



**New England Electric  
Railway Historical Society**

**Seashore Trolley Museum**

**2012 Annual Report**



**The National Collection of American Streetcars**

# New England Electric Railway Historical Society

Founded in 1939 by Theodore F. Santarelli de Brasch

## About the Society

The New England Electric Railway Historical Society is a nonprofit educational organization which owns and operates the Seashore Trolley Museum in Kennebunkport, Maine and the National Streetcar Museum at Lowell. The Seashore Trolley 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

**Upper:** Ice Cream Night on summer weekday evenings, featuring a dusk streetcar ride complemented by an ice cream cone, remains a popular Seashore offering. SB

**Lower:** Two noteworthy cars in the evolution of the Museum's collection pose in front of Highwood Carhouse. Biddeford & Saco open 31 (left) was the car that started it all when in 1939 it became the first car preserved by volunteers for museum purposes anywhere in the world. Liberty Bell interurban 1030 (right), from suburban Philadelphia, in 1950 was the first car acquired from outside New England, the inaugural piece in the evolution of the National Collection. JS

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## 2012 Annual Report

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## Letter to Members

### Executive Director Hired

In 2012 the Society implemented the most important step of its strategic plan, namely hiring a professional Executive Director. Sally A. Bates began work in April and soon was expanding the organization's outreach to the community.

Funding for the position was covered in a large part by challenge pledges totaling \$20,000 made by seven board members. This amount was matched by donations from more than 100 other members. The Society extends its thanks to the generous members who helped support such an important step in the museum's development.

In preparation for her arrival, volunteers renovated the Executive Director's office in the Visitors Center, with donations covering the material costs. Since her arrival, Sally has focused on building community links, improving our public presentation, fundraising, and improving volunteer coordination. She also re-launched the Society's business membership program with many area businesses signed up by year end.

Sally also guided another task from the strategic plan, working with a group of Trustees and members to develop a master plan covering anticipated functions on the main campus, in preparation for a capital campaign to be launched in the future. Her report of the year's activities begins on page 4.

**Below:** An array of restored streetcars from *The National Collection of American Streetcars* in front of the Museum's Visitors Center represent Chicago, New Haven, Washington, and Dallas. JS



### Economic Impact Study

Another task defined in the Society's strategic plan was development of an estimate of the annual economic impact of the Museum both through its direct expenses on labor and materials, but also the spending by visitors in the area. Professor Todd Gabe, an economics professor at the University of Maine, performed the study and concluded that the annual economic contribution of the museum is an estimated \$2.3 million in output, supporting 38 full- and part-time jobs, and \$582,729 in wages, salaries, and benefits. The study was conducted using standard methods of estimating economic impact including multiplier effects, and drew data from the Maine Office of Tourism and York County's economic impact model. Our thanks to Professor Gabe for conducting this study. It will be most useful in communicating the Museum's impact to area leaders.

### Building Maintenance

Accelerated efforts to improve the Museum's aging car houses continued in 2012. Key activities include replacing the roof and installing new wainscoting on the principal display building, Highwood Carhouse. The result is a brighter, more attractive, and more secure building. This \$40,000 program was funded by donations from Seashore friend and supporter Geraldine Waterhouse—whose ongoing support of the Highwood project is exemplary—plus other funding previously donated for carhouse improvements.

The program to replace deteriorated



**Above:** International students from Thornton Academy in Saco learn about America's holiday season during the Christmas Prelude event in December. SB

foundation components in Fairview Carhouse continued this year with site preparation completed for the next phase of the project. A full report of building improvement activities in the year is on page 14.

### Library

The Society's very active Library Committee continued to process collection items, including cataloguing and scanning thousands of photographs in collaboration with our partners at the York County Community College. A grant from the Maine Historical Society enabled hiring an intern to develop an online exhibit on the Maine Memory Network. This led to preparation of a comprehensive illustrated story covering the amusement parks built by trolley companies throughout Maine. It was published both on the Internet and as a hard copy book for sale in the Museum's Store and other outlets.

Also this year the Committee received a final report from capital campaign consultants JNB Associates assessing the feasibility of raising the funds needed to build the new library previously designed under the Committee's auspices. The report assessed potential community support for a capital campaign and defined a number of steps to be taken to prepare the Society for a comprehensive campaign. For more on library activities and the findings of this study refer to the report on page 6.

### National Streetcar Museum at Lowell

The Society's ongoing partnership with the Lowell National Historical Park and



**Above:** Volunteers Corey Connor-Reynolds and Jack Coyle staff the Seashore tables at the Boston Trolley Meet held this year along the Beacon Street streetcar line in Brookline. JS

the City of Lowell continued during 2012 focusing both on short term and long term issues. In the near term, a study sponsored by the Theodore Edson Parker Foundation to define the “Mobile Museum” for the Society’s future presence in Lowell was completed. The study calls for moving historical interpretation from the static exhibit inside the Mack Building out into the city, by means of kiosks with historical information placed at key points around the city; by means of historical material and videos onboard car 966; and by means of a smart phone app that would allow easy access to location-specific historical information related to streetcars. Funding to implement this concept will be pursued in 2013.

Also during 2012 the Society executed a cooperative agreement with the Park to conduct infrastructure inspection and certain maintenance and training activities on the existing streetcar system in Lowell. Revenue earned from this agreement will go toward restoration of Society cars that operated in Lowell, initially Eastern Massachusetts Street Railway car 7005.

Relating to the longer term, the Society continues to participate in planning for the extended streetcar system in the city which would both serve as a downtown circulator and provide opportunities for more extensive historical demonstration rides using Museum cars. This year marked the ninth full year of operation of Seashore’s New Orleans 966 in Lowell by our volunteers, carrying passengers from across the U.S. and from many foreign countries.

## Events and Activities

In 2012, the Society for the second time co-hosted the Boston Trolley and Transit Meet, held in Brookline, MA from April 27 to 29. Partnering with Seashore were the Boston Street Railway Association, the Boston Chapter of the National Railroad Historical Society, and the Bay State Society of Model Engineers. The meet, normally scheduled every two years, is held in a ballroom or similar facility and features dealers in selling publications, models, or other materials relating to transit history. Other events planned include seminars on relevant topics and special transit operations where possible.

The meet, running from Friday evening through Sunday morning, was well attended and the cooperation between the sponsors helped build links that could be mutually beneficial in the future. Revenue from the event derives principally from rental of sales tables to dealers and from admission tickets. With costs, such as rental of the facility, increasing and the number of independent dealers decreasing, the meet essentially broke even after returning a modest profit two years earlier. Careful analysis will have to be undertaken before a meet is scheduled for 2014.

In early September perhaps the oldest and best known group focused on the field Seashore preserves visited our operations in Kennebunkport and Lowell. The Electric Railroaders’ Association of New York held its annual convention in Boston and then traveled to our venues. I had the honor of delivering the keynote ad-

dress at their banquet in Boston, telling the story of Seashore’s National Collection and the role the Museum is playing in the rebirth of streetcars in Lowell and across the nation. In Maine the delegates enthusiastically rode recently restored cars, examined exhibits, visited the Town House Shop, and patronized the Museum Store.

Just before year end the Society held its second annual donor appreciation celebration in Andover, MA, a location easily reached by highway from Maine, New Hampshire, and Massachusetts locations. Invited were members who had donated significant funds in recent years or who had reported many hours of volunteer labor. Unfortunately, winter weather to the north kept many donors from attending, but those who did make it enjoyed the conviviality and were thanked by the Society for their invaluable support, which is essential for the Society’s operation.

## Vehicle Collection

Several collection actions were taken during the year. The body of Sioux City 46, acquired some years ago as a stripped and badly deteriorated shell, was deaccessioned due to its precarious condition and dismantled after efforts to find it another home failed. Aroostook Valley wood interurban 71, a duplicate of car 70 which has had extensive restoration work, was offered to the Shelburne Falls Trolley Museum in western Massachusetts. However, after considerable

**Below:** A young visitor takes advantage of the opportunity to touch a trolley’s controller in the Visitors Center exhibit room. SB





deliberation the group declined the offer. The Society will consider making the car available to other responsible organizations.

Two Kansas City PCC cars, which had been stored for decades at other locations, were acquired during the year with the goal of restoring one car from parts of both. The resulting car would complement two older cars in the Society's collection which served that Midwestern city. See the Acquisition Report on page 18 for more about these cars.

The Town House Shop continued to be perhaps the busiest Society function, with both staff and volunteers active year round. Noteworthy this year was the progress on Boston Center Entrance car 6131 as mechanical and electrical components were installed underneath the car followed by completion of the wooden floor. Work on Blackpool, England double decker 144 advanced as the body restoration was essentially completed and as mechanical components were prepared for final assembly as soon as renovation of the car's motors is completed by a contract motor shop. The thorough rebuilding of single-truck Lexington and Boston 41 of 1901 progressed in two major areas, rebuilding of the wooden body structure and overhaul of a truck, rescued from a swamp in northern Maine, identical to the car's original, which was scrapped when the car was retired in 1927. A report of this year's conservation activities is on page 8.

As is true every year, the Parts Department continued to obtain scarce vehicle components, by purchase or trade, to



**Above:** A group of student volunteers "planting" the Pumpkin Patch for the Museum's major fall event. Young visitors will pick their own pumpkins then check them on a freight trolley for retrieval later at the Visitors Center where numerous other activities are offered.

SB

keep our passenger fleet in operation and to enable restoration projects to advance. See the Parts Department report on page 13.

### Financial Support

The Society's members have, since the organization's founding in 1939, been the most reliable and generous source of support to the development and operation of the Museum. This year was no exception. Total contributions, from members, corporations, and foundations exceeded \$440,000. Almost \$100,000 of this amount was directed by donors to the unrestricted fund which covers Museum operation and maintenance. Donations to restricted funds, for specific projects

such as restoration programs or building repairs, exceeded \$321,000. The Board extends its deep gratitude to all who have contributed, as the Society could not continue without this support. Refer to page 18 for a listing of donors and to page 21 for a listing of those who have reported their volunteer labor.

James D. Schantz  
Chairman,  
Board of Trustees

**Below:** Don Evans from British Columbia leads a group of Trustees and members in a review of the strategic plan in May of 2012.

JS



**Below:** A contractor's crew places new roof sheathing on Highwood Carhouse, a project made possible by a generous benefactor.

JS



## Executive Director's Report

Sally A. Bates

By the end of 2012, I had been Seashore Trolley Museum's Executive Director for exactly eight months. When I arrived on April 30, the slate of events for the season had been established and Museum operations were getting underway.

My first order of business was to get acquainted with the members and volunteers and, through them, the culture of the organization and how the museum has operated.

In any organization it takes a while to fairly assess the climate and the scope of its challenges. With an enormous collection and 330-acre campus, Seashore has a variety of challenges: some straightforward (although not always easy to resolve), some subtle, and some are complex.

During the season, walking around and riding to Talbott Park with visitors helped me experience Seashore Trolley Museum through their eyes. But I needed and wanted to understand what members and volunteers found rewarding, and what frustrated them. I have gotten to know some members very well because I see them often. Over the course of the 2012 season, many members attended my Town Hall meetings, and many more visited and sent emails to share their suggestions and concerns. Through informal chats on the platform and in passing I have enjoyed much give and take



**Above:** Executive Director Sally Bates conducted a number of "town meetings" with Society members to understand and document issues of concern and thoughts for future development. JS

with members. The *E.D. News Brief* that I email about once a month is my attempt to share news and stay connected with our far-flung membership.

