New England Electric Railway Historical Society

Seashore Trolley Museum

1998 Annual Report

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.

Front Cover – Chicago 225

In 1998 the long restoration program on Chicago Surface Lines 225 was completed, after many years of volunteer and shop effort. These views show the car back in operation:

Top: An end view shows the car signed for the Chicago destination of Clark-Schubert. Hundreds of these cars crossed Chicago for decades from their introduction in 1908 and remaining in service into the 1950s. JS

Bottom: No. 225 navigates the crossover at Arundel Station. The very long platforms were designed to enable the car to board many patrons at a car stop, then get underway quickly as passengers made their way inside. The car was built by a mainstay of Chicago's industrial base—the Pullman Car Company. JS

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Editor
James D. Schantz

Associate Editor
Frederick J. Maloney

Contributors
Chester E. Bishop
Frederick H. Burns
Donald G. Curry
Eliot M. Kaplan
Conrad R. Misek
Philip W. Morse
Thomas O. Santarelli de Brasch
Roger E. Somers
James E. Tebbetts
Roger G. Tobin

Photographs
Donald G. Curry (DC)
William J. B. Gwinn (WG)
Peter Hammond (PH)
Frederick J. Maloney (FM)
James D. Schantz (JS)
Roger E. Somers (RS)
Seashore Library collection (SL)

Letter to Members

Above: A major city well represented in the Museum's *National Collection* is Philadelphia. These four cars from that city—PCC 2709, Nearside 6618, Center Door 62, and interurban parlor car 1030—interpret city, suburban, and interurban traction service in the City of Brotherly Love. FM

As preparations began for the 60th anniversary of the Seashore Trolley Museum in 1999, the museum moved forward on a number of fronts. As has been the case throughout its six-decade history, the largely volunteer Society undertook in 1998 an incredibly varied set of activities as it carried out its educational mission of preserving, restoring, and interpreting the definitive collection of American transit vehicles.

This year marked a refreshing advance from challenges faced by the Seashore Trolley Museum in 1997. Attendance improved; there was considerable progress in developing the management team at the Museum; several important outreach programs were initiated; and there was notable progress on a number of restoration programs.

Recent annual reports have chronicled the transition in Museum management begun when two long-serving officers, full-time museum director Donald Curry and volunteer treasurer/comptroller Jeffrey Sisson moved to different roles in the organization. As the Society dealt with these changes beginning in 1997, three volunteers—John Middleton, Paul Knight, and Charles Warren—stepped in as an interim management team to fill the director's role. Their work continued through 1998 as the Board wrestled with the financial implications of filling, for the first time, both the roles of director and chief financial officer with permanent staff. The interim management team's task was eased by the Board's election of Philip W. Morse as president in May, coupled by his ability to spend many hours on a weekly basis at the Museum in addition to his own professional activities. The Society owes a tremendous debt of gratitude to all of these volunteers for their many hours of attention to what are often very difficult tasks.

Management Changes

The mixture of interpersonal, managerial, and technical skills required to succeed in the increasingly complex Seashore operation means that filling the key positions can be very challenging. As it turned out, the first candidates selected for both the director and chief financial officer positions did not prove to be the right fit. But in both cases, the second candidate worked out much more successfully.

In June, Mrs. Nancy Auclair of Kennebunk became the second full-time treasurer/comptroller and tackled the dual tasks of clearing a backlog of work and ensuring solid financial controls to the Society's operations. She has prepared the financial statements accompanying both this and the 1997 reports. She also assumed responsibility for the Museum Store and food service in early 1999 and undertook key projects to develop and improve the store operations, most notably implementing a computer-based point-of-sale system to ensure accurate and timely inventory and sales controls.

Then in February of 1999, Phil Morse, who had become increasingly involved in day to day operations as president, joined the Society's staff full-time as executive director. Phil, who is a lifelong resident of the local area, and has been particularly active in educational activities, brings a wealth of local contacts and enthusiasm to the position. Aided by many volunteer leaders, his administration is well positioned to move the Society forward in its 60th anniversary year. Phil conceived and implemented the highly successful Arundel Day program to build relations with one of our host communities. He is also guiding the fundraising in the cities of Biddeford and Saco to support restoration work on Biddeford and Saco 31 as the focus of the 60th anniversary.

Another aspect of managerial development was the establishment of the Personnel Advisory and Ethics Committee. The Board asked this group, headed by Director of Personnel and Policy Charles Warren, to evaluate all aspects of personnel policy for both volunteers and employees, and to serve as a resource to resolve disputes. By year-end the committee was making significant progress on a major revision to the employee manual and associated policies.

Growing Attendance

A welcome development in 1998 was a modest improvement in public attendance, which grew by several percent . Several key marketing and promotional activities contributed to that rebound. For the first time in Society history, we engaged and outside firm, IMS-21 of Kennebunkport, headed by Greg Burke, to handle key marketing functions, including brochure design, press relations, and advertising. The results were very positive and the contract was extended and the assignment expanded for 1999. IMS-21 also assisted in production and distribution of television public service announcements, working with member Ed Dooks of WBZ-TV in Boston. Ed has produced these highly professional spots on a volunteer basis for the Museum for many years, and the Society owes a tremendous debt of gratitude to Ed for this extremely valuable service.

Despite the improved attendance, the reality remains that-as with virtually every museum-Seashore's operating budget can not be met by admissions and museum store sales alone. Again this year, the most critical component in closing the potential budget gap was the generous support of our members. The theme of this year's annual fund campaign was to provide the funding needed to guarantee the key managerial positions of director and chief financial officer described above.

Membership Support

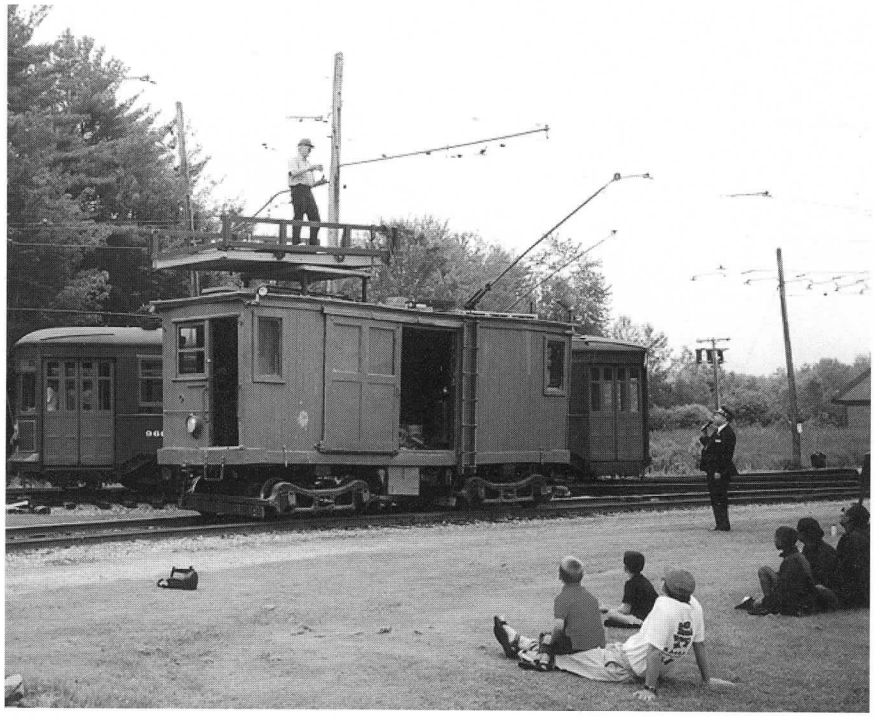
This year, more than 350 members and friends contributed a total of $66,000 to the unrestricted fund and thus enabled the strongest management team in the Museum's history to be available full-time, throughout the year. The Board extends its heartfelt thanks to all who made this development such a success. A list of donors is on pages 28 to 30. These donors have proven again the depth of support and dedication to Seashore's goals that have marked its success from 1939 to the present.

Donors—again principally members—also enabled the continuation of Seashore's year-round restoration program. Seashore remains the only volunteer sponsored transit museum in North America to operate a fully staffed, year-round restoration program, and the program is entirely sponsored (except for some overhead expenses), by contributions. This year $93,000 from 250 donors kept the program in operation. Our sincere thanks go to those who make possible this vital museum activity.

Though the support of both members and the public were impressive this year, an important priority for the Society is to broaden the base of its financial support, by developing an endowment, increasing membership, and identifying new sources of income. This year the Endowment Committee continued its work by devising and implementing a professionally designed investment program to demonstrate to past and future donors that funds contributed to the endowment will earn competitive returns. The approach selected has placed the funds in very low fee, well diversified stock and bond mutual funds.

At year-end, the endowment stood at $64,000. (Note that this total does not match the permanently restricted total on the financial statements on page 33, as that figure includes only funds designated by the donors for the endowment fund. The total here includes funds assigned to the endowment fund by the Board as well.) This sum is modest, but is an important start in the long-term program to develop this permanent resource. The Board devoted the proceeds of sale of property bequeathed to the museum by member Alexander Hamilton and another bequest from member Lawson Hill to the endowment during 1999. These actions increased the endowment to more than $125,000, and as this report goes to press in 1999 the fund approximated $200,000.

Above: Ever popular with Museum visitors are open trolleys such as Connecticut Company 1391 and 838 (behind 1391). In their heyday 85 years ago, these cars often took crowds to fairs and special events. In 1998, the cars prepared to do the same on Arundel Day. John Arico, at the controls, was the first operator to qualify under a new program for members aged 18 to 21. FM



Trolley parades are an especially effective way of illustrating the history of the street railway industry, but are very labor-intensive to stage. **Above:** A group of more than 20 volunteer operators receive their parade instructions. **Right:** John Middleton demonstrates how Claremont line car No. 4 enables easy work on the overhead wire during a trolley parade. FM

Development Plan Task Force

An activity of great importance inaugurated in 1998 was preparation of a long-term plan for the Museum. Based on a membership initiative at the Annual Meeting in May, the Board named a group led by Jim Tebbetts and Dave Dimmick to coordinate development of this plan. As detailed on page 22, the Development Plan Task Force's efforts are comprehensive in nature, and are designed to form the basis of capital programs that will help the museum achieve its full potential.

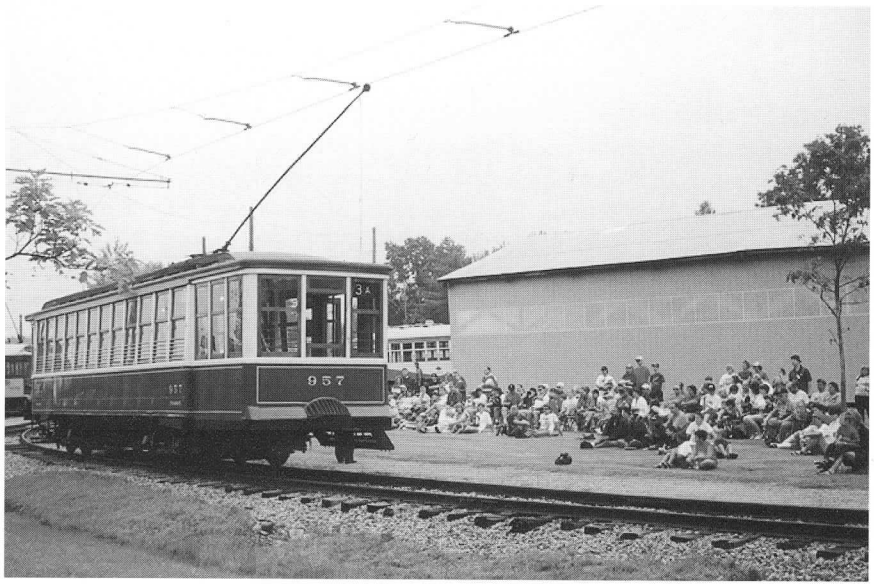
Arundel Day

The Town of Arundel held its first annual Arundel Day at the Museum on May 17. The Day was intended to bring residents together to celebrate the many wonderful developments in the Arundel community. The idea developed after the Arundel School Department received a small grant from the Maine Center for Educational Services of Auburn, as well as a larger Goals 2000 grant from the Maine Department of Education. The Goals 2000 grant focuses on the celebration of students, staff, and community success. The Mott Educational Foundation also awarded the town a Legacy grant as part of its program to help students develop resiliency to enable them to succeed in life.

The Museum offered its facilities to Arundel through its School-Business partnership. A wide variety of activities, celebrations, and demonstrations were planned for the day to enable all in the community to become aware of the many varied and exciting happenings in the town. It was the first opportunity for Arundel businesses, Arundel families, the Mildred L. Day school, and the Town Hall to participate jointly in a single event.

Featured activities included demonstrations, musical performances by area

Below: Montreal Tramways 957—a car thoroughly restored in the Seashore shop—pauses before the trolley parade attendees as narrator Scott Hooper explains its history. FM



Above: Two views of Arundel Day 1998. In the upper view, John Monroe of Arundel, England extends best wishes from Arundel's namesake town across the ocean. The lower view shows some of the many stands set up on the grounds by Arundel groups and businesses. DC/FM

musicians, demonstrations from cloggers, an array of food vendors, regular trolley operations, and a visit from a representative of the town's namesake, Arundel, England. About 40 tables were set up around the grounds by local businesses and organizations to showcase their activities. There were also food concessions, fire and emergency equipment, and some amusement attractions designed for younger residents.

Town residents and Museum members considered the day a success. Planning soon began for the second Arundel Day for the Spring of 1999.

External Projects

The fundamental components of Seashore's mission are preservation and interpretation of its collection along with fostering education in the history of public transit. Fulfilling this mission often includes activities extending far beyond the Museum's home in Maine. One growing area of such programs is the support of the heritage trolley operations that are being developed in many cities. These projects are an increasingly popular way for cities to attract visitors and provide mobility within redeveloped downtown areas. Vintage electric trolleys—whether preserved cars or replicas—are very attractive to the public and many cities have found development dollars and economic growth follow introduction of a heritage trolley line. For Seashore, involvement in these projects can both help our educational mission and provide a possible source of funds. In 1998, Seashore directly or indirectly supported such projects in at least five cities.

Seashore and City of Lowell

The most exciting potential development arose in December, when representatives of the City of Lowell, Massachusetts, and the National Park Service in Lowell approached Seashore to solicit our active participation in a heritage project in that city. In the 1980s a number of Seashore members, including founder Ted Santarelli and superintendent of overhead construction and maintenance Fred Perry, helped the National Park Service develop a heritage trolley line through the complex of mill buildings that comprise the park.

Current plans call for extending the park trolley line throughout the downtown area to become a functioning transit line serving the growing number of important sites clustered in the city's core. They would also like to sponsor development of a branch operation of our Museum, with our members operating cars from our collection on the line as a supplement to the regular service. The City and the National Park Service would raise funding for both the operating streetcar line and the museum, but Seashore would continue to own and oversee all of its collection and operation in Lowell. Potentially, the branch operation could include library and archive facilities, a branch restoration operation, educational programs in cooperation with local institutions, and a branch of Seashore's museum store.

Though this concept is only in its formative stages, Seashore's Board has enthusiastically endorsed continued participation as plans in Lowell devel-

op, and that joint planning has continued in 1999.

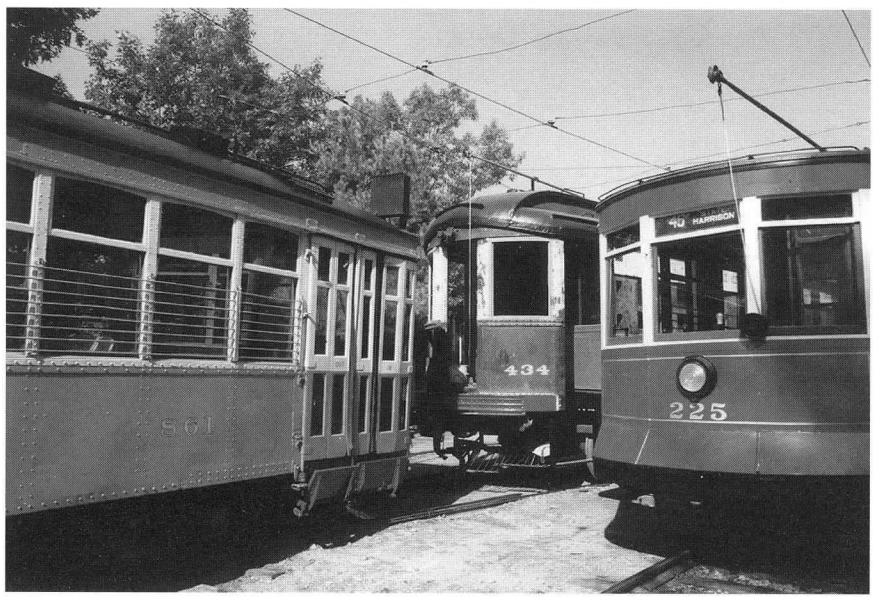
Representatives of Knoxville, Tennessee also approached Seashore for help in their plans for a riverfront trolley line in the downtown area of their city. This program may provide opportunities for both short and longer-term involvement by Seashore. In the early stages, we may be able to lease a car for carefully controlled operation in the opening months of the line. We also identified the potential sale of a duplicate car in our collection, Aroostook Valley interurban 71—a car that was acquired 50 years ago only because its owners would not release car 70 unless car 71 was also taken. Revenue from both a short-term lease, as well as the possible sale and restoration of car 71 could be of substantial benefit to the museum.

