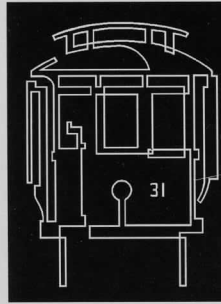




Twin Cities 1267—Acquired in 1953...



New England Electric Railway Historical Society

1993 Annual Report

...restoration completed in 1993.



**Commemorating the 40th Anniversary of the Seashore Trolley Museum's
National Collection of City Streetcars**

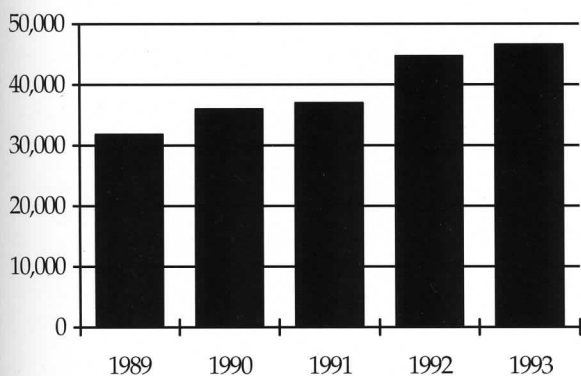
New England Electric Railway Historical Society

Founded in 1939 by Theodore F. Santarelli de Brasch

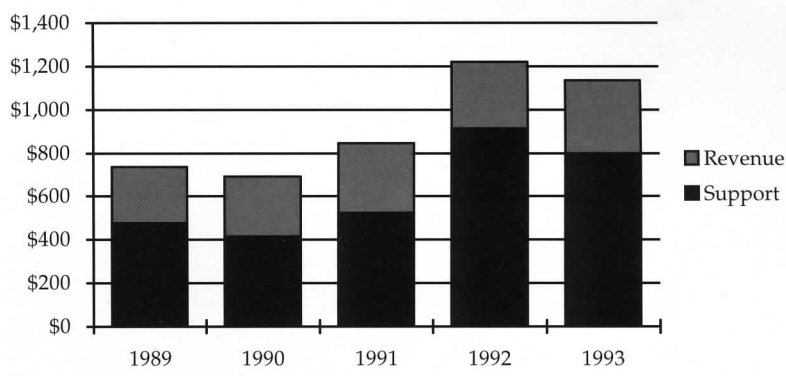
About the Society

The New England Electric Railway Historical Society is a nonprofit educational organization which owns and operates the Seashore Trolley Museum in Kennebunkport, Maine. The Museum is the oldest and largest in the world dedicated to the preservation and operation of urban and interurban transit vehicles from the United States and abroad. It has a large volunteer membership and small full-time staff devoted to preserving and restoring the collection, conducting educational programs, and interpreting and exhibiting the collection for the public. Donations are tax deductible under chapter 501(c)3 of the Internal Revenue Service code.

Attendance and Financial Highlights



Attendance
(members included starting in 1992)



Revenue and Support (000)

Front Cover

Top: Twin Cities 1267 was last featured on Seashore's Annual Report when it was acquired in 1953. The caption of the cover photo on that report stated: "Fred A. Ossanna, President of Twin City Rapid Transit Co., presents Car 1267 to Seashore's D. Thomas Bergen at Snelling Shops, St. Paul, Minn., June 8, 1953. B. M. Larrick, TCRT General Manager looks on." (Twin City Lines Photo)

Bottom: Some 40 years later, No. 1267 poses in front of Seashore's Visitors Center, fresh from a full restoration funded by Museum members and friends. In 1953, No. 1267 inaugurated Seashore's effort to build a comprehensive collection of the widely diverse city streetcar designs developed across America and around the world. The car's completion this year is a noteworthy event to celebrate the 40th anniversary of this successful program. JS

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1993 Annual Report

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Letter to Members

The year 1993 was a year of exceptional contrasts for the Seashore Trolley Museum. The glow of achievements across many facets of Museum operations was, however, dimmed by lingering economic hardship in New England and financial disappointment in Seashore operations.

Fortunately, the Museum's many advancements included milestones of enduring significance, which Seashore's members and friends can view with pride. Notably, the appearance of the grounds was improved greatly through extension of lawn and gardens, new visitor paths and walkways, and removal to storage of a large quantity of parts and material. New and improved exhibits and enhanced interpretation by the operating crews complemented the grounds improvements to make our visitors' time at the Museum more meaningful and enjoyable.

Also, the longtime goal of constructing a turning loop at the current northern end

A notable public improvement in 1993 was reconstruction of the road leading to the Highwood exhibits, making for much easier footing. Dallas 434 is shown approaching the building. JS

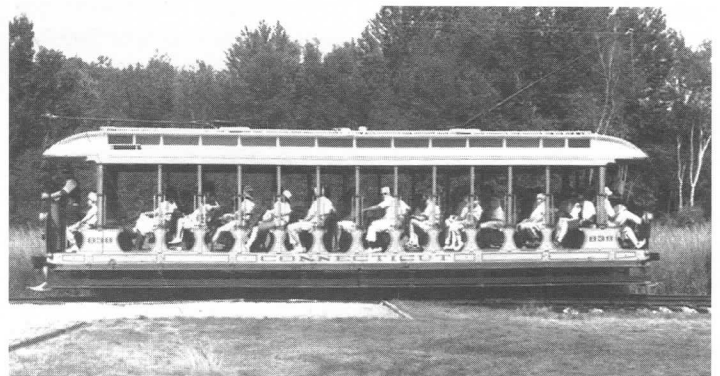


of the main line at Talbott Park reached a milestone as the "Golden spike" was driven marking completion of the rail installation during Members' Day Weekend in October.

The Restoration Shop enjoyed a particularly productive year, capped by the completion of Twin Cities Rapid Transit Gate Car 1267, released late in the year in glistening chrome yellow and green colors. Nearly 40 years earlier, this car had been the first to operate under its own power at Seashore, and it now has returned to operating condition after a very thorough restoration.

Before the operating season began, expectations for the year were positive. The state tourism officials were confidently predicting a two to three percent increase in visitors to Maine in 1993. As well, there was a consensus that the long recession had at last bottomed out, if not begun to turn upward. Unfortunately, these expectations were dashed as Seashore attendance slipped modestly. Some other area businesses termed the season "disastrous," an effect that was worsened by a summer almost completely devoid of rain, sending the area's fewer visitors to the beach, rather than to inland attractions. Tour bus operators, who bring a very significant percentage of Seashore's visitors, reported a sharp fall in their business nationwide, which also had a negative effect on Seashore's attendance.

The disappointing results came despite the most concerted marketing and special events campaign in Seashore's history. In March, the



Ever popular with visitors, these 9-decade old open cars from Connecticut continue to provide an enjoyable respite from summer heat. Nos. 1391 and 838 are mainstays of Seashore's demonstration ride for the public. JS

Museum became the first of its type to retain a full-time Marketing Manager, as John Forssen joined the Museum staff. Forssen, who lives in Kennebunk, brought a background in developing and delivering public affairs programs, media relations, writing, graphic design and production, and classroom instruction.

Under his guidance the Museum had a full schedule of special events, cooperative ventures with other organizations, and extensive press coverage. See the Publicity and Special Events report for full details. All are confident that the groundwork laid in

1993 will yield positive improvements in the next year.

Seashore's financial picture was secured as its membership again responded enthusiastically to the Annual Fund Campaign, contributing over \$18,000 in the last four months of the year. Those who gave are listed on pages 32 to 34, and the Society is most grateful for their support. Unfortunately, despite their help, the unrestricted fund closed in the red for the first time in many years, resulting in very careful and conservative planning for 1994. Unsettling as the year's numbers were, we were far from alone in the museum community. Many museums nationwide reported deficits, including Bos-

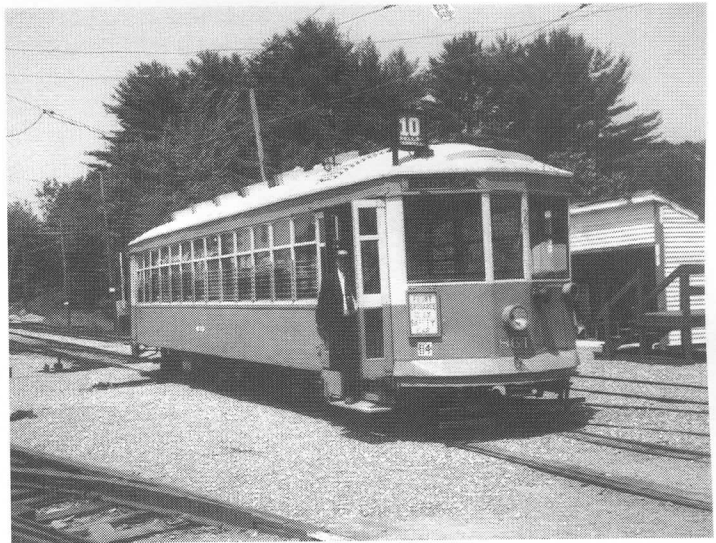
ton's Museum of Fine Arts, which reported a loss exceeding \$4 million. Seashore's shortfall was a fraction of that amount but was still extremely disappointing.

A major thrust of the Museum's activity in 1993 was in the area of improving professional museum practices. A significant motivating force for this is satisfying the standards of the American Association of Museums (AAM), which has been considering renewal of Seashore's accreditation for the past several years. The AAM's initial inclination was not to renew the Museum's accreditation, despite Seashore's tremendous advances, saying that the AAM had significantly tightened their standards—especially in the areas of exhibition, interpretation, and education—since Seashore in 1978 became the first (and only) rail oriented museum to be granted accreditation. Our position was that the AAM misunderstood the nature of volunteer supported museums such as Seashore,

did not appreciate the problems of treating very large artifacts, was unaware of the many improvements Seashore had made in the areas of education and interpretation, and did not realize the difficulty of attracting support from traditional sources of philanthropy for such museums.

Assisted by the enthusiastic support of Association of Railway Museums President Scott Becker, who lobbied AAM at their annual meeting in Texas, and with the advice and endorsements of Smithsonian Curator of Surface Transportation William Withuhn, and Locomotive and Railway Preservation Editor Mark Smith, we were able to convince the AAM of our position by midyear. The AAM continued our case until the summer of 1994, when their representative will again visit to review our progress. Many programs are underway to ensure that this review will be positive.

The year's progress in the area of improving professional standards included two formal reviews of Seashore operations supported



Milwaukee 861 pauses at the center of the Museum with volunteer motorman Dave Shaw in full uniform on the step. The crushed stone surface in the platform area was extended in 1993. FM

by grants from the Federal Institute of Museum Services (IMS) and the AAM. The AAM sponsored a Museum Assessment Program (MAP II) study and the IMS underwrote a Conservation Assessment Program (CAP) review. Both brought seasoned professionals to Seashore who provided valuable, if at times painful, insights and recommendations. See the Exhibition, Interpretation, and Education report for more on these worthwhile undertakings.

The Museum's Long Range Planning Committee continued to be very active during 1993, and focused not only on planning development of the Museum's facilities, but also on addressing the issues raised by the interaction with the AAM, plus the MAP and CAP reviews described above. Specific facilities development achievements included preparing a design for a new library building to serve as a basis of construc-

tion grant applications and development of a design and renderings for a brick exhibition car barn as a basis for another major grant application. Again this year, the architectural firm Larrabee Associates Architects, Inc. of Cambridge, Massachusetts provided invaluable *pro bono* support to these projects.

Other Committee activities included completion of a wetlands survey mandated by the state environmental permitting process for planned developments such as the Coney Island rapid transit yard, expansion of Fairview barn, the prospective Bennett Street car barn, and possible expansion of the Shop. Also completed was extraction and analysis of soil samples from around the main museum site to support the above projects plus the eventual development of Seashore Village. Finally, the group identified and reserved a site to the east of the public parking lot for expansion of camping facilities for the many volunteers who seek a place to stay

Future Builders Inc. students work on installation of drywall as part of construction of the Moxie Office Suite in the Visitors Center. DC



when at the Museum.

One of the most vital aspects of Seashore's strength is the continuing generosity of its membership. As mentioned above, members gave readily to the Annual Fund Campaign to support the general operating expenses of the Museum. As well, they contributed considerable sums to support specific projects, ranging from car restoration, through improvement of the Museum's public facilities, to construction of Talbott Park. In total, over 400 members gave to Seashore in 1993. For this wonderful support, the Museum wishes to express its heartfelt thanks! Without this most timely support, Seashore could not operate and continue to develop.

Outside organizations once again offered invaluable generosity. For the sixth year the Casey Albert T. O'Neil Foundation of St. Paul, Minnesota contributed to development of the Museum's Shop facilities, this year giving \$25,000. The Foundation also made a special grant of \$2,000 for repainting the Milwaukee Road reefer car used for library storage, reflecting the foundation's special interest in that railroad. Our deepest gratitude goes to this foundation for its continuing support.

The year also marked the final year of a three year, \$90,000 commitment from United Parcel Service, complementing its contract with Seashore to restore battery powered package car 4040 for display in the company's new corporate offices in Atlanta. The project was com-



Overhead wire maintenance tasks undertaken by volunteers during the year included replacing a broken pole at Riverside using ex-Claremont (NH) line car No. 4. PC

pleted this year and we are grateful to UPS for both the restoration contract and their grants.

Other organizations gave generously as well. The Sutherland Dows Foundation of Cedar Rapids, Iowa, again contributed to the endowment of former Cedar Rapids

and Iowa City interurban 118. The Monarch Company of Atlanta, makers of Moxie, contributed \$2,500 for the third straight year, with the funds in 1993 devoted to expansion of the Museum's office, which was christened as the Moxie Office Suite when finished by the Future Builders Incorporated students in July. The Amherst Railway Society, of Massachusetts, made a cash contribution of \$1,000. As well, the 470 Railroad Club of Portland donated \$500 toward restoration of one of its favorite Maine cars, the Portland-Lewiston interurban car, *The Narcissus*.

The Central Maine Power Company, Seashore's electricity utility, contributed \$500 to the general fund. Another long time friend of the Museum, the J. F. White Contracting Company of Newton, Massachusetts, donated six truckloads of used ties which have been sorted by quality and used for track construction or landscaping

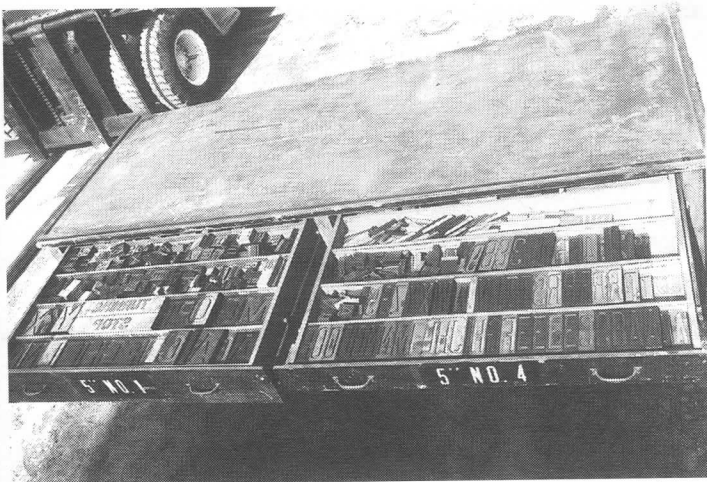
A milestone in the trolley museum movement was marked in 1993, as Museum Director Donald Curry (left) became the first 40 year employee in the movement's history. Presenting a plaque to Curry during a trolley parade are President Ralph Day, Chairman Jim Schantz, and Vice President Roger Somers. JS



as appropriate. Seashore extends its thanks to all of these organizations for such generous support.

The Museum assiduously pursued other opportunities to raise money to fund its programs. In addition to approaching a number of foundations and granting agencies under the auspices of the Director of Development, other means were less conventional. Our volunteers have taken advantage of opportunities over the years to acquire excess materiel of differing types from a variety of sources, with the hope that any not needed for Museum purposes could be sold to fund better storage facilities. In 1993, this foresight was rewarded with the sale of surplus material on several occasions. The proceeds were earmarked for construction of a much-needed warehouse. Further receipts are expected in 1994.

Similarly, the growing number of urban historic trolley operations has been watched closely by Seashore as a potential market, especially for consulting services. In 1993 the Museum was approached by organizations from three cities seeking rolling stock. The new downtown trolley line in Memphis was such an immediate success that the local transit authority found itself short of cars, so it contacted Seashore to request a short term lease of two operable cars. They ultimately declined our market rate offer of two cars for the summer, but the negotiating groundwork is in place should their needs change. Operators in both Dallas and



Seashore continues to be recognized as the prime repository for critical parts of America's transit heritage. In 1993, Trans-Lite, the successor to the Hunter Sign Company, donated a complete set of Hunter's famous rollsign typefaces. JS

Tucson approached Seashore seeking to purchase surplus non-accessioned streetcars. Seashore priced the cars accordingly, and both potential buyers were reviewing their funding sources at year end. Should any of these sales be realized, the proceeds will go toward Museum development, most likely for construction of carbarns to protect our collection.

Seashore's association with the unique Future Builders, Inc. (FBI) educational program continued in 1993. Under this program, sponsored by area public school districts, students who have difficulty functioning in a traditional classroom environment are taught trade skills and social skills by doing construction work. This year at Seashore, the student crews, who are provided free of charge and with supervising teachers, undertook a variety of projects. They re-shingled the roof of Arundel station, repaired the roof and doors to the old power station building (now used to house buildings and

grounds equipment), and, most significantly, they constructed the Moxie Office Suite, a major addition to the Museum offices in the upper floor of the Visitors Center.

In search of a similar program that could both benefit Seashore and contribute to the community's needs, the Museum developed a work-release program for offenders with the York County Sheriff's Department. Sher-

iff's deputies brought a group of nonviolent offenders who helped with sorting and storage tasks around the Museum. Valuable work was accomplished for Seashore and they enthusiastically enjoyed the opportunity to be outdoors doing something positive. Unfortunately, the program was unable to continue as the state budget crisis eliminated the overtime budget that supported the deputies. We hope to resume this program in 1994.

Another Maine agency in the corrections field has become a valued and most helpful supporter of Seashore, and that is the Maine Correctional Center (MCC) at Windham. The Center maintains a print shop to teach job skills to inmates. The facility meets the printing needs of state agencies, then makes surplus capacity available to nonprofits, undertaking projects at the cost of material only.

For Seashore, in recent years, MCC has printed our

training guides and rule books, the Budapest subway history, Store catalogs, letterhead, and various appeals. In 1993 they also printed the Dispatch. In each case, camera ready or plate ready material is provided by Museum volunteers and MCC provides expert printing and binding services. Our thanks to MCC for this outstanding service.

As a part of the Museum's efforts to work with other public service organizations, Seashore helped with the educational process preparing for the reintroduction of passenger train service between Boston and Portland. During February, in cooperation with the Kennebunkport Historical Society and the Kennebunkport Conservation Commission, Seashore hosted a well-attended public information meeting about the planned service. Seashore presenters described the role of electric transportation in the region's history and officers of Trainriders Northeast explained the details of the coming Amtrak service.

Subsequently, an episode of public television's *Maine-watch* was filmed at Seashore. In the program, the host, independent gubernatorial candidate Angus King, interviewed Department of Transportation Commissioner Dana Connors in North Shore 420, a suitable environment for their discussion of the return of passenger service to Maine after a three decade absence.