I continue to be impressed by the accomplishments of volunteers and by the passion that accompanies their efforts. Much of the work is visible to other members and to the public, but at least as much is accomplished by people toiling quietly and without fanfare behind the scenes. The "Seashore Trolley Museum Story" is a big show which will continue to improve as we enhance our communications and choreograph the steps of the many volunteers in the cast.

**Below:** Research into potential use of the Museum as a wedding venue led to a series of photo shoots donated by new business member C. A. Smith Photography to illustrate the Museum site.



Nearly every member I met last summer said we need a volunteer coordinator. Fortunately, Michael Curry, a volunteer who joined us last summer, has assumed many of those functions. We now have a formal volunteer application and orientation process, and are collecting background information from long-term volunteers. Mr. Curry also facilitates our continuing relationship with Long Creek Youth Development Center whose residents take on many museum projects included rebuilding track.

An important element of any executive director's job in a non-profit organization is to develop and strengthen the organization's relationships in neighboring communities. Strategies I am using to further our relationships include:

- Joining Arundel's Economic Development Commission. (Part of the Museum campus is in the Town of Arundel.)
- Recruiting business members, whose ranks have grown from two last April to 31 as of May, 2013 (see list on page 17). Business members become stakeholders in our success, and strengthen our connections to the community.
- Joining a local Rotary Club, actively participating in two area Chambers of Commerce, the Convention and Visitors Bureau of Greater Portland, and the Maine Motorcoach Network.
- Accepting speaking engagements at



service clubs of different types.

- Establishing relationships with area libraries, museums, and historical societies, and River Tree Arts in Kennebunk to set the stage for future collaborative projects.
- Establishing a relationship with the University of New England that included recruiting an intern during the fall 2012 semester.

Presentation, advertising, signage, collateral materials, customer service, customer feedback, and special events are all important aspects of marketing. Plans developed in 2012 for the 2013 season place a high focus on visitor engagement, customer service, a fresh look in public areas of the Visitors Center, and creating new reasons for people to visit the Museum.

Because the first people visitors encounter are usually Museum Store personnel, every person working the counter in the 2013 season will be here because they are enthusiastic about Seashore Trolley Museum. Our new Store and Visitor Center Manager comes with a strong retail and customer service background. The Museum Store, lobby, and caterer's kitchen will be freshened up on a tight budget thanks to a great deal of imagination, volunteer effort, and attention to detail. We are placing a high priority on good housekeeping throughout the main floor of the building.

The Museum Store inventory is being re-evaluated in detail to assure we are pricing merchandise appropriately in light of demand and competition, and that we are carrying items of interest to contemporary visitors.

We are doing a little more advertising than in recent years, and will be placing attention-getting sandwich board signs at our entrance. I am broadening the scope of media releases and blogging. Our Facebook page continues to be heavily used by members as a means of communicating with one another.

On the special event front, we will be keeping the features that work in our old favorites while also adding features and new events to appeal to wider audiences, including music lovers, foodies, animal lovers, and writers. We have lined up a lunch vendor for many of the larger events so visitors can linger.



**Above:** Chicago Pullman 225 running in 2012. A member of a fleet of 1,000 such cars that served the Windy City for 40 years, it has the classic lines of a World War I era big city car. JS

Our business plan is in place for private event rentals of Seashore facilities, our caterer's kitchen is ready, and we are beginning to get inquiries from people planning events.

We have developed the scope and specifications for a five-phase comprehensive interpretive sign program with a 10-year lifespan, designed to appeal to the needs, interests, and expectations of contemporary audiences. The project will provide interpretation of individual vehicles, collections, buildings, and infrastructure throughout the museum campus using high-tech as well as traditional aesthetic approaches. The first two phases of the interpretive sign program we hope to implement in the 2013 season, funded by a \$10,000 grant from a private foundation. This grant provides the match we

can leverage for additional funding we will seek from other sources to complete the project.

The Education Committee retained the services of Whitecap Consulting Services to develop docent training programs for the streetcar operators and conductors and for docents in the Visitor Center. The program is to be presented to operators at their annual requalification training in the spring of 2013.

Seashore Trolley Museum is evolving. We face the same challenges that all organizations and business face...because the world changes, demographics change, public expectations change. We can and will give people new reasons to visit and support us, even as we continue doing those things we do best.

**Below:** Pumpkin Patch visitors reclaim pumpkins checked and transported on express car 108. JS



## Library Report

Edward L. Ramsdell, Librarian

The year 2012 saw continued progress at the library on a number of fronts.

JNB & Associates of Amesbury, MA completed a capital fundraising feasibility study begun in early 2011 to gauge the receptiveness of private support relative to the new library facility.

In March, based on the findings from seventy interviews and the experience of campaign counsel in organizing and conducting similar campaigns, JNB submitted an extensive and detailed report. Some of the basic findings and recommendations were as follows:

- The membership, and the local community, has voiced interest in the library as well as restoration, car barns, etc. The library campaign should be billed as phase one of a multiphase project which would potentially include parts of other identified, urgent projects.
- Further examination of what each of the additional identified projects entail should commence immediately; anticipated results, timing, their budgets, awareness, and consensus levels among the membership.
- An important part of campaign achievement is not to allow for stagnation that invariably cools success.
- The museum's physical campus must be improved. Updated collections policy statements should be developed for both the vehicles and the library collections.
- Visitation will be enhanced by completing longstanding campus concerns such as improved lighting, paved roadways, and restrooms. There are other short-term projects that can take place in 2012 that will improve member morale and community and public relations.
- The work that takes place in the restoration area is unique; it distinguishes the museum. It is a resource that can help outside the museum and promote its capabilities. The wonderful and painstaking work of the talented people in this area of the museum needs to be captured and shared extensively.

The draft report was presented to the Library Committee as part of a presentation by JNB on March 24 and a final report was provided to the Trustees in another presentation by JNB on May 5. As a follow-up to this report, a site-planning committee was established by the Executive Director to develop an overall long-term plan for the museum campus.

The year saw ongoing removal of significant portions of the museum library's holdings from the old building to temporary storage in the onsite library storage containers and to the storage facility at Lowell. The Lowell facility provides a significantly more stable environment for fragile material (particularly photographic media) and frees up storage space for a number of large items such as file cabinets and flat files.

The Library Committee in collaboration with our partners at York County Community College (YCCC) remained hard at work on the inventory and preservation of the O. R. Cummings Maine Collection.

In May, 2011 the Museum in partnership with YCCC received a grant from the Maine Historical Society to hire an intern as part of developing an online exhibit for the Maine Memory Network. The exhibit was to relate to the role of trolley cars in the State of Maine. The exhibit would draw upon images and material from the Museum's comprehensive O. R. Cummings Maine Trolley Collection. Initially it was thought to develop a virtual trolley tour of Maine but it quickly became evident that that subject could not be properly treated within the time

and space constraints of the project.

It was decided, with the approval of the grantor, to focus on the trolley parks of Maine. The Seashore/YCCC team on this project was comprised of Amber Tatnall, Chris Carney, Randy Leclair, and Doreen Rogan. This team did an amazing job of knitting together images and text into a fascinating story of the trolley parks from that golden era. While the collection contained significant materials the team also did extensive research to select the eleven individual parks and then develop these stories and assemble them into a coherent whole. In a further expansion of the theme Amber Tatnall with Randy Leclair and Doreen Regan also authored a book, including maps drawn by Charles D. Heseltine in the 1970s, entitled *The Trolley Parks of Maine*. This 56 page book describes 13 of the trolley parks that existed in Maine and includes both colorized and monochrome images of the parks, streetcars, brochures, tickets, etc., and Charles D. Hazeltine's beautiful hand drawn color maps showing streetcar and railroad routes in the areas of the parks. This book draws from materials in the O. R. Cummings Collection of the Seashore Library. The proceeds from this book go to the Society.

The library continues to fulfill its responsibility as a repository of an important collection by responding to requests from individuals and organizations around the globe seeking information on "the electrics." This includes requests for company information, photographs, technical specifications such as car dimensions, wiring schematics, and various other data.

**Above:** A Library Committee working session at the York County Community College. From left: Kate Sullivan, Leo Sullivan, O.R. Cummings, Amber Tatnall, and LLOYD Rosevear.

ER





## Signal Report

*Chester Bishop, Superintendent of Signals*

In 2012 Signal Department volunteers performed the usual tests and inspections of the signal system. We also installed and wired components in #39 case (between McKay crossing and Seaward switch), and welded wire connections to rail for future track circuits.

We set up a computer in the signal shop to help with department work. A new volunteer to the signal department, Harry K. Coombs, was welcomed and has been a regular contributor to activities.

During the year we cleaned and moved switch circuit controllers from outside storage into the signal container. This was followed by moving crates containing parts of the interlocking machine (from Tower M of the Boston Elevated at Everett Station) from outside storage into the container, assisted by Ralph Luby.

We renovated the interior of #22 signal case (at Morrison Hill Station), installed new underground wiring, and welded wire connections to rails.

We also started restoration of 2 signal heads for the near-future signal #42 inbound at Seaward Switch.

To ease department activities new lights were installed in the signal storage container and boxcar, wired by Tom Young, with welding help from Bernie Bisnette.

Thanks also to Jim, Jeremy, and Jonathan Evans and Chris Healy for help with various projects, including brush cutting along the main line and in storage areas, digging trenches, painting, cleaning, and moving.

**Below:** Washington, D.C. PCC car 1304 approaches a signal that controls access to the main line north of the McKay crossing. JS



**Above:** A harbinger of things to come. A new bridge on Revere Street over the Hamilton Canal has rails installed in it in anticipation of the future line connecting to the Lowell train station. JS

## Lowell Report

*Roger E. Somers, Superintendent of Railway Operations—Lowell*

This year marked the ninth year that New Orleans Public Service 966 has operated on the Lowell trolley system. Prior to the operating season our volunteers replaced the exterior signage, washed, waxed, and replaced the exterior signage, and repainted the floor of 966 making sure we put our best foot forward to start the season. Much of the general maintenance is carried out by our volunteers in conjunction with our shop staff in Maine. Additionally, our volunteers participate in a safety seminar offered each year by the Park Service. This seminar is required for all who work or volunteer on the trolley system and covers the key safety requirements of the entire operation. Also, included is instruction and helpful hints on how to handle sensitive situations that

**Below:** Volunteer motorman Lester Stephenson, Jr. at the controls of New Orleans 966 in Lowell, marking its ninth year in the city. RS



may occur with the park visitors.

Our 2012 operations began in mid-May with the City's Doors Open special event during which the various museums in the core of Lowell open their doors to the public marking the beginning of the new season. Our official start was on Memorial Day Weekend and we ran every weekend until Columbus Day including operating on the Monday of all holiday weekends.