During the year, we also continued to remain in contact with the groups developing a heritage trolley line in Tampa, Florida. Several years ago we sold a surplus rapid transit car truck to that group to be rebuilt into a truck for a Birney car body being restored for operation. In 1998 activities included providing technical consulting as that restoration, and plans for construction of replica double-truck Birney cars, advance.

This year we also continued sale of some surplus parts to support the successful heritage operation in San Francisco, and entered into discussions about possible sale of some cars acquired for resale to augment that city's fleet.

Above: Seashore's two cars from Biddeford were the center of attention this year. Birney 615, at left, was evaluated for possible display in the city it first served, Portland. Work on no. 31, at right, the Museum's first car, began in preparation for our 60th anniversary in 1999. FM

Below: Another region well represented in the *National Collection* is the Chicago–Milwaukee corridor as indicated by these three cars that received major attention in the shop in 1998: Milwaukee city car 861, Chicago, Aurora & Elgin interurban 434, and Chicago city car 225. DC



South Portland Possibility

Another potential project closer to home evolved in South Portland. The opening of a new highway bridge linking Portland and South Portland left the site of the old bridge available for redevelopment. As South Portland officials planned a park there, they discovered streetcar rails buried beneath the pavement leading to the bridge. Seashore members, hearing of the discovery told community leaders that our collection includes the only existing Portland car to run over those tracks, Birney 615. They also pointed out that adjacent to the site, still standing, are the former power station and carbarn for the trolleys that used the bridge. The Museum's library provided ample historical material to explain the history of trolleys in the area. Soon the idea of raising funds for the restoration of 615 for display or possible operation (on a loan basis) at the site was under serious con-

Above: After completion of construction of the Parts Warehouse in 1997, work began in earnest to store large and valuable parts on shelving obtained and installed by volunteers. Here Bill Pollman uses a forklift to place a traction motor on the newly-erected storage racks. DC

sideration. At year-end, community leaders were exploring possible funding sources to make the project possible.

The year also saw conclusion of two loans of Seashore material to static exhibits offsite. In late Spring, the exhibit at the Commonwealth Museum at Columbia Point in Boston, which was the final stage in the commemoration of the 100th anniversary of Boston's subway, closed and the many small artifacts from our collection returned to Maine. As well, a number of Seashore members submitted winning bids for other display material developed for that exhibit, and contributed the material to Seashore for use in future exhibits on site.

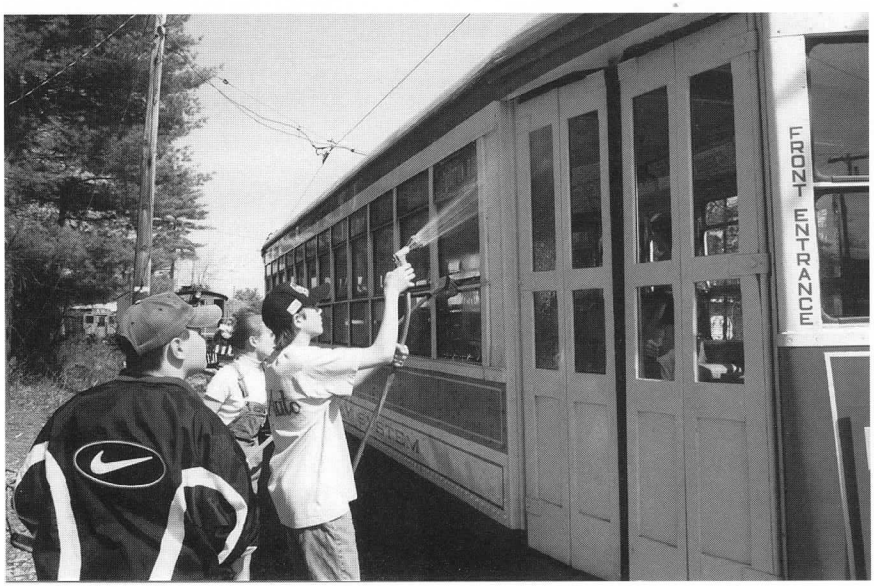
A less successful loan also came to an end as Denver Birney car number 1 returned from Richmond, Virginia late in the year. This car had been leased to the Valentine Museum of Richmond for exhibit at a new campus along the James River in Richmond. Unfortunately, funding needed to sustain that operation did not materialize, and the car was trapped in the closed facility until the Valentine was finally able to secure the funds to fulfill their obligation to return the car to Maine. We still need to recover funds to repair the effect of the Valentine's poor stewardship of the car, and these efforts continue. From this experience, Seashore learned a number of valuable lessons that will ensure that any future equipment loans are much more successful.

60th Anniversary Planning

With 1999, the 60th anniversary of the Museum's founding, approaching, a project to commemorate that event was launched in 1998. Fittingly, it focuses on Seashore's first car, Biddeford & Saco open trolley 31. The project's goal was to undertake some needed body and mechanical restoration on the car and for it to return to its home cities as part of the anniversary celebration. The project would also commemorate a further date of note—the car's 100th birthday in the year 2000.

Helping Seashore with this project have been business leaders from both Biddeford and Saco, most notably John Everett of Pepperel Trust Company. Planning for the project included hosting mayors Donna Dion of Biddeford and William Johnson of Saco at Seashore to see car 31. By early 1999, funds raised in the communities to support the project totaled $5,300 and work was underway on the car. Simultaneously, planning was underway for an exhibit to be hosted by the York Institute Museum in Saco featuring the history of the street railway in the Biddeford–Saco area. Seashore's library is the primary source of material for this exhibit. We

Below: Each Spring, Arundel middle school students perform community service by volunteering at the "Arundel Car Wash." Here three students wash winter dust off of New York 631. DC



extend our thanks to all of our neighbors who have given their time or financial support to make this commemorative project possible.

In another activity relating to Seashore's Biddeford & Saco origins, 31 steel line poles that once held the overhead wire for the streetcars in Biddeford were moved to the Museum. They had been removed by contractor Dearborn Brothers Construction Company of Brixton, Maine, who kindly donated and delivered them to Seashore. The poles had been retained as they continued to hold street lights after streetcar service stopped in 1939 and will ultimately be reused as line poles at the Museum.

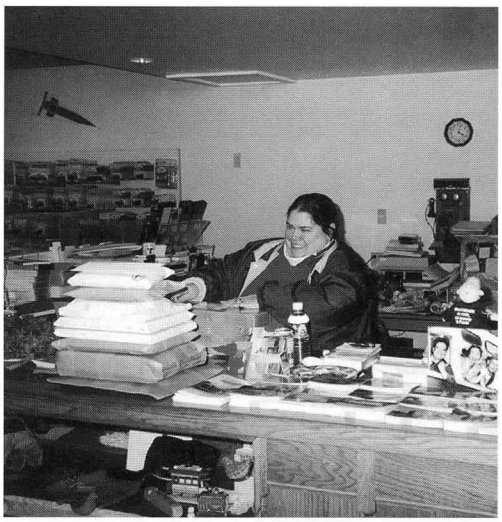
Infrastructure Improvements

As Seashore approaches its 60th birthday, infrastructure maintenance is becoming a growing issue, especially as much of the material used to construct the Museum was second hand. Each year funds and effort have to be devoted to tasks in this area. In 1998, eight line poles along a stretch of Seashore's main line constructed about 35 years ago were replaced with new poles, installed by an outside contractor with key assistance by members. It is interesting to note that the Atlantic Shore Line, which operated along what is now Seashore's main line from 1904 until 1927 did not last long enough to have to undertake major renewal of the infrastructure. However, as Seashore plans to operate for generations to come, routine replacement will be an ongoing activity.

The Museum's buildings face the same problems of aging. Not recorded in last year's annual report was a significant volunteer project to prolong the life of Highwood carhouse. This effort consisted of coating the roof with tar, refastening and caulking roof panels, replacing skylight panels, and reinforcing several support poles. Miscellaneous repairs to the electrical system and walkways were also made, with all materials and labor donated by volunteers.

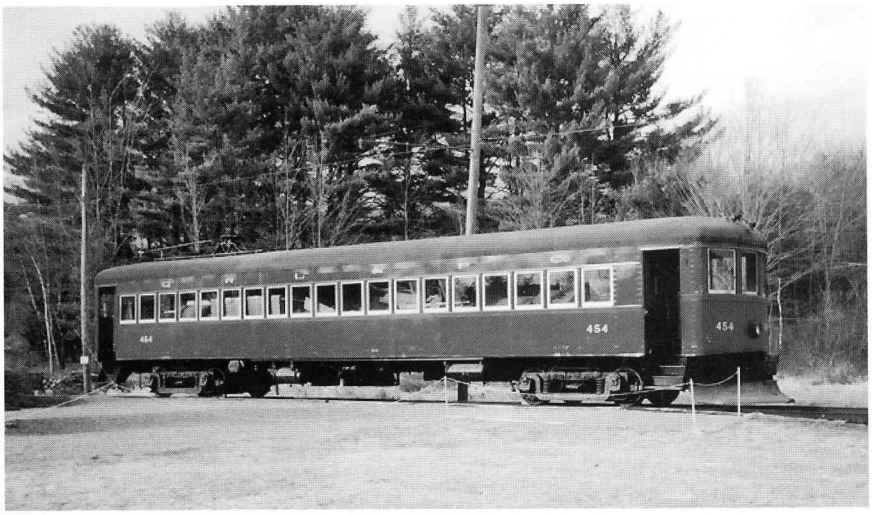
One of the biggest changes Seashore had faced in recent years has been the growing encroachment of government regulation on its operations. Longtime members will recall that in the 1950s and 1960s, the Museum was essentially free to do whatever it wanted on its property in terms of site, construction, and restoration work. However, over the years, new regulations at the federal, state, and local level have complicated the environment greatly. Though all have been enacted for worthy goals such as protection of the environment, ensuring life-safety, and regulating development of the communities, the combined effect is to add great cost and bureaucracy to Seashore operations. The Museum's very active Safety Committee devotes considerable effort to understanding and ensuring compliance with many of the new regulations.

As an example, the simple act of spray painting—a mainstay of Seashore restoration activities for years—now can be carried out only in accordance with strict regulations. Similarly, during the year our corporate counsel advised us that the practice, routine since Seashore's earliest days, of allowing members doing volunteer work to stay overnight on the property seems to run afoul of a variety of modern day requirements. The Board began actively seeking a



Above: Museum Store Manager Judy Warner prepares mail orders, an key part of the Museum store's business, for shipment before the holiday season. FM

Below: Ground improvements are a regular task around the Museum property, as this view of drainage improvements behind Riverside carhouse shows. Member Jim Hamlin, at the controls of his backhoe, consults with Mike Simonds after carefully excavating under the track. FM



Above: Quebec Railway, Light & Power interurban car 454 pauses at the center of the Museum during a switching move. Among the largest interurban cars built, this car once ran from the provincial capital east along the St. Lawrence river, on track still used for freight today. FM

remedy to this problem in early 1999, as it is of such vital importance to maintaining the ready supply of volunteer labor essential to Seashore's operation.

Parts Warehouse Progress

On a much more positive note, the new 6,000 square foot Parts Warehouse building, construction of which was mostly carried out in 1997, was completed and placed into use in 1998. Work completed included treatment of the concrete floor, construction of a records storage room, installation of electrical service, and first steps toward installation of heavy storage racks. As well, the approach ramp was completed and a propane-powered forklift was obtained for handling heavy items in the warehouse. This program, enabled by the careful sale of duplicate items in the Museum's inventory, is one of the most successful in recent years, and helps protect the parts that will be used in the restoration and maintenance of our collection for many years to come.

Education Grants

A major component of the outreach programs being launched by president Phil Morse is programs linked to education. Two such initiatives this year included securing grants to help students from the Arundel public school to develop skills in computer imaging and archiving by scanning photographs from Seashore's extensive library collection. This program benefits both organizations by helping students develop skills and helping with the preservation and accessibility of Seashore's collection. A second program, still in its formative stages, would tie vocational technical training into use of Seashore's shop facilities. This idea will be evaluated further in 1999.

Restoration Program

As detailed in the Vehicle Conservation report on page 12, a number of restoration projects made considerable progress in 1998. Emerging from the shop after a many-year project combining both volunteer and staff labor was the classic Chicago streetcar, "Red Pullman" No. 225. Also returning to operation after various mechanical and electrical repairs was Milwaukee 861. Great advances occurred in the thorough restoration of Cleveland center entrance car 1227, as much of the exterior was finished and painted, along with major progress on the interior. Another major project, Connecticut closed car 1160 also advanced considerably, with both body and mechanical work passing major milestones. A recently launched project, the rehabilitation of Chicago, Aurora & El-

Below: Street railway companies employed specialized cars for snow fighting. Eastern Massachusetts Street Railway P-601 is a snow sweeper with powerful rotating brooms plus wing blades to clear both the track and the adjoining road surface. FM

Visitor Experience Report

gin steel interurban car 434 made significant strides, as the roof was completed and new steel and paint both appeared on the car. The very long-term restoration of Wheeling, West Virginia Cincinnati curved-side car 39 also saw progress as part of the new floor was installed and rebuilding of the seats began. As always, these projects were only made possible by the generosity and volunteerism of our member donors.

Ontario Trade

This year arrangements were made for the first swap of exhibit vehicles in the Museum's history. In an agreement with our friends at the Ontario Electric Railway Historical Association of Rockwood, Ontario, we would trade Lake Erie & Northern interurban car 797 for Toronto Peter Witt streetcar 2890. The exchange helped strengthen both museum's collections, as 797, which is one of several interurban combines in Seashore's collection, once ran very close to the Ontario museum's property. Similarly 2890, a duplicate in their collection, will provide Seashore with a representative of one of the very few major North American cities not included in our collection. The two cars are scheduled to be moved in the summer of 1999.

By almost any measure the year 1998 was a successful one for the Seashore Trolley Museum. However, as the Society prepares to enter its seventh decade there remains much to be done to broaden its sources of financial support, to improve its current programs, and to launch new ones. Our loyal membership has been key to all of the advances and will likewise be critical to future expansion. We both thank our members for their support to date and encourage them to become even more involved in the activities to come.

James D. Schantz
Chairman,
Board of Trustees

Above: An event anticipated by fans of the beverage Moxie is the annual Moxie Day at Seashore. Orange clothing and mementos dominate the scene in honor the drink's official color. FM

The Visitors' Experience Committee was organized several years ago to discuss the many and varied questions, issues, and problems that the Museum's visitors face from the moment they decide to come until they leave. The committee usually meets the first Saturday of each month. Over the past year, as few as six and as many as 15 members have attended the meetings. When necessary, subcommittees have been formed to deal with specific issues. Committee members try to put themselves in the position of the visitors, to see what they see, not what the members think they know is there.

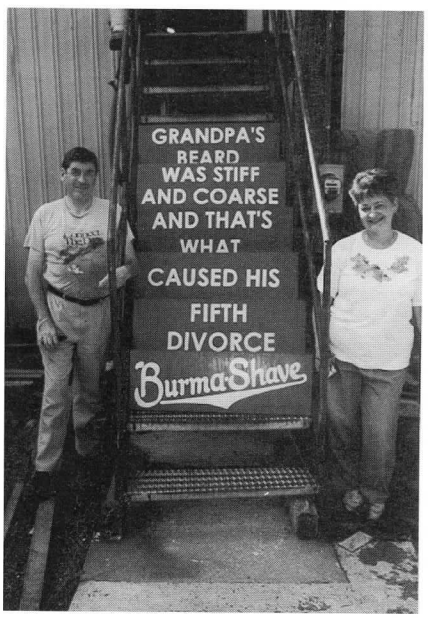
The range of topics discussed includes the sign on Log Cabin Road, restrooms, food, the ride, the tour, barns, exhibits, the Store, special events, etc.

The committee's major concern is the product provided to Seashore's visitors. What should Seashore be giving them? How should it be done? How does Seashore relate what the trolley was to people who have probably never seen one, and who think a trolley is a rubber tired vehicle that takes them from their hotel along Route 1 to Perkins Cove, shopping, and the beach?

The following are some of the topics covered:

Charter: The committee drafted a charter outlining its purposes and goals.