Turning to Society operations, Seashore's Museum Store and food service had particularly active years in

A special grant from the Casey Albert T. O'Neil Foundation enabled work to begin on repainting of the ex-Milwaukee Road insulated refrigerator car which provides environmentally controlled storage space for library material. JS

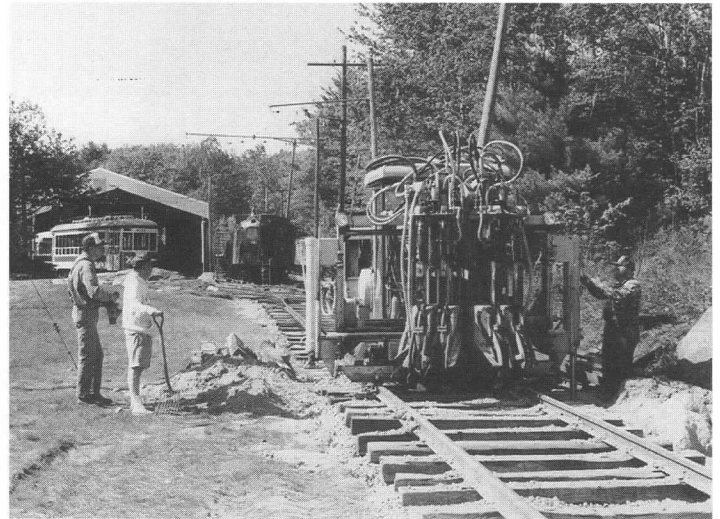


1993. The store posted its highest per capita sales figures ever, and nearly matched its highest gross sales. On-premise sales were supplemented by a rejuvenated mail order program, spurred by a professionally presented catalog, which was widely mailed to interested parties before the Christmas season. The food service expanded its menu, and both prepared and served food in a newly-acquired tent adjacent to the Visitors Center and the passenger platform. Visitors and members alike enjoyed the new facility, particularly during the very sunny and warm summer weather. The Museum's Auxiliary Services Committee is confident that experience gained during the year will result in both increased sales and profits in 1994.

When Seashore purchased the large parcel of land to the west of its entrance from the Butler family several years ago, the primary goal of the purchase was both to provide a security buffer and room for Museum development. But with the

property came a two story house in poor repair. As it was one of the oldest houses in Arundel, the Museum explored options for its reuse thoroughly. Rehabilitation for Museum use was determined to be beyond the Society's means, so Seashore widely offered the house for sale, providing it would be removed from the site preferably intact, but if not, then in pieces, all to no avail. After several years of frustration, it appeared that the only option would be to allow its disassembly for salvage of its posts and beams—essentially resulting in its destruction.

However, at the last moment, Seashore members Richard and Elinore Howe, a retired couple from Kansas City who have summered at Seashore for some years, made a much more appealing proposal. They offered to underwrite complete rehabilitation of the house in its present location, in return for the right to live in the house as long as they would like. Subsequent-



The Museum's Jackson multiple tamper is shown treating new ballast placed on the Shop lead after Seashore's track crew completed a tie replacement program. Earlier much stored material was removed from this area, and grass was planted. PC

ly, it would revert to Seashore for Museum use. The Board of Trustees endorsed the concept in principle and turned the matter over to the Long Range Planning Committee for integration into the Museum's development plans. At year end, an agreement was being drafted for execution in the Spring of 1994. This generous offer from the Howe's promises to be the best possible option from every perspective. Our

thanks to them for making this undertaking possible, and for their continuing very valuable volunteer efforts at the Museum.

During the year, the Museum entered into numerous discussions with the Arundel Historical Society in response to their quest to preserve the "box pony" style bridge across the Guilford (ex-B & M) railroad line on Sinnott Road, near the Museum. The bridge is due to be replaced and was one of the few remaining examples of this once-common design featuring high sides to prevent horses from being spooked by steam engines passing beneath. In the end, the anticipated State funding to relocate the bridge to Seashore was not available, thus ending the project, but we were happy to have had the opportunity to entertain this request from our neighboring historical group.

In Town House Shops, conservation activities con-

Seashore has the only collection of rapid transit cars which includes cars from all of America's traditional systems—Boston, Chicago, New York, and Philadelphia. No. 1440 is one of three New York representatives, and is shown here on display at the Museum entrance, where visitors are frequently seen taking photos of the familiar "A" train. FM



tinued at a high rate with both volunteer and permanent staff keeping the facility active seven days a week throughout the year. As described fully in the Conservation and Volunteer Conservation Reports, many vehicles received attention. The facility was operated under the guidance of Michael Simonds, a 30-year member of the Society and shop staff member for the last five years, who was promoted to the position of Shop Foreman. This step was in recognition of the fact that Museum Director Donald Curry, who had retained his long time position as Superintendent of Vehicle Conservation, now must spend virtually all of his time on administrative duties.

The most notable accomplishment of the year was the completion of Gate Car 1267 from Minneapolis-St. Paul after a multi-year program that was generously supported by donors. The result of the project was the glistening chrome yellow and green car shown on the cover of this report. The final push to complete the project exceeded the funds available, and the Society's Director of Development is leading a campaign to close the gap, with each dollar donated being matched by a Midwest foundation. All who value this car are encouraged to contribute the remaining funds.

Other cars that benefited from the efforts of the permanent conservation staff were Cleveland center-entrance car 1227, Manhattan lightweight 631, Connecticut Company closed car 1160,



This new brick path at the south end of the Visitors Center is used by exiting visitors, taking them through the Museum Store on their way out. JS

and Wheeling Curved-side 39. Full details can be found in the Vehicle Conservation report.

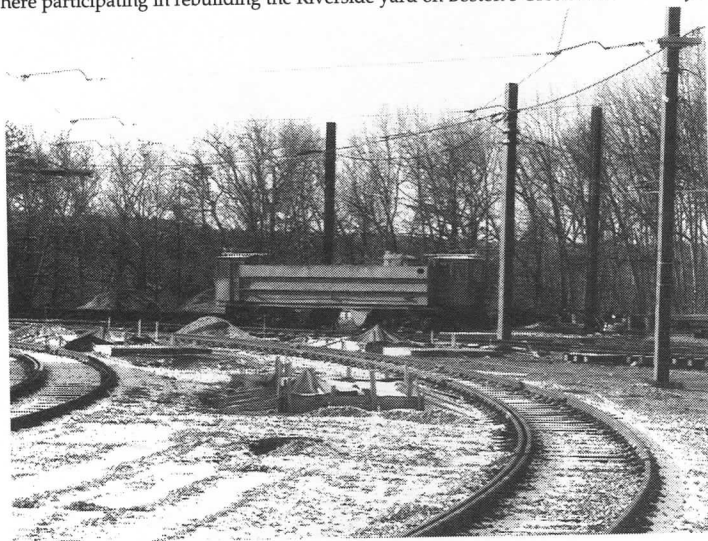
Volunteers added many hours of donated labor to the above projects plus to several other comprehensive restoration projects, including Bay State semi-convertible 4175, Dallas PCC 608, Philadelphia subway car 1023, and Boston rapid transit work locomotive 0521. Several Boston

PCCs and a variety of other cars received attention at the hands of the many volunteers enthusiastically supporting conservation, and their efforts are further detailed in the Volunteer Conservation report.

Completed in 1993 was the reconstruction of UPS battery-powered package car 4040 on a contract basis for United Parcel Service, to be displayed in the corporate headquarters in Atlanta. Deterioration of the truck was so bad a virtually new body was constructed on the underframe in one of the most extensive projects ever undertaken by the Shop.

Another very active volunteer program is the major upgrading of the signal system along the Museum's main line. Extensive planning by the Superintendent of Signals resulted in a detailed proposal for the new system and a thorough set of operating rules that were endorsed by the Operations Safety and

Seashore takes pride in its continued close working relationship with the Massachusetts Bay Transportation Authority in Boston, including the lease of Museum cars to the Authority in response to its needs. Seashore's bottom dump car 3617 is shown here participating in rebuilding the Riverside yard on Boston's Green Line. JS



Volunteers apply a fresh coat of paint to the Arundel Station shelter as part of general improvements to grounds appearance during 1993. JS

Training Committee and the Board of Trustees. When completed, the project will provide an absolute-permissive block system that will add a new dimension of safety to operations between the Visitors Center and Talbott Park.

In 1993 Seashore's National Collection added five pieces of rolling stock—three streetcars, a rapid transit car, and a trackless trolley—from important cities spanning the continent. Most significantly, one of the famed "Hollywood" cars, No. 680, from the Pacific Electric Railway, brought representation of what was once America's largest inter-urban network that crisscrossed the Los Angeles basin. Two important Midwestern cities gained representation as the body of deck roof car 2105 arrived from Cincinnati and lightweight car 922 came from Kansas City. From New York's Staten Island Rapid Transit, car No. 366 came to represent this unique rapid transit/interurban hybrid system. Shreveport, Louisiana trackless trolley 106 is from that city's pioneer early 1930s installation. The significance of each of these vehicles is covered fully in the Acquisition Report.

Several non-vehicle acquisitions during the year were noteworthy. Trans-Lite of Milford, Connecticut, the successor firm to the famed Hunter Sign Company, donated a complete set of its sign type encased in four storage cabinets. Included were a range of type fonts and sizes, exactly what was needed to reproduce authentic streetcar rollsigns. Our thanks to Trans-Lite for this very useful donation. Also from Connecticut came 40 Bates overhead wire support poles from the New Haven Railroad's New Canaan branch. Our thanks to the Connecticut Trolley Museum for arranging the donation and moving of these once-common traction poles.

Also in the realm of inter-museum cooperation, Seashore traded four traction motors, a compressor, and governor to the Edmonton Radial Railway Society of Canada for a complete pair of Japanese trucks. These trucks are copies of the Baldwin AA style required for Lake Shore Electric interurban 171. The trucks arrived in early 1994 and are in excellent condition.

At the north end of Seashore's four mile long right-of-way, the Biddeford Station project continued to expand in 1993. The station building was extended to the rear and now completely encloses the Great Northern dining car. In the original section of the building a room was constructed to house the York County Model Railroad Club. See the North Terminal Report for further details.

The year 1993 provided



This area, now known as McKay Commons, received extensive attention during the year as many tons of rail, structural steel, track material, and other items was removed to less visible storage. Landscaping will follow in 1994. In this view, Milwaukee 861 passes on the main line in the background. JS

two very unfortunate examples—one on each coast—of how quirks of nature can threaten the decades of preservation efforts of volunteers very like those of Seashore. In California, the Orange Empire Trolley Museum lost several cars and buses (one of them slated to come to Seashore) to a quick-moving fire that originated on neighboring property. Closer to home, in Connecticut, the Shore Line Trolley Museum (formerly Branford) was flooded in a ferocious coastal

storm late in 1992, soaking the trucks and motors of a number of cars, and raising long-term questions about the viability of their current, low-lying tidelands site. As a token of support, active Seashore members contributed to help the recovery efforts at these peer organizations.

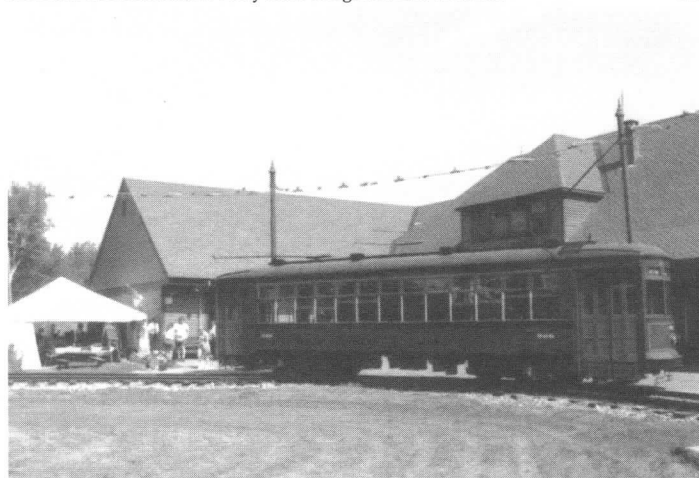
Seashore members were also saddened during the year by the passing of longtime member and Vice Chairman of the

Board, C. Murray Cott, who succumbed at age 87 to a long bout with cancer. Murray was extremely well known in the Kennebunks as he supplemented his Seashore activities with a wide range of church and community activities, including serving as President of our neighboring Brick Store Museum. He will be greatly missed by all of his many friends.

Other transition during the year saw the retirement of Seashore's Office Manager and Bookkeeper of many years, Dorothy Warner, who fortunately continues to volunteer at the Museum; and the retirement of Burt Shaw after years of service as Superintendent of Railway Operations, though he continues as a Trustee and an active member of the operating staff. Our thanks to both for their dedicated service.

After the challenges of 1993, the new year starts with the promise of a recovering economy, and with a renewed commitment on the part of Seashore staff and volunteers to expand our offerings to the public, to scrutinize every possible expense, to ensure a successful year, one which marks the 55th anniversary of the Museum's founding.

New Orleans 966—a car familiar to many visitors as its mates continue to run in the Crescent City—waits in front of the Visitors Center, the main departure point for the demonstration ride. New in 1993 was the tent to the left of the car, which housed the Museum food service, to everyone's delight in nice weather. FM



James D. Schantz
Chairman,
Board of Trustees

Exhibits, Interpretation, and Education

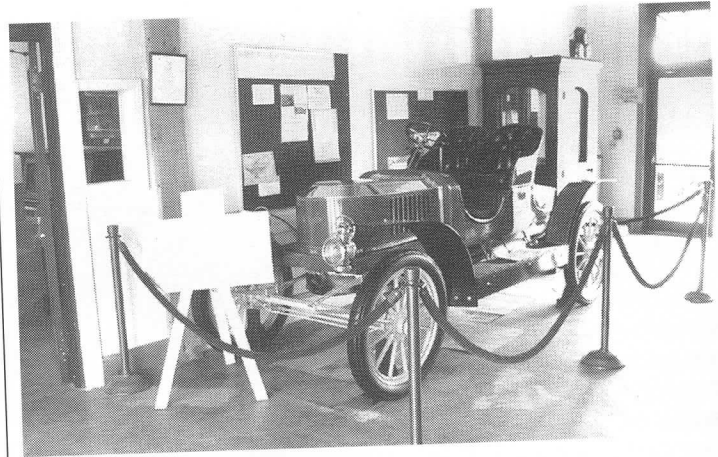
The Seashore Trolley Museum is the oldest and largest of more than 30 similar museums across North America. Similarities run through almost all of these organizations: each was founded by street railway enthusiasts motivated to preserve fast-disappearing elements of the transit industry; each has depended heavily on financial support from members and friends, at least in initial stages; and each was founded as a nonprofit educational institution, but began life behaving more like an inwardly-oriented club than a public service-oriented traditional museum. Long-term survival and community acceptance of these organizations depends on them making the transition to embrace the values of education, interpretation, and exhibition that are fundamental to traditional museums.

Fortunately this transition is occurring at an accelerating pace in such organizations across the continent. Seashore took its most significant initial steps when it became the first of these orga-

nizations to apply for accreditation from the American Association of Museums in 1978. In recent years, developing the educational aspects of the institution has become one of the most active aspects of Seashore's operation, with progress over a broad spectrum of areas. In recognition of that activity, this separate section is being introduced as a regular feature in the Society's annual report.

The new emphasis is especially appropriate this year, as 1993 was a particularly active year in the development of educational and interpretational activities. Seashore is very fortunate to have many active volunteers with a rich diversity of backgrounds, who travel regularly to work at the Museum from around New England and more distant points. But the size and dispersion of the volunteers make developing and communicating change a special challenge. One of the most successful tools to reach many of this group has been the annual Winterthink planning sessions held in March of each year.

This year's edition, Win-



The Museum's close working relationship with the Wells Auto Museum resulted in a unique display—a Stanley Steamer—in the Visitors Center (top) during the summer season. In the lower view, Wells President Glenn Gould, at the wheel of the surprisingly silent vehicle, gives a ride to Seashore Director of Development Tom Bergen. JS

terthink III on March 20, carried the theme of "Interpreting the Message." Approximately 75 volunteers and staff participated in this lively session, including a very large representation from our operations volunteers. The session was again facilitated by Mark Smith, editor of *Locomotive and Railway Preservation*, and the featured speaker was William Withuhn, Surface Transportation Curator of the National Museum of American History at the Smithsonian in Washington. Other key presenters were Tom Davidson and Karen Peterson, principals of the nationally known heritage tourism marketing firm Davidson-Peterson Associ-

ates of York, Maine. Also addressing the group was Scott Becker, President of the Association of Railway Museums, whose regional members were also invited to attend (representatives from five other museums were present and contributed greatly to the meeting's success).

The result of the session was a strong commitment from the volunteers to improving the interpretation and interaction between our staff and visitors. Several new approaches for guided tours were discussed and subsequently tried, as were role

Museum friends Tom Davidson (left) and his wife Karen Peterson (right) address Winterthink III in March, 1993 on the topics of marketing and interpretation. The couple are the principals of Davidson-Peterson Associates of York, Maine, nationally recognized consultants to historic attractions. DC



playing, and collection and dissemination of first-person experiences about people's lives in the trolley era. On the basis of progress at the session, the Board named a Visitors Experience Committee of trustees and officers to oversee implementation of these concepts.

The Museum also regularly seeks other avenues for bringing professional guidance to bear. In 1993, Seashore applied for, received funding, and conducted both Museum Assessment Program II and Conservation Assessment Program reviews. Though the primary focus of both of these was conservation practices, another area in which Seashore is steadily adopting professional standards, these reviews brought many good ideas in the area of interpretation. The Museum has given broad circulation to the recommendations contained in those reports to both full-time and volunteer staff. Many of the specific recommendations are the subject of ongoing planning and review on the part of the Director's office, the combination of volunteers and permanent staff who plan and conduct conservation and restoration programs, and the Museum's volunteer Long Range Planning Committee and Visitor Experience Committees.

The Museum management, both volunteer and professional who participated in the MAP II survey, were most impressed by the wealth of practical and inspirational ideas offered by the conservator performing the survey, Mr. Frank J. McKelvey, Jr., of the University of Delaware. What struck us was that McKelvey

did not fall into a recitation of the standard remedies that would be recommended to a typical established indoor museum with a multimillion dollar operating budget (and which would be totally beyond the means of an organization such as Seashore), but rather offered a nonstop stream of ideas for low-cost, high-impact, realistic improvements to conservation, interpretation, and public programs. His visit was one of the high points of the year for the half-dozen staffers and volunteers who participated.

To carry his inspirational message to the widest possible audience, the Museum decided to retain McKelvey's services to facilitate Winterthink IV, the 1994 edition of Seashore's annual group planning and education exercise. After the success of Winterthink III in 1993, we feared generating the enthusiasm for a fourth year would be difficult, but the favorable reports of McKelvey's MAP II visit promised that the March, 1994 session would be similarly productive.