One notable special event for the year was the visit from the folks attending the Electric Railroaders' Association convention in Boston. They scheduled their visit for Saturday afternoon of Labor Day weekend with plans to go to Seashore in Maine on Sunday. The group arrived in two busses and was greeted at the National Park Service Visitors Center parking lot by our crews on 966 and Park open car 1601. They were given rides over the entire trolley system. Many of the ERA members were very appreciative of the additional rides we offered on NPS closed car 4131 as many had never ridden on that car. They also toured our exhibit in the Mack Building. We have received a letter of high praise from the ERA indicating that they had a great time and appreciated the hospitality of our car crews and the many photo opportunities made available to their members.

Over the years our volunteer car crews have developed a great working relationship with NPS car crews and officials and it is a truly enjoyable experience to work there.

## Conservation Report

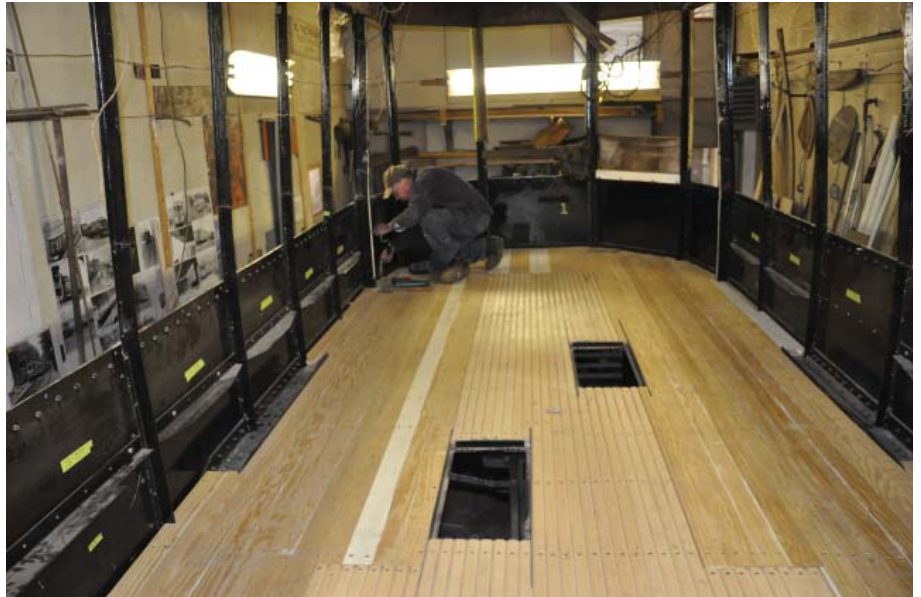
Donald G. Curry and Randy E. M. Leclair,  
Town House Shop Permanent Staff

During 2012, Town House Shop was occupied to capacity with restoration and maintenance projects of a variety of sizes from a quick fix of an operational malfunction to major reconstruction. Every one of these required a mix of skills, knowledge, experience, ambition, and willingness to attend to all-important details.

We are finding our volunteer base is shrinking as the people who relate to trolleys and the associated technology are passing on. Restrictions in safety and labor requirements prohibit work by volunteers or paid staff below the age of 18 except under very special circumstances. This greatly limits what they can do especially in more interesting activities such as machining, welding, woodworking, electrical work, etc. (This writer's three children grew up in and around the Shop and picked up many useful skills which would never be permitted now at the age they were at the time—two are electrical engineers but also very skilled with tools of every kind! Today's younger members are deprived of the real meaningful experiences they had.) Apprenticeship-type programs have been explored but with the exception of students from the New School in Kennebunk, we have not been able to meet the requirements for such programs.

**5-Year Plan** – In order to maintain con-

**Below:** Project Sponsor Dann Chamberlin paints one of the final surfaces on the upper level of Blackpool double-decker 144. DC



**Above:** The long term restoration of Boston Center Entrance car 6131 advanced considerably. Here Donald Curry fastens final pieces of the new two-layer southern yellow pine floor. JS

tinuity in the shop, we have developed a rotating 5-year plan of projects that can be supported. This becomes very complex because of the limited shop space, unexpected problems encountered in the repair/restoration work, and having the staff with the know-how for the job. It also gives project sponsors an idea of what their cash flow will be over time.

During the year over 22 projects were under way. Here are significant facets of the major ones.

**Boston Elevated Railway/Metropolitan Transit Authority 6131** – steel, multiple-unit center-entrance, G.

**Below:** New profiles featuring an American streetcar flange have been machined for safe operation of 144 on Museum track. DC



C. Kuhlman Car Co., 1919, acquired 1974. The major area of concentration was completing the installation of the complex under-body equipment (primarily the air brake piping) while it was relatively accessible, before the floor was installed. The body remains on four heavy car body horses also giving more access from below.

A significant expense in 2012 was procurement of two pairs of main air reservoirs (including the pair for sister car 6270), specially fabricated for this project.

The framing under the no. 2 end, likely distorted by an in-service collision required straightening. This was done by observing the construction of the no. 1 end's knees and anti-climber bumper.

Samples taken from car 6270 revealed four different cross-sections of flooring: a ribbed walking surface, a plain tongue-and-grooved walking surface and sub-floor, motor traps, and the drop-center well. Correcting for wear, they were brought to Maine Woods and Millwork, nearby in Biddeford. They ground special knives for their four-sided moulding machine which quickly and very accurately turned out large quantities of each shape from maple and southern yellow pine. Volunteer groups Bridges and Work Opportunities primed and painted the hidden surfaces to help avert warping in storage and after installation. Because of previous experience in which floor fastenings rusted, stainless steel hardware was used to fasten the floor boards to the



car's framework. The floor is now complete and protected during other work on the car by particle board panels.

Using an original blueprint, the wooden window 'stools' were fabricated and bolted to the belt rail all around the body. The areas between the letterboard and belt rail (T-posts) all around the car have coverings of sheet steel, bent into a number of different shapes by Don's Sheet Metal in Biddeford. Enough were obtained for both cars.

Three of the car's four GE 247H traction motors have been overhauled by A. C. Electric's Bangor Shop. (A fourth will be done in 2013.) Their four pairs of brush-holders were overhauled by the Fulmer Company, keeping only the main bronze frame. (It should be noted that it was impossible for them to be rebuilt in the original style because the company no longer worked with the traditional materials, something that is becoming more common as traditional technology fades into history.)

**Blackpool Corporation Transport Standard 144** – double-truck, double-deck Blackpool Corp., 1925, acquired 1954. Currently the body is raised on horses so the trucks could be removed. Like most European trams, 144's wheels have very narrow wheel treads and small flanges. To operate more reliably on American track, the wheel-and-axle sets were sent to the Montreal, Maine & Atlantic Railroad shops for reprofiling. The wheels' contour was based on a Boston profile, modified by Jeffrey Sisson and Dave Johnston, both experts in railway wheel-track interfaces.

Its two BTH 265C traction motors were removed and, because they appeared to be in good condition, only the armatures were treated by Vacuum Pressure Integration (VPI). The poles were removed and remounted in the cleaned up motor frames. For some unknown reason, when the insulation resistance of the poles was tested, it was very low and would very likely have failed in service. Additionally the armature bearings and pinion gears are worn and require reworking and replacement. Its two BTH 510A controllers were overhauled and new traction motor wiring was installed.

Exterior painting and interior varnishing of the upper saloon has been completed and the "dog guards" and floor stripping completed.



**Above:** Jim Mackell, Dann Chamberlin, and Dick Avy fit a new belt rail on Lexington & Boston 41, filling voids where doors had been cut in the side when it became a diner.  
**Right:** Randy Leclair examines original striping discovered during disassembly. DC

Additional funding is needed to complete the car.

**Lexington and Boston Street Railway 41 (later Middlesex and Boston)** – single-truck wood-framed box car, John Stephenson Car Co., 1901, acquired 1962. The project has divided itself into two phases: body reconstruction and truck overhaul.

The body came into the shop in 2011, with a significant "hog-back" vertical curvature because of how it had been stored for nearly a half-century. It was placed on horses, located under the bulkheads which allowed the center to gradually sink to level. Then the smaller framework units were repaired/replaced and plywood panels secured to maintain rigidity.

Early on in 41's life, the L & B had screwed heavy sheet steel panels over the original poplar panels to help keep the body straight. When these were removed, brilliant, ornate aluminium decorations were found, some of which looked as if they were just applied. There are very few photos showing the car and the builder's lithograph in the 1901 Street Railway Journal shows a very simple design, so there is some question about what its finished appearance will be.

Additionally, when operation is factored



in there are other choices:

- Completed body on non-powered truck
- Ditto for limited operation
- Ditto operational for special occasions only. This is the preferred choice

Doors and sash are being rebuilt or replaced as needed with pattern-grade mahogany.

Originally the Bemis 6A truck from Worcester, MA in Seashore's collection was going to be overhauled and used. But careful study indicated that 41's was a Bemis 203, an improved design. An identical Bemis 203, from the Norway and Paris (Maine) Street Railway, was left in a swamp near the line's carhouse for about 70 years before member Peter Hammond pulled it out and gave it a cosmetic restoration and 20 more years' storage in a garage in Norway. Analysis of the castings is cautiously optimistic regarding their condition. Its many components are being overhauled, in many cases built up with welding.





**Above:** Connecticut open car 838—a car in regular operation at Seashore for over a half century—glitters with new headlining and freshly varnished surfaces throughout.

DC

### Connecticut Company 838 –

15-bench, double-truck open car – J. M. Jones Car Co. 1905, acquired 1948. This car has been one of the workhorses of the operating fleet, requiring a continuation of its major rehabilitation. Its Taylor truck frames, constructed without the usual hardened steel wear plates on its journal boxes had worn to the point the ends of the axles moved significantly when the brakes were applied. By shimming and welding the worn areas this was brought down from ½ in. to the recommended 1/16 in. Additionally a bent brake beam was replaced copying the revision made at some time by the Connecticut Company as an improvement of the original design.

The original wiring for the traction motor circuits was replaced in kind, thus avoiding the possibility of fires. The wiring for the lights, much of which runs above the car's headlining as well as snaking down inside corner posts to the dash sign lights and headlights was undersized for the 56-watt incandescent bulbs. These have replaced the original no-longer-obtainable lower wattage carbon filament bulbs. Some of the original wiring was single-stranded and there were many patches. On one end there is evidence of a major wiring fire. In the rewiring it was considered important to preserve the car's unusual series-parallel scheme and after some adjustments, and a hiatus of 20 years the car is again brightly lit.

The wiring work required the removal and replacement of the unauthentic hard-board headlining installed by Seashore

in the 1950s. This time it followed the original by using extra-wide birch with two coats of shellac and five coats of spar varnish. Building on a tiny sample of the original black-bordered aluminum striping found hidden under some moulding, the entire ceiling now gleams in the new lighting with polished brass sockets. The entire clerestory area and posts were revarnished. The hardware repairs and refinishing of the long non-functioning safety bars made them usable again. Another touch of authenticity was installing leather hand straps and round leather cord making the fare register and signal bells operative. The long missing roof gutters and drains were fabricated.

### Bay State Street Railway 4175 –

double-truck steel-framed semi convertible, Laconia Car Co., 1914, acquired 1976. Receipt of the 2012 H. Albert Webb Memorial Railroad Preservation Award of \$10,000 made possible the

overhaul of one of the car's traction motors and purchase of steel conduit for the traction motor circuit. Additionally, it covered the cost of research in how to reverse-engineer its rather unusual brake cylinder and lever arrangement based on remnants of the original.