Below: Doug and Pam Stewart pose with reproduction *Burma Shave* signs that recall that once-common roadside sight. FM



Above: A study in contrasts: Eastern Mass. St. Ry. 4387, Chicago–Milwaukee interurban 420, and Oshawa locomotive 300 all predate Boston bus 9138 by six decades—yet all are now museum pieces. FM

The charter was submitted to the Board of Trustees at their meeting on August 15, 1998, and was unanimously approved.

Orientation Room: Last year, the orientation room in the Visitors Center was completed. As the visitor enters, he or she sees a time line of what world events took place during the development and heyday of the electric trolley car and the trolley industry. Continuing through the room there are photos and maps of the Atlantic Shore Line, as well as photos and artifacts from various trolley systems. There is also a display showing the demise of the trolley, which started in the 1930s, and ended in the decade following World War II, and its resurgence in recent decades as "light rail transit."

The displays are designed to be changeable, so that new and different materials will always be presented.

Be A Motorman Program: This program offers the visitor an opportunity to receive hands-on instruction in the operation of a streetcar, including the right to operate a car the length of Seashore's line under the watchful eye of a trained instructor. In 1996 the "Be A Motorman" program brought in about $100. Last year (1997) some modest advertising led to proceeds of about $850. Further advertising this year raised the total over $1,000. At $30 each, this means that about 35 people, including several children, took part. Everyone who took advantage of this program thoroughly enjoyed this experience of a lifetime. In addition to these people, the museum auctioned six "Be A Motorman" opportunities at WGBH-Boston's public television auction in June. None sold for less than $150, with several selling for well over $250. Even though the money went to Channel 2, Seashore received valuable advertising, and obtained several new members.

Food Service: After last year's renovation of the Trolley Dog food service area in the Visitors Center, sandwiches were provided by a local market, located near the Museum.

Grounds Improvements: Elenore and Dick Howe, aided by others, did their usually excellent volunteer job of maintaining the various flowerbeds around the property, eliciting many favorable visitor comments. A tip of the hat also goes to the various volunteers who kept the grass neatly cut all year.

Once again the committee discussed various ideas to improve the area around Central barn in order to open it to the public. Unfortunately, the cost of the necessary work to upgrade and pave between the tracks was beyond the available funding.

Tours: The committee believes that part of the "product" given the visitors is a guided tour. The operations department provided guided tours when manpower permitted. In the absence of guided tours, the committee developed a "self guided tour" data sheet. This one page sheet was given to each visitor at the ticket counter. Lettered signs were posted around the grounds corresponding to data on the sheet to let the visitors know their location on the tour.

Over the past several years, the tour given has tended to vary from one tour guide to another. This is not inherently bad, so long as the information being disseminated is similar. Unfortunately, this is not always the case. To help Seashore's volunteer tour guides, the committee contracted with the Society for the Preservation of New England

Below: A variety of equipment from Boston, Dallas, and Montreal is arrayed in front of Highwood carhouse. Visitors can experience the evolution of transit over time and across geography. FM

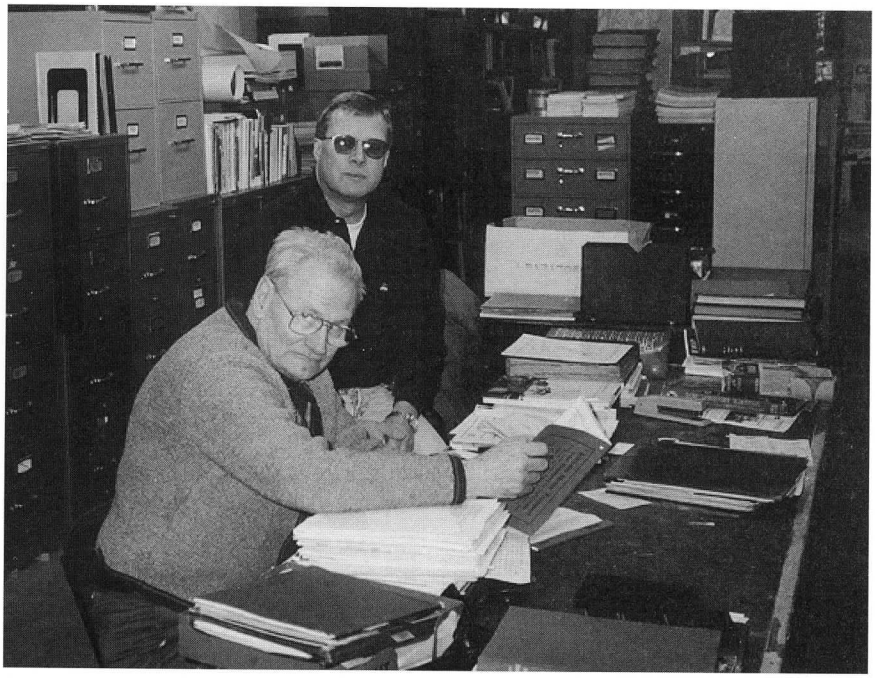
Library Report

Antiquities (SPNEA), who conducted a three hour seminar titled "How not to give a tour." The seminar was held at Biddeford Station on a Saturday morning in October. Over 25 volunteers attended, and the seminar was video taped for subsequent use in training. Copies of the video are available for members to borrow. Docent training guidelines will be prepared from the presentation to help ensure Seashore visitors receive factual information.

Budget: For the first time, the committee prepared a budget to submit for 1999. The budget includes printing (maps, scavenger hunt, tour sheets), signs, banners, Visitor Center restroom cleaning contract, and refreshments for the "Business After Hours" event.

Business After Hours: These are groups of area business owners (restaurants, hotels, other tourist attractions) in the Biddeford-Saco-Old Orchard Beach and the Kennebunk-Kennebunkport-Wells areas. Biddeford-Saco-Old Orchard Beach is planning to meet at the Museum at a future date and the Kennebunkport-Kennebunk-Wells group is scheduled for May 2000. The purpose of hosting these business groups is to acquaint them with the Museum, so they can recommend the Museum to their customers. Many members of these groups have never been to Seashore despite being in the area for years.

Future activities: There is still a great deal of work to be done. The committee is constantly reviewing current practices, and how to make Seashore, and the face shown our visitors better. Each year the number of visitors and volunteers who actually rode trolleys diminishes. It is the committee's job to continue to interpret the experience for those with no direct experience with trolleys. The Visitor Experience Committee is attempting to see that this is done in such a way that, after time at Seashore, visitors will have learned about the changes the trolley brought to America, and that they feel their visit was positive.



Above: Archivist George Sanborn and Librarian Fred Burns at work in Seashore's Library. FM

The Library continues to be a resource for both members and others undertaking historical and technical research in the field of electric railways. To make the Library's resources more accessible, additional books have been catalogued over the past year using the computer History Data Base program; so many, in fact, that additional capacity was required for the computer. Member Bob Kelly obtained and installed the new hard drive. Information in the catalog must be entered in a particular way, and the terminology that is used is very specific. We obtained, through the graces of Seashore member Tom Hughes, a four-volume set of Library of Congress Subject Headings, allowing us to enter the correct terms for specific subject areas. Magazines and other periodicals are being sorted and added to our periodicals list, and duplicate copies are being sold whenever possible, providing needed revenue for the library.

We had several volunteers this past summer helping out in the library. Adele and Wendell Hawe, our much-appreciated Library volunteers from Kennebunk, spent numerous hours sorting postcards and other materials. Dan Heffner, a member from Arizona but in Maine for another summer, was appointed Assistant Librarian and spent many hours sorting and listing items in two of our library annexes, the box car and bunkhouse attic. In addition, Dan helped coordinate volunteer activities in the Library during weekdays. Fred Burns continues in his capacity as Librarian and George Sanborn as Archivist.

Several videos available for commercial sale were produced from the Library's archival film footage. Bob Kelly produced two commercial tapes of Boston streetcars, and *Action in Traction* depicted street railways in Maine.

The implementation of the Seashore board directive to sell non-electric railway publications continues, with funds going to the Library to pay for conservation efforts and, ultimately, an adequate library and archives building to house the collections. Discussions and planning continue in an effort to reach this ultimate goal.

Vehicle Conservation

The first "new" streetcar to be outshopped in several years at our Town House Shops emerged in the late summer of 1998, to join the slow-but-sure growth in the number of cars in our restored collection. **Chicago Surface Lines "Red Pullman" No. 225** (of 1908) ran again for the first time in over a decade, the culmination of a restoration effort that spanned two decades.

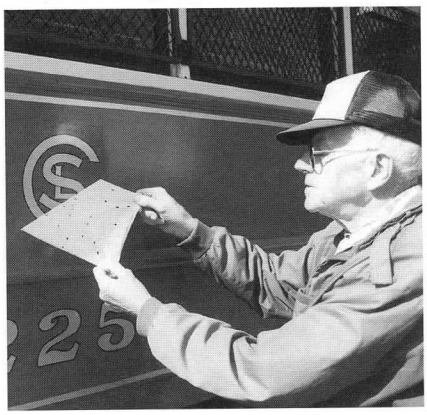
Prior to 1998, Car 225 had been the beneficiary of a complete cosmetic restoration inside and out, installation of new roof canvas, and the rebuilding of the end platforms. The wheels had been reprofiled and reinstalled in their truck frames, new motor pinion gears fabricated, and replacement motor wiring purchased. The stage was set for the "final push" to make the car operable.

In the late fall of 1997, the car's four motors were sent out to Portland Motor Works for overhaul, and in the spring of 1998, that "final push" began. The car body was jacked up onto sawhorses, the new main motor wiring was installed, and connected to the rebuilt controllers. Both the motor armature bearings and the main axle bearings were found to be badly worn, and were extensively re-babbitted in our shop.

Above: One of the final steps in the restoration process: After thorough overhaul and reassembly, Chicago 225's second truck is rolled under the car. Shop crew members John Arico, Charlie Hammond, and Mike Simonds carefully check clearances and alignment. DC

The brake rigging was found to be so badly worn that fabrication of new pieces was necessary, after which the rigging was reinstalled. In the meantime, the areas of the subfloor over the trucks were cleaned up, and protective coatings applied, in the interests of long-term conservation.

In the finest Town House Shop tradition, all obstacles were overcome. Car 225 was lowered onto its trucks, and ran under its own power for the first time, on August 1st. Unfortunately, the first time it was notched into parallel, it tripped the power station overload breaker. It took another day to diagnose and correct the problem, and from the following evening on, 225 has been run-

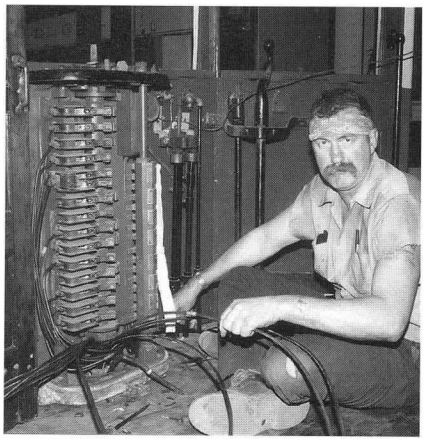


Chicago 225 progress. **Left:** Chuck Griffith files a newly babbited motor axle bearing. **Center:** Shop machinist Ed Johnson expertly turns a motor armature bearing. **Below:** Ken Haselton applies the distinctive silver Chicago Surface Lines logo to the side of the car. DC

ning without major incident.

The year 1998 saw a great leap forward in the restoration of **Cleveland Center Entrance car 1227**. The entire headlining was fabricated and installed. The fiberglass "bowls" which comprise the front and rear ends of the ceiling were fitted and screwed into place. Hardboard was used as the modern-day replacement for the original Agasote panels used in the rest of the ceiling. To make the sharply bent panels on the sides, a tank was constructed inside 1227 in which the panels were soaked overnight before bending over a specially built form. The large center panels did not require soaking. After fitting all panels were given four coats of "pea green" enamel. To duplicate the original decorative striping, modern-day *Skotchcal* tape was used, the side striping being made of a wide aluminum stripe with borders of black. Paralleling that is a narrow maroon stripe. All of this was given a protective coating of varnish that also gave an ambered antique effect. Still in process are the decorative *fleur-de-lis* corner patterns on each large panel. To give illusion of straight lines on the convex rear "bowl", the lines were projected using a light and shadow technique.

Most cherry interior molding has now been varnished and installed. This includes the long ceiling moldings, window post covers, frieze panels over the windows, and many miscellaneous pieces. Because of the variations in dimensions which occur in an old wooden car that has had as hard a life as 1227, many adjustments had to be made which were not a consideration when it was built by Kuhlman in 1914.



Above: Gary Jenness works on rewiring one of Chicago 225's rebuilt controllers. DC

All window sash has been fitted and the process of painting their exteriors maroon has commenced. Each lower sash has four cast bronze sash lifts. Seashore was fortunate to have the many that were missing cast at no cost by a Pennsylvania concern. The same firm plans to make many of the other castings that were missing when 1227 came to Seashore in 1984. Special thanks go to the Connecticut Trolley Museum, which has sister car 1201, for allowing a crew from Seashore to borrow a number of parts that are being used as patterns for replicated parts. Additionally, many photos were made of 1201 which survived as a complete car, albeit in the Shaker Heights Rapid Transit configuration. (1227 is being restored to its post-1923 configuration as it ran on the Cleveland Railway.)

When run on Shaker Heights suburban lines, 1227 was a multiple-unit car, able to train with as many as four other cars. As such, it required a different type of control system, too large to mount under the car body. Thus the motorman's cab was reconfigured to contain the relays of the Westinghouse HL control. Seashore has returned the car to its single unit K-35 control and thus was able to restore the cab bulkheads to their original configuration. This required much research and study of original photographs and plans. Fortunately two persons who have a great deal of knowledge about the 1200 series cars visited Seashore in 1998. Member Otto Petsch, who is an artist and engineer and has a seeming photographic memory, rode these cars for many years in their Cleveland Railway days. During

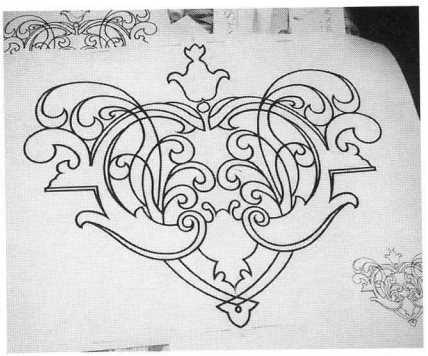
Below: On September 26, the completion of 225's restoration was celebrated in a special ceremony and ride. DC

Below: Project sponsor Dann Chamberlin, sixth from the left, poses with more than 40 family, friends, and Seashore members at the restoration party. DC

his visit his remarks were transcribed and recorded. He has also submitted a number of sketches and written recollections since. Blaine Hays, coauthor of the history of the Cleveland Railway, also visited and provided a number of excellent photographs detailing the 1200s. Especially valuable were the views of the interior of car 1296 which, when viewed under a magnifying glass, provided details as small as screw heads.

In the motorman's cab have been installed the old-style Westinghouse main circuit breaker as recalled by Otto Petsch, light switches, a power saving watt meter recorder, lightning arrester, and associated choke coil. The latter was made using photos taken of car 1201 as a guide. A new sliding cab door was made from cherry wood provided by our neighbors Huston and Company. The complicated roller mechanism hardware was duplicated from 1201.

During the process of restoration, all the above reference material has been gathered and photographs are taken at times of significant discovery or progress. Over the years photos have also been taken of 1200s at other museums. These coupled with a daily journal of work performed will provide a complete curatorial record for the future.



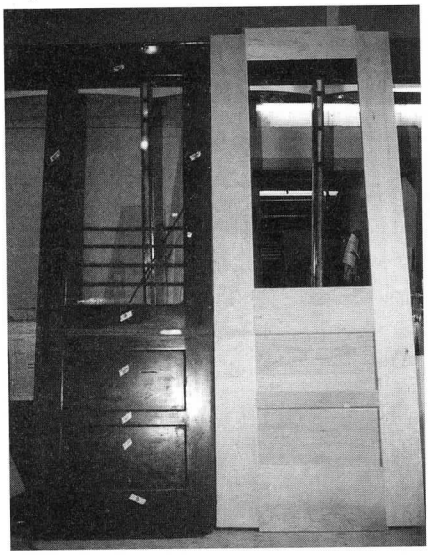
The sharply-curved headlining of Cleveland 1227 was a major focus of activity this year as three photos on this page show.
Left: The ceiling panels are newly installed.
Above: The pattern for the decorative filogree striping to be applied to the corners of each panel has been painstakingly drawn. DC

One of the photographs showed there was definitely a second layer of flooring running perpendicular to the one installed some time ago. This floor plus the maple ribbing down the center was installed in 1998. At the same time the center well area was completed. This included fitting the two new sliding doors fabricated years before and making them operate with the overhauled air door engine.

