time fifth in size in the U.S., contributed largely to the growth of America and was part of everyday life in communities big and small, and yet in all but seven or eight larger cities has vanished without a trace. Motion picture and TV productions can come up with a stage coach or two, a Hansom Cab, or a surrey "with a fringe on top," and handsomely restored Stanley Steamers and other period motor vehicles, but not the open trolley car on Broadway, the lineup of cars on State Street or side of the road country trolleys kicking up clouds of dust. We may fall far short of the mark, but we can demonstrate the evolution of the trolley car from horse car to streamliner and have revived many of the techniques needed for rebuilding them almost from scratch. In that respect, in a highly specialized way we can claim to be a sort of Williamsburg, or Sturbridge Village. Conveying this message to corporations, and administrators of endowment funds and charitable trusts is no easy task. Yet it is one that must be constantly pursued if our Society is to find the means to go beyond mere balancing of the budget and to continue on a growth curve that will enable us to do more than just offer a trolley ride — to keep an important part of the past alive.

TOWN HOUSE SHOP REPORT FOR 1981

The year 1981 was a year of spectacular visible progress with the culmination of four major projects, work on some of which had been started as long as 20 years before. Seldom is it possible to have this much output and it represents what can be done by the proper combination of volunteer effort, paid labor and dedicated financial sponsorship. The paid crew consisted of an equivalent of 10 full time people during the summer and one full-time and 2 part time during the off-season plus the help of over 78 volunteers.

The second year of full time off season shop work has shown benefits in the more complete utilization of the shop facility and having skilled personnel on hand to assist when problems occur. Work is now done in a temporary plastic and wood "tent" around the cars and the heatable shop loft. There should be better insulated, more fireproof and durable enclosures.

Denver and So. Platte Birney No. 1 has been in process the longest and 1981 saw it completed and used in passenger service. Work was completed by straightening the body, replacing much end framing and making new dashers. Parts which had been refinished several years ago were brought together and installed, a new set of doors made and all sash varnished and fitted. The exterior was completely repainted and striped in D & SP maroon and cream.

Montreal 957's major rebuilding was finally completed. During the winter the remaining woodwork was refinished and installed while much of the seating was rebuilt and re-caned. Mechanical overhaul, including



Work was being rushed on Birney No. 1 to have it ready to run on Members Day. With most electrical, mechanical and body work complete, there remained many leaks to be fixed in the complex safety car air system.

WOOLNOUGH

rebuilding of the controller, was completed and the exterior was repainted in the traditional Montreal Tramways two-man, rear-entrance car paint scheme of olive green and cream. The cost of the restoration of this car, which exceeded \$30,000, and is our most expensive restoration to date, was sponsored by one of our members. Funding for this work enabled the Society to expand shop operation into a year-round operation on a modest scale.

P-601 (ex TTC S-31) was completed in the spring as part of the winter shop program. All new exterior wood sheathing was installed and much of the wood framing underneath, found to be rotted, was replaced. Equipment was either removed or relocated to restore car to original Eastern Mass. St. Ry. appearance, and the exterior repainted to a "Pencil" yellow color of early days. Although the car is adequately trucked on

ex-Boston E1 Standard C-60 trucks, restoration won't be complete until it rides on its original Brill 27E trucks. Regaging of these is underway but can't be completed without further funding.

Once again the major contributions of one member were directly responsible for enabling the Society to undertake the restoration of this car. He was later joined by other members who helped finance continued progress. As with Montreal 957, the donations to P-601 resulted in an increased amount of shop car restoration work being accomplished. We hope that the splendid results produced will serve as an inspiration to encourage additional car restoration sponsorships, both by our members and those outside the museum. Continued funding of this sort will sustain the momentum already being achieved and will have a noticeable impact on our goal of converting "liabilities" into "assets", as well as increasing the return on investment in our shop facilities.

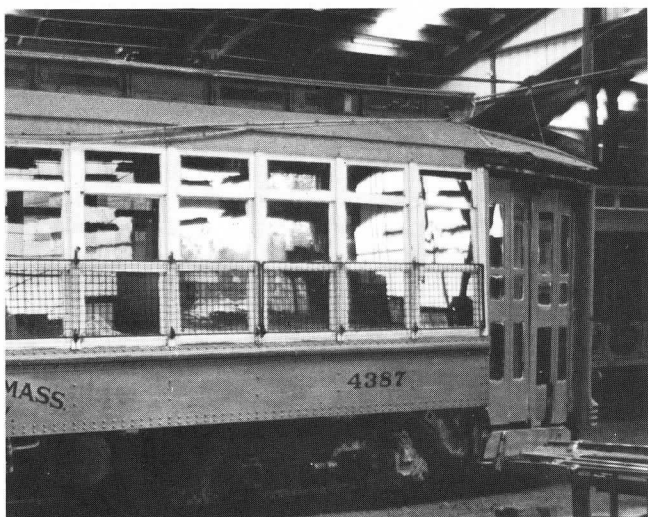
Connecticut Co. 1391. As a part of the ongoing program of keeping the open car fleet in top shape, all seats and posts were refinished. Several seat backs which had become rotted were rebuilt, and a new section cut into a partially rotted side post. All of which certainly underscores the need of keeping open cars out of the weather. 1391 was the only operating open on which no motor work had been done so the bottom half of each motor was dropped, field coils cleaned and rewrapped, dipped and baked. This preventative maintenance should ensure continued dependable operation.

Running of a fleet of antique equipment the newest of which is over 50 years old poses a high risk of failure, but because of a regular program of preventative maintenance we have had no major failures recently. Cars likely to be operated a significant number of miles are given a thorough inspection including hydro-testing of air tanks, lubrication, brake check, etc. 20 cars were checked in 1981.



957 completely refinished inside and out poses for the official photographer. This marks the first time that the Society's entire Montreal streetcar fleet has become operational — one that includes 2052, ex-Springfield one-man, double-end lightweight, 2652, two-man rear entrance lightweight and last, but not least No. 2, one of Montreal Tramways' famous observation cars.