### Eastern Massachusetts Street

**Railway 7005** – double-truck, deluxe lightweight, one-man steel car, Osgood Bradley Car Co., 1927, acquired 1950. Work has concentrated on completing the frame for the first end, leveling & straightening platform knees, fabricating various gussets and connecting plates, and repairing vestibule posts. Various pieces of the underbody equipment have been overhauled including the brake cylinder and variable-load assemblies. Don's Sheet Metal has fabricated post caps, and bolster connections.



**Above:** A new platform knee for Eastern Mass. 7005 takes shape in the metal shop. JS

**Below:** Steel side panels for Philadelphia 6618 (at left) have just been spray primed. DC





### Philadelphia Rapid Transit 6618

– Nearside Semi-Convertible Peter Witt, wood, J. G. Brill Car Co. 1912, acquired 1954. Window sash overhaul completed. New steel panels for exterior were primed, ready for paint. Maine Woods fabricated new tongue-and-groove maple floor boards to replace a badly warped corner section. Exterior wood surfaces of the letterboard and posts on one side have been faired in preparation for PRT green Awlgrip topcoat.

### Twin City Rapid Transit Gate Car

**1267** – Transit Supply Co., 1907 – acquired 1953. As part of refinishing the car's exterior, 13 pairs of upper and lower sash were stripped, repaired, masked, and spray painted with Awlgrip topcoat.

### Denver & South Platte Railway Company Birney Safety Car 1 –

American Car Co., 1919, acquired 1946. As part of rebuilding the car's roof, the paint on its eight roof ventilators was sand blasted off, then they were primed and given a black topcoat. The support-

**Counter clockwise from below:** Jim Mackell sands newly made ash seat frames for Cleveland center entrance trailer 2365. Chris Skulski upholsters a new frame. The car interior with several new seats installed. DC



**Above:** Boston once had a fleet of more than 1,200 25-foot box cars such as 396. This year the car was largely repainted after completion of repairs to the wooden platform knees. JS

ing T-posts were welded to the steel window posts to seal out moisture intrusion.

### Cleveland Railway Center Entrance

**Trailer 2365** – G. C. Kuhlman 1918, acquired 2009. Ash wood seat frames for the “family circles” at either end of the car were fabricated and are now ready for upholstering in authentic twill pattern rattan.

### Boston Elevated Railway Type 5 Semi-Convertible 5821 –

J. G. Brill 1927, acquired 1954 – Long exposed to the sunlight, the paint on the trolley boards and roof gutters had deteriorated and the roof canvas on one end had split allowing entrance of water. So these areas were scraped and repaired as necessary and repainted.



**New Jersey Transit PCC car 5** – (ex-Twin City Rapid Transit 324) St. Louis Car Co. 1946, acquired 2011. Although the car looked reasonably good when it came, beneath the paint was a significant amount of deterioration. The rubber roof matting and trolley boards were replaced, steps rebuilt, doors stripped, sanded and reglazed. The exterior steel was patched and repainted, especially in the roof areas and the roof wiring was re-installed. The seat frames suffered from the usual corrosion in that area and have been rebuilt.

### Montreal Tramways Golden Char-

**iot Observation car 2** – Montreal Street Railway 1906, acquired 1963. Two of its traction motors have been sent to A. C. Electric for overhaul. To encourage the support of the necessary refinishing of the body, a \$25,000 two-for-one match has been offered by an interested member.

### Manchester (NH) Street Railway wood bodied interurban 38 (originally no. 4, later 32) –

Laconia Car Co. 1906 acquired 1940. Its exterior finish, applied in the 1960s is deteriorating, especially the varnished sash and doors. Minor electrical fires in the wiring for the lights have happened due to wire undersized for today's higher wattage bulbs. These have put this beautiful car representing many New England systems, out of service until the wiring can be corrected, a difficult job because it was installed when the car was built and is not accessible.

**Boston Elevated Railway 25-ft. wooden box car 396** – St. Louis Car Co. 1900, acquired 1954. Largely as a volunteer project, the exterior has been





**Top:** New dash lights being fabricated for Toronto Peter Witt 2890.

**Middle:** The lights installed and illuminated.

**Bottom:** A new complex side sill assembly being installed along the front platform. JS

returned to early BERY green and white non-divisional color scheme. The car was sidelined from service for many years because of a deteriorated platform knee which interfered with the operation of its hand brake system. The knee has been replaced. A number of the cherry side sash were reglazed. The period roof box signs have been repainted and re-lettered. Future plans call for rebuilding the West End fronts (vestibules), removed during the car's use in a public television show.

**Portsmouth, Dover & York Street Railway, railway post office car 108** – Laconia Car Co. 1904, acquired 1949. Although it was built as a hand-

brake car, when it was transferred to the York Utilities, air brakes were installed. Some years ago the car's air compressor failed and the car was operated with some difficulty, again with hand brakes. At the request of the operating department, who use the car as a key component in the annual Pumpkin Patch event, a replacement compressor was installed. Inspection showed the car's traction motor wiring was deteriorated. New wiring was installed in December of 2012. Several clerestory window sash were long missing (prior to Seashore), so new ones were created. Including these a total of 22 were readied for installation. Future work should include repainting the exterior including authentic striping and lettering.

**Toronto Transit Commission, "Small Witt" 2890** – Ottawa Car Company 1923 acquired 1999. The volunteer program to prepare this car for regular operation for the visiting public continued with both structural and internal repairs. Deteriorated steel sections of the side sill and step wells were patched with new steel. The corroded side sill under the left front platform was also renewed along with the adjacent sections of side sheeting. The complicated advertising dash lights on the front dash which were missing from the car when it arrived were fabricated following original drawings. Inside the headlining was replaced in its entirety, other surfaces were refinished, and the car's lighting was tested and brought back into operation.

The **STMME-STMAU connection** – (Seashore Trolley Museum, Maine – Sydney Tramway Museum, Australia). The

**Below:** Chris Skulski strips paint from the front dash of Newark PCC 5. Note the steel patches being welded along the anticlimber to replace corroded sections of the dash. JS



**Above:** Pete Kurtasz and Bob Reich refinish windows from Twin Cities Gate Car 1267. JS

Sydney museum had received funds for the restoration of P-type car 1729 sister to Seashore's 1700. We had a spare truck, the frame of which we shipped to them in return for a double set of brake shoes much needed to keep 1700 operating. Additional valuable components were received including the correct colors for the car's exterior.

**Period Advertisements** – During 2012, Seashore increased its collection of authentic period originals including:

- Montreal - French language
- Nashua (NH) - 1918-era
- Sydney - dash ads to replace those which were long missing

Miscellaneous restoration and repair projects:

**Boston Overhead Line Car 3283** – one new set of motor suspension bearings made and installed.

**Chicago Surface Lines car 225** – two seats rebuilt and reupholstered, car returned to service

**Connecticut Company 1160** – motorman's brake valves required considerable service

**Chicago Aurora & Elgin 434** – cause of air compressor thumping diagnosed

**Brooklyn Rapid Transit 4547** – traction motor rebuilt and returned ready for installation

**New York R22 subway car 7371** – traction motor resistors rebuilt

**Cars tarped in outdoor storage** – seven



### **Operating Fleet Status** after inspections

- Regular service – 6
- Special service – 7
- Work service – 3
- Failed – 3

### **Traction motor “madness”** over the last 5 years in conjunction with A. C. Electric:

- 20 motors have been overhauled or rebuilt
- 10 awaiting installation or in process of overhaul
- 7 proposed for near-term work

### **Pettibone Speed-Swing crane –**

Thanks to the single-minded determination of one volunteer, its 1978 4-53 Detroit Diesel engine was rebuilt by the Universal Technical Institute. The transmission was also rebuilt, preparing this vital piece of equipment to operate again.

**The Shop Facility –** The most significant improvement to the facility is the approach from Morrison Hill station. Along the pathway are several pieces of railway equipment, cleaned up and attractively mounted on short sections of track. Brush and boulders were removed and components moved to locations out of sight. This project carried over to other areas around the Shop, giving a sense of orderliness. The majority of this work was done by a single ambitious volunteer.

**Lock-Out-Tag-Out** system for equipment and machinery instituted

**Upgrading/replacing** older, unproductive machinery

**Metalworking area** rearranged for larger floor space/working area.

**Fluorescent** light fixtures being converted to more efficient T8 bulbs

**Displays** of ongoing projects set up in visitors’ area

**Safety Data Sheets (SDS)** collected for materials used

**Right Above:** Donald Curry tests positioning of a pneumatic brake cylinder, supplied by the Parts Department, for Bay State 4175. The car was completely stripped of mechanical equipment when acquired. DC

**Right:** A closeup of the commutator and armature windings on a motor newly rebuilt by contract motor shop A.C. Electric for Brooklyn Convertible car 4547. DC

## **Parts Department Report**

*Daniel Cohen, Director of Parts Department*

In 2012 the Parts Department has negotiated at least three trades of rare motor trucks with other museums for the mutual benefit of both organizations. The other party receives parts needed for restorations from us and we receive parts and trucks needed for our restoration work. We also sell parts surplus to our needs to museums and to other companies working in the field.

In addition we purchase artifacts on eBay and through private individuals to complete our own restorations, and for display to the public.

An unusual project this year was preparation of a working display of “Flip Dot” destination signs from recent model buses and other older artifacts for exhibition at the Boston Trolley Meet in April.

We also negotiated the procurement of two 1911 work cars remaining on Boston’s Red Line. We dismantled them, retrieving several conventional motor trucks and many other parts useful for the maintenance and restoration of our exhibit cars. This was done using the services of Ashmont Crane and Rigging Corporation and our own volunteers who had to attend a special safety course at the MBTA to work on the Authority’s property.

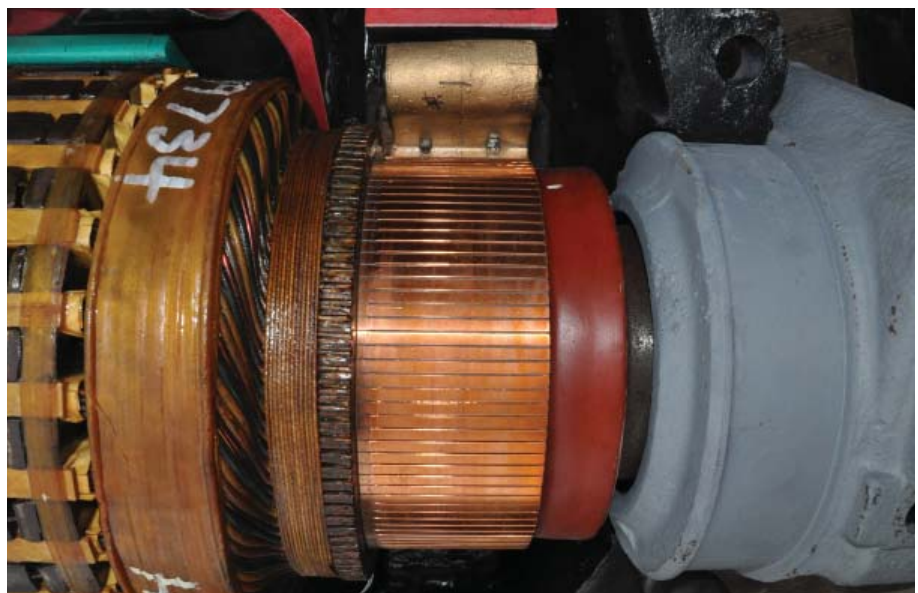
We are grateful for many donations from Trans-Lite of Milford, Connecticut, a long-time manufacturer of destination signs and many other accessories for the transit industry. Earlier, the company

went by the name of Electric Service Manufacturing Company, and Keystone. These donations have consisted of lighting fixtures, destination signs, and parts, in addition to many other hard-to-find items to complete our restorations and also to help other museums with their maintenance and restoration projects.