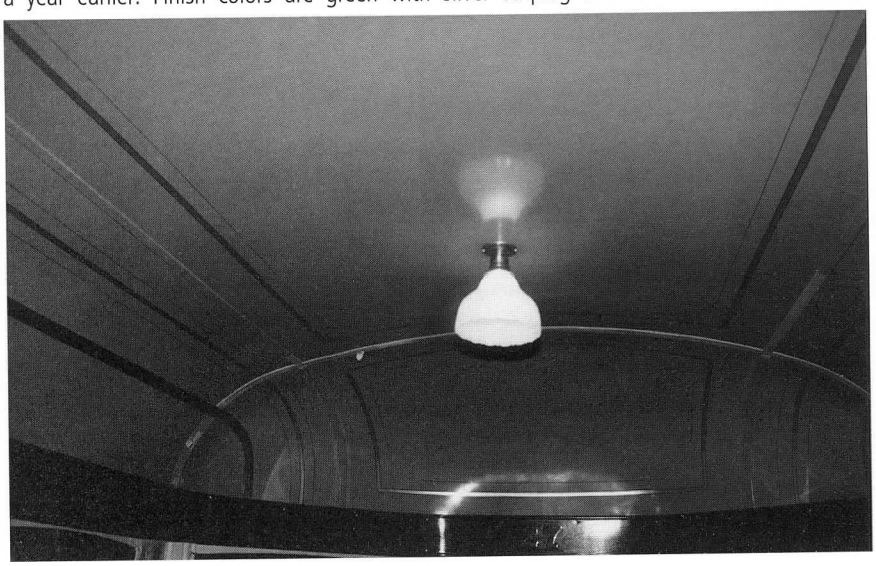
The seating configuration of 1227 has one long seat down the left side, continuing into a five-section "family circle" of seats at the rear. On the door side will be twelve cross seats. The longitudinal seating and associated framing, made about 10 years ago, has been installed but frames for nine of the 12 cross seats are still being sought.

One of the interesting features of 1227's lighting is the sixth bulb in a normal five-light series used as an emer-

Below: The cab door on the right was fabricated new by a shop craftsman to match the original borrowed from another museum. DC



Below: A view toward the rear inside Cleveland 1227 shows the headlining complete except for the corner filogrees. The rear section, with tight, compound curves was fabricated from fiberglass a year earlier. Finish colors are green with silver striping and dark-stained wood. DC

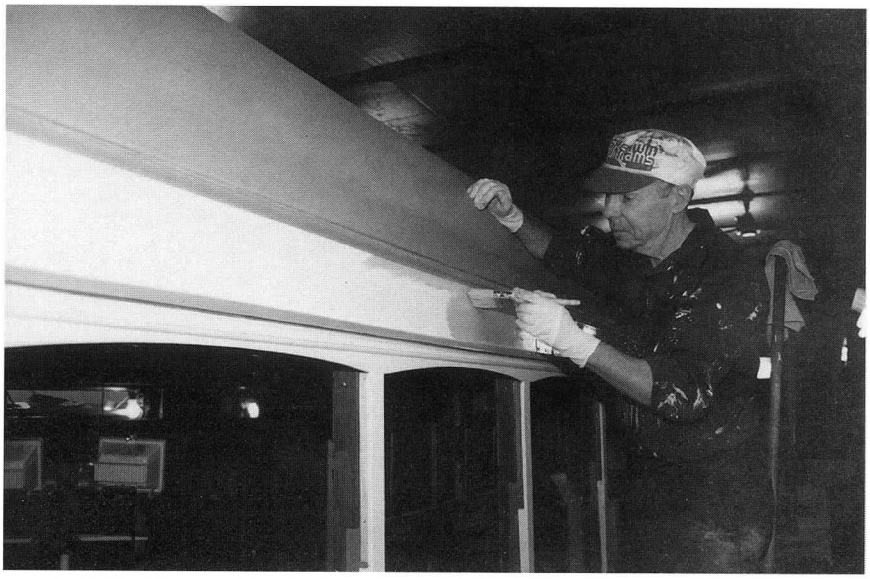


gency bulb. The conductor operates a special switch when one bulb burns out. Using the original borrowed from 1201, the shop fabricated two new switches: one for 1201 and one for its matching trailer, 2318. All new wiring was installed and the original light sockets were rebuilt and installed and the lights now operate. We are still seeking proper glass shades for the lights.

Giving authenticity to the restoration is the installation of the destination roll signs. The large one over the cab and one of the two on the side have been installed and are illuminated for visitors to see as they look through the "sidewalk superintendent" windows in the "box" in which 1227 reposes. They were made by a Seashore member who has done many destination signs for other cars at the Museum. The signs include a representative group of major lines throughout the Cleveland system.

Nearly all the brake piping on 1227 had been removed in reconstruction and the M20 brake valve was missing. Thanks to David Garcia, an air brake expert from the Orange Empire Trolley Museum in California, we have been provided with the proper valve as well as advice on how it should be installed. All new air piping has been installed, the process greatly being aided by the excellent photos provided by Blaine Hays. Also along the side under the seats, a long wooden box with insulating board lining has been constructed for the new motor wiring to be installed. Motor wiring has been run from the trolley base on the roof to the cab and through the various components to under the car. A ribbon fuse was also installed on the roof for safety reasons.

Using a good one as a pattern, a second mirror-image sandbox was made to replace the badly deteriorated original. A distinctive part of many city cars was the Eclipse fender which looks like a giant bedspring mounted on the front to keep persons from under the car's wheels. There was none on 1227 when it came. A search of Seashore's collection revealed Los Angeles Railway car 521 had the proper type but with different dimensions. By scaling from photographs of 1200 cars it was possible to derive the proper proportions. Castings were borrowed from 521 and also Rochester 1213 to use as patterns. Some of the fender was fabricated in 1998 and the remainder will be done when the castings are completed.



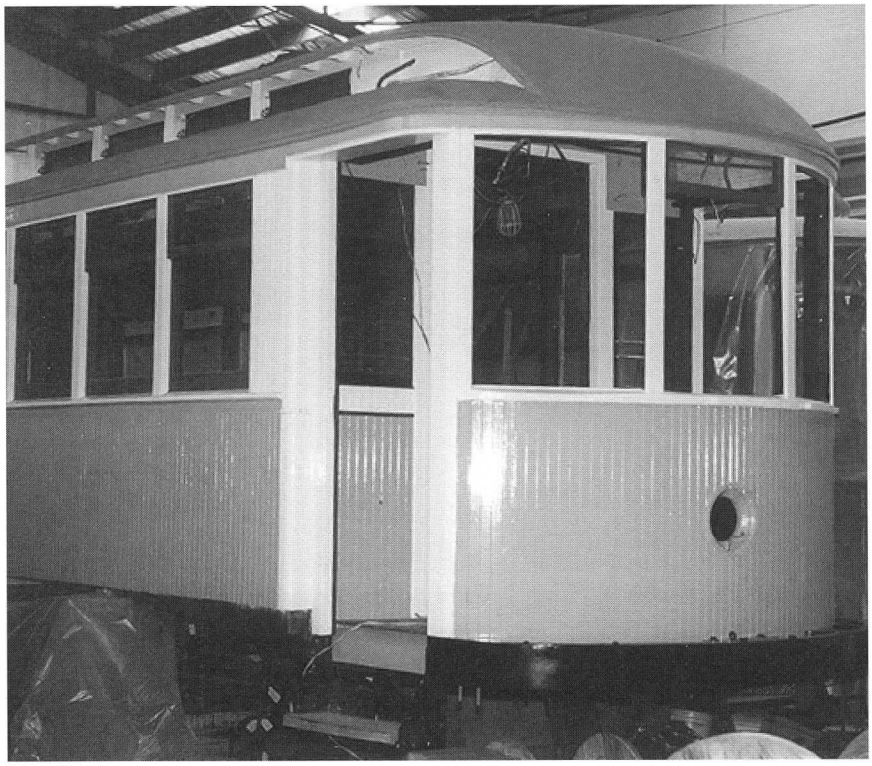
Above: Senior curator Donald Curry brushes finish colors onto the letterboard of Cleveland 1227. The letterboard is yellow, the roof gray, and the window area beige. DC

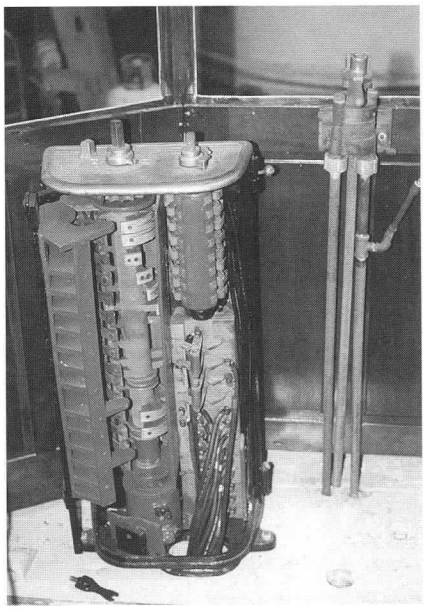
Below: Routine maintenance of operating cars can include major work. Here John Mazzei repairs roof boards on Dallas 434. DC

The upper part of the car body has been painted with high-performance Awlgrip polyurethane enamel in the yellow and beige color scheme, carefully researched before applying. This is set off by a maroon stripe around the letterboard. The roof canvas was painted the proper shade of gray.

The Brill 68E-1 trucks and motors acquired in 1997 will be overhauled in 1999. A problem to be solved is a shortage of brake shoes that were seemingly unique to Cleveland.

This year saw the return of **Connecticut Company** yellow and white to one side and both ends of 1160. This gave the car's sponsors a sense of accomplishment, as 1160 now looked to be well on its way to completion. Much of the window sash that has been meticulously restored was installed in the freshly painted side of the car as well. The vestibule sash is completed and awaiting installation, however the beautifully refinished mahogany lower panels have been installed in each end. The long mahogany panels that support the body-length longitudinal seats were





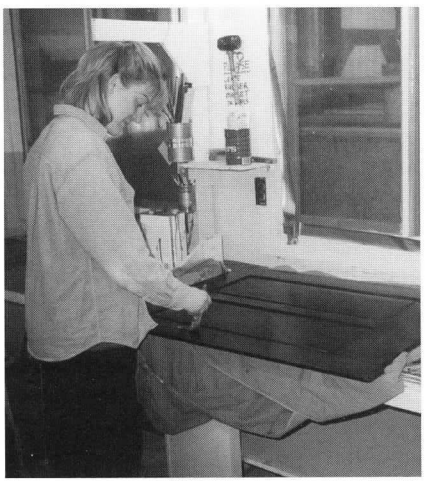
Connecticut No. 1160 shows major progress. **Left:** Finish colors are on much of the exterior, after extensive refurbishing of the matchboard sides. **Above:** One of the car's controllers recently reinstalled with all-new wiring. RS

repaired and refinished and are waiting to be installed. The repair was required due to a heater fire during its operating life in several of the car heaters mounted in the framework of these panels. New wire was obtained this year to redo the heater coils so 1160 will again have heat in the winter.

Work began on the second side with the removal of the sash and a start on the painstaking work of refinishing. The restoration plan for 1160 required that the car not be completely disassembled so that parts would not get misplaced and the unassembled portions could be used as a model for reassembly. This practice worked well for the reinstallation of the sash. Even though each side window is the same size there are differences in that some sash has extra hardware for destination sign holders. This is a small detail that could have been overlooked when reinstalling the sash. However, having the opposite side to use as a pattern preserved the proper location. Work also began on removing the old paint from this side. Approximately one half of the side has had the paint removed.

This side of the car features a long scrape, which was probably put there by the car encountering a double-parked delivery truck somewhere on the streets of New Haven. Once the paint has been removed from the matchboard siding the depth of this scrape was found not to be severe. The layers of paint made it appear worse than it actually is. There is also evidence of body fillers put there years ago. Replacement of the matchboard on this side was once considered an option but it has been decided to preserve as much of the original as possible. Last year one vestibule interior had been meticulously scraped and repainted and this year the second vestibule was completed in the same manner.

Below: Volunteer Amy Litchfield applies varnish to one of 1160's interior panels. FM



In addition to all this body work much progress was made on the mechanical side as well. The wheels were profiled by the Bangor & Aroostook Derby Shops and one truck frame was sand blasted. A considerable amount of preparation work was completed toward the goal of assembling the first truck. All of the individual components were removed and inspected. It was determined that the load-carrying springs would require replacement. New springs need to be purchased so the research began. Early in the research it was discovered that original Connecticut Company blueprints for the Stan-

dard O-50 truck were available at the Shoreline Trolley Museum in East Haven, Connecticut. A copy of these prints was graciously donated to the cause and the quoting process began. By the fall new journal coil springs were purchased from Imperial Spring Company in Milldale, Connecticut but the main leaf springs were more of a problem. It seems double elliptical springs are not made anymore so a manufacturer must be found to custom make the springs. The search was still underway at the close of 1998.

Both controllers were refurbished and installed in 1160 and they were connected to the new wiring harness installed previously. All this wiring had to be traced and checked. The brake stands and valves were installed and after some piping was replaced were reconnected and tested. Two of 1160's GE 80 motors were returned from overhaul at the Electric Motorworks in Portland. Three new pinion gears had been purchased earlier in the year. One of the pinions did not need replacement. Pinions were installed on the refurbished motors and they are ready to be installed in the trucks when the time is right. Mechanical work is a very expensive process but considerable progress has been made thanks to the help of many active volunteers, donors and our very capable shop staff.

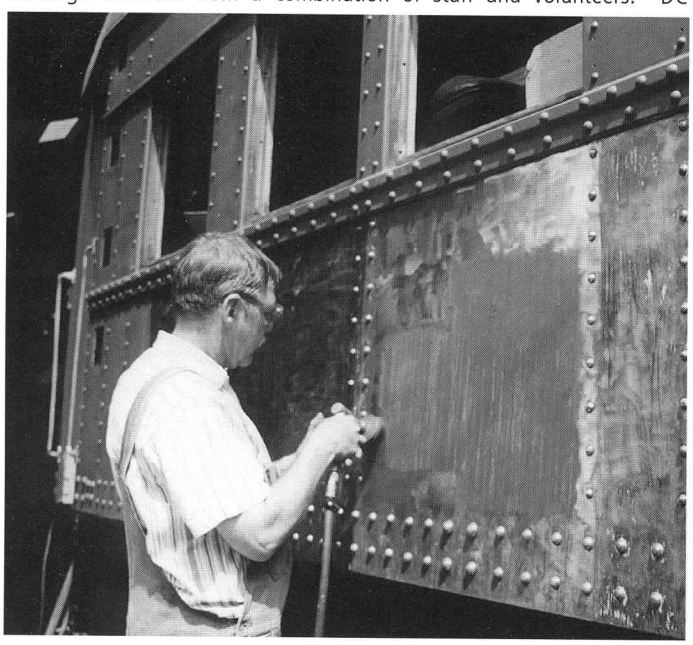
Above: Upper window sash frames for 1160 after thorough stripping and repair. RS

Chicago Aurora & Elgin 434 is one of two surviving heavyweight steel interurban cars out of an order of fifteen which were delivered to the CA&E in 1927 by the Cincinnati Car Company. The museum acquired the car in 1962, several years after the end of service.

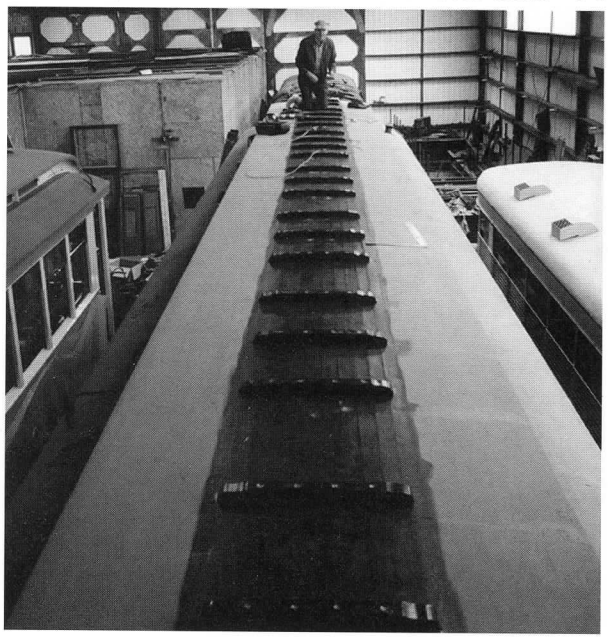
Other than a not quite correct repaint to a World War II livery about 1970, the car had been the beneficiary of very little in the way of restoration work until a significant program began in late 1996. The goal is to return the car to its scarlet and blue/grey livery with aqua and white interior as when last outshopped by the CA&E in 1951.