WOOLNOUGH



Eastern Mass. 4387 at start of long overdue general overhaul showing the sagging roof and drooping vestibule.

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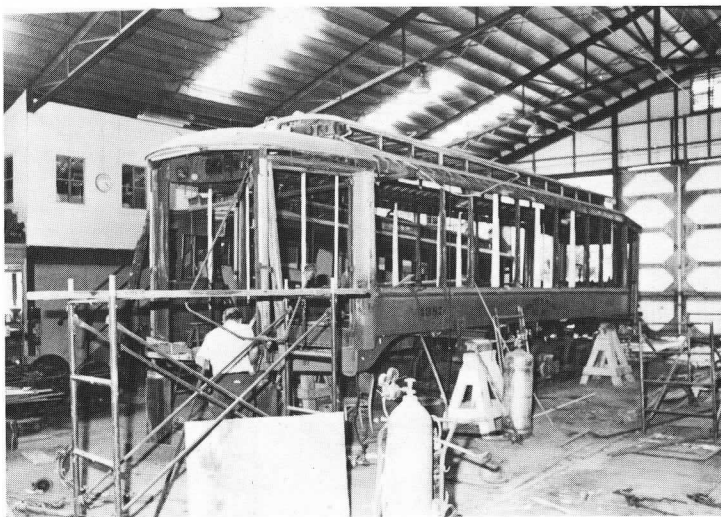
Presently there are 4 major rebuilding projects underway.

Milwaukee 861 saw the completion of its roof straightening which included new canvas and then the cleaning and reinstallation of all roof hardware. A new headlining was prepainted and installed along with the refinished wood mouldings. In 1982 the rest of the interior will be stripped and painted, seats repaired and whatever mechanical work is necessary.

Eastern Mass. St. Ry. 4387. This new project started with volunteers completely removing all interior fittings. The body was then raised onto car body horses and trucks removed. As with most cars which ran in northern climates much of the underbody steel was badly corroded. All four platform knees required replacement, no small task considering that originals were formed with special tools at the Laconia plant. Thanks to one very resourceful volunteer they were fabricated out of plate steel and are a perfect match for the originals. One entire vestibule has been rebuilt. All four steel body posts were cracked, apparently due to a design defect, and required extensive fabrication of new parts and re-ripping work.

The monitor roof had sagged badly due to light original construction and to damage suffered in the hurricane of '38 which had pushed the roof down and slightly bulged the letter board. This has been corrected by adding longitudinal reinforcing angles. Approximately 17 of the window posts were found to be rotted in the lower part of the window pocket areas and are being replaced with new ash posts. Trucks have been completely disassembled, await sandblasting, some riveting and reassembly. It is expected that the second vestibule will be rebuilt, all air piping replaced, the body floor replaced and all motors overhauled.

Wheeling 639. While most of this work is volunteer, the need for paid assistance has arisen. Flooring was milled and installed in one vestibule, plus interior panelling, all four large door pocket covers were stripped, rebuilt, refinished, new window posts were made and installed on one side. Volunteers expect to rebuild the steel underframing on the other end and replace the wooden carline fillers and roof sheathing on the main roof section this coming year.



As the car was stripped down basically to an upper section suspended over the underframe and lower side panels, the rotted lower ends of many side posts were discovered, the greater number of which would require replacement.

WOOLNOUGH

Brooklyn Convertible 4547. The reconstruction of this car is being sponsored by one member with assistance from a number of other members who have joined our "Brooklyn Trolley Club". Selected for the winter shop program, work on this car has kept skilled people on tap year 'round. This car's condition can best be described as paradoxical, with extremes of good and bad. Mechanically it had seen virtually no wear since its apparent rebuilding before being relegated to salt car duty, but because of the storage of hygroscopic salt in it, much of the steel in the body and trucks had become extremely corroded. The upper part of the body remained in excellent condition.



One of the several more difficult jobs in the rebuilding of 4387's vestibules was the fabrication of the new platform knees — not only of a novel design but originally shaped by an air hammer at the Laconia carbuilding works, while the replacements had to be custom made by a Society member virtually by hand. Once these were in place the first vestibule began to shape up rapidly under the watchful eye of the Shop superintendent.

WOOLNOUGH



Volunteers stripped out the entire inside, re-canvassed the upper deck of the roof and placed the body on horses. With the trucks pulled out, one motor was disassembled for inspection and overhaul. Although the outer shell was badly rusted, the traction motor, once opened up, was found to be in excellent condition. A technique, new to us, of walnut shell blasting was tried out, followed by the usual preventive maintenance measures of dipping and baking the armature and field coils, readily restoring the motor to serviceable condition.

Work on the carbody meanwhile soon became a classic example of jacking up the roof and building a new car underneath. All salvageable steel was removed and chemically cleaned of all traces of rust and salt, including side plates and bolsters. New side sills were made out of ash, window post sections spliced in, a new floor installed, and one vestibule platform rebuilt including replacement of steel platform knees. Every detail of the original construction was followed even to



4547 before dismantling of vestibules — a step necessitated by the need for rebuilding of platform knees and the underframe of the body of the car as well.

WOOLNOUGH

Rehabilitation of Brooklyn Rapid Transit 4547 had already begun as volunteers moved in to strip the car down to a shell — both to assess not only the damage inflicted on the car by prolonged outdoor storage but also that done by its use as a salt car. This head start would later maximize efforts of the winter shop crew as they took over in their rebuilding work.

WOOLNOUGH

the covering of the underbody wooden framing and flooring with Transite.

The Brooklyn car restoration is a prime example of how much can be achieved by an intensive and accelerated program and the successful blending of paid and volunteer labor. All in all it has greatly increased the probability of resurrection of some of the museum's dormant but potential treasures such as the Portland-Lewiston Interurban car, the Narcissus; Boston & Worcester #149; Eastern Mass. 4175 and 7005, to name but a few.