The Parts Department continues to support the restoration work of our shop with needed parts. We are continually monitoring and taking advantage of opportunities to participate and trade for rare items to support Seashore’s extensive vehicle collection.

Recently the Department provided support for the new video surveillance system now in operation and expanding to shield our museum from theft.

In addition we are continuing to build an excellent technical library of books, blueprints, and maintenance data to support our operating department and restoration work.



## Carhouse Repairs

*Tom Santarelli, Executive Vice President*

In 2012 the program to reinforce and upgrade the Museum's car house structures continued. Seashore's has housed its collections vehicles in many cases far longer than they were on their home systems, meaning that keeping the buildings in sound condition is a challenge that increases with age.

At least six of our large buildings at Seashore have seen significant foundation, roof, and/or door work in recent years. Accumulated storm damage prompted a replacement program for aged roof skylight panels for the most affected areas in Riverside and Central along with spot replacements in Fairview and the Town House shop. Replacements are new, crystal clear panels which not only make the roofs watertight, but also brightening the building interiors.

Highwood Car House, our primary building housing vehicle exhibits, has been the focus of a multiyear rehabilitation and the accompanying program to raise funds in step with each of the major phases. New column footings, repaved walkways, and rebuilt main doors all were installed in the last few years. This year the upgrading nears completion with the replacement of the roof in its entirety and with installation of new wainscoting along the lower wall of both sides of the building, plus installation of multi-function rear doors. The old sheet aluminum roof was replaced by a more rugged steel roof with new skylight panels and

a ridge vent. This work program totaling \$40,000 was undertaken in October, with funding coming from past and current donations and future pledges. Special thanks go to Geraldine Waterhouse for the \$10,000 she contributed this year again to this project following a number of similar donations that together with other contributions enabled the overall project.

With the accomplishments added this year, not only is the exterior appearance of Highwood greatly improved, but also the cars displayed inside benefit from the increased sunlight flowing through the new skylights. We have an enhanced environment for our visitors and guests created by the bright energy-saving natural light and the new weather-tightness will benefit upcoming exhibit and technology installations.

Another important program in 2012 was continuation of the project to replace deteriorated concrete footings under the structural columns of Fairview Car House. When this building was built in the 1970s, volunteers poured the original footings under less than ideal conditions, leading to deterioration of the concrete many years later. Repairs begun two years ago required jacking and blocking the columns while new footings and sections of continuous frost wall were poured. Several columns on each side of the building were completed in 2011 and more are planned for 2013.

Our volunteers continue to play an active role in the projects providing key support for the work and for our contractors. Our staff channeled their efforts into specialized tasks of planning, permitting, project coordination, and relocation of stored cars and equipment safely out of the way. The construction crews were then able to do the initial grading and site access preparation for the next phases of concrete pier replacements.

Also undertaken this year were further improvements to our perimeter roadway to improve construction and emergency access around the extended car house site known as Butler Grove. This encompasses an area from the back of Highwood, past Central and Fairview, and around the planned Bennett Street Car House site. Help with this project came from an unexpected source. During the summer the State DOT launched a project to rebuild the bridge over Goff Mill Brook adjacent to our Museum entrance. Excavation for this project resulted in considerable fill that normally would be simply hauled away. However, Seashore's need for fill in the future Coney Island yard site and elsewhere on the property provided an opportunity for both sides to gain from the project. Many loads were brought onto the Coney Island site and the construction crew also helped with drainage improvements and road grading on the main campus roadway, Coney Island yard access road and the Butler Grove perimeter access road.

**Below:** Highwood's west wall with the new wainscoting offers a much better appearance. Note also the newly installed bracket arm to support the trackless trolley route extension. JS



**Above:** A contractor adjusts staging used to install Highwood Carhouse's new roof. JS





## Bus Department Report

Tom Santarelli, Curator of Buses and Trackless Trolleys

Highlights of the year for the Bus and Trackless Trolley Department included participation in the 2012 *La Kermesse* parade, an annual event in Biddeford celebrating the area's French Canadian heritage. Seashore was represented by a vintage coach from the Portland Maine area, No. 401 of the Portland Yarmouth Bus Lines, a 1958 GM TGH-3102 gasoline powered bus, which carried a large contingent of museum volunteers along the parade route.

Also, donations enabled contracting with one of our car house contractors, Hissong, to extend by several feet the culverts that cross the bus and trackless trolley demonstration roadway to improve safety and function of the loop

area for turning buses and, in the future, trackless trolleys.

Our group of Swiss volunteers from the Lausanne-based group *Rétrobus*, operated Swiss coach 653 during Transit Day, reactivated the International line truck, and installed bracket arms that will support the dual overhead wires for the future extension of the trackless trolley route. Additionally several crates of spare trackless trolley poles were relocated to better storage, and Kennebunk Light and Power relocated a line pole and back guy anchor to increase the roadway width for better visibility and clearance of operating vehicles.

The air compressor in Boston Flyer trackless trolley No. 4028 was changed out with a rehabilitated motor and compressor unit from the Museum's Parts Department inventory.



**Left Top:** Lausanne Hess bus 653 runs on an existing section of the trackless trolley line. JS

**Left Bottom:** A dozen Seashore volunteers about to ride in the *La Kermesse* parade. TS

**Above Top:** Charly Kunz and Thomas Chappuis, volunteers from Lausanne, attach a bracket arm to a newly set line pole. JS

**Above:** Seashore's entry in the *La Kermesse* parade passes a classic Biddeford mill. TS

**Below:** Bill Pollman and Danny Cohen install a new compressor in Boston 4028. TS

**Below Bottom:** A bus traverses the newly widened roadway after culvert extension. The future bus/trackless trolley loop is behind. TS



## 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, and the National Streetcar Museum at Lowell in Lowell, Massachusetts. Its collection is displayed, interpreted, conserved, and operated for the public.

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### ADDRESS

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

### MAILING ADDRESS

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Restoration Shop: 207/967-2540

### INTERNET

Web site: [www.trolleymuseum.org](http://www.trolleymuseum.org)

## CORPORATE AFFILIATIONS

American Association of Museums  
American Association for State & Local History  
Association of Railway Museums  
Biddeford-Saco Chamber of Commerce  
Greater Portland Convention & Visitors Bureau  
Greater York Chamber of Commerce  
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General Counsel & Clerk of Corporation

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**O. R. CUMMINGS**  
Historian Emeritus

**Below:** Blackpool England "Standard" doubledecker 144 nears completion in the shop. Refinishing the body and renewing control wiring has been completed. Motor overhaul remains as a task. DC





**Administrative Management** as of December 31, 2012**ADMINISTRATIVE OFFICERS**

**THOMAS O. SANTARELLI DE BRASCH**  
Curator of Buses and Trackless Trolleys

**WILLIAM A. POLLMAN**  
Curator of Rapid Transit Cars

**PAUL CASTIGLIONE**  
Curator of National Streetcar Museum at Lowell

**HERBERT PENCE AND ROGER E. SOMERS**  
Curators of Foster Palmer Collection

**BERNIE BISNETTE**  
Shop Manager

**DONALD G. CURRY**  
Restoration Project Manager

**EDWARD L. RAMSDELL**  
Librarian

**JEFFREY N. SISSON**  
Parliamentarian

**GAYLE DION**  
Bookkeeper

**CONSTANCE GARLAND**  
Assistant Bookkeeper

**GAYLE DION AND CONSTANCE GARLAND**  
Museum Store Co-Managers

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Director of Railway Operations

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Superintendent of Railway Operations

**THOMAS LAROCHE**  
Assistant Superintendent of Railway Operations

**JOHN R. NAUGLER**  
Assistant Superintendent of Railway Operations

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Superintendent of Railway Operations-Lowell

**JOHN R. NAUGLER**  
Assistant Superintendent of Railway Operations-Lowell

**JOHN GRADY**  
Crew Dispatcher-Lowell

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Director of Bus and Trackless Trolley Operations

**PETER HAMMOND**  
Assistant Director of Bus and Trackless Trolley Operations

**JOHN MERCURIO**  
Education Coordinator

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Superintendent of Track Construction and Maintenance

**JOHN W. COYLE, III**  
Superintendent of Overhead Construction and Maintenance

**ERIK J. PERRY**  
Assistant Superintendent of Overhead Construction and Maintenance

**CHESTER E. BISHOP**  
Superintendent of Signals

**ROGER G. TOBIN**  
Interim Safety Coordinator

**BERNARD BISNETTE**  
Interim Shop Safety Coordinator

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Assistant Yardmaster

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Insurance Coordinator

**DONALD LANDRY**  
Electrician



**Above:** In a scene that easily could have been duplicated 80 years ago on a rural line in its home state of Connecticut, New Haven 1160 heads inbound on the Museum's main line. JS

**Business Members**

The following is a list of business members of the Society, most of whom joined during 2012. We welcome them to the organization and look forward to ongoing partnerships:

**Ambidextrous Inc.**, Landscaping, Arundel, ME

**Atlantic Birches Inn**, Bed and Breakfast, Old Orchard Beach, ME

**Blooms & Heirlooms**, Wedding Design, Kennebunk, ME

**CA Smith Photography**, Wedding and General Photography, Kennebunk, ME

**The Captain Lord Mansion**, Hotel and Inn, Kennebunkport, ME

**Cummings, Lamont & McNamee, P.A.**, Certified Public Accountants, Kennebunk, ME and Rochester, NH

**Federal Jack's Restaurant & Brew Pub**, Kennebunk Lower Village, ME

**Fontenay Terrace**, Lodging, Kennebunkport, ME

**General Dynamics Armament and Technical Products** - Saco Operations, Saco, ME

**LACAVA**, Antiques and Art, Biddeford, ME

**Lana Wescott Events**, Catering and Event Planning, Kennebunkport, ME

**Lincoln Press**, Offset and Digital Print Services, Sanford, ME

**Maine Seals on Wheels**, Mobile Notary Services, Wells, ME

**Martel's Ice Cream**, Homemade Ice Cream and Miniature Golf, Saco, ME

**Moody's Collision Centers**, Auto Collision Repair, Biddeford, ME

**On the Marsh Bistro**, Fine Dining, Kennebunk Lower Village, ME

**P&C Insurance**, Insurance Agency, Biddeford, ME

**Party Plus Tent and Event Rentals**, Biddeford, ME

**People's United Bank**, Kennebunk and Kennebunkport Branches, ME

**PeoplesChoice Credit Union**, Biddeford, Saco, Sanford, Wells, ME

**Red Apple Campground**, Kennebunkport, ME

**Saco & Biddeford Savings Institution**, Saco and Southern Maine

**Sleepy Hollow Motel Inc.**, Biddeford, ME

**Vic and Whit's Sandwich and Wine Shop**, Saco, ME

## Acquisitions Report

*Frederick J. Maloney*

In 2012 Kansas City Public Service PCC car No. 764 joined the collection. Built in 1946 by the St. Louis Car Company, it is one of 160 procured as the transit system was modernized after World War II.