The end of 1998 saw the end of the second full year of effort and has resulted in very extensive progress. A team of both paid shop staff and volunteers removed the trolley poles, trolley bases, planking, and other equipment on the roof and then the old rotted canvas. The underlying wood was found to be in surprisingly good condition, so that only a few repairs were necessary. The crew than laid on new canvas, applied paint, and remounted all the roof equipment. Except for some minor details, the re-

Below: Project co-sponsor Jim Tebbetts removes rust from Chicago, Aurora & Elgin interurban car 434. The car is basically sound, but is receiving a very thorough overhaul from a combination of staff and volunteers. DC



Below: Dann Chamberlin fastens roof cleats on the newly rebuilt roof. Roof boards were patched or replaced, clerestory sash were overhauled, and new canvas installed on both levels. DC



Above: A small locomotive is used to switch Cedar Rapids & Iowa City interurban 118 in front of the shop. The restoration of the car, made possible by the Sutherland Dows Foundation of Iowa, is progressing well with newly refurbished roof boards clearly in evidence. DC

canvasing and repainting of the roof is now complete.

Workers removed the steps and pilots, had them sandblasted, repainted them, and remounted them on the car. Considerable metal repair took place under the No. 2 end of the car to correct some serious rust damage below the vestibule floor and behind the bumper. One volunteer with welding skills replaced rusted out portions of door post structure on the No. 2 end and rusted out parts of two window posts on one side of the car.

Later, volunteers stripped all the rust and old paint from the interior of the No. 2 end vestibule, the exterior of the No. 2 end and one entire side. In succession followed two coats of primer, a modest amount of body filler and a couple of passes with lacquer putty to deal with minor rust pitting. In October there was a three-day paint spraying session during which enamel went onto the prepared surfaces of the car, greatly transforming its appearance. Following this, a volunteer with sign painting skills, applied the company name to the letterboard above the windows on that side of the car.

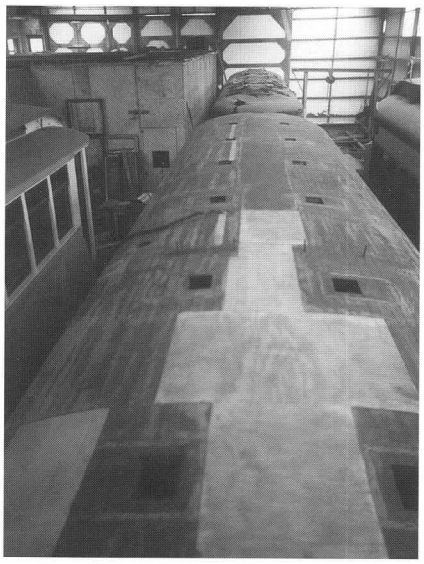
In 1999 plans are to continue work on the interior, complete all of the structural repairs, complete most of the vestibule repairs and repaint the remaining exterior body surfaces.

Thanks to funding provided by the Sutherland Dows Foundation of Iowa, it was possible to undertake conservation and restoration work on **Cedar Rapids & Iowa City (CRANDIC) car 118**, originally a "Red Devil" of the Cincinnati and Lake Erie high-speed interurban. The car was complete and in operating condition and had its exterior repainted by the Museum about 30 years previously. Nevertheless, its canvas roof leaked and its interior had become quite shabby. Our senior curator had the opportunity to do similar work on sister car 111 while temporarily on leave at a California museum, thus acquiring knowledge that facilitated work on 118.

Above: Dann Chamberlin looks on as Jean Deschenes paints the yellow numbers on 434's dash, newly painted in CA&E red. DC

Right: Two Chicagoland cars on adjacent tracks in front of the shop—CA&E 434 and Chicago Surface Lines 225. No. 225 has just been completed and 434 is progressing. DC

Above: Shop crew member Gary Jenness carefully maneuvers the Pettibone Speedswing to lift the trolley boards from the roof of No. 118. Roof repairs require removal of all boards and hardware, then canvas, followed by inspection and patching of the underlying boards. DC

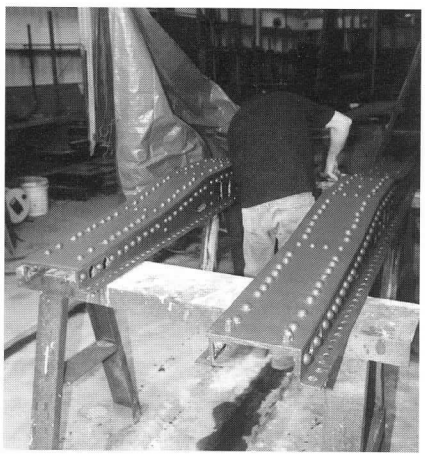


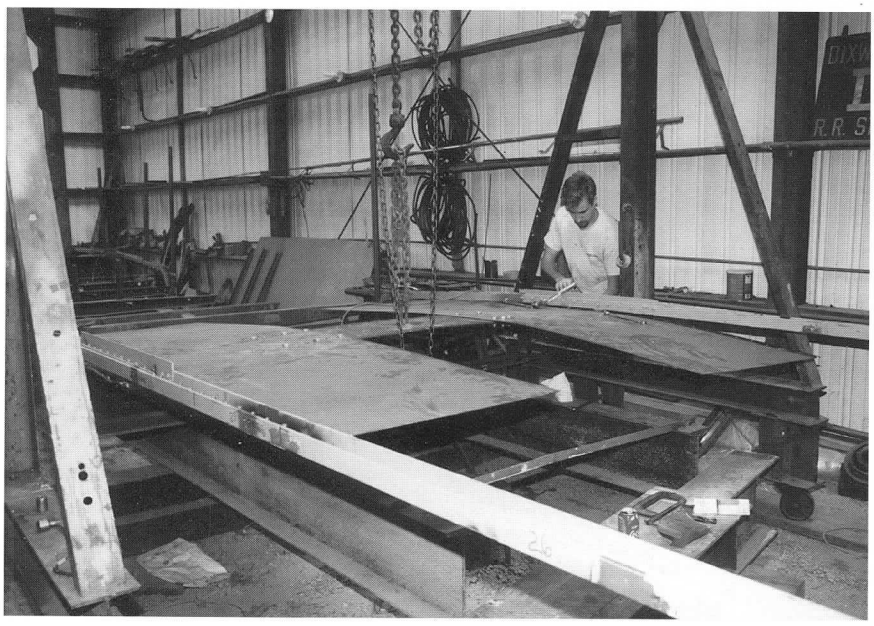
Above: The roof after repairs to the wood, using plywood sheathing exaclty as done by the Cedar Rapids & Iowa City shops. DC

The scope of the project, started October 30, 1998, was to rehabilitate the roof, refinish and repaint the interior, and undertake miscellaneous electrical and piping work. The car was to remain in latter-day CRANDIC configuration. The roof canvas was stripped and repairs made to any deteriorated roof sheathing. CRANDIC had replaced much of the center roof sheathing with non-waterproof plywood. Where the canvas allowed the entrance of water, the plywood had delaminated and was replaced in-kind but with a waterproof variety. Any deteriorated wood was repaired with an epoxy system, thus permitting the retention of most of the original. One of the sections repaired had been damaged in the February 25, 1967 collapse of the Quonset Hut storage building that preceded the present Shop structure. The peripheral tack molding was original and badly deteriorated so had to be entirely replaced.

The wires leading to the ceiling lights had become overheated and insulation deteriorated to the point of being dangerous. New high-temperature wire was spliced in at each light. The entire interior of 118 was stripped out including

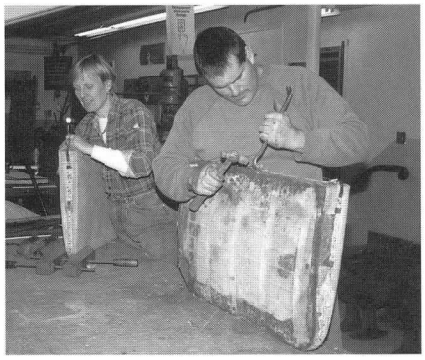
Right: Chris Perry prepares to attach floor plates to Rochester 1213's new side sill, as part of fabricating a new lower frame. DC
Below: Peter Folger primes the new body bolsters fabricated for the same car. DC

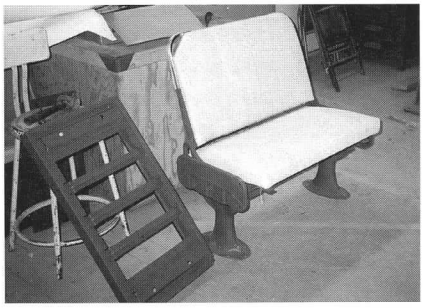




all trim, frieze panels, seats, doors, restroom equipment, etc. This permitted work to be carried on in the heated areas of the Shop throughout the winter.

The CRANDIC had added rock wool insulation above the headlining panels. This had become wet and its weight caused much of the headlining to sag. Two panels required replacement and a third was pulled into place.





Above Left: Wheeling, West Virginia curved-side 39 in the shop for interior work. **Upper Right:** Laurea Whiton and an unidentified helper strip the backs of seats for No. 39. **Below Right:** The first completed seat, freshly reupholstered with new rattan, awaits installation. DC

A curatorial record was kept including a journal of what was observed, a photographic record of what was found and work in progress, correspondence with others who had information on 118, historical information and diagrams, and other pertinent material.

Plans for 1999 include completing all roof work, stripping and repainting and reassembling the interior, restoring the restroom and other areas within the limit of the present fund.

The long-term restoration of **Wheeling Curved-side car 39** continued this year. The first step was to mill new fir flooring for the main part of the car body at a cost of about $4,000. New flooring had been fabricated and installed in the vestibules some years ago. By late in the year about one quarter of the flooring had been installed, when staff availability interrupted the work.

Other progress included major advances in rebuilding seats for the car. About 35 years ago seats intended for 39 were obtained from Chicago Transit Authority 4000 series "L" cars. As the upholstery on the seats was in poor shape and of the wrong pattern, the seats were stripped for reupholstering. Our crew was greatly surprised to find that the frames for the cushions and backs were fabricated from pressed steel, rather than the usual easy-to-repair wood, and that the steel was deteriorated. After sandblasting, patches were welded in a number of places before padding and specially woven "transitweave" rattan was applied. To date about one-third of the seats have been done.

Another task completed was fabrication and priming of Masonite headlining panels for the car's ceiling.

The very thorough rebuilding of **Rochester Peter Witt 1213** advanced this year as work continued on the fabrication of a new underframe for the car. The first step was to complete the new body bolsters by riveting the top plates onto them, then installing the bolsters on the new underframe. The process of hot riveting the frame members has been made complicated by both the large size of the rivets used and by the difficult-to-reach placement of many of them, frequently requiring machining custom rivet hammers or bucks. Steel sheets, which will form the underfloor of the car, were fabricated and painted.

Connecticut Company open car 303 received more work this year. After reinstallation of the original control system recently, attention turned to the body. The car had last been painted around 1970 and needed attention. Donated funding enabled careful and comprehensive stripping and refinishing of the cast iron seat ends, including decorative striping. However, funds ran short about three-fourths of the way through the project, temporarily halting work.

Milwaukee lightweight city car 861 has been a regular in Seashore operations since its arrival in 1958. Over the years the car has received regular installments of body and mechanical work to preserve it and keep it operational. However, a series of motor problems led to the conclusion that the motor wiring was faulty. Supported by funds donated by our operating crews, the project of replacing that wiring was undertaken. The car body was raised high to enable work underneath. The old wiring harness that ran along the floor inside the car through wooden conduit boxes to the controllers was removed. New diesel locomotive wiring with long-lasting insulation was used to replace it. The control resistance grids were also rebuilt after being patched many times in the past. Combining parts from a damaged spare repaired a faulty motor. Other work on the car included repaint-

ing the roof from the buff color applied some years ago to the black it carried much of its service life in Milwaukee. The car was returned to service in time for the busy fall season, when many tour buses visit the Museum. The car's greater seating capacity makes it especially well suited for these visits as there are seats enough for an entire tour bus load of passengers.

The gradual restoration of classic Maine interurban car, **Portland–Lewiston No. 14**, *The Narcissus*, continued. Volunteer accomplishments included restoring eight windows from the bulkheads that separate the motorman's cab from the passenger compartment.

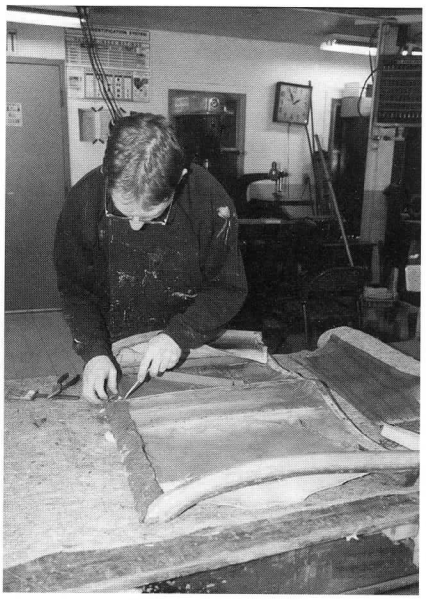
Baltimore Peter Witt No. 6144 received an in-depth inspection in preparation for the operating season. The crew performed a hydro-test on the car's air tanks and replaced the one that did not pass. Pressure testing of air tanks, which are subject to corrosion, is an important safety test conducted regularly by the Shop crew.

Other major maintenance included rebuilding the roof structure and replacing the canvas on both vestibules of **Dallas Railway & Terminal 434** and a similar job on **Connecticut Company open car 838**.

Progress on **New York R-9 subway car 800** included rust removal and repainting of the upper deck of the car's roof. Subsequent work included repairs and refinishing of the clerestory, including making the clerestory windows operate again after years of being repeatedly painted over.

Philadelphia-Camden "Bridge" subway cars 1018 and 1023 continued to benefit from restoration activity during the year. Work on 1018 included rust removal and priming on exterior panels and repairs to the car's floor using material provided by the manufacturer of the original material. On car 1023 a variety of tasks were performed, including completion of refurbishing the car's seats, repairs to the floor, replacement of corroded steel, and further refinishing work.

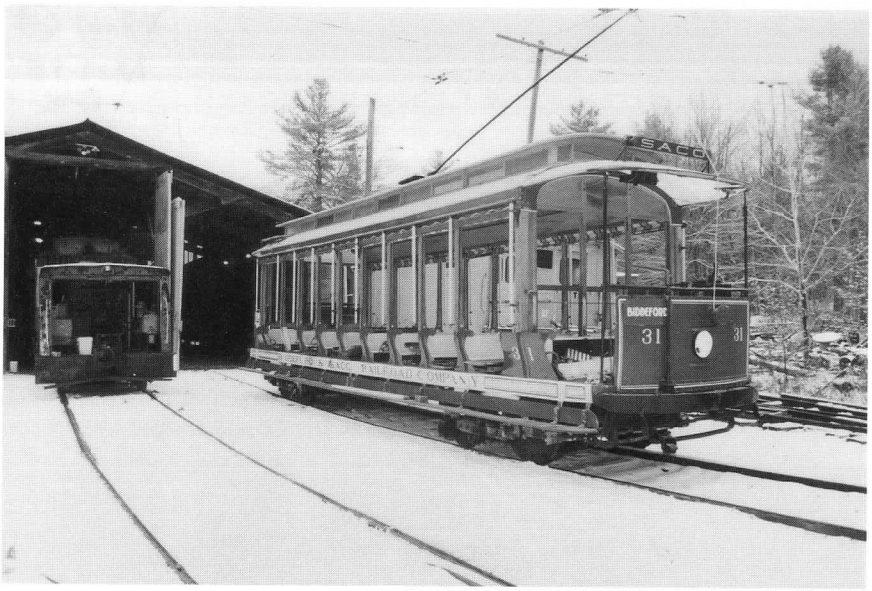
Above: Hervey Lesch smooths a freshly patched section of the floor of Phildelphia–Camden subway "Bridge Car" 1018. DC



Above: For sister car 1023, Conrad Misek repairs a seat back. Both cars benefit from active volunteer restoration programs. DC

Boston and Maine Fairmount Motor Car 500, a small four-wheel gasoline powered inspection car, received considerable attention from members of the Museum's track crew. The crew felt the car would be useful in work on Seashore's nearly two-mile long main line, so began work on overhauling the car this year. Steps undertaken include replacing ash body framing in preparation for installation of new Masonite exterior paneling.