VOLUNTEER CAR RESTORATION — 1981

The museum saw considerable volunteer effort go into a number of our cars. The following are the highlights of the many varied facets of work accomplished on cars not included in the general shop program.

Wheeling curved-side car 39 made several major steps forward towards completion. The previously assembled second side was permanently attached to the main car body by a combination of hot riveting and rive bolts. New platform knees were fabricated from angle stock and they require only the actual riveting to make them complete so that the second platform can be rebuilt. New window posts were made and installed and the roof was stripped preparatory to total rebuilding (which is underway as we go to press). Basic steelwork will be completed in 1982, as will roof and letterboard reconstruction.



Donald Curry and Don Gawthrop busily engaged in the reassembly of 4547 that is going rapidly — This gives promise of this car's finally becoming operational again and restored to its appearance of many years ago, although the prospects of its ever running over the Brooklyn Bridge again seem rather slim.

WOOLNOUGH

MBTA elevated car 01000 was made operational with a big volunteer effort. The motors were generally cleaned and given preventive maintenance, the brake system was rebuilt, as was the battery charge system. The car was equipped with trolley poles, the associated trolley boards, hooks, etc., and temporary wire leads run to the roof. Repairs were made to a deteriorated portion of the poured concrete floor, using sheet steel and the authentic floor material mix to make the repairs. The fairly good appearing car was dressed up by newly-painted MTA era car numbers on the windows.

MBTA Ramp car 3603 was refurbished after its deck failed while carrying a heavy load. The old deck was removed and appropriate repairs made to the framework. Then, all new oak decking was installed and protected with creosote. The body was primed and painted in MTA orange, and the finished product is very good.

Our Chesapeake & Ohio Railway Burro Crane saw considerable preventive maintenance and mechanical work while the dents were removed from the cab preparatory to ultimate repainting. This new acquisition has immediately become one of our most useful units of work equipment.

Biddeford & Saco Bus Lines ACF-Brill bus 31 was given a new exhaust system and other mechanical repairs in the ongoing volunteer project to put this bus into good operating condition since the body has already been fully refurbished.

MBTA Type 3 Snow Plow 5154 is gradually being restored. A major portion of one side was stripped of rusted side panels and rotted beltrail. A long section of new beltrail has been milled preparatory to rebuilding this side below the windows. A myriad of finishing touches were applied to 957 ranging from paint touch-up, installation of hardware, route number signboxes, etc.

Lesser amounts of work were done on several other cars. Air piping was replaced at one end of MBTA Cambridge-Dorchester rapid transit car 0719. Circuit breakers and associated wiring were replaced on MBTA crane car 0551. New cab curtains were also received. MBTA ex-Dallas PCC 3342 received a truck overhauled by a volunteer, equipped with resilient wheels and spare traction motors. Rust on the sides was also disked off, followed by application of rust inhibitor and primer and touched up with orange pending ultimate full repainting. The defective motor-generator set from Pittsburgh PCC 1440 was disassembled preparatory to rebuilding. New lettering decals for seats of Connecticut open car-1391 and some numerals for Milwaukee 861 were made and applied to these respective cars. After a several-year cessation of work on PD&Y Mail Car 108 after its sponsor relocated to Delaware, a local member has just begun a resumption of work on this fine car which has already received extensive restoration in past years. Work continued on the repainting of the Chicago Surface Lines Pullman 225.

Lastly, our auxiliary volunteer force, which puts in countless hours at MBTA's Watertown Carhouse, completed one end and essentially completed one side of 26' 6" boxcar 475. In addition its trucks were disassembled, sandblasted and reassembled, and its motors were overhauled. Some car wiring was also

done. Type 5 Semi 5734 received continued maintenance, door and floor motor trap rebuilding. The car was also partially repainted into the latter day scheme of all cream above the beltrail.

ACQUISITIONS — 1981

Our first acquisitions of 1981 were a former Chesapeake & Ohio Railway Burro Crane with its complement of a motor car and two small flat cars. These units were the generous donation of the Norfolk Electric Company of Boston. The 1945-built crane has proven especially useful for track construction work in areas where trolley wire power is not available.

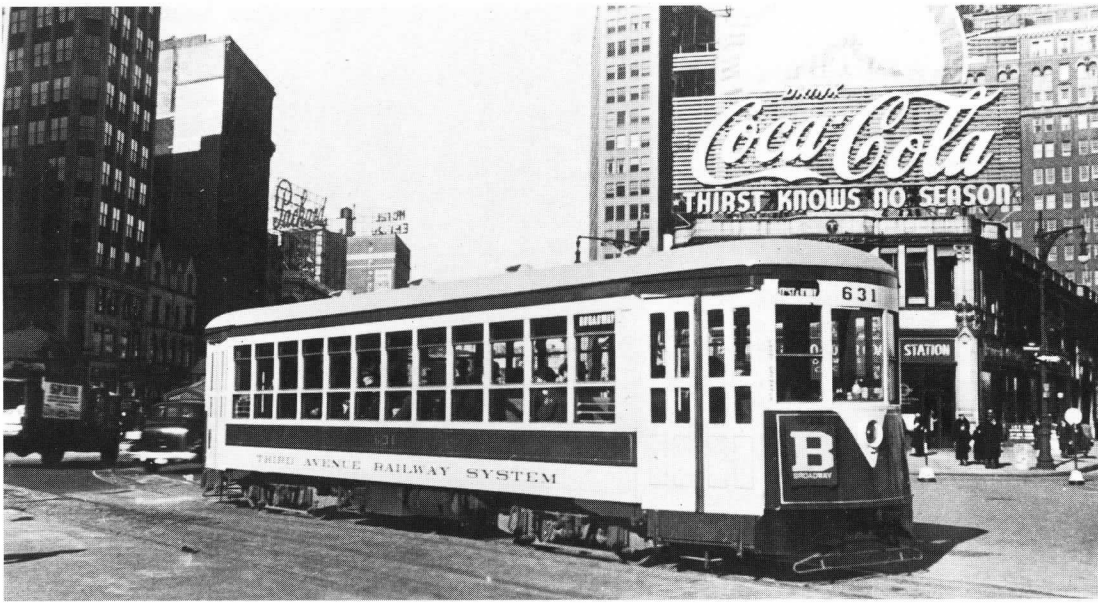
We also obtained MBTA 15-ton capacity pillar type Crane 0504 from the Main Line Elevated. This crane was built by Industrial Works of Bay City, Michigan in 1901 when the original portions of the Elevated were opened. While the crane mechanism is motorized the unit, itself, is a trailer. Its excellent condition has made it a display unit in our exhibit hall.