A successful interpretive program which was further developed in 1993 is the Trolley Parade which is offered several times a year. This year the parade was run more often than ever before and included an increasing number of exhibits. By the end of the season it had been expanded to include as many as 25 cars and buses, nearly doubling the labor commitment to execute it. As we had described this successful program to the accreditation



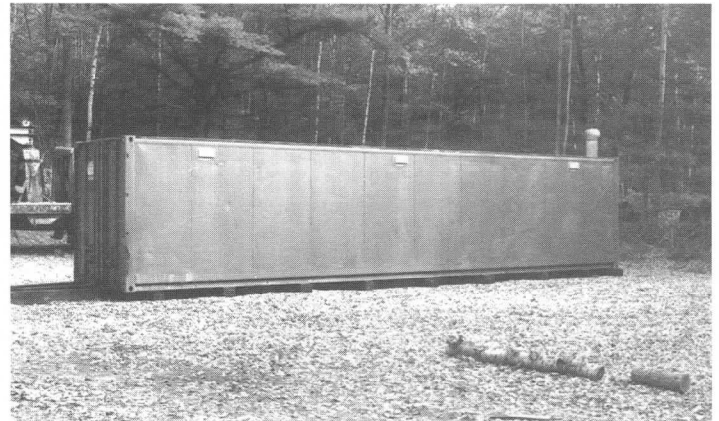
Seashore's traveling exhibit, newly constructed in 1993, is shown at the Kennebunk Home Show, where it won a prize as second best exhibit in the show. Since being built, the exhibit has been to eight venues from Portland to Boston. DC

staff of the American Association of Museums, their representatives suggested developing a video of this difficult-to-run program as a means of making it available to a wider audience. This excellent suggestion is being implemented now. Two of our volunteers with professional broadcast experience are leading the charge. One officer, the Program Director of a classical music radio station is writing the script. Another member, a video production expert at a Boston network television affiliate, is shooting the tape. Work on this will continue throughout

the 1994 operating season.

Static exhibit development continued in 1993 as well. A frequently asked question by visitors is: "How did the cars get here to the Museum?" To answer this, an exhibit has been developed near the Highwood exhibit facility that explores both moving cars to Seashore, plus the issue of the typically poor condition of the cars when they come. In the early 1950s the Museum constructed a long custom highway rig, with rails built in, named the *Highway Monster*, for moving cars. As changing standards and

Not glamorous, but providing secure, weathertight cover for spare parts, the first of 8 containers was situated (and filled) on this newly-prepared site in 1993. The second was scheduled for Spring 1994, with more to follow. JS



techniques have gradually rendered it obsolete, the rig was available for incorporation in the exhibit.

Additionally, the Museum has obtained a number of extra streetcars as sources of spare parts, and has not accessioned them. One of these, a Boston PCC purposely selected for its poor outward appearance, was placed on the rig, which was moved into position and displayed in front of Highwood Barn with an over-the-road tractor used by the Museum for shifting trailers around the grounds. This imposing consist clearly demonstrates the massive size loads that the Museum has routinely moved over the road for more than half a century. An extensive text and photo presentation accompanying the exhibit illustrates moves from around the U.S.A. and around the world, with a description of all the techniques used. A second label clearly explains that the car is non-accessioned, and describes how a similar car would be restored by the Museum.

Another exhibit under development, and which should be completed during



A new exhibit created in 1993 shows the twin themes of how cars are moved to the Museum and how poor their condition often is upon arrival. The "Highway Monster" rig (above) moved dozens of cars to Seashore from the early 1950s until the late 1980s. The text and photos accompanying the exhibit (right) explain all of the different techniques used by Seashore to move cars, plus outlines how the car—a PCC obtained for parts—would be restored, were it an accessioned member of the collection. JS

the summer of 1994, shows a typical way station on a country trolley line, such as the Atlantic Shore Line, on whose right-of-way the Museum's track is built. In 1992, Seashore volunteers were amazed to find still extant, and largely complete, a small station building from the premier interurban trolley line in New England,



Maine's Portland-Lewiston Interurban. The Museum obtained the building and volunteers are nearing completion of very thorough restoration, including the 600-volt direct current lighting which characterized such stations. A site has been prepared, and a wide wooden station platform constructed, where it will not only serve as an exhibit, but will be put to its original use as a trolley stop on the new guided tour.

Not far away, and also on the path of the new tours, an exhibit is being developed showing the most modern equipment in the Museum's collection, the State-of-the-Art (SOAC) rapid transit train funded by the Federal government in the 1970s. A special display track was installed in 1993 and the train moved into position. Plans for 1994 include: building

appropriate access paths and stairways—so that visitors may contrast the fluorescent light, carpeted interior of these cars with the far more primitive features of the older rapid transit cars; displaying photographs and labels showing these cars running in the cities where they underwent testing (Boston, Chicago, Cleveland, New York, and Philadelphia); and exhibits explaining the many technical advances inherent in their design, and how these innovations are being used in the transit equipment being built in the 1990s.

Opposite the SOAC cars, a new label was installed describing how the Museum's power station converts commercial power into the 600 volts DC needed to power

Installed during the year was this new text and photo display explaining the role and history of Seashore's alternating current to direct current power station. JS



the streetcars. Accompanying photos show the difficult process of unloading the heavy motor generator set when it arrived 30 years ago.

The most important exhibit need at the Museum is full development of exhibits in the Orientation Room of the Visitors Center, through which visitors pass when beginning their time at Seashore. In the past year, the Museum's Long Range Planning Committee has interviewed several exhibit design firms to develop this space. It has made a preliminary selection of Krent/Paffett Associates of Boston, a firm with particularly relevant qualifications for developing an exhibit with a rail theme. If this program moves to implementation, we believe this will be the first professional exhibit design firm ever retained by a museum such as ours.

What remains now is obtaining the needed funding. An application to a local utility firm for a grant to support development of these exhibits is pending, and other sources are being explored. In the interim, a dedicated group of volunteers has begun erecting exhibits in the room which will greatly improve interpretation until the full program can be developed.

Elsewhere in the Visitors Center, a new traffic pattern developed by the Visitors Experience Committee was put into effect. Now all visitors leaving the Museum are directed to exit via a new brick path leading into the far end of the Museum Store, giving all a chance to examine the merchandise on sale as they pass through. Overhead, a volunteer constructed a sus-

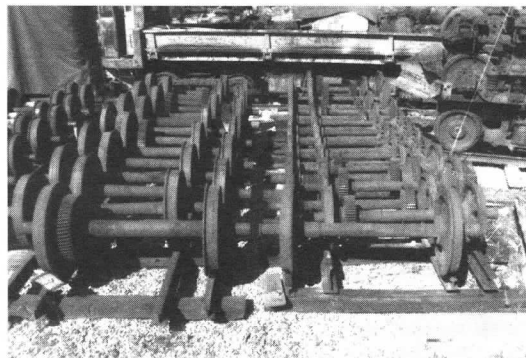
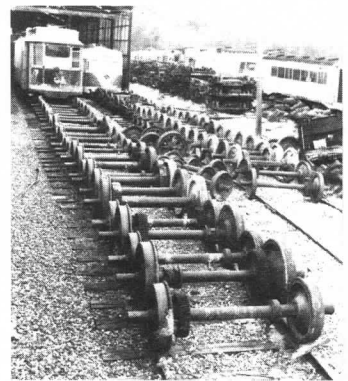
pending track from the ceiling, on which one of the impressive scale model cars built and donated by member George Rahilly shuttles back and forth, to the delight of younger visitors.

As a generality, there has been ongoing improvement in directional signs and exhibit labels throughout the Museum. A new property map was also prepared in 1993 to help guide visitors

The single most visible area of progress over the past year relates to the conditions and appearance of the Museum grounds. Our volunteer landscaping crews again extended the coverage of lawn and flowers around the public areas, generating a very pleasing image. As part of the revised visitor flow planned by our Visitor Experience Committee, paths and walkways were considerably

the Shop. At Highwood, the new path leads to a wooden walkway that crosses all three tracks, connecting with the paved paths into the building and the walkway to the restrooms.

In the past outsiders and members had justifiably criticized the poor separation of parts and materials from the public areas, which had resulted from an influx of critical, but very heavy and



These photos illustrate another phase of the project to organize and store properly elements of Seashore's massive spare parts collection. **Upper left:** The three-high wall of trucks now extends over 200 feet next to Fairview carhouse. **Above right:** Nearly 4-dozen wheel and axle sets are temporarily on the track in front of Fairview while custom storage tracks are being built. **Below left and right:** All of Seashore's spare wheel sets now have been placed neatly in dense storage on the new gauntlet rail tracks. JS

around the Museum. Another program, now being implemented, uses the eye level advertising racks found inside most streetcars to hold photos and text describing the history and restoration of each car, where visitors can read them as the car is in motion, supplementing the labels placed outside cars in the exhibit buildings.

upgraded and paved around the Visitors Center, leading to the Highwood exhibits (after extensive drainage repairs were made), and approaching the Shop from Riverside. At the Shop, where the new path ends, a stairway and door were constructed giving visitors access to the observation gallery that runs the length of

bulky, material which came faster than it could be stored properly. Through the extensive efforts of both staff and volunteers, literally hundreds of tons of material has been relocated out of sight to better storage principally from the area along the Highwood lead and near the McKay crossing north of Riverside Carhouse. Equipment



A new stairway leading to the south end of the Shop observation gallery was built to connect with the new path from Riverside, easing the way for visitors taking the guided tour. JS

wheel and axle sets to specially constructed tracks with interlaced rails, mimicking the practice used by industry. Similarly, other special storage tracks were constructed to accommodate all of the Museum's extensive collection of spare trucks that were then sorted by type, and loaded onto the tracks, often stacked three high. As one truck can weigh as much as 15 tons, and as more than 50 were moved from locations all around the property, the magnitude of this undertaking should be clear. Dozens of spare traction motors were also relocated to a site completely out of the public's view that provides them with adequate protection until the containers described elsewhere arrive to provide covered storage.

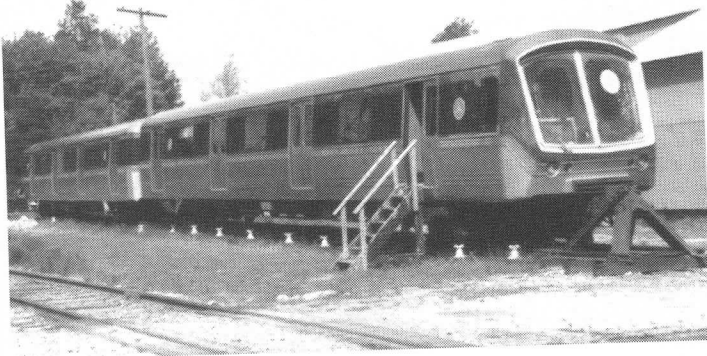
Other material relocated included more than 100 lengths of rail and other track components that are particularly awkward to handle, but which are essential to an operation such as an operating railway museum.

Some sites cleared by this project were fully landscaped; others were initially

used included large rail-mounted cranes and locomotives, large front-end loaders and backhoes, and a high capacity fork lift truck. The cost of the equipment, its maintenance, and fuel put a major dent in the Museum's 1993 budget, but all to a worthy goal.

A major component of this project was to relocate to proper storage over 100 streetcar and rapid transit

Under development is an exhibit featuring the modern, stainless-steel "State-of-the-Art" rapid transit train built by the U.S. Department of Transportation in the 1970s. This year extensive site preparations were made, the track was completed, the cars moved in, and temporary stairs put in place. A permanent accessible platform, a section of (non-energized) third rail, and explanatory labels are still to come. JS



graded in preparation for final landscaping which it is hoped 1994 revenue will allow.

In 1993, loans of Seashore equipment to other locations for educational or publicity purposes continued to be a part of museum outreach. This year, Seashore's beautifully restored Manchester, New Hampshire interurban car No. 38 journeyed to the

panying it. The parade setting did not allow for traditional interpretation, but the material distributed invited the attendees to come to the Museum at a special discount to learn more.

Development of Seashore's Library remains a very important part of improving the educational programs at the Museum. In 1993 this program continued



This new platform was constructed at the south end of Riverside Carhouse, at the path leading to the Shop, for use by visitors on the new guided tours and as the future site of the Portland-Lewiston Interurban station undergoing restoration. The path to the Shop was relocated and the area leading to the Shop (at the extreme right edge of the photo) was cleared and landscaped. JS

city of its birth, Laconia, New Hampshire, for a centennial celebration of local history. The Laconia Car Company was once the prime employer in the area. Interpretive exhibits staffed by uniformed Museum volunteers helped tell this history to the thousands who saw this car.

Also, the Museum's Brantford, Ontario, GMC bus participated in the nearby *La Kermesse* festival sponsored by Franco-American organizations in the neighboring cities of Biddeford and Saco. As part of Seashore's outreach to the most significant ethnic group in our state, huge crowds cheered the bus and received information from the volunteers accom-

with a core of three volunteers. More newly acquired collections were added to the collection, and the ongoing program of cataloging Library holdings directly into a computer system advanced. Thousands of photographs were sorted and cataloged by region, or by car in Seashore's collection.

In a related program, the Manager of Collection Development began a program of preparing full written records, also on computer, of each item of rolling stock in the collection telling its significance, its history, and the circumstances of its acquisition. These important programs will continue in 1994 and beyond.

Publicity and Special Events

The 1993 season could be pivotal for Seashore, despite a modest attendance decline. This was a year of growing awareness, great first steps in a number of important areas and substantially increased visibility in both the media and with a broad array of co-operators.

The year began with a prepared marketing plan that identified four general recommendations for consideration and action. These included (1) an analysis of Museum programs and audiences, (2) the need for new and enhanced special events, (3) improvements in advertising and public relations activities and (4) a strengthened investment in both co-op programs and the broader activities of regional marketing organizations. By year's end, there were significant gains in all areas.

1. Analysis of Programs & Audiences

This area was approached somewhat modestly and informally with the introduction of a pocket-size visitor

survey designed principally to identify markets (How old are you and where do you live?), to rate existing programs and facilities (On a scale of one to five, what did you like best about us and would you come again?) and to gather ideas about where most people hear about the Museum. Significantly, the survey also asked visitors to rate Seashore for its interest to women and children—two very important and perhaps underserved market segments at Seashore.

2. Special Events

Regardless of survey results, the need to broaden program appeal was sounded repeatedly throughout the year—and the wisdom of such broadening was clearly demonstrated on at least two occasions: Halloween and Christmas.

For both of these events, substantial effort went into creating an occasion that would offer visitors something more theme-appropriate than a seasonal trolley ride. At Halloween, for example, in addition to the traditional ghost trolleys, the



The above are two views of a midsummer trolley parade. In the upper shot, Scott Hooper narrates the history of each car for the visitors seated in South Boston on folding chairs and open car benches. In the lower view, Biddeford & Saco open 31 passes the audience early in the parade while Montreal 2052 stands at Arundel Station. JS

Seashore's Brantford, Ontario bus made a popular addition to the annual *La Kermesse* parade in Biddeford. Museum members in uniform drive the bus, and walk along distributing publicity and coupons good for discounted admission. FM

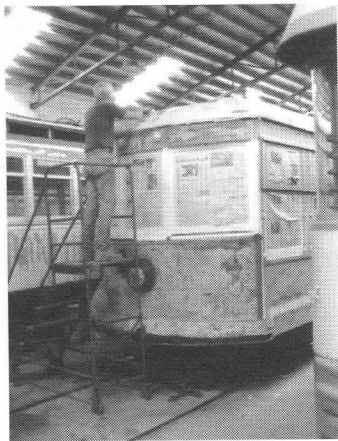


Museum staged a party for visiting children in the Orientation Room, featuring refreshments on a decorated table, life-sized haunted jack-in-the-boxes, photo opportunities with a variety of monsters, and a trolley box witch who would exchange candy for a good rip-roaring scare. And just to put people in the mood, the entrance from Log Cabin Road was staked with a dozen glowing (pumpkin) heads.

The effort for Christmas was less ambitious, but nonetheless significant. Indeed, for the first time since Santa and Mrs. Claus began arriv-

ing at the Museum aboard the "North Pole Electric Express," a properly festive and seasonal setting was awaiting them—and their young guests and families. Here was a real Christmas backdrop to nurture the children's seasonal dreams and excitement.

The numbers of visitors for these events were not extraordinary—they may even have been down somewhat from previous years. But that is not immediately important—over time, the numbers will rise. What is important is the fact that the events were so well received, partic-



Dick Lane masks the roof of Sanford Birney 82 in preparation for painting. JS

ularly by women and children—those segments of the market whom most often determine which attractions families will visit.

As one woman of long-standing membership expressed it, "You've made it fun to be here this year."

Building on this perceived need, the Museum has signed an agreement with Antiques USA, an antique merchandiser, to stage major antique shows on Museum grounds during the 1994 operating season. Anticipating a large number of exhibitor/dealers at each show, our co-operators in this venture are

planning a series of events that are truly regional in scale and should bring in new visitors from a previously largely unidentified and untapped market. The shows will be marketed as "The Great American Antique Festival."

Additional special events designed to broaden the Museum's reach in 1994 include a season-opening Seniors' Ball, an Old-home July 4th Celebration, a Fathers' Day Picnic and Concert, a Maine Products Day (coordinated with the Maine Office of Economic and Community Development) and an expanded New Year's Eve celebration.

3. Advertising and Public Relations

The Museum's 1993 advertising budget rose to \$6,900, largely as a result of initiating a regular program of advertising in the local tourist press (*Tourist News*, *York County Coast Pilot*). The rationale for this more ambitious program was that though the Museum was well represented in the "mailers" (*Maine Invites You*, *Experience the Kennebunks*,



A volunteer applies finishing touches to 82's new paint job, preparing the car for duty as a landmark for approaching visitors on Route 1. By coincidence, its mate, Denver & South Platte No. 1 (later Sanford 80), is on the pit for maintenance. These two cars were the only two cars owned by the suburban Denver line. JS

etc.), there was little investment in reaching the tourists once they actually arrived in the area and were looking for current activities to fill their time.

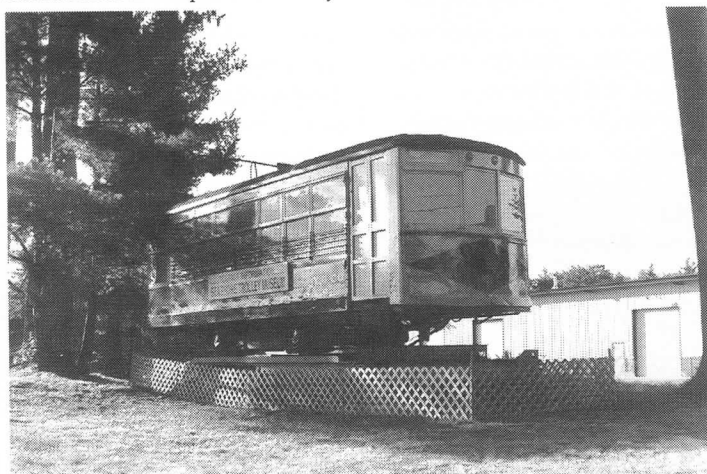
Given the decline at the gate, it is possible to question the effectiveness of this expanded advertising program. However, with 1993 tourist traffic essentially flat in this area and continued uncertainty about the recession, it is also possible that attendance might have been even lower without aggressive local promotion. Presuming the latter and assuming continued improvements in Museum programs (not to mention growing encouragement in economic news), the advertising budget for 1994 has been increased to approximately \$9,300, enabling the Museum to extend its reach into area general newspapers, such as the *Journal-Tribune*, the *Courier* and the *Coastal Beacon*.

In the area of public relations, the Museum undertook major efforts in 1993, distributing news and feature material throughout the regional press and gaining coverage in publications as diverse as the *Tourist News*

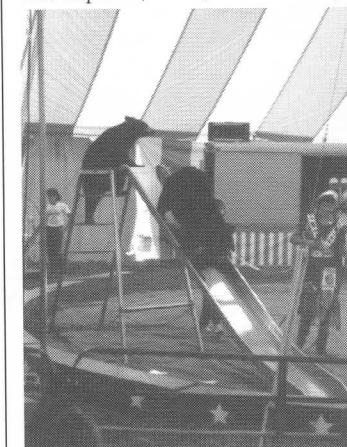
and *Coast Pilot*, the *New York Post*, the *Schenectady Gazette*, *Downeast Magazine* and the trade publication for Group Leaders of America. The Museum was also in regular contact with calendar editors from Bangor to Boston and an array of cable operators within the immediate market area.