Below: Biddeford & Saco 31—the first car preserved in a trolley museum—shortly after its wintertime arrival at the restoration shop. The car was slated for considerable body and mechanical work before leading the Museum's 60th anniversary in 1999. DC



Development Plan Task Force

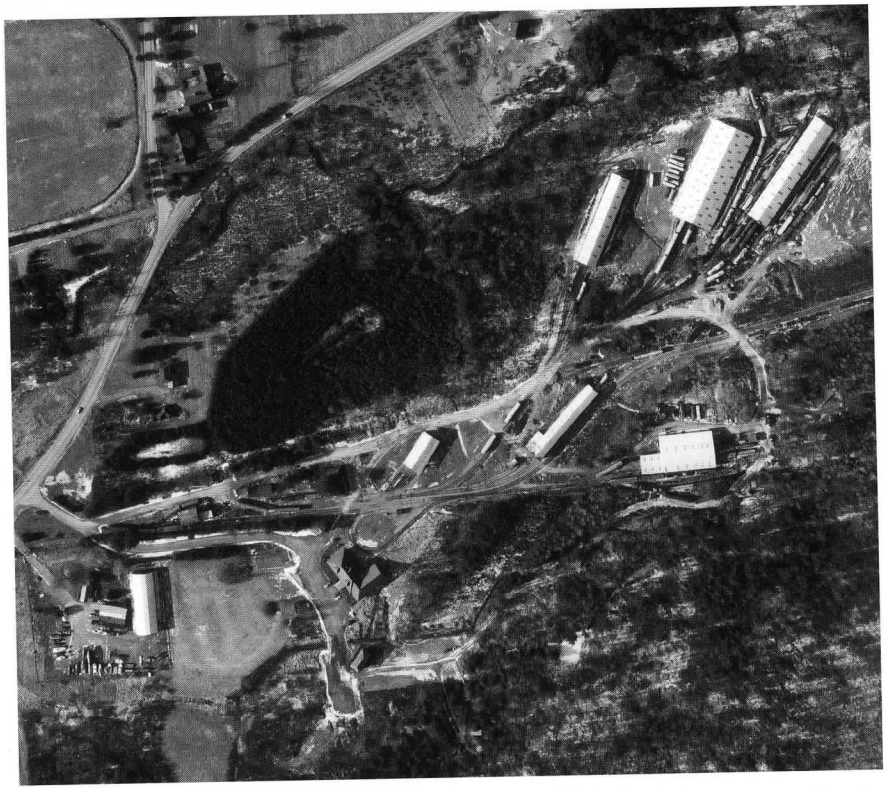
At the 1997 Annual Meeting in May of 1998, the members voted that the Board of Trustees empanel a task force to create a development plan to cover the next three to five year time frame. The members of the task force started their work in midsummer on an undertaking estimated to last two and a half years.

The facilitator, Dave Dimmick, had considerable experience in planning among non-profit organizations in the New Jersey area. The task force spent much of its time in analysis of Seashore and its environment. Many problem areas were already well documented, but the task force took the approach of starting from the ground up. The first deliverable was a proposed revision to the Mission Statement. All other actions were measured in terms to consistency with the Mission Statement and with the Association of Railway Museums *Recommended Practices for Railway Museums*.

The task force focused on, among other things, construction, collection care and management issues, safety and compliance, the library, finances and fundraising, and the organizational structure.

The goal was to deliver at least a preliminary version of their work to the Board of Trustees in time for the 1998 Annual Meeting in May of 1999. This was to coincide with a requirement in the original members' motion to report preliminary results to the general membership at that time.

When the plan is completed and adopted, it will serve as the basis of a coordinated fundraising effort and play a material role in Seashore's future application for accreditation by the American Association of Museums.



Above: An aerial view of the Museum site shows the principal area to be covered by the development plan. The Society owns most of the land in the photo, stretching from the diagonal road (Log Cabin Road) on the left to the right edge of the photo, bounded by the creek along the top of the photo, but excluding the boatyard complex at the lower left. North is to the right.

Exhibit Acquisitions

To answer the need for a small maneuverable bus to be introduced into our regular operation, the Museum was fortunate to acquire a semi-restored **1937 Model 733 Yellow Coach**. The bus had been given to Star Tran, the transit authority of Lincoln, Nebraska by Seashore member Ira Schreiber. It was similar to those that had operated in Lincoln; however, the bus was not actually a Lincoln bus having been acquired by Ira from a junkyard in Aberdeen, South Dakota.

These small 19 passenger buses used a standard Chevrolet six-cylinder engine located in the front next to the driver. They used hydraulic brakes and a hand operated door mechanism.

Ira worked with Star Tran restoring the bus for use in parades and special events. The coach was painted in Lincoln Transit colors of a bright yellow with red belt rail and gold lettering. Also, seats were installed and mechanical work performed to make the coach operational.

A few years ago Ira moved from the area and the program stagnated. When Star Tran recently received new buses, the space for the Yellow coach was needed and Star Tran wished to dispose of the bus. With Ira's recommendation, Star Tran agreed to donate the bus to Seashore. It arrived in late September, just in time to be operated for Members' Day in October. The bus runs well but will need some further work before it can operate regularly for the public.

The acquisition of **Wilmington Delaware 1939 Brill Trackless Trolley No. 623** concluded with the delivery of the coach in July 1998. As reported in the 1997 annual report, the coach underwent significant preparatory work before it could be transported to the Museum.

This coach, along with a host of spare parts, was donated to Seashore by the Rockhill Trolley Museum of Pennsylvania. No. 623 was part of a group of Wilmington Coaches bought on specu-

lation by a scrap dealer. Seashore's Wilmington Mack trackless trolley also came from this junkyard during the 1970s. No. 623 is identical to our Johnstown trackless trolley No. 713, also originally from Wilmington.

Though not an acquisition, another activity of note begun in 1998 is a joint venture with the Kennebunk–Kennebunkport Chamber of Commerce. The arrangement called for the Museum to provide transportation service for three chamber sponsored events and in exchange the Chamber would provide free publicity for Seashore.

The first event was the Home Show held at the Kennebunk High School in March. It was first planned to use the Museum's publicity bus, Brantford Ontario No. 627, to shuttle Home Show patrons from a remote parking lot. After weeks of preparation to ready the bus, normally in storage for the winter, it was unable to participate when replacement tire rims could not be delivered in time for the event.

Boston GM bus No. 6169 was quickly substituted for the event. In relatively good condition, No. 6169 needed little more than regular maintenance to enable it to go out on the road where it performed well transporting attendees.

The remaining events, a charity golf tournament and an outdoor concert were serviced with No. 627. No. 627 also appeared in the annual *La Kermesse* parade in Biddeford.

Above: Two bus designs familiar to millions of Americans now often represent Seashore in the local community. Brantford, Ontario, 627 is of a style produced by GM from the 1940s to the 1960s, while Boston 6169 is the successor design still used in some cities today. PH

Right: Newly arrived this year is this Model 733 Yellow Coach built in 1937. Its small size and classic appearance make it certain to be popular both at the Museum and when out on publicity duty. **Below:** Bus curator Tom Santarelli makes a field adjustment to Brantford 627 during a visit to a nearby community. PH

Track and Signal Report

The Track Department volunteer staff dedicated much of their time in 1998 to track maintenance plus several small improvement projects. The project, started a year earlier, to repair the double slip switch at the south end of the Visitors Center loop was completed. This allowed normal use of this unique switch to resume as of April 26th. The professional skills of both track department volunteers and the Shop machinist saved the Museum from purchasing an expensive replacement frog. A T-rail frog was selected from the museum's inventory, then machined to the proper angle to align with the girder rail.

One of the several special events the Museum hosted was the Southern Maine Boy Scout Camporee. The activities scheduled for this event included a provision that each troop would provide two hours of service at the Museum. The track crew supported this event by acting as project managers and operating support vehicles. A crew of Explorer Scouts was assigned to an all day brush cutting project at Talbott Park. The scouts became inquisitive regarding the track structure. So our Track Superintendent responded by assembling the required hand tools, then conducted a hands-on training session while repairing a defect on the main line. The educational experience for the scouts continued into the next day at their request.

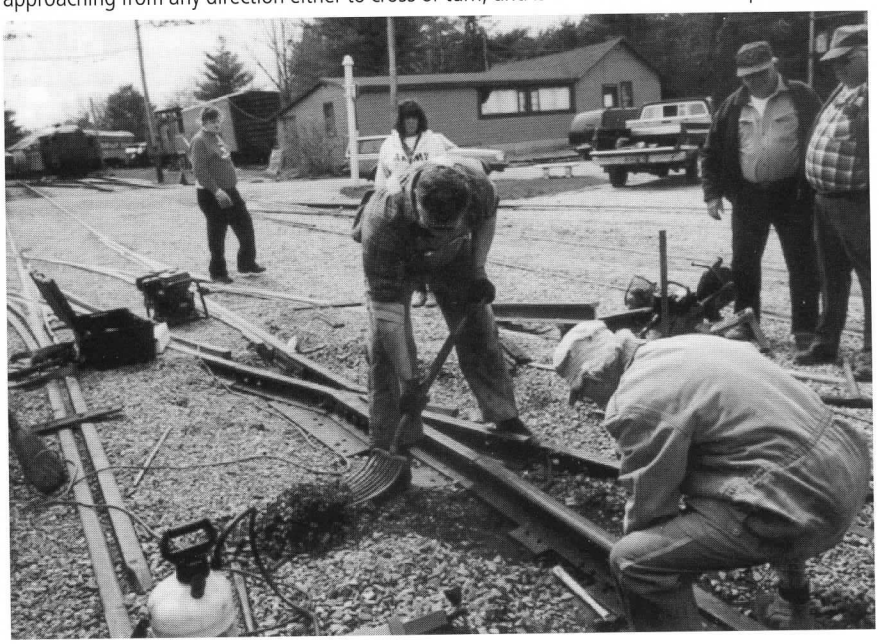
The following is a partial list of other projects completed during the year:

- Changed out switch timbers in the Shop switch.
- Replaced switch throw in the Shop switch.
- Changed out switch timbers in the Visitors Center north switch.
- Supported line pole replacement project at the Meserve's curve.
- Repaired damaged ground return bonds.
- Installed ground return bonds: shop, shop yard, main line, other yards.

Above: Track Superintendent Peter Wilson, helped by Dick Avy, uses a torch to heat the rail to modify the angle of the track frog for installation at Arundel Station. This complex task was necessary as no suitable frog could be found to replace a temporary frog installed years ago. DC

In the area of signals, the year's main event was the donation of a large quantity of signal equipment by the Bangor and Aroostook Railroad Company. Volunteers made five overnight trips to the former Canadian Pacific railroad line across Maine, drove a rental truck to the location, hired a Canadian American Railroad employee to operate the railroad's hi-rail truck, removed the signals from their foundations and other attachments, placed them in the body of the truck, transported them to the rental truck, removed various parts, loaded them aboard the rental truck, drove them back to the museum, and unload-

Below: Peter Wilson and Roger Tobin position a short section of rail that connects to the newly modified frog. This complex track assembly, from Watertown carhouse in Boston, allows cars approaching from any direction either to cross or turn, and is known as a double-slip switch. DC



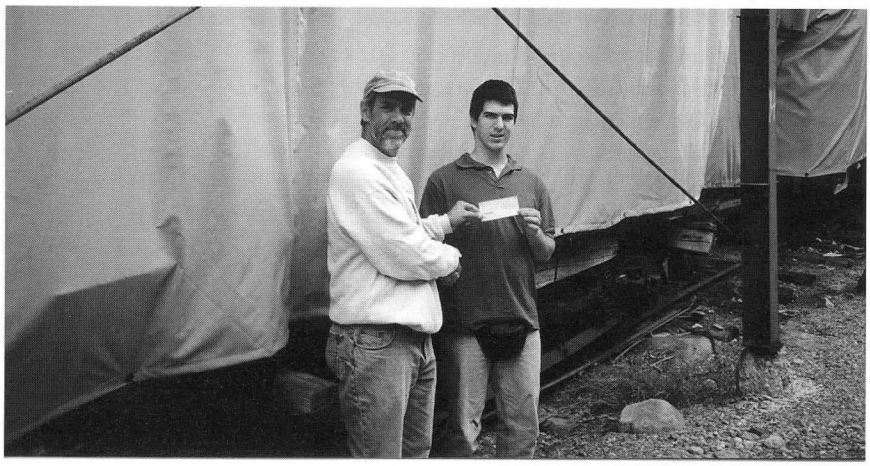
Middlesex & Boston No. 41

ed them in a storage location. Each expedition took three days of hard work.

The donation comprised the equivalent of 30 complete signals, which will be used mostly on the proposed future extension to Biddeford, but also on the present main line to Talbott Park. Ultimately the equivalent of 10 more complete signals are needed, which the crew hopes to obtain in the future. The Museum extends its gratitude to the Bangor and Aroostook and its president Robert Schmidt for this generous and useful donation.

Seashore's signal crew also accomplished a variety of tasks around the property. They straightened the grade crossing signal at Morrison Hill and reinstalled the switch circuit controller at the shop switch (after the track crew replaced the head block ties and installed a new switch throw mechanism). Other tasks included cleaning up the storage yard after heavy ice storms experienced in the region during the winter, installing a new target on the north loop switch stand, and moving some signal cases that had been placed near the SOAC track to storage. Tasks around the McKay crossing area included removing an old grade crossing signal foundation and digging a 20-foot long by 3 feet deep trench under the track conduit to be used for a new grade crossing signal there. At Meserve's crossing they removed the signal case for alterations in connection with the pole replacement project around Meserve's curve carried out during the fall.

Above: Useful tool for track and signal projects is this high-rail tractor, from Boston's MBTA, shown here equipped with a magnet. FM



Above: Standing in front of Middlesex & Boston 41, President Phil Morse (left) accepts a check from Doug Carrier as the first donation toward restoration of this car from Boston's suburbs. FM

Serious interest in planning for the restoration of one of the older cars in our collection, Middlesex & Boston Street Railway Car 41 (see photo on rear cover), developed this year. The arrival of a new, younger member Douglas Carrier, Jr., of Needham, a town once served by the M&B, was the catalyst.

The car was built in 1901 for the Lexington & Boston Street Railway by the John Stephenson Car Company, of Elizabeth, New Jersey, builder of the world's first streetcar for New York in 1832. The L&B was absorbed by the then expanding M&B in 1912, and Car 41 served many communities in Boston's western suburbs. After closure of the last M&B car line in 1930 the body was sold and spent the next 32 years in Natick serving a variety of purposes. In 1962 late members C. David Perry and Bert McKay led the effort to acquire the car as the last extant car from this large and important regional street railway.

No. 41 is a turn-of-the-century wood single-truck railroad roof car in relatively good condition. Though the car is incomplete, years of opportune and proactive parts procurement have guaranteed that the parts needed to equip the car are on hand.

Interest in the car was spurred by several factors. Carrier's grandmother grew up on Commonwealth Avenue in Newton, and often used what was to become the M&B's last car line. Veteran M&B employee, and one of Seashore's founding members, Horton Banks, passed away during the year, and members and the Banks family felt that this car was an appropriate memorial to Horton. As well, Tom Barry, another young member, suffered a near-fatal accident near the Museum, and as we go to press continues his slow recovery. His family agreed to dedication of the car's restoration to Tom's recovery.

As Seashore currently has no regular service, single-truck streetcar from this era restored and operable, completion of this car would improve Seashore's historic interpretation. On September 8, Doug started the M&B Car 41 Restoration Fund by presenting Phil Morse—in front of Car 41 itself—the first contribution check (photo above). Project plans include external fundraising and building awareness of the car in its operating territory. As this report goes to press, the fund total nears $4,000.

Support from inside and outside the Museum will be critical to the success of this long and worthy program, and donations are most welcome.

This project illustrates how Seashore's deep and varied collection can spur interest in succeeding generations of members.

Corporate Information

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, interpreted, restored, and operated for the public.

Corporate Office

Address
New England Electric Railway
Historical Society
Seashore Trolley Museum
203 Log Cabin Road
Kennebunkport, Maine 04046

Mailing Address
P. O. Box A
Kennebunkport, ME 04046-1690

Telephone
Office: 207/967-2712
Recorded information:
207/967-2800
FAX: 207/967-0867
Restoration Shop: 207/967-2540

Internet
World Wide Web:
http://www.trolleymuseum.com

E-Mail:
carshop@gwi.net

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Museum Contributors

Once again this year, a revealing measure of the Seashore Trolley Museum's strength is the very generous financial support it receives from members and other individuals and organizations. Listed here are all who donated $50 or more in cash or value contributions during 1998. Total contributions exceeded $225,000 of which cash was more than $175,000.

In total more than 540 different members and nonmembers made contributions, more than 340 exceeding the $50 threshold, keeping our administrative staff quite busy with the very pleasant task of receiving, recording, and acknowledging this wonderful support. Over $40,000 of the donated amounts were in response to the Annual Fund Campaign, which enabled the museum to finish the year with a modest surplus.

The Board of Trustees of the New England Electric Railway Historical Society gratefully acknowledges the contributions of the following members and friends:

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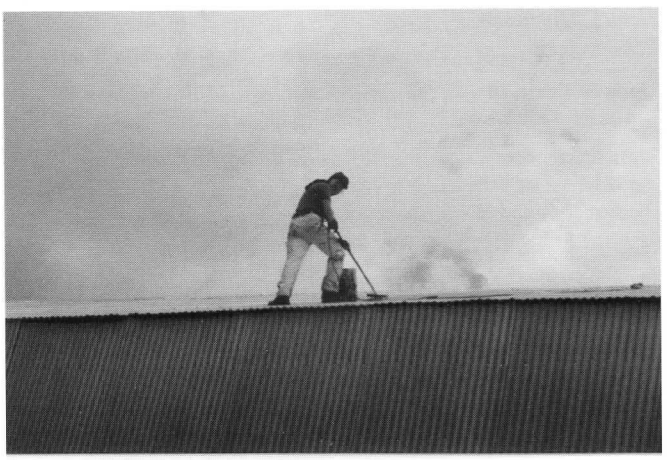

Above: Volunteer Conrad Misek applying sealant to the roof of Highwood Carhouse. This step helps prolong the life of the aluminum sheathing, though the roof surface will ultimately need replacement. FM

* Roger Somers was inadvertently listed improperly last year, but in fact has now been in the over $10,000 category for two consecutive years.