Another acquisition from the same line is MBTA Elevated Car 0997, built by Wason in 1928, and a mate for car 01000 which was obtained last year. Car 0997 is in good condition and will require relatively minor mechanical work and installation of a trolley pole to give the museum an operational rapid transit train.



Main Line "El" car 0997 being loaded on Merrill's stretch trailer at MBTA's Wellington Shop preparatory for the move to our property at Kennebunkport. WOOLNOUGH

MBTA also provided its last heavy duty Walter Wrecker emergency truck No. 1457. These specially-made vehicles, weighing more than 20,000 pounds, have a special low-speed transmission, four-wheel drive and oversize tires for driving over open trackwork. 1457 is also equipped with a powerful crane capable of lifting the end of a streetcar. These trucks have been a fixture of the streetcar system for some 60 years, and 1457 built in 1962 was the last of its type purchased by MTA-MBTA as well as the last model produced by the Walter Truck Company. In addition to making a fine addition to the collection it has proven very useful for work service at the museum.

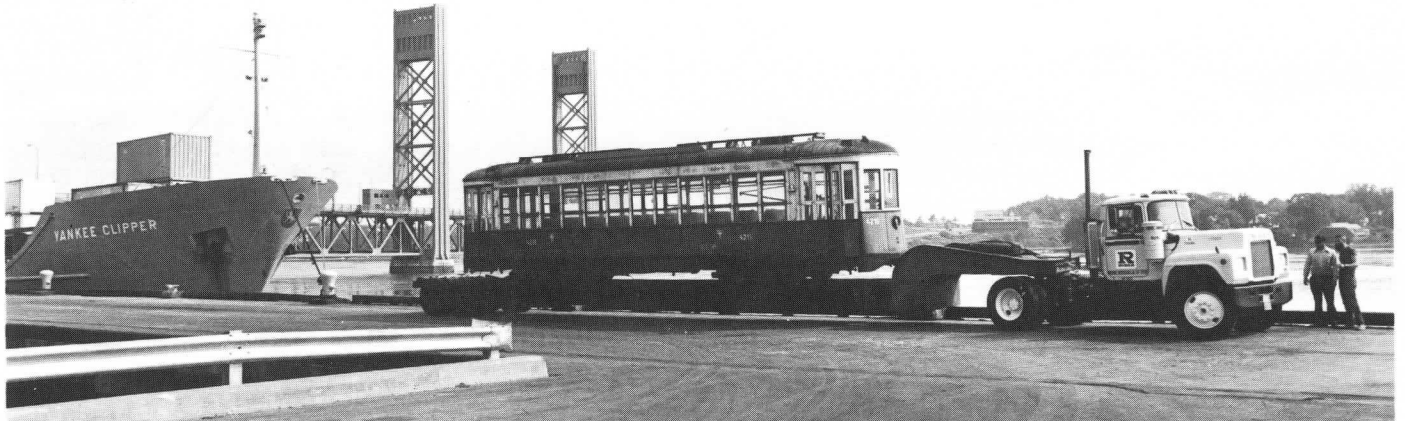


631 pauses at Columbus Circle in New York, operating as an underground conduit car. Later in the Bronx after 1946, equipped with trolley poles, it saw service on the Southern Boulevard line, and finally after going overseas to Vienna and being renumbered 4216, it was equipped with a pantograph for current collection. When in Manhattan service it was normally assigned to the 59th St. Crosstown but saw occasional service on "upper" Broadway (as shown here) and on the 42nd St. Crosstown.

KEVIN FARRELL

Lastly, during 1981 we finally received Wiener Stadtwerke (Vienna) Car 4216 formerly Third Avenue Railway System (New York) 631. This car was built by the Third Avenue shops at 65th St. in Manhattan in 1939 using new and rebuilt components in an admirable large-scale effort to modernize its vast street railway system while experiencing severe financial constraints. In spite of this new equipment the company was forced to abandon streetcar operations by the city of New York in order to retain its operating franchises for bus operation in the Manhattan and Bronx areas.

Many of the new cars were sold abroad after World War II. Car 631 was one of forty which went to Vienna under the Marshall Plan for rebuilding war-damaged European cities. This car will play a vital role in our representation of the primary components of greater New York's mass transit complex. We are grateful to the Wiener Stadtwerke for storing this car for several years, and when we were finally able to ship the car and to make the proper arrangements to prepare the car for the move, to the Austrian Consul-General in New York for having the deadline extended on more than one occasion.