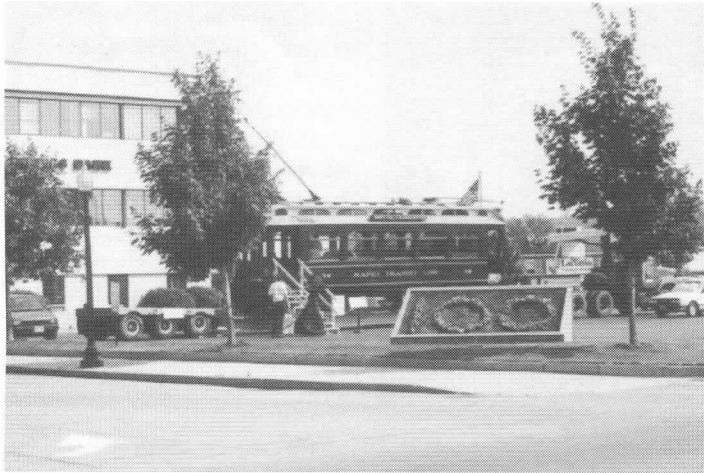
One key project in the spring involved development of a travel writers' tour, which brought the Museum into direct contact with 140 weekend editions from Bangor to Washington, D.C., and west through to Ohio. Though only one writer actually joined the tour, the Mu-

Once work was completed on No. 82, the car took its place at the intersection of Route 1 and Log Cabin Road where it helps visitors find their way to the Museum. Seashore's friends at Antiques U.S.A. kindly offered this use of their land. JS



The 1993 edition of Vidbel's Circus brought sliding bears to Seashore, along with elephants, horses, and birds. JS





Carrying Seashore's educational outreach far from home in 1993 was Manchester, New Hampshire interurban 38 which traveled to the home of its builder—Laconia, New Hampshire—for that city's centennial celebration. PC

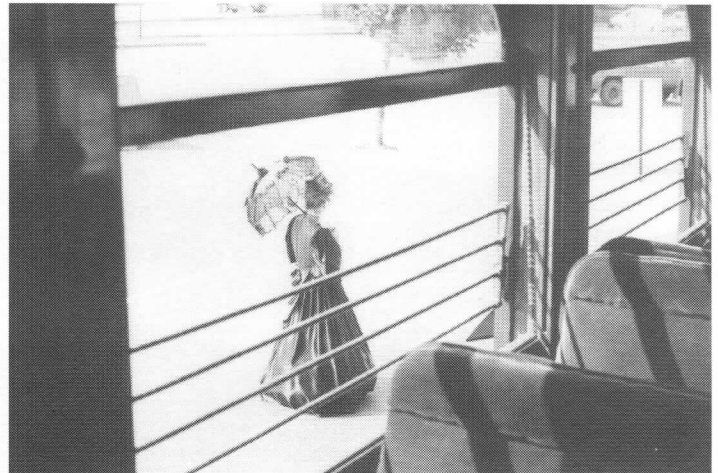
seum received excellent coverage in her paper (*Schenectady Gazette*), modest coverage in numerous other papers that used background materials supplied for the tour, and considerable recognition among local Chamber members (important referral sources) for having made the effort and for co-sponsoring a "Business after Hours" function for the occasion. Based largely on the visibility of that effort, the Museum will provide the leadership organizing a broader Chamber of Commerce press tour of the Kennebunks sched-

uled for early in the 1994 summer season.

4. Co-op Marketing and Marketing Networks

The Museum was extremely active in seeking out opportunities and partners for co-op marketing ventures during the 1993 season. These covered a wide spectrum of both commercial and charitable organizations, including the Maine Lung Association, Maine Foster Parents Association, the Wells Auto Museum, the Village Cove Inn and Susse Chalet, to name just a few.

On a sunny August afternoon, the big top had been erected, the midway vendors are ready, and hundreds of circus-goers are arriving—all annual features of Vidbel Circus Day at Seashore. JS



This view out 38's window could easily have been taken during one of the car's trips through the New Hampshire countryside early in the century. Townspeople in period dress nicely complemented 38's presence at the centennial celebration. PC

One major effort was the introduction of the Museum Trolley Dollar, a wooden discount token with the Trolley Museum on one side and the Wells Auto Museum on the other. With this token, visitors could get a discount at either facility. However, to give the token even broader usefulness, the Museum worked out arrangements with 12 local merchants to accept Trolley Dollars for discounts in their stores.

Another important effort was mounted with 10 of southern Maine's largest motels—those with major bus traffic from Kittery to Kennebunkport. In this program, the Museum printed key envelopes, each carrying a Trolley Museum message, for the motels to use with their bus traffic. Both the Trolley Dollars and key envelopes will be extended into the 1994 season. Taken collectively, these efforts produced marketing relationships of one sort or another with more than 40 businesses and special interest organizations.

One of the potentially most significant efforts of the

1993 season was the arrangement worked out with Antiques USA to place a trolley car at the intersection of Route 1 and Log Cabin Road. This was done simply to extend Seashore's front door to a major travel route. What subsequently came about as a result of that modest agreement was Antique USA's proposal to stage a series of antique shows at the Museum in 1994. A further benefit is Antique USA's invitation for the Museum to construct a trolley exhibit within its warehouse marketplace for

Seashore volunteers were on hand in Laconia to interpret the car's history and invite visitors to the Museum. PC



publicity in the 1994 season.

A key potential market identified during the 1993 season is local campgrounds. There are between 30 and 40 of these facilities in the Museum's immediate market area, each with a revolving population of between 250 and 1500 visitors. Unlike motel visitors who only stay two to three days at a time, campers—generally families with children—are frequently in residence for two weeks or more. Of the 20 or so campgrounds contacted at the end of the season last year, most were found eager to accept and display Museum materials; and the suggestion that Seashore might be able to make a discount coupon available was endorsed wholeheartedly. Early in the next season, therefore, the Museum plans to distribute pads of coupons to all area campgrounds, along with its special event posters.

The Museum's participation with regional marketing organizations was particularly rewarding during the 1993 season. In this area, as with its expanding co-op network, the Museum began to assume a much larger and



The annual *Ghost Trolley* at the Museum is greatly popular with families from neighboring communities. Here a crowd of visitors approach the appropriately-decorated Visitors Center entrance. TG

more visible role in a marketing community with increasingly broad impact. It began with development of a highly professional show exhibit that has been used at a variety of local and regional trade functions—including the local Southern Maine Showcase, Railfare 93, the Glamer Group Travel Show in Boston and the 1993 Top of New England tour, organized for travel planners by the state tourism bureaus of Maine, New Hampshire, and Vermont.

More significantly though, the Museum became an actual working member in

a growing number of market oriented organizations. Locally, it became an active member of the marketing committee of the local Chamber of Commerce, assuming a leadership role in development of that organization's 1994 participation in the Vacation World Travel Show in Boston, event planning for the Pennsylvania Bus Association annual convention and organization of a Southern Maine Travel Writers' Tour.

The Museum has also assumed an active role in the newly formed York County Coalition of Chambers, serving on that organization's exhibit committee; and it has joined with a dozen other businesses, representing an area that extends from Portsmouth to Kennebunkport, to place ads in *New England Group Tour Magazine*.

On a broader scale, the Museum works closely with the Maine Tour Connection, the Tourism Industry Network, the Portland Convention and Visitors Bureau and the Boston Convention and Visitors Bureau—in each case providing leadership that benefits both the Museum and our area.

Kennebunkport's participation in the 1993 Top of New England Tour, for example, was achieved largely through the efforts of the Museum, which lobbied hard for a spot on the itinerary. Together with the Maine Tour Connection, the Wells Auto Museum, the Maine Department of Tourism and the Kennebunk-Kennebunkport Chamber of Commerce, Seashore hosted a travel agent familiarization tour. Tour planners from all over the country came to the Museum, were given a ride on Montreal Observation car No. 2, a tour of Highwood, and treated to a feast in the Visitors Center put on by area restaurants—Bartley's, Breakwater, Windows on the Water, Colony, Cafe Topher, and Meserves.

Applying the same effort with the Portland Convention and Visitors Bureau, the Museum will also be the sole attraction on the itinerary of the Pennsylvania Bus Association convention in the spring of 1994.

Increasingly, the Museum is becoming a significant presence in a broad spectrum of marketing organizations and, as a consequence, more visible to the visitors served by those organizations, making 1993 a pivotal year.

Halloween brought out a completely different side of restoration stalwarts Amy Litchfield and Bill Pollman. TG

The 1993 Halloween celebration included a wide variety of scary surprises inside the Visitors Center, including a werewolf in a box (at left) and witch in the window of Providence 1703 (at right). TG

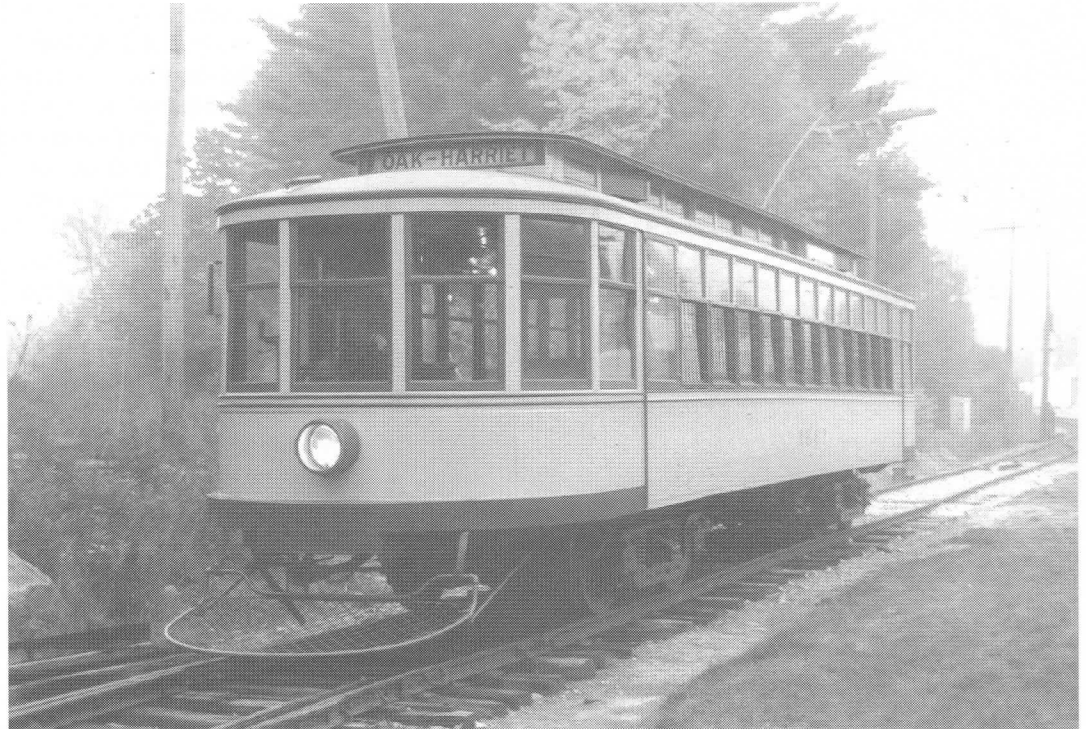


Vehicle Conservation

Once again, a year-end review of the conservation program shows the amount of work done on the Museum's vehicle collection is staggering. During 1993 there were five full-time and three part-time staff. Maintaining this large and capable staff at competitive wage rates—as all of whom could find alternative employment in industry—is a constant challenge to the Museum's finances, and is made possible only by the generous donations of members and other supporters of the program.

The Museum's paid staff is regularly supplemented by many volunteers. Some are present nearly every weekend, others stop in frequently after work, and yet others arrive on an occasional basis.

Among the ranks of volunteers there has recently been a noticeable increase in the number of female volunteers in the Shop, who attack a wide range of tasks with enthusiasm and skill. All of the volunteers lend their talents in the numerous areas necessary to expand and maintain



Looking stately even on a foggy day, Twin Cities Gate Car 1267 poses on the Shop lead track shortly after completion. It was outshopped almost exactly 40 years after its arrival at the Museum which helped inaugurate Seashore's *National Collection*. JS

Seashore's diverse exhibit and operating fleet.

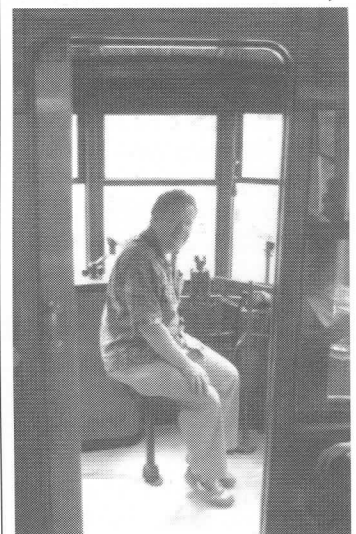
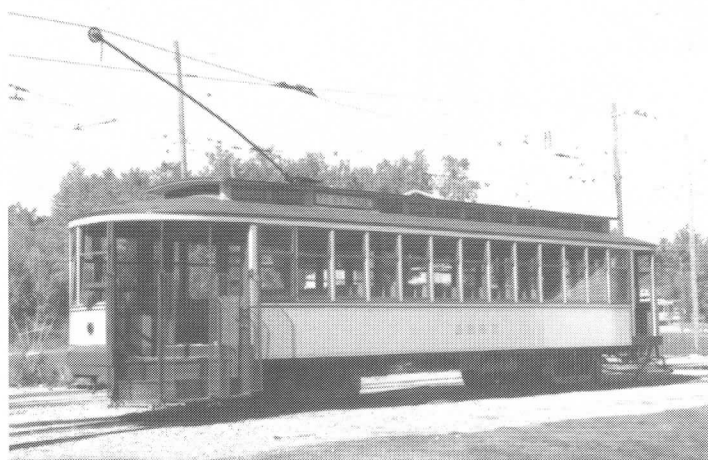
In 1993, considerable attention was given to the maintenance of the operating fleet with special care taken to ensure safety and dependability of operation. A total of 13 cars received major maintenance attention.

The highlight of the year was the completion of the long-term project to restore **Twin City Rapid Transit gate car 1267**, turned out almost exactly 40 years after becoming the first car to operate under its own power at the Museum. The final steps included finishing reconstruction of the heavy steel underframe; replacement of all motor wiring, and reinstallation, after overhaul, of all underbody equipment. The traction motors were overhauled by the Bangor and Aroostook Railroad contract shop. Seashore's crew made several new bronze motor support bearings. The complex gate mechanism was overhauled and installed. The entire exterior was painted, numbered and striped. The car will officially be dedicated in 1994 although it did operate in a trolley parade in August of

1993. Because there was considerable momentum to complete the project, a deficit was incurred in the project's account. An intensive fund raising effort is planned for 1994, including Seashore's

Project sponsor Doug Anderson, posing at the car's controls, journeyed from Minnesota for years to work on 1267, contributed generously, and also raised funds to enable work to continue. JS

The most unusual feature of the Twin Cities cars was the gate arrangement in place of doors at the rear entry. The gates, together with the oversize trolley wheel, and the extreme width of the car, lent a very distinctive appearance to the fleet. JS





One of the most active projects during the year was the restoration of Connecticut Company 1160. **Upper:** The car emerges briefly from the Shop as part of a switching operation. **Lower:** New canvas is applied to the lower part of the roof. JS

first-dollar-for-dollar match, sponsored by an outside foundation.

Connecticut Company 1160 is being used as a prototype for the evolving policy of close cooperation between a Curatorial Committee consisting of the car's sponsor, the Curator of the Railway Collection, the Museum Director, the Shop Foreman, and the staff member serving as Project Manager. This group met regularly to inspect the car, and plan each phase of restoration based on available staff and funding. It also determined the period and extent of the restoration work. This team approach has set the tone for other projects both underway and planned. The last period of the car's operating life—one

man passenger service up to about 1940 when it was made into a track maintenance car—was chosen as the period of the restoration.

A major thrust of the work was to complete the roof and clerestory restoration. This involved completing the roof canvas; installing copper flashing; stripping and repainting the clerestory; and refinishing, varnishing, and painting the clerestory window sash. Because the clerestory sash originally featured custom-made glue chip glass, the Curator experimented successfully with reproducing panes to replace those reglazed with plain glass later in the car's life.

The car body was raised and placed on horses and the

trucks and all underbody equipment removed. It was determined that the overhaul work needed for this equipment was too extensive for available funding in 1993, so work was redirected to other tasks. New steel inner platform knees were fabricated, thoroughly coated with epoxy paint, and installed with stainless steel hardware as a guard against corrosion by the salt remaining in the wood framework.

Inside, the longitudinal seats were removed to prepare for work to the floor, which will be attacked from both the top and bottom. The condition of the floor structure varies greatly. The underframe is mostly wood, and is in good condition, but the subfloor and top floor condition vary significantly. Therefore, a plan calling for minimal intrusion has been adopted. In order to retain as much of the original material as possible, work will be performed in sections, completing each section prior to starting another.

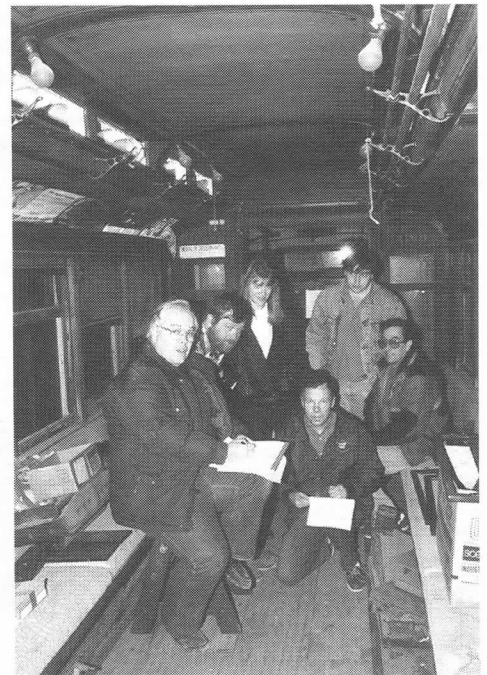
This procedure will keep much of the car intact as restoration progresses. The vestibule flooring, which is a single layer, was worn thin in

spots and will require almost complete replacement.

Third Avenue Railway 631 is another example of close cooperation between the project's sponsor and the curatorial department. Much helpful curatorial advice about original materials and painting was given by the Shore Line Trolley Museum in Connecticut, which previously restored a similar car. The exterior painting of 631 was largely completed, including the roof. After full mechanical overhaul, including slight regauging of wheel sets back to American standard, reprofiling the wheels, and overhauling the motors, the car saw its first operation since leaving Vienna (it had been shipped there as part of the Marshall Plan after World War II).

Glass for the aluminum sash was set with special rubber molding. After careful research into proper colors and methodology, it was determined that much of the interior woodwork was arti-

The Curatorial Committee overseeing the restoration of 1160 meets inside the car. From left, Project Sponsor and Seashore Vice President Roger Somers, Shop Foreman Mike Simonds, Conservation Volunteer Amy Litchfield, Museum Director Donald Curry (kneeling), Curator of Railway Collections Paul Kochs, and Conservation Technician John Mazzei. JS





Keeping the facility clean is a never ending task. Here staff member Paul De Hette steam cleans the Shop pit. DC

ficially grained. Using portions of the seat bottoms made new during the car's service life in Vienna, new springs, padding and rattan were applied. Austrian vinyl upholstery was stripped from the backs and the original cane, still remaining underneath, was bleached and varnished.