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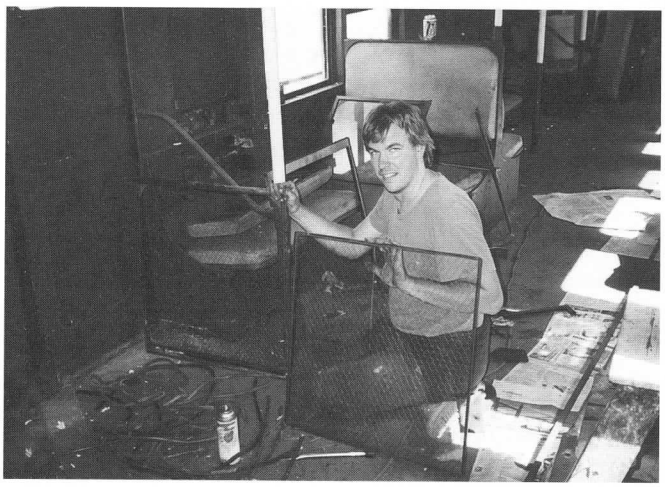
Robert J. Janack
David L. Johnston
Douglas R. Jordan
John F. Keavy Jr.
Richard R. Keller
Harold B. Kelley
Robert E. Kelly
Kennebunk Savings Bank
Dr. Carl J Kinell
Fred Klyver
Paul R. Knight Jr.
Thomas C. Knust
Donovan J. Lewis
Lucent Technologies
Patricia M. Lutz
David C. MacDonald
Robert MacFadgen
Bernard Martin
LaForest E. Mathews
Ara Mesrobian



Above: Bill Pollman holding panes of "chicken-wire" glass for the New York subway car he is restoring. This glass, common on transit vehicles, is increasingly rare today, so we are constantly seeking new sources. FM

William Middleton
Houghton Mifflin Co.
Edward C. Miller Jr.
Donald F. Morrison
Philip J. Mulligan
Jason Mulvihill
Helen L. Newton
Clarence Nissley
Winford T. Nowell
Robert Pearson Jr.
Frederick J. Perry
Robert Wayne Perry
Joseph Poliman
Edward P. Richardson Jr.
Charles C. Robinson
Gary S. Roboff
Richard A. Russell
Frederick C. Sanner
Joseph T. Shea
W. Stevens Shipman Jr.
Russell B. Silva
Michael Simonds
George M. Smerk
Clinton H. Springer
C. William Stamm
John M. Stevenson
J.W. Swanberg
Frederick Talbot
Edson Tennyson
George Terwilliger
John Stearns Thomsen
Roger G. Tobin
Roger D. Traubert
Reginald A. Twiselton
James A. Vaitkunas
John Van Kuiken
Lloyd D. Vernon
Robert Vibbert Jr.
James P. Waters
Henry S. Wells Jr.
Donald Wendell
Alan J. Whitaker
Everett A. White
Jeremy Whiteman
Earl J. Whitney
Benedict S. Yuscavitch
Ron Zeiss

Donations from $50 to $100

E. Barnes M. Abbott
Duncan W. Allen
Charles D. Aronovitch
Roger W. Austin
Alex J. Azary
Andrew Bass
Richard C. Bassett
Jonathan Belcher
Bell Atlantic
Deborah Bennett
John E. Bork
David M. Boston
Thomas & Maureen Brady
George F. Braun
Lyman F. Brewer
Laurence S. Brown
Michael Buckley
A. Paul Castiglione

Russell Chappell
Langdon S. Clark
John J. Collins
R. Richard Conard
Lauraine Cooney
Paul J. Cronin
Henry Dickinson Jr.
Max J. Dreher III
James J. Earl
Arthur S. Ellis
George Foreman Jr.
Warren R. Gay
Wayne Gebhardt
Richard H. George
Charles A. Griffith, Jr.
Ernest N. Haase
Patrick Hamill
Gerard & Regina Haviland
Joseph Hazinski
Ronald Scott Heiderich
Gayle W. Heron
Neil J. Humphreys
Christopher Jans
Kelly Automotive Group Inc.
John Thomas Kittredge
Lillian B. Krov
Kenneth G. Kunz
John S. Kyper
Harold A. Lambert
Robert J. Landman
William Legenhausen
Steven B. Levine
Bjorn Lindgren
Conrad A. Maigret
Robert Mandeville
George J. Matekovic
Thomas G. McBride
Jay McMahon
Edgar T. Mead
Maria Millefoglie
Howard D. Nelles
Olaf S. Olsen
Everett H. Palmer
Michael Perisie
Otto Petsch
William A. Pollman
Robert J. Preble
John F. Prior
Christopher Randall
Alan I. Reich
Thomas E. Remsen
Fred Richardson
Clifford R. Scholes
George Sefranek
Ellen W. Shaw
Eric L. Shelly
Carl A. Sherblum Jr.
Leonard W. Silver
John T. Spellman
Harold Sterling
Joseph Strassler
John L. Trowill
Eugene Victory
Richard Zidowecki

Above: Two Chicago area interurban cars are shown in the shop at the same time. At left, No. 420, from the Chicago, North Shore & Milwaukee is in for routine service. To the right, No. 434, from the Chicago, Aurora & Elgin is undergoing a full restoration program. FM

Financial Report

The Society's financial statements for the fiscal year of January 1, 1998 to December 31, 1998, as produced by the Society's chief financial officer and reviewed and verified by the independent auditors retained by the Society, the firm of Baker Newman & Noyes of Portland, Maine, are presented on pages 32 through 36.

These statements are presented in accord with Financial Accounting Standards Board Statement No. 117. This statement focuses on the Society as a whole by presenting balances and transactions in accordance with the degree of donor-imposed restrictions. This is accomplished by classifying these transactions and balances into three classes:

1. Unrestricted: This class includes those net assets that are general in nature and not subject to any donor restrictions or stipulations, those fixed assets owned by the Society that are free of any restrictions or stipulations, and those net assets that have been designated by the Board of Trustees for specific purposes. This classification currently includes the Unrestricted Funds, comprising the General Unrestricted Fund and the Board Restricted Funds, and the Plant Fund.

2. Temporarily Restricted: This class includes those net assets that have been stipulated by the donor that they meet certain time or project restrictions, and be expended in accordance with those restrictions. This classification currently includes Donor Restricted Funds.

3. Permanently Restricted: This class includes those net assets that have been stipulated by the donor that they be maintained in perpetuity by the Society. This classification currently includes Endowment Funds.

The financial statements for 1998 consist of a Statement of Financial Position on page 32, a Statement of Activities for 1997 and 1998 on page 33, a Statement of Cash Flows on page 35, and a more detailed Schedule of Functional Expenses on page 34.

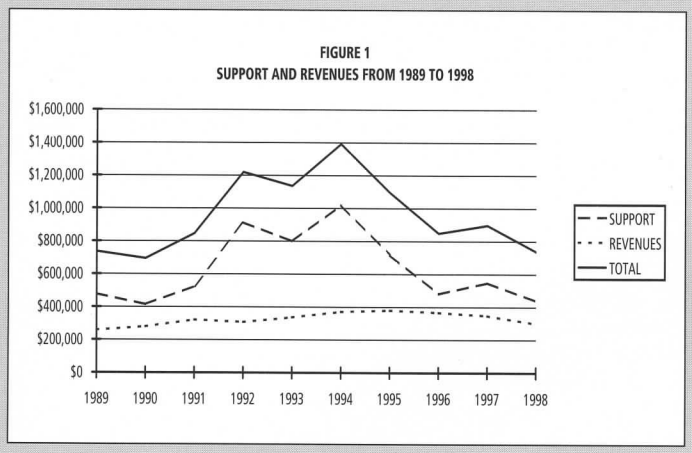
One of the key objectives of the Society each year is to ensure that Unrestricted income covers Unrestricted operating expenses. Once again in 1998, the Society achieved this objective, though it is not immediately apparent from the accompanying statements. The change in Unrestricted net assets of ($43,130) shown in the Statement of Activities on page 33 appears to be an operating loss. However, this figure is negative due to non-cash items, principally the $40,000 write-down in the Society's Biddeford Station shares explained in Note 2.

As illustrated in the line graph of Figure 1, total support and revenues decreased 17.7 percent, from $896,627 in 1997 to $737,687 in 1998. However, these support and revenues include both cash and non-cash elements. Cash support includes contributions and grants, and cash revenues include dues, admissions, auxiliary sales, investment income, and miscellaneous income. Non-cash support includes contributions-in-kind and contributed services. Over half of the decrease in support and revenue was in these non-cash items, including a $40,000 downward valuation in the value of the Society's holdings in Biddeford Station, Inc.

Cash support and cash revenues totaled $524,415 in 1998. This is down 5.8 percent from the $556,832 received in 1997.

The distribution of cash support and revenues is given in the pie chart of Figure 2. Cash support represented 42 percent of total cash income, with cash revenues representing 58 percent. Each of these components is shown in the accompanying Statement of Activities included on page 33, and will be discussed below.

Cash Support: Total cash contributions decreased by 19.1 percent, from $228,712 in 1997 to $185,044 in 1998. This amount varies from year to year based on presence or absence of major donations, so this decrease does not indicate a downward trend in donatioins from members and



other supporters of the Museum. Cash contributions also include contributions by the public in the form of cash deposited by visitors into fareboxes located throughout the museum.

Total cash contributions include $78,353 to the Unrestricted General Fund, $99,382 to the Donor Restricted Funds, and $7,309 to the Permanently Restricted Endowment Fund.

Cash Revenues: A total of $27,280 was received for 1998 annual membership dues, versus $29,986 for 1997, a 9.0 percent decrease. Life Memberships dues, which are recognized in full as current income and directly transferred into a Board Restricted Endowment Fund increased sharply to $6,850 in 1998 versus $800 in 1997. Similar to the Permanently Restricted Endowment Fund, these Life Membership revenues will be maintained in perpetuity and invested, with a percentage of interest earned used for museum operations.

Revenues from admissions and auxiliary sales increased by 1.5 percent, from $249,750 in 1997 to $253,433 in 1998. In 1996, admissions and auxiliary sales totaled $283,788.

Examining the components of the revenues from public operations, admission revenues were $120,402 in 1998, which is essentially unchanged from the $120,756 received in 1997. Both years represent a roughly 20 percent decrease from the $148,394 received in 1996.

Auxiliary sales revenues to the public include Museum Store on-premise and mail order sales along with food service and vending machine sales. These increased by 3.1 percent from 1997 to 1998. These revenues were $133,031 in 1998, $128,994 in 1997, and $135,394 in 1996.

Auxiliary services expenses, including the allocation of volunteer services and depreciation, during 1998 were $104,318, resulting in a net gain on sales of $28,713, or 21.6 percent of total sales. This is a significant improvement over the net gain on total auxiliary sales of 6.5 percent in 1997 and 6.1 percent in 1996.

As shown in the pie chart of Figure 2, admissions and auxiliary operations revenues together contributed 43 percent of the Society's cash income in 1997. Cash contributions and grants represented 40 percent of cash income, and dues, investments, and other income about 17 percent. Comparative ratios in 1996 were 50, 35, and 15 percent respectively. In 1995 the ratios were 43, 42, and 15 percent.

Non-Cash Support: Contributions-in-kind in 1998 of $49,854 were down 26.5 percent from those in 1997 of $67,828. This figure is particularly volatile from year to year, being influenced, as with cash contributions, by one time or unusual donations.

Total support, excluding contributed services, but including cash contributions and bequests, grants and contributions-in-kind together, decreased by 20.7 percent in 1998, from $296,540 to $234,898.

Documented contributed services decreased by 19.3 percent from $252,139 to $203,418. This contrasts with an increase and two marked decreases in the prior three years. However, these changes can be misleading. The prior variability was not due to a changing number of persons contributing their services, which likely increased, but rather to a decline in the somewhat thankless and time consuming project of pursuing volunteers to document their volunteer time. Completing time sheets is purely a voluntary effort, and compliance by active volunteers varies widely. Nonetheless, the Society receives a very large amount of contributed services each year.

Expenses: There are two types of expenses for which funds are used, functional expenses and capital expenses.

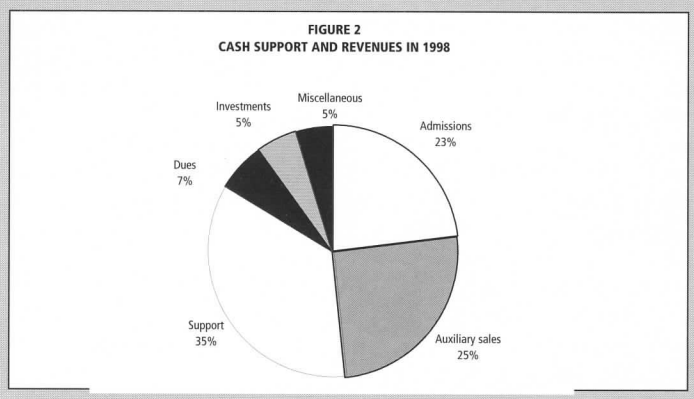
1. Functional expenses, or operating expenses, are those expenses expended for museum operations. These comprise expenses paid by cash and the distribution of expenses for contributions-in-kind and contributed services. Functional expenses fall into three specific categories, or functions: Program Expenses, Support Expenses, and Auxiliary Operation, as follows:

Program Expenses include expenses directly related to the museum's primary mission, namely the acquisition, preservation, display, interpretation and study of historic transit vehicles and associated equipment, artifacts, papers, materials, and property. These are usually denoted as Curatorial and Exhibits expenses. All expenses related to the museum's collections and library fall in this category.

Support Expenses include those expenses required for supporting the primary mission of the Society. This includes Membership expenses that include the member magazine, membership functions, and other expenses related to the Society's membership; General and Administrative expenses, which includes management, office, property maintenance, and other expenses of an administrative nature; and Fund Raising expenses, which includes office, postage, and other administrative expenses relating to the raising of funds.

Auxiliary Operations expenses are those expenses related to the operation of the Museum Store and Food Service.

2. Capital expenditures, or non-operating expenses, are fixed asset additions to the plant fund. These are expenditures made for the purchase or construction of major fixed assets, which include land, buildings, machinery, equipment, furniture and fixtures, and track and wire, and can include cash expenditures, and non-cash contributions-



Statements of Financial Position

For the years ended December 31	1998	1997
Assets:		
Cash	$ 12,549	$ 17,089
Short-term investments (note 2)	62,426	47,131
Accounts receivable	8,261	16,921
Inventories	88,642	75,887
Prepaid expenses	3,471	3,290
Other investments (note 2)	208,463	248,463
Cash and short term investments whose use is limited (note 2)	311,117	321,377
Fixed assets, net (note 3)	1,288,981	1,314,485
	$ 1,983,910	$ 2,044,643
Liabilities and Net Assets		
Liabilities:		
Accounts payable and accrued expenses	$ 42,098	$ 56,861
Deferred income	16,230	10,375
Long-term debt (note 4)	101,848	131,086
Total liabilities	160,176	198,322
Net assets:		
Unrestricted:		
Designated by the Trustees (note 7)	75,017	81,798
Undesignated	1,312,595	1,348,944
	1,387,612	1,430,742
Temporarily restricted (note 5)	418,263	405,029
Permanently restricted (note 6)	17,859	10,550
Total net assets	1,863,734	1,846,321
	$ 1,983,910	$ 2,044,643

See accompanying notes

in-kind and contributed services. Society policy is to regard any capital expenditure in excess of $600 as a capital expenditure. Those less than $600 are regarded as functional, or operating, expenses. Additions to the Plant Fund can also include the full or partial ownership of assets for future use or disposition. Capital expenditures for property and equipment are depreciated annually, the amount depending on their useful life, where the depreciation expense is allocated to the applicable function.

The functional expenses are detailed in Schedule 1 of the audited financial statements. Total functional expenses for 1998 of $760,274 decreased by 6.5 percent from the $813,404 of 1997. Functional expenses were $746,269 in 1996.

Capital expenditures were $24,465 in 1998 compared with $69,795 and $130,235 in 1996. The larger figures in 1996 and 1997 are due to recording the value of the construction of the Parts Warehouse, which stretched over both years .

NOTES TO FINANCIAL STATEMENTS

December 31, 1998 and 1997

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 equipment; 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.