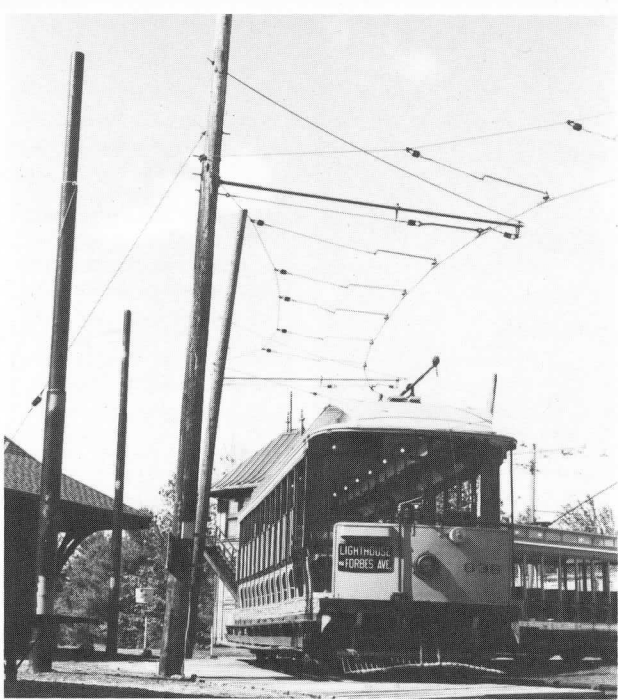


Nearing the end of a long journey, 4216 is offloaded at the State Pier at Portsmouth, New Hampshire on July 9, 1981 from the container ship YANKEE CLIPPER onto STM's trailer for the balance of the trip. It had come from Vienna to Bremerhaven by truck and direct from there by water.

WOOLNOUGH

STM's track crew gaging and spiking the newest siding alongside the east wall of the car shop for storage of railroad freight cars. These cars serve as very important mobile storage units for the many spare parts acquired by the museum and temporary storage for equipment removed from cars being overhauled.

WOOLNOUGH



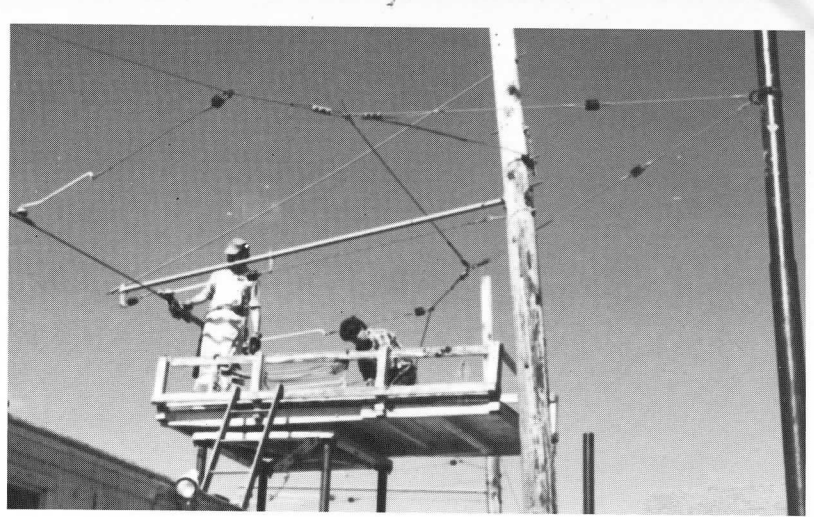
Above — New steel poles set on Visitors Center platform and (Right) line crew transferring backbone wire to them.

WOOLNOUGH

LINE DEPARTMENT — 1981

The highlight of overhead wire work for 1981 was the installation of steel poles at the Arlington Heights loop loading platform. The purpose behind this program was to substitute metal poles that could be anchored in concrete in place of the wooden poles that required the use of back guys to withstand the one ton pull of the sharp curve's backbone wire. Started as an improvement unrelated to any other special program, it soon became imperative to hurry this job to completion as it would hold up the installation of the "Haberman" brick platform.

Four poles suitable for this job were selected from our stock pile of railway and trackless trolley poles. Cut off at the sidewalk level, new sections had to be welded on at the bases. The poles were then sandblasted and epoxy primed as a donation by Megquier and Jones in Portland. Then with the poles lying horizontally on the ground, three foot square concrete bases were precast.



Later two were moved to the site and set in position by the crane car farther away from the track than the wooden poles. The other two poles will be set in 1982.

As soon as the ground firmed up, the backbone wire was shifted to the steel poles permitting removal of the wooden ones and construction of the sidewalk. Later "spiked helmet" style pole caps salvaged from Commonwealth Avenue and ornamental brackets will be added.

PROGRESS AT NORTH TERMINAL

The North Terminal Committee and its related Terminal Improvement Fund were able to make significant progress on building the roadbed toward the Biddeford station site. In 1981 heavy bulldozing improved grades and smoothed curves. The roadbed makes a pleasant walk should one wish to see where SEASHORE is going.

A major ledge impedes final grade work. In 1982 sufficient funds may be available to blast this out. Once this has been accomplished, the next hurdle will be the Richardson Creek crossing, just to the west of the ledge project. Private funding of the Biddeford station site continues to develop the Route 1 location for our eventual arrival.



Work train outbound on main line crossing Mc Kay Boulevard consists of Differential bottom dump car 3617 hauling ramp car 3603 with dump truck loaded with fill for an off-track job. 3617 normally handles reballasting of the track by itself. The ramp car is also useful in hauling construction equipment vital to track extension work. It was completely rebuilt in '81.

WOOLNOUGH

NEW ENGLAND ELECTRIC RAILWAY HISTORICAL SOCIETY, INC.

BALANCE SHEET

(With Comparative Totals for 1980)