Cleveland Railway center entrance car 1227's wooden roof sheathing was completed, sanded, and painted in preparation for covering

with canvas. Interior work involved refinishing much of the wood trim including the wide poplar wainscoting panels. Complex steel frame pieces were fabricated for the distinctive Scullin roof ventilators. As 1227 arrived at Seashore incomplete and deteriorated, with parts either missing or in poor condition, the staff visited the Connecticut Trolley Museum, which has a similar car, to research critical details.

Bay State semi-convertible 4175. A spare air compressor was overhauled for 4175. Brake rigging, brake cylinder, and motor trucks will be salvaged from surplus Boston motor flat car 2003. Intricate new mesh-type steps previously fabricated by volunteers were installed in the car. To determine exact colors of exterior and roof, paint samples were analyzed by the Society for Preservation of New England Antiquities (SPNEA). Further research was done by the project sponsor to determine the best technique for matching the patina of the old cherry sash and trim.



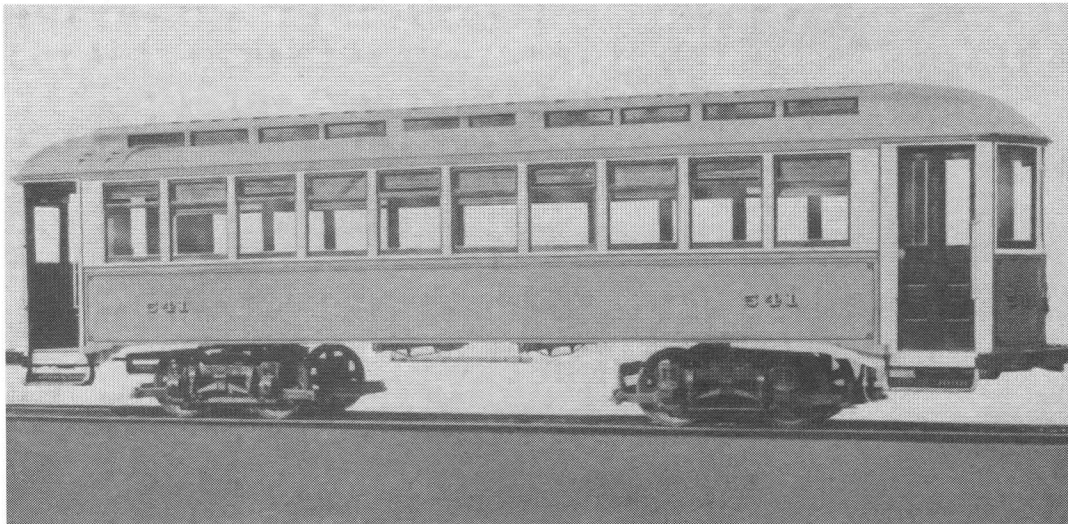
Longtime shop crew member Don Gawthrop adjusts one of the many intricate parts making up the roof structure of Cleveland 1227. The roof sheathing and many finished interior parts were installed during the year. FM

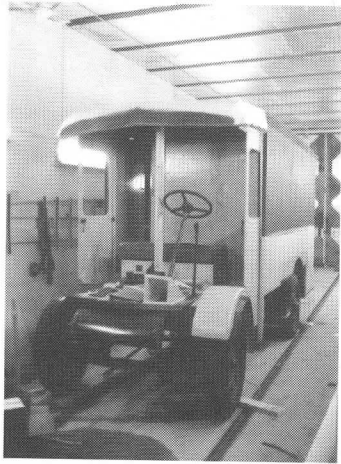
Wheeling Curved-side 39. Work was completed on the roof including remaining wood sheathing, canvas, trolley boards and cleats, bases and poles, and roof ventilators. Also previously made window sash and one sliding door were installed. The curatorial department did considerable research to obtain canvas wide enough to cover the roof without a seam. The car has a number of dedicated sponsors, so work will continue as the car's fund is replenished.

Portland-Lewiston Interurban 14, *The Narcissus*. An air compressor from Boston motor flat 2003 (which was acquired for parts some years ago) was rebuilt for the car. Rotted side posts were spliced and repaired. Pieces of interior Santo Domingo mahogany woodwork were refinished by a volunteer.

The project to rebuild **United Parcel Service Electric Package Car 4040** under contract with UPS was completed, and the vehicle sent for display inside the new corporate headquarters in Atlanta, Georgia. This program included fabrication of a virtually new body. Upon first examination, the vehicle had appeared to be in very good condition; however disassembly revealed a different status. The deteriorated body had been covered with sheet metal and body filler to make it presentable when the car was retired and given to the Museum some years ago. Consequently, the project entailed making a new body on the original underframe—considerably more work than initially envisioned, even though the scope of the

When finished, Connecticut Company 1160 should closely resemble this photograph of another "Standard Car of the Connecticut Company" as illustrated in this builder's photo published in the February 15, 1908 issue of *Brill's Magazine*. SL





The near-total reconstruction of UPS electric package car 4040 was completed in 1993. Here preparations are being made to attach the front body panel. JS

project did not include making the battery-powered vehicle operational.

Rochester Peter Witt 1213 was stabilized and brought into the Shop. Because its steel underframe was weakened due to corrosion, a temporary steel internal frame structure was built to enable the car to be moved.

Boston Cambridge-Dorchester crane 0551 had its traction motor given preventative maintenance work by the Bangor and Aroostook Railroad contract shop in

Derby, Maine. Weak and corroded areas in its motor truck were repaired and the long-frozen dog clutch, which enables its shunting motor to be engaged, was made operative.

Work on **Oshawa Locomotive 300** included repainting the cab interior plus sash and doors and straightening the steps.

Diesel Locomotive D1, a non-accessioned workhorse used by the Museum's track crew, was made more operationally dependable by repair to its side rods (which drive the wheels). The rods were removed, straightened, and fitted with new custom-made bronze bearings.

Storage refrigerator car for the Library. The exterior wood was repaired, scraped and primed in preparation for repainting to Milwaukee Road color scheme. The project was made possible by a special grant from the Casey Albert T. O'Neil Foundation of Minnesota.

For safety reasons as well to prevent further damage and deterioration, it was necessary to take several cars

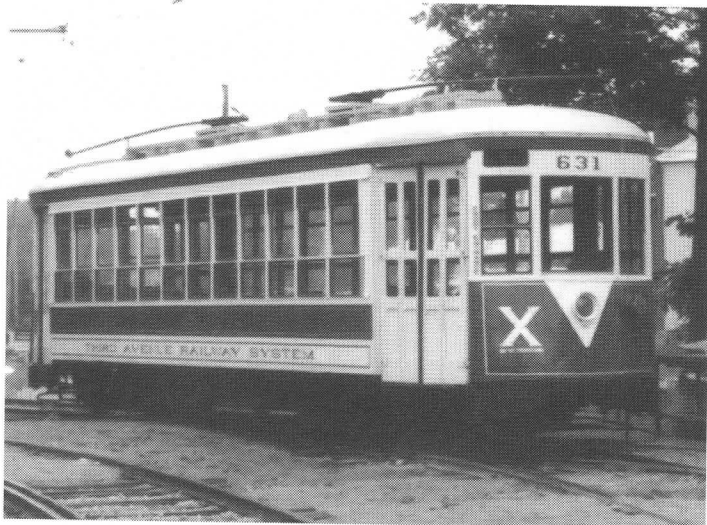


UPS electric package car 4040 is shown after reconstruction by Seashore and repainting by UPS. The sole surviving example of a fleet of hundreds, No. 4040 was the feature of a corporate open-house at its new home in Atlanta, where it will be part of the permanent exhibit at the UPS Museum, joining other early UPS vehicles. RD

out of service pending availability of funding for repairs. Three of these were due to motor armature failures which will require expensive rewinding by a contractor. **Boston motor flat 2026** received a new set of 8 bronze motor support bearings, machined in the Museum Shop. Though the car is mechanically much better than ever, its side sills are severely corroded, limiting its operation until they are replaced. **Den-**

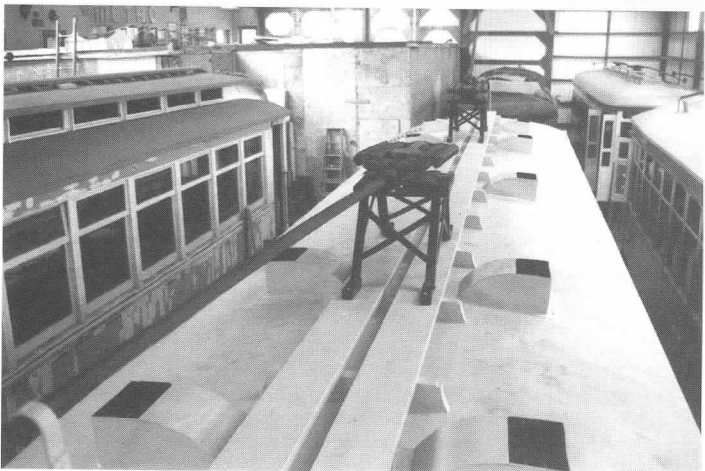
ver & South Platte Birney 1 had one of its truck journal castings rebuilt, but because of severe underframe and air piping corrosion, it was necessary to take the car out of service. **Chicago, North Shore & Milwaukee interurban 755** was taken out of service due to a deteriorated traction motor and a faulty air compressor. **CRANDIC interurban 118** received two new air tanks to replace those on the car which failed

Nearing completion in 1993 was the restoration of Third Avenue Railway System 631. The exterior painting was largely finished as was mechanical restoration. The car operated under its own power for the first time since leaving Vienna. JS



A typical lineup in the restoration Shop: from left to right, Montreal 2052 is in for routine maintenance, New York 631 and Twin Cities 1267 are nearing the end of their long restoration programs. JS





These two photos show the extent of progress on rebuilding the roof of Wheeling 39 during the year. In the upper view, John Mazzei fastens the carefully tapered sheathing pieces to form the bonnet. In the lower view, the roof is complete, including the distinctive trolley stands carried by most Curved-side cars. JS

To meet safety requirements, the Shop purchased and installed flammable liquid cabinets, machine guards, personal protective equipment and emergency lighting. Aisles were marked and improvements made to the electrical system. The Museum Safety Officer arranged a courtesy inspection by an experienced industrial safety expert during which items needing improvement were noted and documented with photos. The Shop staff immediately thereafter began a program of correcting noted deficiencies.

A buffing machine, in storage for years, was set up and placed in service for polishing brass parts. A desiccant air drier was donated which allows efficient drying of traction and air compressor motors, a preventive measure in overhauls.

The Shop continued to refurbish **York Utilities Birney car 82**, so that it could serve as a visible presence for the Museum on US Route 1. This included underframe work, a

combination tarpaper (selected for durability and ease of maintenance) and canvas roof, replacement of doors, and repainting the exterior in the YUCo maroon and beige color scheme.

In preparation for a possible expansion of the Shop, test borings were made around the area to the north of the present building. These determined uneven ground conditions which would make the foundation work difficult and expensive. Much time was spent considering various designs especially alternatives to allow visitors to view work in progress yet not be in danger from the hazards of an industrial environment.

Meanwhile, leaks in the roof of the present structure continue to be a concern and estimates are being solicited from contractors to determine the cost of repair or else complete replacement of the roof. All of these projects depend on development of funding to enable making them a reality.

in a hydro pressure test.

To make it dependable for the annual Ghost Trolley event, a defective motor was replaced in the "Terror Train," **Boston Blue Line subway cars 0512-13**.

Manchester 38 was the subject for experimental use of new ultrahigh molecular weight (UHMW) plastic motor support bearings. New bronze bearings were installed on one axle and the plastic on another. The plastic, donated by the Garland Manufacturing Company of Saco, Maine, does not require lubrication. This technique, though not historically accurate, holds promise for use

on high mileage cars as a means of allowing regular operation with minimal wear, a vital need for a Museum which uses its artifacts regularly.

The Shop is also called on to maintain Museum motor vehicles. The Hough front-end loader, a very useful tool in the cleanup and development of the Museum, received much mechanical work including completely rebuilding its brake system, water pump, and radiator.

By year end, it was possible to raise a trolley pole to the wire on Wheeling 39 for the first time since it was retired from service in 1948. Though all electrical and mechanical components still need to be installed, the progress on the body shell did reach a milestone with completion of the roof. Dozens of traction properties throughout the Midwest operated similar Curved-siders. DC



Volunteer Conservation

Bay State No. 4175: In the project to restore this early deck-roof streetcar, fabrication of the special steps, which began during the previous year, was completed. The steps were primed, painted, and mounted on the car. Steel risers, or "kick plates" are attached vertically behind the new steps. On this car, these plates featured a special alternating pattern of diamonds and round holes punched in the metal. The originals were still on the car, but were severely corroded. Custom fabricated replacements were generously donated by Space Metal Engineering, of Lynn, Massachusetts.

Many deck roof streetcars use a special type of wire glass in their clerestory windows. This "chicken wire" glass has a ribbed texture on one side and is smooth on the other. An early form of safety glass, it would remain intact if it was broken. Chicken wire glass by itself is not especially rare, but the par-

ticular thickness of the glass, the ribbed texture, and the length of the panes seems to be unique to streetcars. Prior attempts to locate more of this glass had ended in vain. Consequently, plans were made to splice existing small pieces of this glass together sealed with adhesive.

At about the same time, the museum was informed by Leroy Bachman that three ex-Conestoga Traction Company cars in Lancaster County, Pennsylvania would be bulldozed within a week's time. An emergency trip was immediately scheduled. Although most parts had already been stripped by vandals, these bodies yielded an unexpected bounty of the chicken wire glass needed for 4175, as well as some other miscellaneous items.

Luckily, the glass obtained from this trip was slightly larger than that needed for 4175. Incredibly, twelve panes of undamaged glass—exactly the number needed—were obtained from stripping these cars. We are very grateful for the dona-

The unique Art Deco styling of Philadelphia Bridge car 1023 is quite visible in this shot. Volunteer project sponsor Conrad Miskew works on the roof as part of the long-term program to restore this car. JS



One of the most labor intensive parts of any early streetcar is treatment of the windows and doors. Steps involved include stripping old finishes, disassembly, repair or replacement of damaged wood, refinishing, and glazing. Here Project Sponsor Stephen Santarelli glazes upper sash from Bay State 4175. JS

tion of this rare glass. Subsequently, the glass has been very carefully removed from its sash and stripped of accumulated layers of paint, tar, and dirt. Next, it was trimmed to fit 4175's clerestory sash, glazed in the previously refinished sash, and carefully stored until these windows are reinstalled in the car.

In other aspects of the project, one of the cherry exterior doors was varnished and glazed. Special cherry mouldings used to hold the glass in place were made using the Shop's shaper.

Bridge Cars 1023 and 1018: This year saw work continue on Seashore's Philadelphia Bridge rapid transit train, Nos. 1018 and 1023.

Most noticeable was continued interior and exterior painting. In addition, a myriad of small projects were completed which will further the restoration of these cars. Missing lower motor brushholder covers were removed from storage and/or made from scratch, painted, and put on the cars. The air compressors benefited from cleaning, painting, and renewed electrical connections. Window sash, frames, and posts were cleaned and painted. Destination signs were made watertight.

A vital supply of miniature lamps (which are no longer manufactured) for the air gauges was acquired. A trip to the Hagley Museum in Wilmington, Delaware



Project Sponsor Dann Chamberlin continues preparations of the exterior surface of Chicago 225 for repainting. JS

provided some unknown information and better photographs. Patent drawings for various parts were also acquired from the Department of Commerce in Washington, DC. Innumerable leaky pipes and frayed wires were repaired.

On car 1018, headlights and other small items were removed and rehabilitated. A new bulkhead ventilation grill was fabricated and installed. Preparation for installation of a trolley pole (which will enable operation of the car at the Museum) was begun, controllers were cleaned and painted, and two whistles were acquired and installed. In addition, many spare parts which had been stored in the car were removed, catalogued, and transferred to other storage areas.

On car 1023, defective and broken wiring on the "A" end electric equipment received attention. The fragile Ivanhoe interior light lenses were removed, cleaned and reinstalled, as were all deck and marker lamps and lenses. Missing and defective parts were replaced and/or

fabricated. The "B" end motorman's cab door was removed, rehung with the original hinges (one required machining a new pin) and floor vent was repaired. A missing car card rack was fabricated, and many minor holes in the interior were plugged, sanded, and painted.

Tracings of interior and exterior graphics were made, and many more were reproduced, including a 1956 era color map. New trolley boards were installed, as well as a pole hook. Blue glass (similar to the original) was acquired and installed in the motorman's indication box. The "A" end interior bulkhead was removed, allowing much deterioration to be repaired. Collision damage to the "B" end was repaired, as were a number of other dents and scratches in the carbody. The reverser also received attention.

Portland Lewiston No. 14, *The Narcissus*: The year 1993 saw much accomplished on this Maine interurban car. A compressor was rebuilt and mounted on the



Chicago Surface Lines 225 (left) is towed to the Shop by Aroostook Valley Interurban 70 for further work. One of a huge fleet of similar Pullman built cars that carried generations of Chicagoans for over four decades, No. 225 epitomizes the lines of a classic American big city streetcar of the first half of this century. JS

car. A number of window posts were replaced, a step which must be completed before work on the roof may begin. The ongoing project of repairing the stained glass clerestory windows continued during the year.

Much of the interior mahogany trim was refinished. One volunteer logged 700 hours on this project alone in 1993. Because of the excellent

condition of some of these pieces, it was possible to conserve the original wood.

Chicago No. 225: The ongoing restoration of Chicago Surface Lines No. 225 moved toward completion in 1993. The eight clerestory ventilators, which had been refurbished the previous year, were installed. This was the final step towards finishing the roof work, begun several years ago.

With help from Frank Sirinek, one of our friends at the Illinois Railway Museum, it has been determined that "Rangoon Red," a color used by the Ford Motor Company, was the closest standard color to the original red used by the Chicago Surface Lines. In preparation for repainting, the entire exterior of the car was repaired, sanded and primed. Paint on the letterboard and area above the doors was stripped.

The sub-flooring in the center of the car was found to have caused the grooved maple top flooring to buckle. This was replaced with new

An important finishing touch to the restoration of any streetcar is installation of proper destination signs. Here member Ken Haselton, a signmaker of many years experience, shows his newly made sign for Cleveland 1227. FM





Bill Pollman and Paul Kochs work on the end frame of Boston Orange Line work motor 0521, repairing damage from an accident in Boston some years earlier. When finished, the car will serve not only as an exhibit, but as a useful locomotive for track construction and shifting. JS

which the anti-climber attaches was made from a large section of channel, in a similar fashion.

The side sills were pulled back into their original position and reattached to the bumper. New center beams were then

wood which closely approximated the original. Because of the careful job in removing the original top flooring, it was possible to reuse this material.

While most of this project has been carried out with volunteer labor, about \$10,000 will have to be raised to overhaul the motors, replace the main wiring, and reassemble the trucks.

Boston Tool/Crane car No. 0521: Much was done in 1993 to this work car from Boston's Orange Line to repair accident damage which occurred in service in 1986. The accident deformed the front end to a depth of two feet. This damaged the frame, along with the anti-climber, railings, and other fittings.