Accounting Estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the recorded amounts of assets and liabilities at the date of the financial statements and the amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Financial Statement Presentation

The accompanying financial statements have been prepared to focus on the Society as a whole and to present balances and transactions according to the existence or absence of donor-imposed restrictions. This has been accomplished by classification of fund balances and transactions into the following classes of net assets:

Permanently restricted – Net assets subject to donor stipulations that they be maintained permanently by the Society.

Temporarily restricted – Net assets subject to donor stipulations that may or will be met by action of the Society and/or the passage of time.

Unrestricted – Net assets not subject to donor stipulations. This category also includes net fixed assets and net assets which have been designated by the Board of Trustees.

Income Recognition

All contributions are considered to be available for unrestricted use unless specifically restricted by the donor. Contributions are recognized as revenue upon receipt from the donor of an unconditional promise to give. Revenue derived from annual membership dues is recorded over the period to which the dues relate. Life membership dues are considered income in the year received. 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

Contributed services are reflected in the financial statements at the fair value of the services received. The contributions of services are recognized if the services received (a) create or enhance nonfinancial assets or

Statement of Activities

	December 31,1998				December 31,1997			
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Support and revenue:								
Contributions and bequests	$ 78,353	$ 99,382	$ 7,309	$ 185,044	$ 82,585	$ 142,497	$ 3,630	$ 228,712
Contributions-in-kind (note 1)	18,502	31,352	–	49,854	67,526	302	–	67,828
Contributed svcs. (note 1)	203,418	–	–	203,418	252,139	–	–	252,139
Annual membership dues	27,280	–	–	27,280	29,986	–	–	29,986
Life memberships	6,850	–	–	6,850	800	–	–	800
Admissions	120,402	–	–	120,402	120,756	–	–	120,756
Investment income	12,067	15,036	–	27,103	2,464	8,570	–	11,034
Special event, net					19,828	–	–	19,828
Unrealized loss - other investment	(40,000)			(40,000)				
Miscellaneous	10,686	14,019	–	24,705	10,116	26,434	–	36,550
Revenue from auxiliary operation	133,031	–	–	133,031	128,994	–	–	128,994
Net assets released from restrictions:								
Program restrictions	133,461	(133,461)	–	–	108,028	(108,028)	–	–
Capital restrictions	13,094	(13,094)	–	–	35,962	(35,962)	–	–
Total support and revenue	$ 717,144	$ 13,234	$ 7,309	$ 737,687	$ 859,184	$ 33,813	$ 3,630	$ 896,627
Expenses (note 1):								
Program expenses:								
Curatorial and exhibits	372,665	–	–	372,665	378,809	–	–	378,809
Support expenses:								
Membership	18,695	–	–	18,695	21,971	–	–	21,971
Gen'l and admin.	254,322	–	–	254,322	286,502	–	–	286,502
Fund raising	10,274	–	–	10,274	5,568	–	–	5,568
Total support exp.	283,291	–	–	283,291	314,041	–	–	314,041
Auxiliary operation	104,318	–	–	104,318	120,554	–	–	120,554
Total expenses	$ 760,274	–	–	$ 760,274	$ 813,404	–	–	$ 813,404
Change in net assets	(43,130)	13,234	7,309	(22,587)	45,780	33,813	3,630	83,223
Net assets, beginning of year	1,430,742	405,029	10,550	1,846,321	1,384,962	371,216	6,920	1,763,098
Net assets, end of year	$ 1,387,612	$ 418,263	$ 17,859	$ 1,823,734	$ 1,430,742	$ 405,029	$ 10,550	$ 1,846,321

See accompanying notes.

Schedule 1: Schedule of Functional Expenses

Year Ended December 31, 1998 (With Comparative Totals for 1997)	1998 Program	1998 Support Expenses				1998	1998	1997
	Curatorial & Exhibits	Member-ship	G&A	Fund Raising	Total	Auxiliary Operation	Total Expenses	Total Expenses
Salaries and related expenses	$ 41,499	–	$ 89,305	–	$ 89,305	$ 18,232	$ 149,036	$ 148,751
Contributed services	119,131	12,231	63,787	2,105	78,123	6,164	203,418	252,139
Professional fees	29,785	–	12,170	–	12,170	–	41,955	22,053
Utilities	21,669	–	10,834	–	10,834	–	32,503	40,375
Conservation and maintenance	89,223	–	14,962	–	14,962	–	104,185	69,789
Taxes and fees	4,741	–	2,334	–	2,334	–	7,075	5,948
Insurance	9,107	–	10,215	–	10,215	–	19,322	20,436
Equipment rental	605	–	1,416	–	1,416	–	2,021	7,662
Administration	19,493	6,184	26,010	8,169	40,363	2,138	61,994	71,301
Interest	3,842	–	6,258	–	6,258	–	10,100	12,563
Miscellaneous	6,003	–	4,983	–	4,983	606	11,592	21,947
Cost of goods sold	192	–	–	–	–	66,912	67,104	92,184
Total expenses before depreciation	345,290	18,415	242,274	10,274	270,963	94,052	710,305	765,148
Depreciation	27,375	280	12,048	–	12,328	10,266	49,969	48,256
Total expenses	$ 372,665	$ 18,695	$ 254,322	$ 10,274	$ 283,291	$ 104,318	$ 760,274	$ 813,404

(b) require specialized skills that are provided by individuals possessing those skills and would typically need to be purchased if not provided by donation. Details of contributed services were as follows:

Contributed Services	1998	1997
Charged to expense:		
Curatorial and exhibits	$ 119,131	$ 155,714
Support	78,123	89,856
Auxiliary operation	6,164	6,569
	203,418	252,139

The appraised value of materials and supplies contributed is recorded similarly as contributions-in-kind. Such category included $1,950 ($0 in 1997) which was capitalized and $47,904 ($10,998 in 1997) which was charged to functional expenses.

Short-Term Investments
Short-term investments are carried at fair value.

Fixed Assets
Purchased and donated fixed assets are recorded at cost and fair 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. However, each significant collection item is catalogued, preserved and cared for, and activities verifying their existence and assessing their condition are performed. The collections are subject to a policy that requires proceeds from their sales to be used to make betterments to other existing items or to acquire other items.

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 non-binding pledges for its capital and operating funds from members and friends. Because they 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.

2. Investments
Short-term investments consisted of investments in mutual funds, equity securities, and bank certificates of deposit at December 31, 1998 and 1997.

Other investments include a minority interest 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 was originally valued at an amount based on a valuation obtained by the donor, who is also a trustee of the Society, at the time of donation. Contributions of shares valued at $50,421 in 1997 have been recorded as a contribution-in-kind. At December 31, 1997, this investment totaled $183,463. In 1998, the corporation began developing the property, incurred debt and raised additional capital. Although no appraisal of the corporation was available, the Society reduced the carrying amount of its investment to $143,463 due primarily to the decrease in its ownership percentage from 21% to 14%.

Statement of Cash Flows

Increase (Decrease) in Cash For the years ending December 31	1998	1997
Cash flows from operating activities:		
Change in net assets	$ (22,587)	$ 83,223
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Contributions restricted for long-term investment	(7,309)	(3,630)
Non-cash contributions	(13,629)	(50,421)
Unrealized loss - other investments	40,000	
Depreciation	49,969	48,256
Changes in operating assets and liabilities:		
Accounts receivable	8,660	(7,112)
Inventories	(12,755)	(10,245)
Prepaid expenses	(181)	4,811
Accounts payable and accrued expenses	(14,763)	25,207
Deferred income	5,855	(2,420)
Net cash provided by operating activities	33,260	87,669
Cash flows from investing activities:		
Short-term investments - unrestricted	(15,295)	(2,906)
Capital expenditures, net	(24,465)	(69,795)
Restricted cash and investments	10,260	(43,537)
Net cash used by investing activities	(29,500)	(116,238)
Cash flows from financing activities:		
Issuance of new long-term debt	–	55,000
Repayment of long-term debt	(15,609)	(41,940)
Contributions restricted for long-term investment	7,309	3,630
Net cash provided by financing activities	(8,300)	16,690
Decrease in cash - unrestricted	(4,540)	(11,879)
Cash - unrestricted, beginning of year	17,089	28,968
Cash - unrestricted, end of year	$ 12,549	$ 17,089
Supplemental disclosure of cash flow information:		
Interest paid	$ 10,100	$ 12,563

See accompanying notes.

During 1995, the Society received a bequest of a house and land from the estate of a deceased member. This property is not adjacent to the Society's property, but is located in the local area. Under the conditions of this bequest, a life tenancy was conveyed to an individual. This property was valued at $65,000 and is included as a temporarily restricted net asset at December 31, 1998. The property was subsequently sold in 1999 resulting in net proceeds of approximately $75,000.

3. Fixed Assets

Fixed assets consisted of the following at December 31, 1998 and 1997:

1998	Cost	Accumulated Depreciation	Net
Land	$ 302,853	$ –	$ 302,853
Land improvements	80,227	45,796	34,431
Buildings and improvements	1,063,578	288,073	775,505
Track and wire	289,299	136,445	152,854
Machinery and equipment	215,701	192,363	23,338
	$ 1,951,658	$ 662,677	$ 1,288,981

1997	Cost	Accumulated Depreciation	Net
Land	$ 302,853	$ –	$ 302,853
Land improvements	77,229	42,659	34,570
Buildings and improvements	1,058,151	260,079	798,072
Track and wire	276,210	128,437	147,773
Machinery and equipment	212,750	181,533	31,217
	$ 1,927,193	$ 612,708	$ 1,314,485

Depreciation expense was $49,969 and $48,256 in 1998 and 1997, respectively.

4. Long-Term Debt

Long-term debt consisted of the following at December 31, 1998 and 1997:

Long term debt	1998	1997
Notes payable to various members, with interest at 7%, payable in quarterly installments through 2004	$ 39,817	$ 58,467
Notes payable to various members, with interest at 7%, payable in quarterly installments through 2006	546	3,369
Note payable to bank, interest at 8.25%, payable in monthly installments through 2004	21,287	24,908
Note payable to bank, interest at 8.50%, payable in monthly installments through 2007	37,902	40,964
Installment note payable for office copier, interest at 19%, payable in monthly installments through 2000	2,296	3,378
	$ 101,848	$ 131,086

The notes payable to bank are payable on demand; however, the bank has agreed to accept monthly payments as described above. Assuming such scheduled payments, aggregate maturities of long-term debt for the five years subsequent to December 31, 1998, are as follows:

	Notes Payable to Bank	Other Notes Payable	Total
1999	$ 6,738	$ 7,856	$ 14,594
2000	7,324	8,035	15,359
2001	7,961	7,543	15,504
2002	8,653	8,088	16,741
2003	9,213	8,673	17,886
Thereafter	19,300	2,464	21,764
	$ 59,189	$ 42,659	$ 101,848

5. Temporarily Restricted Net Assets

At December 31, 1998 and 1997, temporarily restricted net assets consisted of the following:

Temporarily Restricted Net Assets	1998	1997
Program activities:		
Restoration of vehicle collection	$ 256,850	$ 240,880
Museum development	73,653	67,782
Miscellaneous	22,760	31,367
	353,263	340,029
Real estate (note 2)	65,000	65,000
	$ 418,263	$ 405,029

6. Permanently Restricted Net Assets

During 1998 and 1997, the Society received $7,309 and $3,630, respectively, in permanently restricted net assets. Such funds are to be maintained permanently but the Society may use the related income for general operations.

7. Designation of Unrestricted Funds

At December 31, 1998 and 1997, unrestricted funds had been designated by the Board of Trustees for the following purposes:

Designation of Unrestricted Funds	1998	1997
Restoration of vehicle collection	$ 1,382	$ 619
Endowment	67,887	76,950
Miscellaneous	5,748	4,229
	$ 75,017	$ 81,798

Auditor's Letter

The Officers and Trustees
New England Electric Railway Historical Society

We have audited the accompanying statements of financial position of New England Electric Railway Historical Society as of December 31, 1998 and 1997, and the related statements of activities and cash flows 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 audits.

We conducted our audits 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 audits provide 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, 1998 and 1997, and the changes in its net assets, and its cash flows for the years then ended in conformity with generally accepted accounting principles.

Our audits were conducted for the purpose of forming an opinion on 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 audits 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

October 15, 1999

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

Trustee Recognition Awards

Above: Helen Heffner is congratulated by board chairman Jim Schantz after being awarded a Trustee Recognition plaque at the Annual Meeting. DC

The Board of Trustees annually selects individuals from the Museum's membership whose contributions to the museum of their time, efforts, and expertise have benefited the Society over many years. The following are the members honored at the May 23, 1998 Annual Meeting and the text of their awards:

Mervin E. Borgnis

For so many years you have distinguished yourself as friend, frequent contributor, and faithful member of the New England Electric Railway Historical Society. Your abiding love of transit history and traction vehicles repeatedly and delightfully has been imparted to so many others who now can enjoy the spirit of the golden age of public transit in America. In your unfailing support of your cherished Seashore Trolley Museum and its peerless collection, you have given generously and freely of your time, expertise, and personal resources. Your fellow Society members and other readers of the Society's many publications all greatly have benefited from your thoughtful transit chronologies and firsthand remembrances. For all your seen and unnoticed efforts on behalf of the New England Electric Railway Historical Society, we acknowledge your unparalleled contributions and pervasive enthusiasm.

O.R. Cummings

For as long as memory serves, you have been a pioneering force and a vital voice in chronicling the history and development of electric rail vehicles utilized for public transportation. Your fidelity and continuing service to Seashore Trolley Museum also are well known and vividly have helped to reveal the unique histories of many cars within Seashore's incomparable collection of historic transit vehicles. As researcher, scholar, and author, you aptly have advanced a widening interest in the many facets of transit history. Your numerous essays, articles, and books reveal your captivating style and your firm desire for accuracy in narrating the individual histories of electric rail vehicles. As such, you have promulgated an abiding interest in—and have set the highest standards for the study of transit history. For all that you have accomplished and are sure to attain, we are grateful for your imparting your knowledge and love of historic electric rail vehicles. Moreover, for the countless and continuing efforts on behalf of your beloved New England Electric Railway Historical Society, we hereby recognize and salute your devotion, enthusiasm, and unequaled example.

Helen Heffner

For so many years you have been an active and valued member of the Seashore community. Your wide-ranging talents and willingness to lend a hand wherever needed have contributed markedly to the quality of the organizational climate of your cherished Seashore Trolley Museum. In your ever-expanding volunteer capacities you have given generously and freely of your time and skills. Always you do so with grace, cheerfulness, and a positive outlook. As such, all benefit from encountering such a worthy example of the essence of the cooperative spirit. For all your tireless efforts on behalf of the New England Electric Railway Historical Society, we acknowledge and hail your devotion and your many helpful deeds.

Robert E. Kelly

Throughout the years you have distinguished yourself as a faithful member and as another of the unsung champions of the New England Electric Railway Historical Society. If talent, persistence, and hard work truly are their own rewards, your example demonstrates that wealth can be measured in more consequential ways. Your considerable talents and incessant spirit are everywhere evident in all that you undertake on behalf of your beloved Seashore Trolley Museum. In more ways than most ever could know, you have given generously and freely of your time and expertise. As such, your fellow members, the public, visitors to both the Museum's store and Internet website, and the readers of the Society's many publications all greatly benefit from your measureless deeds and unconventional vision. For all your seen and unseen efforts on behalf of the New England Electric Railway Historical Society, we acknowledge and salute your devotion and pervasive spirit.

Dwight Benton Minnich

For more than four decades you have been an active force and a highly-regarded member of both the New England Electric Railway Historical Society and the entire transit vehicle preservation movement. Your unfailing devotion and uncompromising service to Seashore Trolley Museum have helped to ensure its rightful standing as caretaker of the world's preeminent collection of historic transit vehicles. Your singular style and advanced vision forcefully have contributed to shaping the development and destiny of your cherished Seashore Trolley Museum. In so many diverse roles throughout these many years, you selflessly have given of your knowledge, skills, and love for historic preservation. In all that you do, it never can be said that you lack insight, conviction, or courage. As such, all of us are the better for having experienced your example and tireless spirit. For all your countless and continuing efforts on behalf of the New England Electric Railway Historical Society, we acknowledge and salute your dedication, service, passion, and most noble vision.

Above: This shot in downtown Wheeling, West Virginia shows Seashore's curved-side No. 39 pulling up to a loading platform on Main Street on a warm summer's day in 1945. The restoration of this car continued in 1998, making progress toward the day when the Museum will be able to recreate the riding experience that the women waiting to board the car would enjoy a half-century ago in wartime Wheeling. WG

Below: The only known view of Seashore's Middlesex & Boston No. 41 shows the car bearing the destination Waltham, with the side sign indicating it would pass through Lexington and Woburn, with connections to Arlington, Concord, Cambridge, and Boston. The conductor's watch chain is clearly in view and the motorman sports a handlebar mustache—very much the fashion in the early years of the twentieth century. SL