	December 31, 1981			December 31, 1980	
	Current Unrestricted	Current Restricted	Plant Fund	Total	Total
<u>Assets</u>					
Current assets:					
Cash	\$ 435	\$ 4,834		\$ 5,269	\$ 2,556
Savings accounts and certificates	2,965	18,284		21,249	37,765
Accounts receivable	2,134			2,134	688
Due from current unrestricted fund		5,535		5,535	
Short-term investments	1,512	12,947		14,459	1,303
Inventories	56,911			56,911	58,925
Other assets	1,688			1,688	4,753
Total current assets	65,645	41,600		107,245	105,990
Fixed assets - net			\$469,400	469,400	436,738
Total assets	<u>\$65,645</u>	<u>\$41,600</u>	<u>\$469,400</u>	<u>\$576,645</u>	<u>\$542,728</u>
<u>Liabilities and Fund Balances</u>					
Current liabilities:					
Current portion of long-term debt	\$ 692		\$ 8,702	\$ 9,394	\$ 7,794
Accounts payable and accrued expenses	12,157	\$ 4,610		16,767	11,698
Due to current restricted fund	5,535			5,535	
Deferred income		36,990		36,990	36,057
Total current liabilities	18,384	41,600	8,702	68,686	55,549
Long-term debt, less current portion	12,117		88,128	100,245	95,831
Total liabilities	<u>30,501</u>	<u>41,600</u>	<u>96,830</u>	<u>168,931</u>	<u>151,380</u>
Fund balances:					
Plant fund			372,570	372,570	333,113
Unrestricted	35,144			35,144	58,235
Total fund balances	35,144		372,570	407,714	391,348
Total liabilities and fund balances	<u>\$65,645</u>	<u>\$41,600</u>	<u>\$469,400</u>	<u>\$576,645</u>	<u>\$542,728</u>

The accompanying notes are an integral part of the financial statements.

NEW ENGLAND ELECTRIC RAILWAY HISTORICAL SOCIETY, INC.
STATEMENT OF INCOME, EXPENSES AND CHANGES IN FUND BALANCES
(With Comparative Totals for 1980)

	Year ended December 31, 1981				Year ended December 31, 1980
	Current Unrestricted	Current Restricted	Plant Fund	Total	Total
Support and revenue:					
Contributions and bequests	\$ 14,536	\$ 58,249	\$ 28,331	\$101,116	\$ 83,787
Contributed services	89,000			89,000	80,000
Grants					24,150
Membership dues	13,070			13,070	8,508
Admissions	83,758			83,758	84,577
Investment income	3,067			3,067	3,255
Miscellaneous	4,276			4,276	3,126
Revenue, auxiliary operation	58,657			58,657	57,819
Total support and revenue	<u>266,364</u>	<u>58,249</u>	<u>28,331</u>	<u>352,944</u>	<u>345,222</u>
Expenses:-					
Program expenses:					
Curatorial and exhibits	113,017	20,742	14,546	148,305	170,233
Support expenses:					
Membership	7,592		115	7,707	5,895
General and administrative	113,885	655	3,166	117,706	90,732
Fund raising	4,873	1,374		6,247	2,423
Total support expenses	<u>126,350</u>	<u>2,029</u>	<u>3,281</u>	<u>131,660</u>	<u>99,050</u>
Auxiliary operation	48,112	4,417	4,084	56,613	51,279
Total expenses	<u>287,479</u>	<u>27,188</u>	<u>21,911</u>	<u>336,578</u>	<u>320,562</u>
Excess (deficiency) of support and revenue over expenses	(21,115)	31,061	6,420	16,366	24,660
Transfers for retirement of debt	(616)	(7,013)	7,629		
Transfers for property and equipment acquisitions	(1,360)	(24,048)	25,408		
Excess (deficiency) of support and revenue over expenses after transfers	(23,091)		39,457	16,366	24,660
Fund balance beginning of year	58,235		333,113	391,348	366,688
Fund balance end of year	<u>\$ 35,144</u>	<u>\$</u>	<u>\$372,570</u>	<u>\$407,714</u>	<u>\$391,348</u>

The accompanying notes are an integral part of the financial statements.

NEW ENGLAND ELECTRIC RAILWAY HISTORICAL SOCIETY, INC.
STATEMENT OF CHANGES IN FINANCIAL POSITION - TOTAL FUNDS
(With Comparative Totals for 1980)

	Year ended December 31, 1981	Year ended December 31, 1980
Sources of working capital:-		
Excess of support and revenue over expenses	\$ 16,366	\$ 24,660
Add income items not affecting working capital in the period:		
Depreciation	21,911	19,303
Contribution of operating fixed assets	(28,331)	(13,475)
Proceeds from long-term debt	13,644	107,327
Total sources of working capital	23,590	137,815
Uses of working capital:		
Retirement of long-term debt	9,230	11,496
Acquisition of operating fixed assets	26,242	146,699
Total uses of working capital	35,472	158,195
Decrease in working capital	\$(11,882)	\$(20,380)

Analysis of Changes in Working Capital

Increase (decrease) in current assets:		
Cash, savings accounts and certificates	\$(13,803)	\$(14,867)
Accounts receivable	1,446	(374)
Due from current unrestricted fund	5,535	
Short-term investments	13,156	1,075
Inventories	(2,014)	7,866
Other assets	(3,065)	1,641
Total	1,255	(4,659)
(Increase) in current liabilities:		
Current portion of long-term debt	(1,600)	(7,794)
Accounts payable and accrued expenses	(5,069)	(817)
Due to current restricted fund	(5,535)	
Deferred income	(933)	(7,110)
	(13,137)	(15,721)
Decrease in working capital	\$(11,882)	\$(20,380)

The accompanying notes are an integral part of the financial statements.

NEW ENGLAND ELECTRIC RAILWAY HISTORICAL SOCIETY, INC.

NOTES TO FINANCIAL STATEMENTS

DECEMBER 31, 1981

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES:-

The New England Electric Railway Historical Society, Inc. is a not-for-profit museum dedicated to the purposes of providing a source of information of a scientific and educational nature relating to the historical and mechanical use and development of electric street railways and collecting, preserving and maintaining, for study and exhibition, electric street railway cars of the various periods and all types, forms and examples of electric street railway equipment; and doing all things necessary and properly pertaining to the accomplishment of the above mentioned purposes.

Basis of accounting:

The Society follows the accrual basis of accounting in accordance with the principles of fund accounting.

Income recognition:

Current restricted contributions for which the Society has not incurred expenditures subsequent to the date of the gift are recorded as deferred income in the Current Restricted Fund.

Contributed services:

The significant amount of time contributed by unpaid volunteers which is controlled by the Society and necessary for the development, maintenance and operation of its functions is valued at amounts which would have been spent had the volunteers not been available. The value of the contributed services is recorded in the statement of income, expenses and changes in fund balances as unrestricted support and revenue and allocated to the expenses of the program, support and auxiliary functions which were benefited.