The anti-climber was repaired by welding patches, then heating and forming under pressure from a hydraulic jack in a large wood form. A new bumper, to

fitted into place and welded, after which the anti-climber was refastened to the bumper. All steel was rust treated and painted. The project of reinstalling the floor then began.

Boston PCC No. 3340: A team of volunteers worked together through the entire season to repair and paint the body.

Several years ago, a number of steel panels were tack welded on the roof to seal rusted areas that were leaking water. This year, the seams of these panels were continuously welded then all rusted areas were ground, rust treated, primed and painted.

The entire body of the car was stripped to bare metal and rust treated. Holes in the sheet metal were patched, and minor dents filled. The car was spray painted in tangerine and cream, the earliest scheme used by the MBTA for this car. Imron paint was

selected for durability in cases where the colors could be matched.

Dallas PCC car No. 608: With the exterior cosmetic restoration of this car having been completed some years ago, an interested member spearheaded the effort to make the car operational. He was aided by a visit by Seashore member Karl Johnson, who is a PCC car expert for the San Francisco Municipal Railway, where he oversees the Muni's historic streetcar fleet. Cleaning and servicing of the many electromechanical devices on the car eventually made it operational.

Boston PCC car No. 3328:

Some years ago, when the fleet of Boston's ex-Dallas double-end PCC cars was retired, Seashore acquired this car for eventual transfer to the Tramway Museum Society in England. However, they subsequently decided that the cost of trans-Atlantic moving and restoration would be too expensive, so they would represent the PCC car with a more recently retired car from the Hague in the Netherlands.

Given that the car is complete, but is becoming badly rusted, volunteers initiated a general conservation program, to preserve it for possible resale. This included

These views show the newly rebuilt end framing from above and below. Seashore volunteers removed all the damaged frame members, fabricated new ones, and installed them. The completed assembly provides a sturdy and rigid structure. JS



rust removal, metal treatment, complete priming and painting, and some "buttoning up" of the car body. By the end of the season, much of the roof had been disk sanded to remove rust, and some body work had been done to prevent further weather deterioration.

New York City 800 and 1440: New York City R4 subway car No. 800 had its motor control resistors completely rebuilt. This car is now operational. On its mate, R7 No. 1440, the brake system was overhauled.

Baltimore "Peter Witt" car No. 6144: When this car was moved to the Museum in the mid-1950s, its compressor intake pipe, which runs from underneath the car to the roof, had to be removed for proper clearance under highway bridges. After many years at Seashore without this unique fixture, a number of volunteers worked together to fabricate a new one. As the original was missing, No. 6119, a similar car on display at the Baltimore Streetcar Museum, served as the pattern. After heating and bending the pipe to form the proper shape, it was primed and painted, using original Dupont colors. It was then installed in the car, and the roof was carefully sealed. Our Baltimore member leading this work restored car 6119 and works on 6144 during visits to Maine.

Boston motor flat No. 2026: The bronze motor axle bearings, which were badly worn, were removed. They were built up with wax, and used as patterns to cast new ones. Upon returning from the foundry, they were machined and reinstalled.

Air compressors: A win-

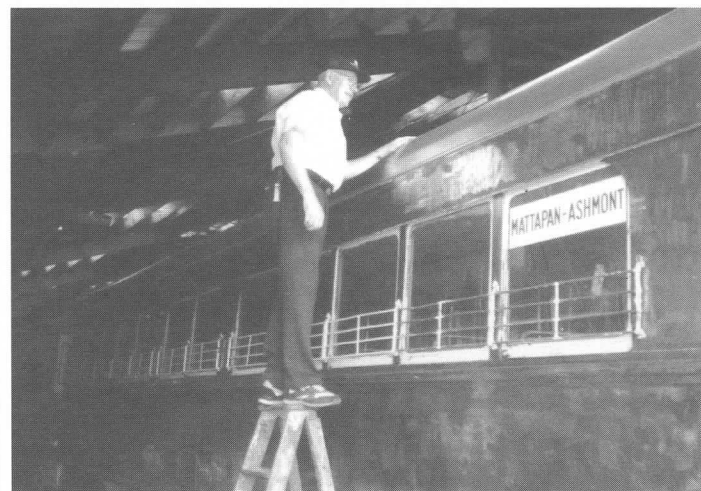
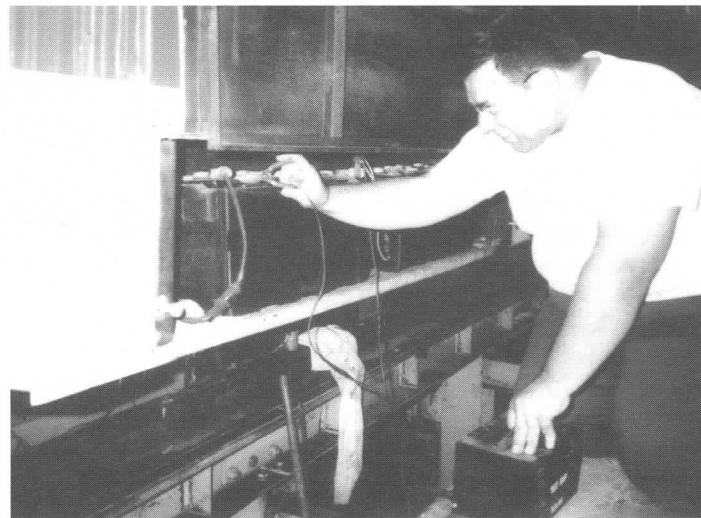


PCC conservation program in 1993: In the course of the year, volunteers worked on a number of PCC cars. These views show progress on Boston double-ended car 3340.

Above: Panels are welded to cover corroded areas on the car's roof. Milwaukee 861 is in the background.

Below upper: Bob Kelly tests the car's batteries, the backbone of the low voltage system.

Below lower: Ken Haselton inspects the roof after completion of repainting. FM



ter program of rebuilding air compressors, begun during the previous year, was continued in 1993. This was a combined effort between shop staff and volunteers. This work, which is vital to ensuring the continued safe operation of Museum cars, was accelerated by the volunteer efforts.

Cars that benefited from this program include Boston Type 5 No. 5821, Portland-Lewiston No. 14 *The Narcissus*, Eastern Mass No. 4387, CRANDIC No. 118, and North Shore No. 420.

Portland-Lewiston Waiting Station: Though the station had arrived at Seashore only a year earlier, volunteer activity on this important artifact from the Portland-Lewiston interurban line propelled its restoration close to completion. When this project is complete, it will be placed as an exhibit near the Riverside car barn.

The outside of the building received repairs, as did window sash. A new wooden floor was installed. New wood was applied to the roof. New galvanized metal shingles, deemed to be similar to the originals, were purchased and primed on both sides to assure protection from corrosion, then were installed on the roof.

Boston Picture-Window PCC 3292: New legs were welded onto deteriorated seat bases and preparation began for installation of floor tile. Deteriorated areas of the exterior paint were disked, primed and painted green.

Boston Red Line Tool Car 0553 had its sliding side doors rebuilt and installed.

Philadelphia Bullet Car 208: This car received roof repairs.

North Terminal Report

The project to develop the future North Terminal site at the end of Seashore's 4-mile right-of-way continues with the enthusiastic support of a group of Seashore members and investors in Biddeford Station, Inc. In 1982, Biddeford Station was incorporated as a separate, for-profit corporation chartered to develop and operate Seashore's North Terminal, with a restaurant, a gift shop, and a small theater. These activities would complement Seashore's, yet permit development of the Biddeford site at no expense to the Museum. Significant blocks of Biddeford Station stock have been donated to Seashore over the years by the company's founders.

Excellent progress was made at Biddeford Station in 1993. Nearly \$170,000 in new investment was used for development of the property. Visible changes include the final 60-foot extension of the building, with the steel framing and roof completed in 1993. Great Northern Railway Ranch Car 1244 is now covered and protected from the weather. Continuing work on the two-foot gauge right-of-way has resulted in that loop route becoming an easy walk through woods and fields, with the need to ford the stream crossings now eliminated.

Related to the right-of-way, the two-foot track construction has continued. The two-foot main line to the station platform has been built. This line slowly curves southerly into the woods, where it joins the two-foot gauge line from the building. Ties and rail have been laid out for the continuation east

to the property line shared with Seashore. A work flat was constructed by the track crew for track construction projects, and a 16-foot flatcar was acquired late in the year for use in hauling ties.

Less visible was the construction inside for the York County Model Railroad Club, now resident in Biddeford Station, where it meets every Tuesday and the third Sunday of each month. The club received the loan of Museum member Lyman Hurter's HO rail collection, which he donated to Seashore.

Also not visible, is the start of the system of interior ramps which will serve as access to the station platform from inside the building, and will be a walkway through the planned Great Northern Railway museum exhibits. These ramps will also be in compliance with the Americans with Disabilities Act, making Biddeford Station a fully accessible building.

Biddeford Station progress depends on the sale of shares to investors both within and outside the Seashore family, and the rate of continued progress will depend on share proceeds.



Improvements inside and outside of Biddeford Station were noteworthy in 1993: **Above top:** The building was extended to its full length with an additional 60 feet of roof and structure. The Great Northern dining car is now completely sheltered. **Above lower:** A room was finished inside for use by the York County Model Railroad Club which now has ideal conditions for their layouts and operations. RD

Below: Cincinnati Street Railway No. 2100 (mate to Seashore's 2105) poses for its official builder's photograph on May 23, 1917 at the hometown Cincinnati Car Company. The Cincinnati system was one of very few to use two trolley wires—one for positive and one for negative—instead of using the rails for power return. WS

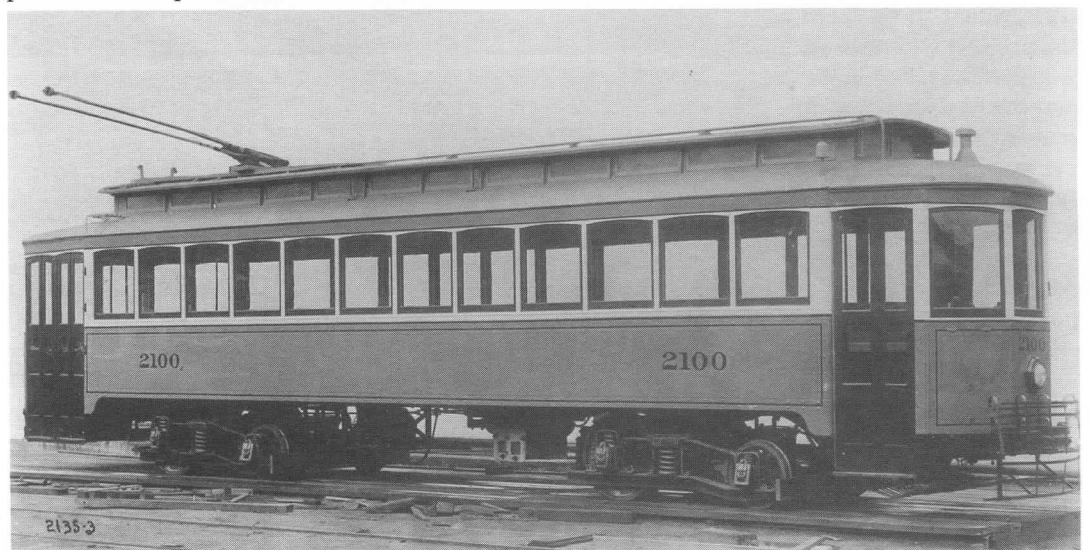


Exhibit Acquisitions

Seashore received five accessioned acquisitions in 1993. The first came at the end of the summer, when **Cincinnati Street Railway 2105** was donated to the Society by Mrs. Amy Chambers of Madisonville, Ohio. Cincinnati was one of the best large city street railway systems, and was a sponsor of the innovative Cincinnati Car Company, which built No. 2105 and several hundred others of similar deck roof design. These cars were the backbone of the system for many years, though they were later eclipsed by Curved-side cars, the famous semi-streamlined 100 series, and, finally both prewar and postwar PCC's.

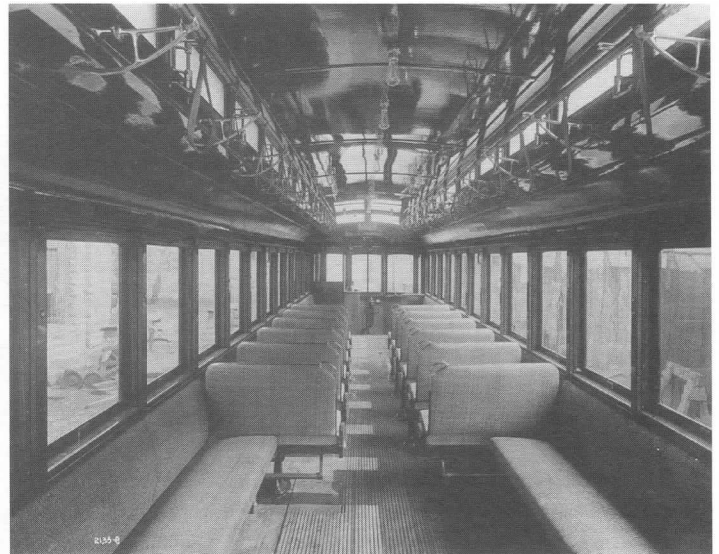
Though a later deck roof class is represented at the Columbia Park Museum near Cleveland, and a Curved-side is a static restoration in the revived Cincinnati Union Station, No. 2105 of 1917 is the only known survivor of hundreds of single end deck roof cars that were mounted on maximum traction trucks both of whose pony wheels faced forward. This unique Cincinnati feature enabled the company to operate successfully in very hilly territory that would have precluded other two motor configurations.

These cars employed the famous design of Howard Elliott, which anticipated the later stressed steel construction technique. Elliott cars had no center sills or truss rods and, though mostly wood, had a heavy gauge steel sideplate riveted to a lower channel. Both plate and channel ran the length of the body. Seashore's Rochester 1213, Kansas City Clay

County interurban 24, and Kansas City Public Service 922 (also acquired this year), all built by Cincinnati, are similarly constructed.

Company records show that after the car's withdrawal from service, the body was sold for \$200 on August 26, 1948, and the trucks scrapped. It had evidently been moved to the Madisonville site at about that time, and had served as a backyard gazebo. Mrs. Chambers said the car was there when she purchased the property, and the crane operator who loaded it for the truck trip to Maine recalled being on hand as a child when his father set it out in Madisonville. The car body had been set down on its platforms, which caused the sides to buckle, so it was necessary to build a strengthening framework inside before No. 2105 could be moved or lifted, because all the window posts were broken at the beltrail.

While it was being loaded by crane on a flatbed, the



The interior builder's photo of Cincinnati 2100 reveals the classic details of a 1917 streetcar: bare lightbulbs for illumination, openable clerestory windows for both ventilation and illumination, leather standee straps, varnished woodwork, and cane seats. Seashore's goal is to raise funds to enable restoration of 2105 to this state. WS

rear platform parted from the car. The platform was then loaded separately, enabling the transport to occur without oversize permits. The car was delivered by contract carrier and arrived in Maine September 3. Although the car appears forlorn, most of the interior wood trim and the roof deck

are in very good condition, and a major part of the restoration will be rather easily accomplished by replacing the side posts that are simple sawn members. Because the pioneer construction technique had the metal side plates under tension, supporting the car at the bolsters again should help straighten

Although the Staten Island Rapid Transit operated almost within the shadows of Manhattan's skyscrapers, the operating environment could be almost as bucolic as a Midwest interurban. This photo shows a car identical to Seashore's 366 at the Wentworth Avenue Terminal. SL



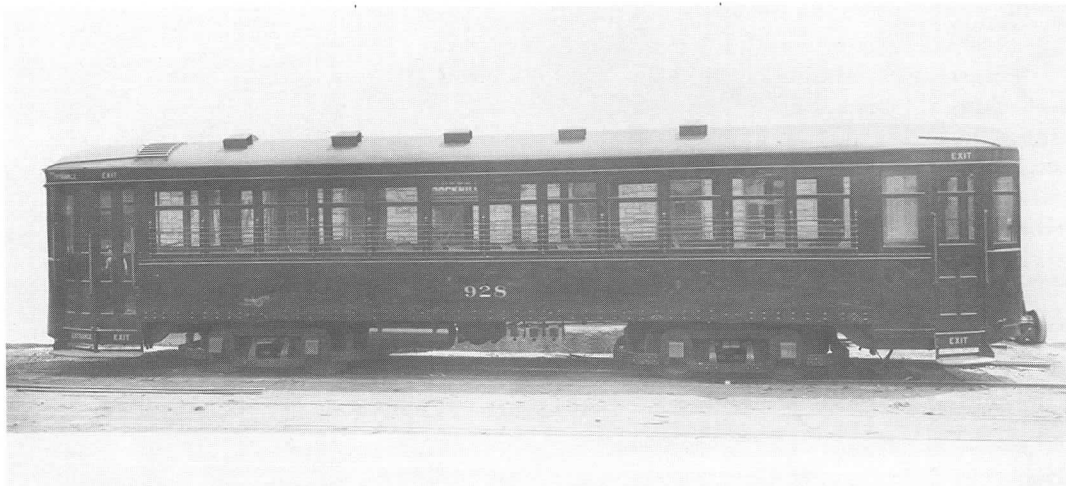
the bowed side plate.

Staten Island Rapid

Transit 366: New York City's isolated borough of Richmond on Staten Island was comparatively sparsely populated, and did not support the kind of intense rapid transit development undertaken in the rest of the city. However, electrified operations were developed in 1925 to replace steam passenger service on the Staten Island trackage of the Baltimore and Ohio Railroad. The B&O subsidiary had been called "Staten Island Rapid Transit" since 1883, and was in fact the first operation to use the term "rapid transit." Most of the new electric rolling stock was furnished in a single order by the Standard Steel Car Company.

The equipment, though by no means identical, was designed to be compatible with that of the Brooklyn-Manhattan Transit system, with the thought that there might someday be a physical connection. When the ultimate bridge was built many years later, it was for automobiles, not transit. The B&O neglected the SIRT for many years, and the still isolated Staten Island Rapid Transit System was ultimately taken over by the Metropolitan Transportation Authority in 1971. Two of the three lines had already been abandoned, and the other was reequipped with cars similar to the R-44 series then being placed on lines in other boroughs.

Several of the original cars were set aside for a museum project and stored at the Consolidated Edison plant at Arthur Kill. Con Ed requested that the cars be removed early this year, so No.



The Cincinnati Car Company built 50 cars including Seashore's 922 for Kansas City in 1910-11. These builder's photos of sister car 928 show a design featuring a simple arch roof and austere interior.

WS

366 was offered to Seashore by the museum project sponsors. These quite massive cars were too big to move in one piece by road, so two rigs were sent from Seashore in November to move the trucks on a flatbed trailer and the body on a dolly.

There was substantial and much appreciated assistance from the Edison crews, but, even so, the separating and loading program turned out more difficult than could be accomplished over one weekend. Thus, the equipment finally arrived in Maine

on November 12 and then was reassembled. Though complete, car 366 will require some work to repair deterioration caused outdoor storage before coming to Seashore. Vandals had broken most windows, allowing weather to damage the interior. Mechanically, No. 366 should be serviceable fairly soon.

Kansas Public Service

922: Kansas City was another famous and very important system that had not been represented at Seashore. No traditional cars were known

to survive after several that had been saved locally were destroyed in a flood some years ago. Last year, the crew that went to Kansas City to move interurban car 24 was approached by former Kansas City motorman Harold Ambrosius, who knew of a car on a Kansas farm that turned out to be Cincinnati-built 922 of 1910. Kansas City did not have any large classes of similar traditional cars, but the 900's were considered particularly handsome.