The new cars, along with pre-war PCCs then in operation, equipped about a dozen lines with ridership that justified continued streetcar service. These lines operated throughout Kansas City, Missouri, and also across the state line through smaller Kansas City, Kansas. The rest of the streetcar system was soon converted to trackless trolley and bus.

Kansas City's post World War II PCC cars had a unique appearance as a result of intervention by veteran Public Service President Powell C. Groner. He much disliked the design of the 1945 model PCC car, with its small passenger windows and standee windows. Accordingly, Kansas City cars were designed with large single-pane side windows with separate interior blue glass sun shade sash across the top of each, protecting passengers from the rays of the Midwest sun. Interior rectangular light fixtures differed from all other PCC cars, being similar to those in buses of the era. The fleet was painted in a striking cream and black scheme with aluminum trim, giving them a modern, streamlined appearance.

Kansas City had one of the Midwest's largest street railways, with over 300 miles of track and over 750 passenger cars in the 1920s peak years. The system was focused on downtown Kansas City, Missouri, but also operated throughout Kansas City, Kansas. One major inter-city route included a lengthy elevated and tunnel. Although a relatively young city, Kansas City had an extensive horse car system, and one of the largest cable car operations before electric traction.

In spite of a large, mostly new, multi-modal fleet, transit riding was nose-diving by the early 1950s while fixed costs of electric transit, and labor costs, were increasing. Resulting cutbacks made 40 PCC cars surplus in 1954, which were sold to Philadelphia.

The decision to eliminate all electric transit came in 1955 and streetcar service ended in mid-1957. The balance of the post-war PCC cars were sold. Thirty went to Toronto, 10 to Tampico, and 79 yielded parts used to equip new, narrow, PCC cars for Brussels.

## Museum Contributors

In 2012 a total of 475 individuals and organizations contributed to the Society. The total amount contributed exceeded \$440,000. Over \$350,000 of this total was in cash, with the remaining \$89,000 as contributions of goods and material. The Museum is very fortunate to have such generous donors among its membership and friends and extends its deep thanks to all who have given so generously.

Just under \$100,000 of the cash donations were made to the general fund, which supports the vital administrative and maintenance expenses that keep the Museum operating.

The total contributed to restricted funds, much of it to support vehicle restoration projects, exceeded \$321,000.

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

### *The 2012 Seashore Donor Honor Roll*

#### **Donations of \$50,000 or more**

Cohen, Daniel R.

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Maloney, Frederick J.  
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Whiteman, Jeremy T.

#### **Donations of \$5,000 to \$10,000**

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Spadini, Rosanna  
Stamm, C. William  
Stephenson, Lester H., Jr.  
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Tennyson, Edson L.  
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Thornburn, Christopher C.  
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Vanco, Jessica  
Winkley, M. Dwight  
Wolfe, Julien  
Yee, Chester

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 Burden, Dianna Jean  
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 Lantery, Barbara A.  
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 Leonard, James J.  
 Lyons, Dennis J.  
 Masulaitis, Anthony  
 Mayer, Paul J.  
 McCaffery, Paul  
 McCarthy, Joseph A.

**Statement of Financial Position** - December 31, 2012

|   | 2012                |                        |                        |                     |
|---|---------------------|------------------------|------------------------|---------------------|
| For the years ended December 31         | Unrestricted        | Temporarily Restricted | Permanently Restricted | Total               |
| <b>Assets:</b>                          |                     |                        |                        |                     |
| Cash and cash equivalents               | \$ 360,846          | \$ 747,245             | \$ 1,325               | \$ 1,109,416        |
| Investments                             | 102,660             | 56,363                 | 421,409                | 580,432             |
| Other receivables                       | 1,225               | -                      | -                      | 1,225               |
| Prepaid expenses                        | 8,019               | 1,165                  | -                      | 9,184               |
| Inventories                             | 67,391              | 358                    | -                      | 67,749              |
| Pledges receivable                      | -                   | -                      | -                      | -                   |
| Property and equipment net              | 1,187,754           | -                      | -                      | 1,187,754           |
| <b>Total assets</b>                     | <b>\$ 1,727,895</b> | <b>\$ 805,131</b>      | <b>\$ 422,734</b>      | <b>\$ 2,955,760</b> |
| <b>Liabilities and Net Assets</b>       |                     |                        |                        |                     |
| <b>Liabilities:</b>                     |                     |                        |                        |                     |
| Accounts payable                        | \$ 11,442           | \$ -                   | \$ -                   | \$ 11,442           |
| Accrued payroll and taxes               | 9,658               | -                      | -                      | 9,658               |
| Current portion of long-term debt       | 12,536              | -                      | -                      | 12,536              |
| Deferred revenue                        | 4,407               | -                      | -                      | 4,407               |
| Other accrued liabilities               | 47,613              | 26,043                 | -                      | 73,656              |
| Long-term debt                          | 39,169              | -                      | -                      | 39,169              |
| <b>Total liabilities</b>                | <b>124,825</b>      | <b>26,043</b>          | <b>-</b>               | <b>150,868</b>      |
| <b>Net assets:</b>                      |                     |                        |                        |                     |
| Unrestricted:                           |                     |                        |                        |                     |
| Board designated                        | 289,080             | -                      | -                      | 289,080             |
| Undesignated                            | 177,941             | -                      | -                      | 177,941             |
| Designated - property and equipment     | 1,136,049           | -                      | -                      | 1,136,049           |
| Temporarily restricted                  | -                   | 779,088                | -                      | 779,088             |
| Permanently restricted                  | -                   | -                      | 422,734                | 422,734             |
| <b>Total net assets</b>                 | <b>1,603,070</b>    | <b>779,088</b>         | <b>422,734</b>         | <b>2,804,892</b>    |
| <b>Total liabilities and net assets</b> | <b>\$ 1,727,895</b> | <b>\$ 805,131</b>      | <b>\$ 422,734</b>      | <b>\$ 2,955,760</b> |

See accountant's report and accompanying notes to financial statements.

McMahon, James P.  
 McNeil, Roger and Joyce  
 Miller, Edward C., Jr.  
 Minnich, Ida Mae  
 Mitchell, Patricia  
 Morton, Thomas J.  
 Murphy, Michael C.  
 Nolan, Janet  
 Olson, Gary P.  
 Patton, William L., Jr.  
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 Walker, Ellis E.  
 Walton, Carlton  
 Wasem, Ronald G.  
 Wheatley, Bill  
 Wood, John B.  
 Yood, Richard



## Statement of Financial Position - December 31, 2011

|                                   | 2011                |                           |                           |                     |
|-----------------------------------|---------------------|---------------------------|---------------------------|---------------------|
| For the years ended December 31   | Unrestricted        | Temporarily<br>Restricted | Permanently<br>Restricted | Total               |
| <b>Assets:</b>                    |                     |                           |                           |                     |
| Cash and cash equivalents         | \$ 396,215          | \$ 749,317                | \$ 625                    | \$ 1,146,157        |
| Investments                       | 90,797              | 59,424                    | 390,078                   | 540,299             |
| Other receivables                 | 1,706               | 4,200                     | -                         | 5,906               |
| Prepaid expenses                  | 16,270              | 3,733                     | -                         | 20,003              |
| Inventories                       | 63,778              | 705                       | -                         | 64,483              |
| Pledges receivable                | -                   | 14,937                    | -                         | 14,937              |
| Property and equipment net        | <u>1,198,592</u>    | <u>-</u>                  | <u>-</u>                  | <u>1,198,592</u>    |
| <b>Total assets</b>               | <b>\$ 1,767,358</b> | <b>\$ 832,316</b>         | <b>\$ 390,703</b>         | <b>\$ 2,990,377</b> |
| <b>Liabilities and Net Assets</b> |                     |                           |                           |                     |
| <b>Liabilities:</b>               |                     |                           |                           |                     |
| Accounts payable                  | \$ 4,726            | \$ -                      | \$ -                      | \$ 4,726            |
| Accrued payroll and taxes         | 7,290               | -                         | -                         | 7,290               |
| Current portion of                |                     |                           | -                         | -                   |
| long-term debt                    | 11,841              | -                         | -                         | 11,841              |
| Deferred revenue                  | 2,550               | -                         | -                         | 2,550               |
| Other accrued liabilities         | 84,128              | -                         | -                         | 84,128              |
| Long-term debt                    | <u>51,625</u>       | <u>-</u>                  | <u>-</u>                  | <u>51,625</u>       |
| Total liabilities                 | 162,160             | -                         | -                         | 162,160             |
| <b>Net assets:</b>                |                     |                           |                           |                     |
| Unrestricted:                     |                     |                           |                           |                     |
| Board designated                  | 267,157             | -                         | -                         | 267,157             |
| Undesignated                      | 202,915             | -                         | -                         | 202,915             |
| Designated - property             |                     |                           |                           | -                   |
| and equipment                     | 1,135,126           | -                         | -                         | 1,135,126           |
| Temporarily restricted            | -                   | 832,316                   | -                         | 832,316             |
| Permanently restricted            | <u>-</u>            | <u>-</u>                  | <u>390,703</u>            | <u>390,703</u>      |
| Total net assets                  | <u>1,605,198</u>    | <u>832,316</u>            | <u>390,703</u>            | <u>2,828,217</u>    |
| <b>Total liabilities</b>          |                     |                           |                           |                     |
| <b>and net assets</b>             | <b>\$ 1,767,358</b> | <b>\$ 832,316</b>         | <b>\$ 390,703</b>         | <b>\$ 2,990,377</b> |

See accountant's report and accompanying notes to financial statements.

### Museum Volunteers

The Society asks its volunteers to report the number of hours they have spent performing volunteer work. The value of this time is then recorded on the Society's financial statements as an indication of the value of this unpaid labor.

Listed below are the 61 volunteers who reported 10 or more hours in 2012. The grand total reported was just under 18,800 hours for the year. Reporting the hours is completely voluntary and, unfortunately, is a task not enjoyed by many volunteers, including some of those most active. Thus both the number of volunteers listed here and the hours reported vastly understates the total number of hours volunteered.