Functional expenses:

Certain overhead and indirect costs are not allocated to the program service, membership and fund raising services and the auxiliary operation because the Society has not determined a formula for allocating these costs. All such costs are recorded as general and administrative expenses.

Short-term investments:

Investments are carried at cost, which approximates market value.

Fixed assets:

Purchased and donated operating fixed assets are recorded at cost and their fair market value at date of receipt, respectively, and depreciated on a straight-line basis over their estimated useful lives ranging from ten to forty years. Donated and purchased collections or exhibits are not capitalized or depreciated.

Inventory:

Inventories are stated at the lower of cost or market, cost being determined on the first-in, first-out basis.

Pledges:

The Society has received certain pledges for its capital fund from members and friends. Because they are not legally enforceable, these pledges are recorded only when related cash payments are received by the Society.

NOTE 2 - FIXED ASSETS:-

A summary of fixed assets and the related accumulated depreciation at December 31, 1981 follows:

	Cost	Accumulated Depreciation	Net
Land	\$ 47,970		\$ 47,970
Land improvements	29,751	\$ 8,258	21,493
Building and improvements	335,346	44,051	291,295
Track and wire	100,440	27,023	73,417
Machinery and equipment	90,273	75,741	14,532
Construction-in-progress	20,693		20,693
	\$624,473	\$155,073	\$469,400

NOTE 3 - LONG-TERM DEBT:-

Long-term debt at December 31, 1981 consists of the following:

Promissory unsecured note payable to the Central Maine Power Company with interest at 9.48%, payable in monthly principal and interest instalments of \$136 through February, 1985	\$ 4,358
Mortgage loan payable to the Ocean National Bank secured by land and a building, with interest at 12%, payable in monthly principal and interest instalments of \$1,435 through June, 1990	91,474
Unsecured note payable to member with interest at 12.524%, payable in quarterly principal and interest instalments of \$566 beginning March, 1982 through December, 1991	12,809
Other	<u>998</u>
	109,639
<u>Less - current portion</u>	<u>9,394</u>
	<u>\$100,245</u>

Annual debt repayments to be made by the Society during the next five fiscal years are as follows:

<u>Year ending December 31,</u>	<u>Amount</u>
1982	\$ 9,394
1983	9,776
1984	10,800
1985	10,571
1986	11,764



FORTY WESTMINSTER STREET
PROVIDENCE, RI 02903
401 421-0501

April 15, 1982

To the Officers and Trustees of
New England Electric Railway
Historical Society, Inc.

In our opinion, the accompanying statement of functional expenses is fairly stated in all material respects in relation to the basic financial statements, taken as a whole, of New England Electric Railway Historical Society, Inc. for the year ended December 31, 1981 covered by our report dated April 15, 1982 presented in the first section of this document. Our examination was made for the purpose of forming an opinion on the basic financial statements taken as a whole. This information is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such information has been subjected to the auditing procedures applied in the examination of the basic financial statements.

Price Waterhouse

NEW ENGLAND ELECTRIC RAILWAY HISTORICAL SOCIETY, INC.

BOARD OF TRUSTEES*

Richard A. Berenson	William A. O'Brien
Henry B. Brainerd	Gerard P. O'Regan
Patrick Butler, Jr.	Foster M. Palmer
Francis J. Cheney	Frederick J. Perry
Bradley H. Clarke	George M. Sanborn
Daniel R. Cohen	Theodore F. Santarelli de Brasch
John Coughlin	James D. Schantz
Kenneth M. Curtis	Jeffrey N. Sisson
Ralph L. Day	John G. Smith
William M. Dox, Jr.	Merritt H. Taylor, Jr.
Arthur G. Duncan	Marjorie M. Walker
Peter Folger	Paul F. White
John H. Gannett	

SENIOR TRUSTEES

Edward J. Barry	Clayton D. Sargent
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CORPORATE OFFICERS*

Chairman of the Board	John G. Smith
Vice Chairman	John Coughlin
President	Theodore F. Santarelli de Brasch
Executive Vice President	Henry B. Brainerd
Vice President & Treasurer	Arthur G. Duncan
Acting Comptroller	Jeffrey N. Sisson
Secretary & Ass't. Treasurer	Cecilia B. Clapp
Membership Secretary	Richard W. Shepherd
General Counsel & Clerk of Corporation	Wayne T. Adams

*UP TO ANNUAL MEETING

CORPORATE AFFILIATIONS

American Association for State and Local History
 American Bus Association
 Association of Railway Museums, Inc.
 Kennebunk-Kennebunkport Chamber of Commerce
 Maine League of Historical Societies and Museums
 New England Museums Association
 State of Maine Publicity Bureau
 The National Trust for Historical Preservation
 Tourist Railway Association, Inc.