The car was donated to Seashore by farmer Kevin Holton, with the request that it be removed in Autumn 1993 between the time of the completion of the harvest and the first fall of snow. There was no information about how or when the car came to that location, but the car had been used as a residence and was wallboarded inside and cocooned in sheet metal outside. This made it somewhat difficult to assess the condition of the car, and the time window was a bit tight. Local Seashore supporters and interested residents inspected the car by lifting the motor traps and disturbing a resident family of raccoons, but they were

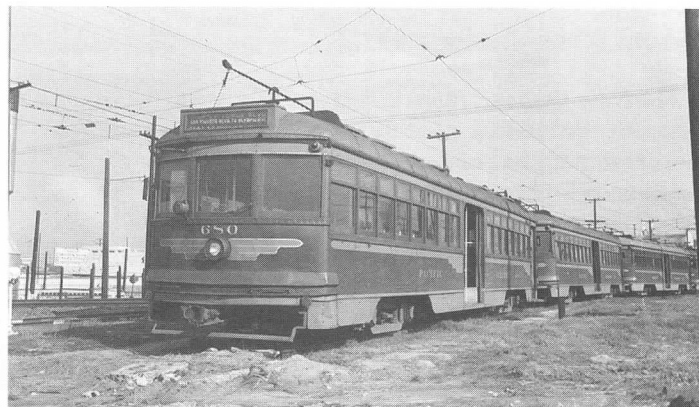
subsequently able to strip the inner and outer material in time for the car to be ready for loading on November 17.

A truck crew left from Maine on November 15, using the same lowbed trailer and tractor that had just delivered the trucks for No. 366 from Staten Island, and the car was loaded by crane at Tonganoxie, Kansas, on November 18. Departure the following day was delayed by permit difficulties in Missouri. Weekend and Thanksgiving holiday trucking curfews delayed arrival of Car 922 at Seashore until November 29. This car had design features similar to Cincinnati No. 2105, and somewhat similar sideplate distortion; however, it did straighten nicely when it was set on trucks at the Museum. The roof and floor are in very good condition, and has a set of doors in place with the door engine still existing and connected.

Pacific Electric 680: Although Seashore has owned Pacific Electric Car 680 for several years, it was not for-

mally accessioned until it arrived in Maine almost at the end of 1993. The Hollywood class cars, so called because they served Hollywood Boulevard for a generation, were the largest and best known car type of the great California system which was America's largest interurban network. The Hollywoods were built in four orders, three from St. Louis and one from Brill. No. 680 is from the second St. Louis order of 1924. The cars were low and heavy, and quite slow at first, but a 1939 modernization gave them a higher top speed and new seating just in time for the traffic resurgence of World War II. Conversion to one man configuration in 1949 was accompanied by renumbering, in which No. 680 became No. 5069.

The car was one of eight sold to Oregon in 1953 to upgrade the operations of the Portland Traction Company, where it ran as No. 4022 until that system was abandoned in 1958. The only one of the Portland cars not scrapped,



A train of Pacific Electric "Hollywood Cars," headed by Seashore's 680, lays over at Vineyard on February 17, 1949. Once the car was rebuilt for one man service the same year, it would be renumbered 5069. Note the roof of a Los Angeles Transit Lines PCC car passing below on the left. AP

No. 4022/680 suffered a decimating career, first at a failed county fair ride project, where motors and electrical equipment were scrapped to raise money, then at Oregon's Trolley Park, where it failed to muster the support to replace missing equipment and perform restoration. It was sold in 1971 to Eugene Stoller, a private collector with eclectic interests, and taken to his property in Woodburn, Oregon. That trip was particularly rough, and one platform was twist-

ed when the car was dropped while being jacked down at Woodburn.

The car remained at Woodburn for many years. Mr. Stoller sold the car to Seashore in 1992. He also sold the body of Portland, Eugene and Eastern 485, along with a set of Key System trucks and equipment to the Orange Empire Railway Museum in Perris, California. Seashore and Orange Empire embarked on a cooperative moving project that spanned much of 1993. The consignment for Perris had to be moved first, since it had come later and effectively blocked access to the Hollywood car. No. 4022/680 was more than the usual body, still having trucks, seats, draft gear, brake and other air equipment. It also had a steel roof that had prevented some deterioration. There is, however, damage to headlining and sash. Like all Pacific Electric Cars that were traditionally washed with heavy caustic, most window posts will have to be repaired at the beltrail. Orange Empire has developed a satisfactory technique that requires minimal disassembly, and has

(continued on page 32)

A classic view of a Pacific Electric "Hollywood Car" shows Seashore's No. 5069, on August 3, 1951, in Fair Oaks enroute to Pasadena. The once mighty Pacific Electric empire was then shrinking rapidly, and by 1953 No. 5069 would be sold secondhand to Portland. Ironically, new light rail lines now being built in the Los Angeles area retrace the routes of former PE lines, and Portland's new light rail system incorporates part of the line this car served in Oregon from 1953-58. AP



The Seashore Trolley Museum

The New England Electric Railway Historical Society is a nonprofit educational institution dedicated to the preservation, exhibition, and operation of urban and interurban transit vehicles from the mid-nineteenth century to the present. It operates the Seashore Trolley Museum in Kennebunkport, Maine, where its collection is displayed, restored, and operated for the public.

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kindly offered to share experience and information.

After car 485 and its components were moved to Peris during the summer, the Seashore part of the project lagged due to delays in the settlement of Stoller's estate as Mr. Stoller died on September 19. Car 680 was sitting on a short section of track, and the track crew of the Willamette and Pacific Railway kindly stopped on the way back from a job and constructed a ramp for loading the car on a lowbed trailer, but the time constraints of the Staten Island and Kansas City moves and scheduling commitments of contract trucker Rodney Mau delayed the actual project until the end of November.

The car was pulled aboard a stretch lowbed with the aid of the local truck wrecker on November 30, but did not leave until December 1, after the car proved to be much heavier than the crew's calculations based on early records indicated it should be. It was necessary to unload one truck in Woodburn, and then the other had to be dropped in Cheyenne when the load

was still too heavy for some state permits. The carbody did not arrive in Maine until December 14, when it was unloaded and placed for retrucking. The trucks were picked up by a second contractor and delivered several days later, just in time for the onset of bitter cold and otherwise very foul weather. Although the car was immediately tarped, the retrucking project was not completed until 1994.

Shreveport 106: Several years ago, the Museum acquired Shreveport (Louisiana) Trolley Coach 105, from a pioneer 1931 order of such vehicles for what would become the nation's first, and a long-enduring all-trackless trolley system. Two more virtually identical coaches, including No. 106, came from Brill in 1934. Contrary to national trends of sharply reduced transit patronage during the Great Depression, these coaches were necessary to handle increased ridership on the initial line. Coach 106, which was delivered to Seashore in December, is much more complete than No. 105. Planning is underway to start the restoration of Coach 106 for exhibition.

This unusual view shows Seashore's Cincinnati 2105 being built at the Cincinnati Car Company. This cradle evidently allowed them to tip the car, presumably for easy access when installing underfloor equipment. CT



The cost of running an operation the size of Seashore continues to grow, even in periods of low inflation. With the recessionary times continuing to depress public visitation, extra sources of income were needed in 1993 to help cover expenses. Consequently, Seashore's Board of Trustees set a goal late in the year of raising \$15,000 from Museum membership. Through the generosity of our membership, this goal was handily surpassed. In fact, by the end of January, 1994, when the campaign was closed, a total of \$18,684 was donated by 368 members, friends, private companies and other organizations. The total amount and the number of donors marked significant increases over the prior year campaign.

These donations helped the Museum markedly in a financially difficult year. The Board of Trustees of the Seashore Trolley Museum gratefully acknowledges the contributions of the following members and friends:

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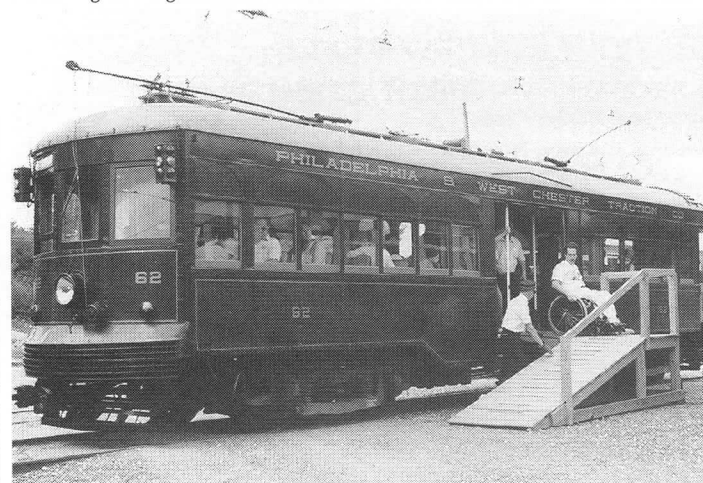
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Robert J. Reich, *Methuen, MA*
Stephen Reidy, *Woburn, MA*
Thomas E. Remsen, *Hudson Falls, NY*
Burt Rendall, *Scarborough, ME*
Edward P. Richardson, Jr.,
Brookline, MA
Fred Richardson, *Barrington, RI*

Hubbard Richardson, *Springfield, VT*
 Rudy Rinda, *New Milford, NJ*
 A. E. Roach
 Wayne A. Roberts, *Rochester, NY*
 Charles C. Robinson, *Fairport, NY*
 Edward Rose, *Woburn, MA*
 Ronny Rosenberg, *Harrison, NY*
 Edgar E. Rugg, *Sterling, MA*
 J. Andrew Sack, Jr., *Louisville, KY*
 George M. Sanborn, *Jamaica Plain, MA*
 Roy Sanders, *Holden, MA*
 Fred Sanner, *Virginia Beach, VA*
 Stephen F. Santarelli, *South Hamilton, MA*
 Thomas O. Santarelli, *South Hamilton, MA*
 Robert W. Saunders, *Bethel, ME*
 William E. Savage, *Milton, MA*
 Mark J. Scannell, *Nashua, NH*
 Don Scott, *Maryland Heights, MO*
 James D. Schantz, *Boston, MA*
 Lawrence D. Scheu, *Newport, VT*
 James Schiffer
 Ludwig Schmidt, *New York, NY*
 Paul John Schneble, *Wauwatosa, WI*
 Clifford R. Scholes, *Cincinnati, OH*
 Brooke Schumm III, *Baltimore, MD*
 Margery R. Schunk, *Westhampton Beach, NY*
 Claude Schwesig, *Charlotte, VT*
 Donald T. Scott, *Maryland Heights, MO*
 John Wesley Seay, *Cincinnati, OH*
 Curt Seeliger, *Markham, IL*
 George A. Sefranek, *Bethlehem, PA*
 Burton B. Shaw, *Worcester, MA*
 Ellen W. Shaw, *Worcester, MA*
 Joseph T. Shea, *Albany, NY*
 Eric L. Shelly, *Coopersburg, PA*
 Carl A. Sherblum, Jr., *Coventry, RI*
 James R. Shuster, *Worcester, MA*
 John Sikorski, *Brooklyn, NY*
 Al Silloway, *Franklin, MA*
 Michael Simonds, *Kennebunk, ME*
 Jeffrey N. Sisson, *West Roxbury, MA*
 Edward G. Skuchas, *Audubon, PA*
 Wayne E. Slayton, *South Boston, MA*
 Albert T. Smith, *Portsmouth, NH*
 Donald R. Smith Jr., *Schenectady, NY*
 Robert E. Smith Jr., *Whiting, NJ*
 Russell C. Smith, *Leominster, MA*
 Rose A. Smithers, *Medford, MA*
 Thomas W. Smithers, *Medford, MA*

Raymond O. Smithgall, *Canton, PA*
 Robert Sokol, *Sun City, CA*
 Roger Somers, *Hudson, NH*
 H. Stephen Spacil, *Christiansted, VI*
 Mr. and Mrs. Clinton H. Springer, *Newcastle, NH*
 Rudolf Stahl, *Walmart Creek, CA*
 C. William Stamm, *Stonington, CT*
 Donald H. Stansfield, *Trenton, NJ*
 Howard Steele, *Wilmington, DE*
 John M. Stevenson, Jr., *Ft. Worth, TX*
 Edmund L. Stoddard, *Tewksbury, MA*
 Allan W. Styffe, *Glendale, CA*
 Mark E. Sullivan, *Melrose, MA*
 J. P. Sullivan, *Chicago, IL*
 Thomas F. Sullivan, *Boston, MA*
 Satu S. Svahn, *Flushing, NY*
 Henry Szabelski, *South Otselec, NY*
 Edson L. Tennyson, *Vienna, VA*
 Robert Terhune, *Houston, TX*
 Chris Thornburn, *Birmingham, England*
 Henry P. Thurlow Jr., *Salisbury, MA*
 Howard W. Tower, *Deep River, CT*
 Roger D. Traubert, *East Falmouth, MA*
 Larry Ulrich, *Cincinnati, OH*
 John J. Valcourt, *Norwich, CT*
 Robert Vibbert, Jr., *Rahway, NJ*
 Eugene Victory, *Salem, MA*
 David L. Waddington, *Orleans, MA*
 William C. Wagner, *Warminster, PA*
 Donald F. Weeks, *Candia, NH*
 Ken Walton, *Laconia, NH*
 Mark Weinberg, *Brookline, MA*
 Wells Congregational Church
 Womans Fellowship
 Grant D. Whipple, *Charleston, SC*
 Everett A. White, *Lindenhurst, NY*
 Richard R. White, *Trenton, NJ*
 F. E. Whitmarsh, *Kezar Falls, ME*
 Edwin F. Whitney, *Brunswick, ME*
 Mel Williams, *Boston, MA*
 Andrew W. Wilson, Jr., *Framingham, MA*
 M. Dwight Winkley, *Danvers, MA*
 George A. Woodzell, *Schenectady, NY*
 Charles Woolnough, *Barefoot Bay, FL*
 Robert E. Yancey, *Newport News, VA*
 Howard S. Young, *Vallejo, CA*
 Robert N. Young, *Williamsburg, VA*
 Christopher E. Zearfoss, *Philadelphia, PA*



Seashore volunteers made significant progress during the year in rehabilitating this Portland-Lewiston Interurban waiting station for display at Riverside crossing (see photo page 12). This shot shows the roof and window sash complete, and newly rewired lights along the roof line. DC



Accessibility improvements at Seashore include this ramp which ensures wheelchair-bound visitors may experience a streetcar ride, here on Red Arrow 62. DC



Member Mark Scannell with Chicago, North Shore & Milwaukee interurban 755. These cars demonstrated the great flexibility of electric rail transit as until the early 1960s they began in Milwaukee's city streets, continued south on their own high speed right-of-way, then travelled to Chicago's midtown "Loop" on the tracks of the elevated. TG

Financial Report

The audited financial statements for the fiscal year 1993, as produced by the Society's independent auditors are presented on pages 36 through 40. The Society's financial statements are audited by the firm of Baker Newman & Noyes of Portland, Maine, the successor firm to the Portland office of Ernst and Young and, prior to that, Arthur Young. The audit continues under the auspices of the same partner who handled the audit when the office was part of Arthur Young.

During 1993, total support and revenues declined overall from their 1992 levels, by approximately 6.9 percent, as illustrated in the line graph of Figure 1. The distribution of the cash part of these support and revenues which declined from 1992 by 18.4 percent, is illustrated in the pie chart of Figure 2. During the year, major support in the form of \$63,485 in Unrestricted Fund grants were received from the United Parcel Foundation, the Casey Albert T. O'Neil Foundation, and the Institute of Museum Services for Museum Assessment and Conservation Assessment. Cash contributions in 1993 were \$123,535, a 33.6 percent reduction from the banner year of 1992, where such contributions totaled \$186,149.

For the third year in a row contributed services showed a dramatic increase, 31.7 percent over 1992. This increase was due to enhanced reporting methods as well as an increase in members contributing their time to meet the Society's goals. Unfortunately contributions in kind declined during 1993, by 62 percent from 1992.

New England continued to be hit by the recession, as in 1992, and the general downturn experienced by other businesses in the area also affected the museum.

Auxiliary sales revenues, comprising Museum Store, mail order and food sales increased by 12.8 percent from 1992. However, due to the expanded and enhanced food service instituted in 1993, and the necessity of purchasing equipment, materials and supplies for the new service, expenses increased by 57.4 percent. This had the unfortunate result of turning a 14.8 percent net profit on auxiliary sales in 1992 into a 17.8 percent net loss on sales in 1993.

Total expenses for 1993 rose by 13.2 percent over 1992, from \$982,287 to \$1,111,603. A 31.2 percent increase in program expenses was the major part of this increase, where vehicle conservation projects such as the completion of Minneapolis Car 1267 and continuing work on Third Avenue Car 631 were given top priority. Cash expenses increased in 1993 by 23.6 percent, from \$404,593 in 1992 to \$500,038.

As shown in the pie-chart of Figure 2, admissions and auxiliary operations revenues together contributed just slightly less than one-half of the Society's cash income. Grants and cash contributions together represent about 36 percent of income and dues and other income about 15 percent. Comparative ratios of total cash income in 1992 are 52, 39 and 9 percent respectively.