However, the Board of Trustees of the New England Electric Railway Historical Society extends its deep gratitude to all of its volunteers, both those listed here and those not, without whom the Museum could not function:

#### 1000 or more hours

Roger G. Tobin  
Jeffrey N. Sisson  
James D. Schantz

#### 500 to 1000 hours

Richard H. Avy  
Daniel R. Cohen  
Edward Dooks

Michael R. Frost  
Ralph Luby  
James J. Mackell  
John L. Middleton, Jr.  
Robert J. Reich

#### 250 to 500 hours

Charles D. Aronovitch  
Chester E. Bishop  
Roger A. Carlson  
William Crawford  
Michael Curry  
Karen Dooks  
Chester Gabriel  
Robert Gingell  
Eliot M. Kaplan  
Peter Kurtasz  
John B. Mercurio, Jr.  
Herbert Pence  
Lloyd Rosevear  
Richard Rubin  
Glen W. Snow  
Mark Weinberg

#### 100 to 250 hours

Harry K. Coombs  
Richard Cosgro  
Todd Glickman  
Judith A. Kline  
William Mallory  
Paul F. McCaffrey  
Donna Perkins  
Robert J. Perkins, Sr.  
Thomas A. Tello

#### 50 to 100 hours

Robert Drye  
LaForest E. Mathews  
James P. McMahon  
Amanda Rosedoff  
Ronald P. Ruddell  
John Sikorski  
Thomas R. Young

#### Up to 50 hours

Whitney V. Coffin  
Winnie Cosgro  
Lewis A. Dresner  
James V. Gueli  
Peter D. Haskell  
Mary & Dan Howard  
David C. Kornechuk  
Richard A. Lane  
Terence K. McGinley  
Gail Melhot-Harje  
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Charles C. Robinson  
David M. Rogers  
John Saenger Jr.  
Francis J. Welch  
Jeremy Whiteman

# Financial Report

## Notes to Financial Statements

### Note 1 - Nature of the Organization

New England Electric Railway Historical Society (the "Society"), the owner and operator of the Seashore Trolley Museum in Kennebunkport, Maine, and the operator of the National Streetcar Museum in Lowell, Massachusetts, (each a "Museum", collectively the "Museums") is a Maine 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.

### Note 2 - Summary of Significant Accounting Policies

The financial statements of the Society have been prepared in accordance with the principles of fund accounting. Income is recognized when earned and expenses are recognized when the obligation is incurred.

**Method of Accounting** - The accompanying financial statements have been prepared on the accrual basis of accounting in accordance with accounting principles generally accepted in the United States of America.

**Financial Statement Presentation** - Financial statement presentation follows the recommendation of the Financial Accounting Standards Board in its Statement of Financial Accounting Standards, *Financial Statements of Not-for-Profit Organizations*. Under the standard, the Society is required to report information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets. A description of the three net asset categories follows.

**Unrestricted net assets** - Net assets that are not subject to donor-imposed restrictions. This category also includes net fixed assets and net assets which have been designated by the Board of Trustees.

**Temporarily restricted net assets** - Net assets subject to donor stipulations that may or will be met either by actions of the Society and/or the passage of time.

**Permanently restricted net assets** - Net assets subject to donor stipulations that they be maintained permanently by the Society. Generally the donors of the assets permit the Society to use all or part of the income earned on related investments for general or specific purposes.

**Use of Estimates** - The preparation of financial statements in conformity with generally accepted accounting principles in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of income and expenses during the reporting period. Actual results could differ from those estimates.

**Revenue Recognition** - The Society recognizes all contributed support as income in the period received. Contributed support is reported as unrestricted or as restricted depending on the existence of donor stipulations that limit the use of the support. When a restriction expires, that is, when a stipulated time restriction ends or the purpose restriction is accomplished, temporarily restricted net assets are reclassified to unrestricted net assets and reported in the statement of activities as net assets released from restrictions.

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.

Merchandise sales from the Museum store and admissions to the Museum are recorded at the time of the sale.

**Cash and Cash Equivalents** - For financial statement purposes, the Society considers all highly liquid debt instruments purchased with a maturity of one year or less to be cash equivalents. Cash and cash equivalents consist of savings accounts, money market accounts, and money market mutual funds, and are carried at cost, which approximates fair market value.

**Investments** - Investments in marketable securities and mutual funds with readily determinable fair values and all investments in debt securities are reported at their fair values on the statement of financial position. Gains and losses are included in other revenue on the statements of activities and changes in net assets.

**Other Receivables** - Other receivables consist of accounts receivables due from various companies.

**Inventories** - The Society operates a museum store with related electric railway memorabilia and souvenirs held for sale. Inventory consists of museum store goods and merchandise and is stated at the lower of average cost or market, on a first-in, first-out basis.

**Pledges** - The Society may have certain non-binding pledges for its capital and operating funds from members and friends. These conditional pledges are not recorded until the related cash payments or asset transfers are received by the Society. Unconditional pledges are recorded when the Society receives legally binding notification of the contribution. No allowance for uncollectible pledges is considered necessary for the years ended December 31, 2012 and 2011.

**Property and Equipment** - Property and equipment, both purchased and donated, are recorded at cost and fair value at date of receipt, respectively, and depreciated on the straight-line method over their estimated useful lives ranging from five to forty years.

**Collections** - The Society does not capitalize its collections. 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 for collections.



## Statement of Activities and Changes in Net Assets

|   | December 31, 2012 |                                |                                |                  | December 31, 2011 |                                |                                |                  |
|---|-------------------|--------------------------------|--------------------------------|------------------|-------------------|--------------------------------|--------------------------------|------------------|
|   | Unrestricted      | Tempor-<br>arily<br>Restricted | Perman-<br>ently<br>Restricted | Total            | Unrestricted      | Tempor-<br>arily<br>Restricted | Perman-<br>ently<br>Restricted | Total            |
| <b>Revenue:</b>   |                   |                                |                                |                  |                   |                                |                                |                  |
| Earned revenue:   |                   |                                |                                |                  |                   |                                |                                |                  |
| Admissions  | \$ 112,394        | \$ -                           | \$ -                           | \$ 112,394       | \$ 93,102         | \$ -                           | \$ -                           | \$ 93,102        |
| Annual membership dues                                      | 30,711            | -                              | -                              | 30,711           | 27,270            | -                              | -                              | 27,270           |
| Life memberships  | -                 | -                              | -                              | -                | 900               | -                              | -                              | 900              |
| Revenue from<br>auxiliary operation                         | <u>86,246</u>     | <u>22,877</u>                  | <u>-</u>                       | <u>109,123</u>   | <u>81,241</u>     | <u>31,531</u>                  | <u>-</u>                       | <u>112,772</u>   |
| Total earned revenue  | 229,351           | 22,877                         | -                              | 252,228          | 202,513           | 31,531                         | -                              | 234,044          |
| Contributed support:  |                   |                                |                                |                  |                   |                                |                                |                  |
| Grants  | 5,250             | 13,800                         | -                              | 19,050           | 33,250            | 50,500                         | -                              | 83,750           |
| Contributions & bequests                                    | 94,050            | 235,855                        | 1,931                          | 331,836          | 102,691           | 157,412                        | 1,820                          | 261,923          |
| Contributions-in-kind                                       | 17,116            | 72,245                         | -                              | 89,361           | 17,710            | 39,155                         | -                              | 56,865           |
| Contributed Services  | <u>8,416</u>      | <u>3,300</u>                   | <u>-</u>                       | <u>11,716</u>    | <u>16,626</u>     | <u>-</u>                       | <u>-</u>                       | <u>16,626</u>    |
| Total contributed support                                   | 124,832           | 325,200                        | 1,931                          | 451,963          | 170,277           | 247,067                        | 1,820                          | 419,164          |
| Other revenue:  |                   |                                |                                |                  |                   |                                |                                |                  |
| Interest and<br>dividend income                             | 4,130             | 2,111                          | 9,486                          | 15,727           | 4,746             | 2,289                          | 9,458                          | 16,493           |
| Realized and unrealized<br>gains (losses)<br>on investments | 8,764             | 7,004                          | 37,817                         | 53,585           | (239)             | 1,205                          | 115                            | 1,081            |
| Miscellaneous income  | <u>45,251</u>     | <u>7,122</u>                   | <u>2,612</u>                   | <u>54,985</u>    | <u>11,900</u>     | <u>527</u>                     | <u>436</u>                     | <u>12,863</u>    |
| Total other revenue   | \$ 58,145         | \$ 16,237                      | \$ 49,915                      | \$ 124,297       | \$ 16,407         | \$ 4,021                       | \$ 10,009                      | \$ 30,437        |
| Net assets released<br>from restrictions:                   | <u>437,357</u>    | <u>(417,542)</u>               | <u>(19,815)</u>                | <u>-</u>         | <u>344,332</u>    | <u>(326,049)</u>               | <u>(18,283)</u>                | <u>-</u>         |
| Total support and revenue                                   | 849,685           | (53,228)                       | 32,031                         | 828,488          | 733,529           | (43,430)                       | (6,454)                        | 683,645          |
| <b>Expenses:</b>  |                   |                                |                                |                  |                   |                                |                                |                  |
| Program services  |                   |                                |                                |                  |                   |                                |                                |                  |
| Curatorial and exhibits                                     | <u>451,734</u>    | <u>-</u>                       | <u>-</u>                       | <u>451,734</u>   | <u>419,838</u>    | <u>-</u>                       | <u>-</u>                       | <u>419,838</u>   |
| Supporting services   |                   |                                |                                |                  |                   |                                |                                |                  |
| Membership  | 19,712            | -                              | -                              | 19,712           | 22,350            | -                              | -                              | 22,350           |
| General & administrative                                    | 281,928           | -                              | -                              | 281,928          | 245,155           | -                              | -                              | 245,155          |
| Fundraising   | 4,060             | -                              | -                              | 4,060            | 2,204             | -                              | -                              | 2,204            |
| Auxiliary operation   | <u>94,379</u>     | <u>-</u>                       | <u>-</u>                       | <u>94,379</u>    | <u>92,453</u>     | <u>-</u>                       | <u>-</u>                       | <u>92,453</u>    |
| Total support services                                      | 400,079           | -                              | -                              | 400,079          | 362,162           | -                              | -                              | 362,162          |
| Total expenses  | \$ 851,813        | \$ -                           | \$ -                           | \$ 851,813       | \$ 782,000        | \$ -                           | \$ -                           | \$ 782,000       |
| <b>Change in net assets</b>                                 | (2,128)           | (53,228)                       | 32,031                         | (23,325)         | (48,471)          | (43,430)                       | (6,454)                        | (98,355)         |
| <b>Net assets,<br/>beginning of year</b>                    | <u>1,605,198</u>  | <u>832,316</u>                 | <u>390,703</u>                 | <u>2,828,217</u> | <u>1,653,669</u>  | <u>875,746</u>                 | <u>397,157</u>                 | <u>2,926,572</u> |
| <b>Net assets,<br/>end of year</b>                          | 1,603,070         | 779,088                        | 422,734                        | 2,804,892        | 1,605,198         | 832,316                        | 390,703                        | 2,828,217        |

See accountant's report and accompanying notes to financial statements.