**SEASHORE TROLLEY MUSEUM —
THE MUSEUM OF MASS TRANSIT**

ADMINISTRATIVE OFFICERS*

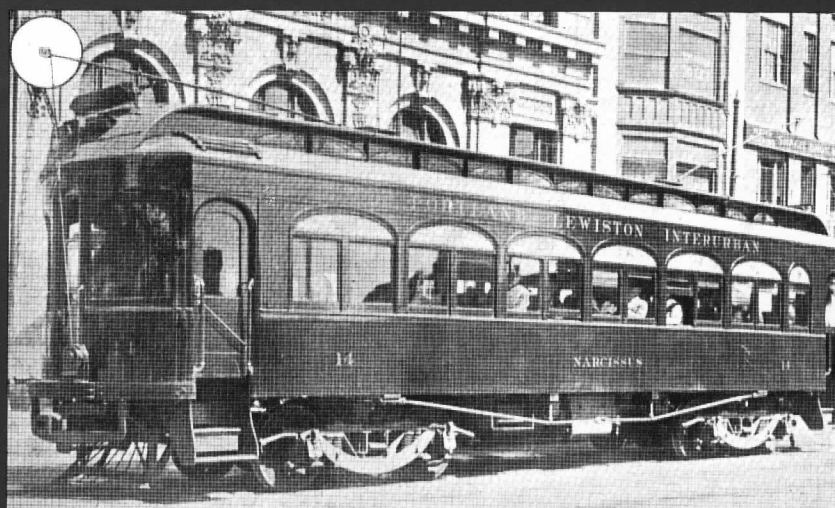
<i>Museum Director & General Manager</i>	Richard T. Lane, Jr.
<i>Curator</i>	George Burdick
<i>Bookkeeper</i>	Dorothy Warner
<i>Ass't. General Manager</i>	Peter Folger
<i>Sup't. Passenger Operations</i>	Foster C. Leavitt, Sr.
<i>Ass't. Sup't. Passenger Operations</i>	William C. Brice
<i>Electrical Engineer</i>	Thomas M. Brigham
<i>Sup't. Car Restoration & Maintenance</i>	Donald G. Curry
<i>Sup't. Property Maintenance</i>	Jack R. Murray
<i>Sup't. Overhead Construction & Maintenance</i>	Paul F. White
<i>Sup't. Track Construction & Maintenance</i>	James E. Tebbetts
<i>Sup't. Communications & Signals</i>	Lyman B. Hurter
<i>Master Mechanic</i>	Frederick J. Perry
<i>Section Foreman</i>	M. Dwight Winkley
<i>Historian</i>	O. R. Cummings
<i>Museum Photographer & Editor</i>	Charles Woolnough
<i>Manager Fund Raising Development Program</i>	Tom Ruddell
<i>Public Relations Representative</i>	Murray Cott
<i>Manager Flyer Distribution</i>	George F. Braun
<i>Director Special Projects</i>	George M. Sanborn
<i>Special Projects Fund Raiser</i>	Kevin T. Farrell
<i>Special Representative</i>	Robert Barrett
<i>Special Representative</i>	Ralph L. Day
<i>Special Representative</i>	William M. Dox, Jr.
<i>Special Representative</i>	Kenyon F. Karl
<i>Special Representative</i>	Charles L. Rapport
<i>Special Representative</i>	Marjorie M. Walker
<i>European Representative</i>	Anthony Von Hornstein
<i>Japan Representative</i>	Yuichi Sakamoto
<i>Statistician</i>	Louis J. Petrillo

*UP TO ANNUAL MEETING



5734 continues to provide a tangible link between the Seashore Trolley Museum and Boston's MBTA and a nostalgic link in Boston between the present day transit system and the past. The ongoing arrangement with the Authority to have 5734 available for charter trips in the Boston area is influenced by the car's capability of running satisfactorily in all tight clearance points in the Green Line subway as well as its being equipped with Tomlinson couplers ready to match up with or adapt to current rolling stock. No small credit to its reliability in service is due to Society members that perform constant preventive maintenance on it. 5734 is shown here in an updated paint job with a cream letterboard on Commonwealth Ave. at Euston Rd. on a recent charter for the Mystic Valley Railway Society.
 Bradley H. Clarke photo

A LOOK TO THE PAST AND HOPEFULLY TO THE FUTURE



The above pictures coming to light recently serve as a reminder that the museum possesses two cars most worthy of restoration as they are truly representative and the almost sole remnants of the passenger fleets of two of New England's once most outstanding fast electric railways. Both lines were built primarily to provide a more direct link between two cities already connected by slower and more round-about trolley lines. Upper Left Boston and Worcester 149 was photographed on March 28, 1926, just four days out of the Framingham Center shop, where it had just been converted to a one-man single end car. In this photo from the Norton D. Clark collection it has just passed Natick Jct. on the way to Worcester. Upper Right from an old Miller trolley shoe ad, Portland-Lewiston Interurban, No. 14, the Narcissus, is shown at Monument Sq., Portland, about to make another 60 m.p.h. run under the catenary to Lewiston. The basic electrical and mechanical equipment is on hand for both cars, including the proper size Baldwin "AA" trucks for each, although another pair of motors would be required to completely outfit 149. Even as we go to press funding efforts for 149 have taken a giant leap forward with a firm offer of \$15,000, or approximately one third of the estimated restoration cost as a matching grant on a one dollar for every two raised elsewhere. Perhaps a MATCHING, matching grant could be found to revive hope for the restoration of the Narcissus, almost the last remaining vestige of the Pine tree State's, and for that matter, New England's finest interurban. A good start had been made — the State of Maine had procured the donation of the trucks for the car, building materials had been donated for the building of a replacement cottage to release the retired interurban carbody, and the car moved to museum property, but then the project was allowed to become dormant. NOW is the time to get the ball rolling again while THERE'S STILL TIME! In seeking further donations to give these cars a new lease on life, it can justly be pointed out the Society has the shop facilities and skills necessary to do the job, and a line on which the cars, once restored, can be operated on.



Members Day activities come to a momentary halt for a brief dedication ceremony formally dedicating DOHERTY SWITCH in the memory of our late Membership Secretary, Joseph B. Doherty, to whom extension of the main line had always been of keen interest. His brother, Paul, is shown officiating for the Doherty family and Historian O.R. Cummings, for the museum.

WOOLNOUGH

REAR COVER

Montreal's interurbans are also featured at the Seashore Trolley Museum although rarely seen on the line except on special occasions. ABOVE — Montreal & Southern Counties 610 and 504 inbound on R.S. & E. tower section.

M. & S.C. 621 is more rarely seen as it rounds the curve in the Meserve's Crossing area. Unlike the M. & S.C. cars in the above photo that spent their whole operating life on that property, 621 was originally built for the Windsor, Essex & Lake Shore operating across the river from Detroit, before being purchased during World War II by the Canadian National for the Montreal-Granby run.

Both photos by WOOLNOUGH