During 1993, the Society continued with the implementation of a fully integrated accounting system, using computer technology and fund accounting software. The Society has an unusually large number of donor restricted funds and these require individual reporting and tracking. The number of

FIGURE 1
SUPPORT AND REVENUES FROM 1984 TO 1993

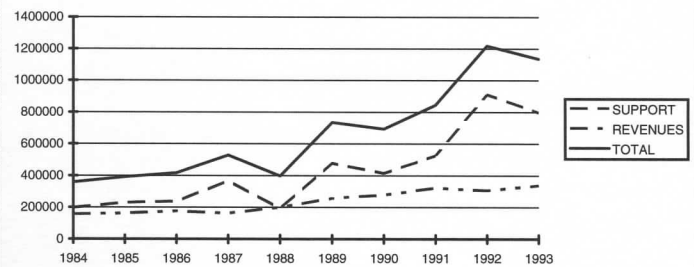


FIGURE 2
CASH SUPPORT AND REVENUES IN 1993

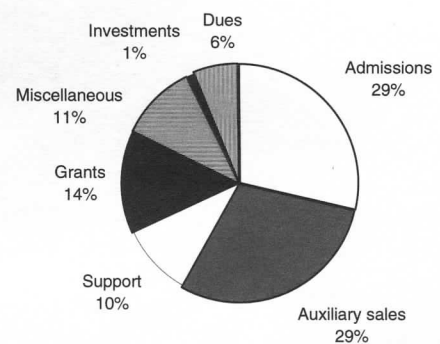


FIGURE 3
ANNUAL MUSEUM VISITORS FROM 1984 TO 1993
(including member visits starting in 1992)

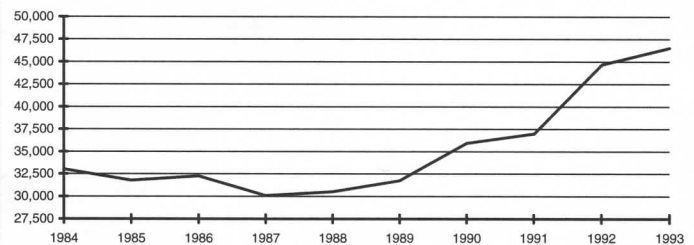
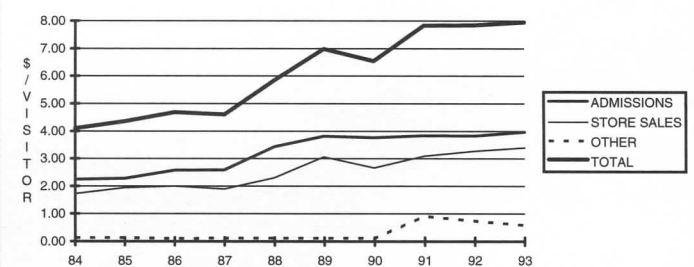


FIGURE 4
AVERAGE INCOME PER VISITOR FROM 1984 TO 1993



Balance Sheet

at December 31, 1993	1993				1992
	Unrestricted	Restricted	Plant	Total	Total
Current Assets					
Cash	\$ 26,140	-	-	\$ 26,140	\$ 203,748
Short-Term Investments (Note 2)	-	141,886	-	141,886	83,781
Accounts Receivable	4,393	-	-	4,393	5,533
Grant Receivable	30,000	-	-	30,000	-
Interfund Account	-	54,811	-	54,811	-
Inventories	85,868	-	-	85,868	69,508
Prepaid Expenses	9,072	-	-	9,072	5,679
Total Current Assets	<u>155,473</u>	<u>196,697</u>	-	<u>352,170</u>	<u>368,249</u>
Other Investment (Note 2)	-	-	110,740	110,740	103,920
Fixed Assets - Net (Note 3)	-	-	1,086,530	1,086,530	991,215
Total Assets	<u>\$ 155,473</u>	<u>\$ 196,697</u>	<u>\$ 1,197,270</u>	<u>\$ 1,549,441</u>	<u>\$ 1,463,384</u>
Liabilities and Fund Balances					
Current Liabilities					
Current Portion of Long-Term Debt	-	-	\$ 7,520	\$ 7,520	\$ 7,014
Accounts Payable & Accrued Expenses	45,897	-	-	45,897	28,926
Interfund Account	54,811	-	-	54,811	-
Deferred Income	16,253	911	-	17,164	20,042
Total Current Liabilities	<u>116,961</u>	<u>911</u>	<u>7,520</u>	<u>125,392</u>	<u>55,982</u>
Long-Term Debt (Note 4)	-	-	101,951	101,951	109,471
Total Liabilities	<u>\$ 116,961</u>	<u>\$ 911</u>	<u>\$ 109,471</u>	<u>\$ 227,343</u>	<u>\$ 165,453</u>
Fund Balances					
Plant Fund	-	-	1,087,799	1,087,799	978,650
Restricted (Note 6)	-	195,786	-	195,786	167,761
Unrestricted					
Designated by the Trustees (Note 5)	31,750	-	-	31,750	27,016
Undesignated, avail. for General Activities	6,762	-	-	6,762	124,504
Total Fund Balances	<u>38,512</u>	<u>195,786</u>	<u>1,087,799</u>	<u>1,322,097</u>	<u>1,297,931</u>
Total Liabilities & Fund Balances	<u>\$ 155,473</u>	<u>\$ 196,697</u>	<u>\$ 1,197,270</u>	<u>\$ 1,549,440</u>	<u>\$ 1,463,384</u>

See accompanying notes to financial statements

these funds changes regularly, but the number is currently over 150. During 1992, the basic general ledger, cash disbursements and revenue recording software was purchased and installed. During 1993, a payroll system, an accounts payable module, an accounts receivable module, a purchase order/encumbrance module, and a database interface module were purchased and installed, and later in the year, the payroll and accounts payable systems were placed into use.

When the remaining modules are fully utilized, on-line access to up-to-date and current financial information will be possible.

In 1992, the Society began a more accurate count of member visits, which are now added to the paying public visitors. The line graph shown in Figure 3 shows annual museum visitors over the past ten years. As illustrated in Figure 4, the average income per visitor rose slightly in 1993, from \$7.80 to \$7.96, a 2 percent increase over 1992.

Statement of Support, Revenue and Expenses and Changes in Fund Balances

at December 31, 1993	1993				1992
	Unrestricted	Restricted	Fund	Total	Total
Support and revenue					
Contributions and bequests (note 1)	\$ 44,149	\$ 79,386	-	\$ 123,535	\$ 186,149
Contributions-in-kind (note 1)	19,365	6,983	34,098	60,446	159,168
Contributed services (note 1)	499,759	-	51,300	551,059	418,526
Membership dues	27,347	-	-	27,347	24,753
Admissions	126,628	-	-	126,628	135,337
Investment income	4,525	-	-	4,525	5,527
Miscellaneous	46,900	1,358	-	48,258	26,251
Revenue from auxiliary operation	130,486	-	-	130,486	115,683
Grants (note 7)	63,485	-	-	63,485	148,582
Total support and revenue	\$ 962,644	\$ 87,727	\$ 85,398	\$ 1,135,769	\$ 1,219,976
Expenses (note 1):					
Program expenses					
Curatorial and exhibits	570,657	60,956	23,331	654,944	499,363
Support expenses					
Membership	25,174	-	241	25,415	11,748
General and administrative	251,628	143	5,733	257,504	365,842
Fund raising	18,496	107	-	18,603	6,746
Total support expenses	295,298	250	5,974	301,522	384,336
Auxiliary operation	148,457	-	6,680	155,137	98,588
Total expenses	\$ 1,014,412	\$ 61,206	\$ 35,985	\$ 1,111,603	\$ 982,287
Excess (deficiency) of support and revenue over expenses	\$ (51,768)	\$ 26,521	\$ 49,413	\$ 24,166	\$ 237,689
Fund Balances - Beginning of Year	\$ 151,520	\$ 167,761	\$ 978,650	\$ 1,297,931	\$ 1,060,242
Expenditures for					
Property and Equipment	(49,920)	(2,801)	52,721	-	-
Debt Retirement	(7,015)	-	7,015	-	-
Transfers	(4,305)	4,305	-	-	-
Fund Balance - End of Year	\$ 38,512	\$ 195,786	\$ 1,087,799	\$ 1,322,097	\$ 1,297,931

See accompanying notes to financial statements

Notes to Financial Statements

December 31, 1993

1. Summary of significant accounting policies

The New England Electric Railway Historical Society (the Society), the owner and operator of the Seashore Trolley Museum in Kennebunkport, Maine, is a Maine corporation and a nonprofit educational organization 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 equip-

ment; and doing all things necessary and properly pertaining to the accomplishment of the above mentioned purposes.

The Society operates a museum store as an auxiliary operation.

Basis of accounting

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

Financial statement presentation

During June of 1993, the Financial Accounting Standards Board issued Statement No. 117, "Financial Statements of Not-for-Profit Organizations." This Statement will be effective for the Society in 1996. The primary effect of the

Schedule 1: Schedule of Functional Expenses

For the years ended December 31	1993						1992	
	Program		Supporting Expenses			Auxiliary	Total	Total
	Curatorial & Exhibits	Member-ship	G&A	Fund Raising	Total	Operation	Expenses	Expenses
Salaries and related expenses	\$ 101,174	-	\$ 66,259	\$ 3,175	\$ 69,434	\$ 13,671	\$ 184,279	\$ 146,745
Contributed services	355,573	11,410	85,266	9,225	105,901	38,285	499,759	418,526
Professional fees	5,457	-	14,915	1,456	16,371	-	21,828	33,169
Utilities	20,183	1,451	15,877	-	17,328	3,905	41,416	33,480
Conservation and maintenance	81,898	457	10,888	1,030	12,375	746	95,019	127,528
Taxes and fees	280	-	619	40	659	996	1,935	1,516
Insurance	24,275	-	13,251	-	13,251	-	37,526	19,595
Equipment rental	4,417	-	265	-	265	-	4,682	61
Administration	12,208	10,595	33,910	3,677	48,182	4,237	64,627	66,953
Interest	-	-	8,063	-	8,063	-	8,063	8,493
Miscellaneous	26,148	1,261	2,458	-	3,719	1,399	31,266	32,260
Cost of goods sold	-	-	-	-	-	85,218	85,218	63,557
Total expenses before depreciation	631,613	25,174	251,771	18,603	295,548	148,457	1,075,618	951,883
Depreciation	23,331	241	5,733	-	5,974	6,680	35,985	30,404
Total expenses	\$ 654,944	\$ 25,415	\$ 257,504	\$ 18,603	\$ 301,522	\$ 155,137	\$ 1,111,603	\$ 982,287

new Statement will be to focus on the entity as a whole as opposed to separate fund groups.

Income recognition

Contributions are recognized as revenue in the period received. Revenue derived from membership dues is recorded over the period to which the dues relate. Membership dues received that relate to future years are recorded as deferred income. Grant revenue is recognized to the extent expenditures are made which can be charged against the grant. Unexpended grants are shown as deferred income.

Contributed services and materials

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 was \$551,059 and \$418,526 in 1993 and 1992, respectively. Of such 1993 amount, \$51,300 was capitalized and the remainder recorded in the statement of support, revenue and expenses and changes in fund balances as support and revenue and allocated to the expenses of the program, support and auxiliary functions which were benefited. The increase in 1993 was due to a combination of increased volunteer services and an enhanced volunteer reporting system.

During June of 1993, the Financial Accounting Standards Board issued Statement No. 116, "Accounting for Contribu-

tions Received and Contributions Made." This Statement will be effective for the Society in 1996. Although the Society has not yet fully determined the impact of adopting this Statement, such adoption will most likely limit the types and amounts of contributed services reported in the Society's financial statements.

The appraised value of materials and supplies contributed is recorded similarly as contributions-in-kind. Such category included \$34,098 (\$95,920 in 1992) which was recorded in the plant fund.

Short-term investments

Short-term investments are carried at fair value.

Fixed assets

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

Inventories

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 and operating funds from members and friends. Because they

Statement of Cash Flows – Unrestricted Fund

at December 31, 1993	1993	1992
Cash flows from operating activities		
Excess (deficiency) of support and revenue over expenses	\$ (51,768)	\$ 152,298
Adjustments to reconcile excess (deficiency) of support and revenue over expenses to net cash provided (used) by operating activities		
Changes in operating assets and liabilities:		
Accounts and grants receivable	(28,860)	1,680
Inventories	(16,360)	(19,164)
Prepaid expenses	(3,393)	(1,688)
Accounts payable & accrued expenses	16,971	(166)
Deferred income	(3,789)	12,822
Net cash provided (used) by operating activities	(87,199)	145,782
Cash flows from investing activities		
Short-term investments	-	38,517
Capital expenditures	(49,920)	(6,752)
Net cash provided (used) by investing activities	(49,920)	31,765
Cash flows from financing activities		
Transfers to restricted fund	(4,305)	(54,977)
Advances from restricted fund	54,811	1,899
Repayment of long-term debt	(7,015)	(6,556)
Net cash provided (used) by financing activities	43,491	(59,634)
Increase (decrease) in cash	(93,628)	117,913
Cash, beginning of year	119,768	1,855
Cash, end of year	\$ 26,140	\$ 119,768
Supplemental disclosure of cash flow information		
Interest paid	\$ 8,063	\$ 8,493

Supplemental disclosure of non cash investing activities

During 1992, other investments of \$68,000 were transferred from the unrestricted fund to the plant fund (note 2).

See accompanying notes to financial statements

are not legally enforceable, these pledges are recorded only when related cash payments are received by the Society.

Income taxes

The Society is a nonprofit organization which is exempt from paying federal income taxes.

Reclassifications

Certain 1992 accounts have been reclassified to be consistent with the 1993 presentation.

2. Investments

Short-term investments consisted entirely of cash equivalents at December 31, 1993 and 1992.

Other investment represents a minority interest (11% at December 31, 1993) in a closely-held corporation known as Biddeford Station, Inc. The primary asset of this corporation is land and a building adjacent to the Society. Such interest is valued at an amount based on a valuation obtained by the donor, who is also a trustee of the Society. Prior to 1992, such

investment (totalling \$68,000) was recorded in the unrestricted fund. During 1992, such amount was transferred to the plant fund to more properly reflect the expected long-term use of the investment. In addition, contribution of shares valued at \$6,820 and \$35,920 in 1993 and 1992, respectively, has been recorded as a contribution-in-kind in the plant fund.

3. Fixed assets

Fixed assets consisted of the following at December 31, 1993:

Fixed assets	Cost	Accumulated Depreciation	Net
Land	\$302,853	\$ -	\$302,853
Land improvements	63,887	31,578	32,309
Building and improvements	607,680	175,002	432,678
Track and wire	207,961	89,130	118,831
Machinery and equipment	182,825	140,396	42,429
Construction-in-progress	<u>157,430</u>	-	<u>157,430</u>
	\$1,522,636	\$436,106	\$1,086,530

Depreciation expense was \$35,985 and \$30,404 in 1993 and 1992, respectively.

4. Long term debt

Long-term debt consisted of the following at December 31, 1993:

Long term debt	1993
Notes payable to various members, with interest at 7%, payable in quarterly installments through 2004	\$105,044
Notes payable to various members, with interest at 7%, payable in quarterly installments through 2006	<u>4,427</u>
	109,471
Less current portion	<u>7,520</u>
	\$101,951

Aggregate maturities of long-term debt for the five years subsequent to December 31, 1993, are as follows:

1994	7,520
1995	8,060
1996	8,639
1997	9,260
1998	9,925

5. Designation of unrestricted funds

At December 31, 1993, unrestricted funds had been designated by the Board of Trustees for the following purposes:

Board restricted funds	1993
Restoration of vehicle collection	\$28,545
Museum development	<u>3,205</u>
	\$31,750

Auditor's Letter

6. Restricted funds

At December 31, 1993, restricted funds consisted of the following:

Restricted funds	1993
Restoration of vehicle collection	\$126,235
Museum development	42,177
Miscellaneous	27,374
	\$195,786

7. Grant

During 1993, the Society fully expended four grants totalling \$63,485, including two governmental grants totalling \$8,485 and two private foundation grants totalling \$55,000.

During 1992, the Society expended \$148,582 related to grants received in 1992 (\$98,000) and prior years.

The Officers and Trustees

New England Electric Railway Historical Society

We have audited the accompanying balance sheets of New England Electric Railway Historical Society as of December 31, 1993, and the related statements of support, revenue and expenses and changes in fund balances and cash flows - unrestricted fund for the years then ended. These financial statements are the responsibility of the Society's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

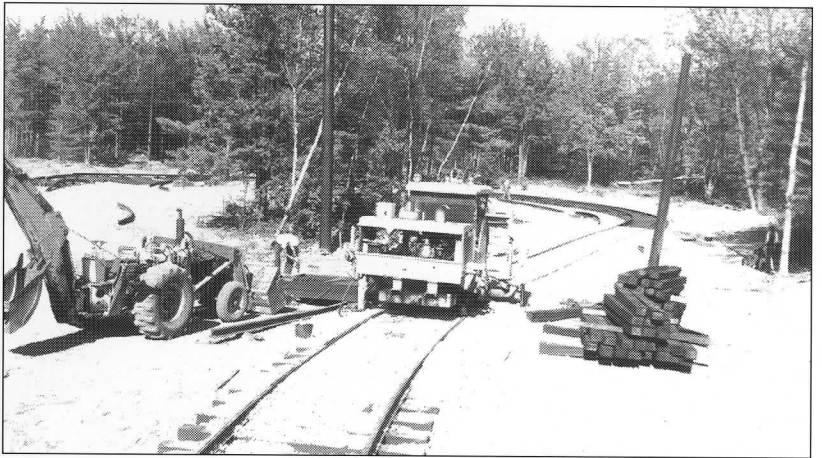
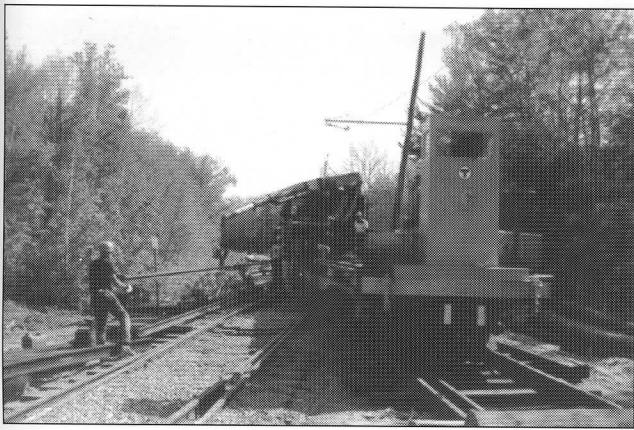
In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of New England Electric Railway Historical Society at December 31, 1993, and the results of its operations and cash flows of its unrestricted fund for the year then ended in conformity with generally accepted accounting principles.

Our audit was conducted for the purpose of forming an opinion of the basic financial statements taken as a whole. The accompanying additional information (Schedule 1) is presented for purposes of additional analysis and is not a required part of the basic financial statements. Such additional information has been subjected to the auditing procedures applied in our audit of the basic financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

Baker Newman & Noyes
Limited Liability Company

December 9, 1994

Baker Newman & Noyes
100 Middle Street
Portland, Maine 04112
(207) 879-2100 Fax (207) 774-1793



Talbott Park Loop Progress in 1993

Top left: John Middleton steadies a rail being unloaded from the Blue Line hydraulic crane.

Top middle: The curve from the loop throat has been skillfully laid out and manually bent.

Top right: Peter Wilson drives a Pandrol clip on the back side of the loop curve.

Above: The Jackson Multiple Tamper prepares to tamp new ballast on the approach curve.

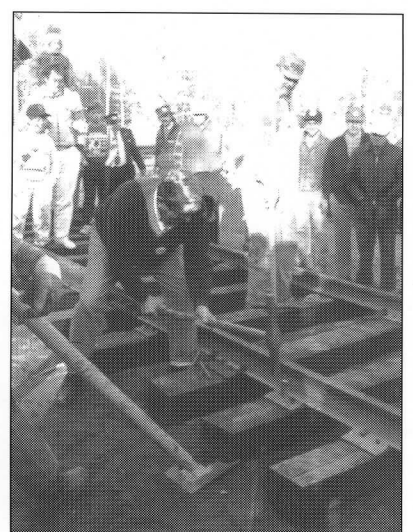
Left column, second from top: The Burro crane unloads rail at the main line switch.

Left column, third from top: Peter Wilson drives Pandrol lock spikes with a jackhammer.

Bottom left: Only a small distance remains to close the loop, on the main line side.

Bottom middle: Tom Bergen pushes Bill O'Brien around the loop to celebrate rail completion.

Bottom right: Tom Bergen drives the "Golden Spike" at a heavily attended October ceremony. JS





Above: A smiling contingent of Seashore's track crew stand at the newly completed loop throat turnout at Talbott Park. From left: Dave Shaw, Gary Jenness, Art Bristol, Dana Frisbee, Bill O'Brien, Richard Avy, Track Supervisor Peter Wilson, Cliff Sargent, and Dana Kirkpatrick. Vital to their work is the heavy equipment behind them on the main line: Oshawa locomotive 300, a Boston hydraulic crane flat, the Burro crane, and the Jackson tamper. RS

Below: A further testimonial to Seashore's volunteer spirit, this large group was gathered on very short notice late on Members' Day weekend in October to witness the Talbott Park "Golden Spike" ceremony shown on the previous page. Though over 50 people are shown here, they represent only a fraction of those who regularly devote their energies to the Museum's operation and enhancement. Their dynamism, plus their diversity (pictured are members from ages 8 to 80 and from day laborer to business executive) represent the real wealth and potential of this Museum. JS