## Statement of Functional Expenses

| Year Ended December 31, 2012              | 2012                  |                  |                          |                 |                     |                   |
|---|-----------------------|------------------|--------------------------|-----------------|---------------------|-------------------|
|   | Curatorial & Exhibits | Membership       | General & Administrative | Fund Raising    | Auxiliary Operation | Total Expenses    |
| Salaries and related expenses             | \$ 170,807            | \$ -             | \$ 140,186               | \$ -            | \$ 19,561           | \$ 330,554        |
| Contributed services                      | 4,560                 | -                | 7,156                    | -               | -                   | 11,716            |
| Professional fees                         | 8,320                 | -                | 24,279                   | -               | 113                 | 32,712            |
| Utilities                                 | 22,843                | 2,055            | 8,494                    | -               | 104                 | 33,496            |
| Conservation and maintenance              | 125,509               | 147              | 5,877                    | -               | -                   | 131,533           |
| Taxes and fees                            | 152                   | -                | 5,092                    | -               | -                   | 5,244             |
| Insurance                                 | 3,005                 | 248              | 15,385                   | -               | -                   | 18,638            |
| Rent and equipment rental                 | 25,705                | -                | 6,550                    | -               | -                   | 32,255            |
| Administration                            | 19,049                | 15,690           | 54,274                   | 4,060           | 3,072               | 96,145            |
| Interest                                  | -                     | -                | 3,420                    | -               | -                   | 3,420             |
| Miscellaneous                             | 29,434                | 750              | -                        | -               | -                   | 30,184            |
| Cost of goods sold                        | -                     | -                | -                        | -               | 61,239              | 61,239            |
| <b>Total expenses before depreciation</b> | <b>409,384</b>        | <b>18,890</b>    | <b>270,713</b>           | <b>4,060</b>    | <b>84,089</b>       | <b>787,136</b>    |
| Depreciation                              | 42,350                | 822              | 11,215                   | -               | 10,290              | 64,677            |
| <b>Total expenses</b>                     | <b>\$ 451,734</b>     | <b>\$ 19,712</b> | <b>\$ 281,928</b>        | <b>\$ 4,060</b> | <b>\$ 94,379</b>    | <b>\$ 851,813</b> |

| Year Ended December 31, 2011              | 2011                  |                  |                          |                 |                     |                   |
|---|-----------------------|------------------|--------------------------|-----------------|---------------------|-------------------|
|   | Curatorial & Exhibits | Membership       | General & Administrative | Fund Raising    | Auxiliary Operation | Total Expenses    |
| Salaries and related expenses             | \$ 138,552            | \$ -             | \$ 73,059                | \$ -            | \$ 27,711           | \$ 239,322        |
| Contributed services                      | -                     | -                | 16,626                   | -               | -                   | 16,626            |
| Professional fees                         | 72,209                | -                | 24,875                   | -               | 63                  | 97,147            |
| Utilities                                 | 25,102                | 2,699            | 8,255                    | -               | 221                 | 36,277            |
| Conservation and maintenance              | 96,626                | 1,201            | 8,308                    | -               | -                   | 106,135           |
| Taxes and fees                            | 55                    | -                | 4,283                    | -               | 478                 | 4,816             |
| Insurance                                 | -                     | -                | 18,151                   | -               | -                   | 18,151            |
| Rent and equipment rental                 | 32,250                | -                | 6,590                    | -               | 239                 | 39,079            |
| Administration                            | 12,179                | 15,968           | 41,425                   | 2,204           | 3,837               | 75,613            |
| Interest                                  | -                     | -                | 4,030                    | -               | -                   | 4,030             |
| Miscellaneous                             | 27,372                | 1,603            | -                        | -               | -                   | 28,975            |
| Cost of goods sold                        | 1,599                 | -                | -                        | -               | 49,124              | 50,723            |
| <b>Total expenses before depreciation</b> | <b>405,944</b>        | <b>21,471</b>    | <b>205,602</b>           | <b>2,204</b>    | <b>81,673</b>       | <b>716,894</b>    |
| Depreciation                              | 13,894                | 879              | 39,553                   | -               | 10,780              | 65,106            |
| <b>Total expenses</b>                     | <b>\$ 419,838</b>     | <b>\$ 22,350</b> | <b>\$ 245,155</b>        | <b>\$ 2,204</b> | <b>\$ 92,453</b>    | <b>\$ 782,000</b> |

**Income Taxes** - The Society is exempt from Federal and State income taxes under the provisions of the Internal Revenue Code as an entity described in Section 501(c)(3). In addition, the Society qualifies for the charitable contribution deduction under Section 170(b)(A) and has been classified as an organization other than a private foundation under Section 509(a)(2).

The Federal (and State of Maine) income tax returns of the Society are subject to examination, generally for three years after they were filed. The Society does not believe that there are any uncertain tax positions taken in preparation of the tax returns that would impact these financial statements.

**Concentration of Credit Risk** - The Society maintains its cash equivalents in local financial institutions which provide Federal Deposit Insurance Corporation coverage up to \$250,000 and in investment accounts which provide Securities Investor Protection Corporation protection up to \$500,000. Unsecured cash equivalents as of December 31, 2012 and 2011 are \$368,413 and \$439,456, respectively. Unsecured investments

as of December 31, 2012 and 2011 are \$71,700 and \$33,216, respectively..

**Advertising Costs** - The Society uses advertising to promote its programs among the audiences it serves. Advertising costs are expensed as incurred. Advertising expense for the years ended December 31, 2012 and 2011 was \$13,274 and \$11,931, respectively.

**Functional Expenses** - The costs of providing various programs and other activities have been summarized on a functional basis in the statements of activities and changes in net assets and the schedule of functional expenses. Accordingly, certain costs have been allocated among the programs and supporting services benefitted.

### Note 3 - Fair Values of Assets

Effective January 1, 2008, the Society adopted Statement of Financial Accounting Standards, *Fair Value Measurements*, which



# Statement of Cash Flows

| For the years ending December 31  | 2012                | 2011                |
|---|---------------------|---------------------|
| <b>Cash flows from operating activities:</b>  |                     |                     |
| Change in net assets  | \$ (23,325)         | \$ (98,355)         |
| Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities: |                     |                     |
| Depreciation  | 64,677              | 65,106              |
| Net realized and unrealized (gain) loss on investments  | (53,858)            | (1,081)             |
| Changes in operating assets and liabilities:  |                     |                     |
| Other receivables   | 4,681               | 5,360               |
| Prepaid expenses  | 10,819              | 1,395               |
| Inventories   | (3,266)             | 3,512               |
| Pledges receivable  | 14,937              | 29,877              |
| Accounts payable  | 6,716               | (14,848)            |
| Accrued payroll and taxes   | 2,368               | 1,605               |
| Deferred revenue  | 1,857               | (550)               |
| Other accrued liabilities   | (36,515)            | 10,270              |
| <b>Net cash provided by (used in) operating activities</b>  | <b>(10,636)</b>     | <b>2,291</b>        |
| <b>Cash flows from investing activities:</b>  |                     |                     |
| Purchases of investments  | (12,691)            | (83,669)            |
| Sales of investments  | 26,143              | 85,667              |
| Cash paid for purchase of property and equipment  | (53,839)            | (13,208)            |
| <b>Net cash provided by (used in) investing activities</b>  | <b>(40,837)</b>     | <b>(11,210)</b>     |
| <b>Cash flows from financing activities:</b>  |                     |                     |
| Proceeds from (principal payments on) long-term debt  | (11,761)            | (11,151)            |
| <b>Net cash provided by (used in) financing activities</b>  | <b>(11,761)</b>     | <b>(11,151)</b>     |
| <b>Net increase (decrease) in cash</b>  | <b>(62,784)</b>     | <b>(20,070)</b>     |
| <b>Cash at beginning of year</b>  | <b>1,146,157</b>    | <b>1,166,227</b>    |
| <b>Cash at end of year</b>  | <b>\$ 1,083,373</b> | <b>\$ 1,146,157</b> |
| <b>Supplemental cash flow disclosures:</b>  |                     |                     |
| Income taxes paid (refunded)  | -                   | -                   |
| Interest expense paid   | \$ 3,420            | \$ 4,030            |

## Schedule of non cash investing and financing activities:

There were no noncash investing and financing activities for the years ended December 31, 2012 and 2011

See accountant's report and accompanying notes to financial statements.

provides a framework for measuring fair value under Generally Accepted Accounting Principles. *Fair Value Measurements* defines fair value as the exchange price that would be received for an asset or paid to transfer a liability (an exit price) in the principal or most advantageous market for the asset or liability in an orderly transaction between market participants on the measurement date. *Fair Value Measurements* requires that valuation techniques maximize the use of observable inputs and minimize the use of unobservable inputs. *Fair Value Measurements* also established a fair value hierarchy, which prioritizes the valuation inputs into three broad levels.

There are three general valuation techniques that may be used to measure fair value, as described below:

- 1. Market approach** - Uses prices and other relevant information generated by market transactions involving identical or comparable assets or liabilities. Prices may

be indicated by pricing guides, sale transactions, market trades, or other resources;

- 2. Cost approach** - Based on the amount that currently would be required to replace the service capacity of an asset (replacement cost); and

- 3. Income approach** - Uses valuation techniques to convert future amounts to a single present amount based on current market expectations about the future amounts (includes present value techniques, and option-pricing models). Net present value is an income approach where a stream of expected cash flows is discounted at an appropriate market interest rate.

For the year ended December 31, 2012, the application of valuation techniques applied to similar assets and liabilities has been consistent. The following table sets forth by level, within the fair value hierarchy, the Society's investments at fair value at December 31, 2012.

| Investments  | Quoted Prices |  |   |   |
|--------------|---------------|--|---|---|
|              | Fair Values   | in Active Markets for Identical Assets (Level 1) | Significant Other Observable Inputs (Level 2) | Significant Unobservable Inputs (Level 3) |
|              |               |  |   |   |
|              |               |  |   |   |
| Mutual Funds | \$ 580,432    | \$ 580,432                                       | \$ -  | \$ -                                      |
| Total        | \$ 580,432    | \$ 580,432                                       | \$ -  | \$ -                                      |

Fair value for investments is determined by reference to quoted market prices and other relevant information generated by market transactions.

## Note 4 - Pledges Receivable

The Society records unconditional promises to give as receivables and revenue when received. The Society distinguishes between contributions received for each net asset category in accordance with donor-imposed restrictions. Pledges are recorded after being discounted to the anticipated net present value. A pledge was received in 2007 for the five year lease of a facility. The last of the pledge receivable was realized in 2012 and there are no pledges receivable at December 31, 2012.

## Note 5 - Investments

The fair market value of investments consists of the following at December 31:

| Investments  | 2012       | 2011       |
|--------------|------------|------------|
| Mutual Funds | \$ 580,432 | \$ 540,299 |
| Totals       | \$ 580,432 | \$ 540,299 |

The following schedule summarizes the investment return and its classification in the statement of activities for the year ended December 31, 2012:

| 2012                     | Unrestricted | Temporarily Restricted | Permanently Restricted | Total     |
|--------------------------|--------------|------------------------|------------------------|-----------|
| Interest & dividend inc. | \$ 4,130     | \$ 2,111               | \$ 9,486               | \$ 15,727 |
| Realized & unreal. gains | 8,764        | 7,004                  | 37,817                 | 53,585    |
| Total Investment Return  | \$ 12,894    | \$ 9,115               | \$ 47,303              | \$ 69,312 |

The following schedule summarizes the investment return and its classification in the statement of activities for the year ended December 31, 2011:

| 2011                     | Temporarily  |            |            |            | Total |
|--------------------------|--------------|------------|------------|------------|-------|
|                          | Unrestricted | Restricted | Restricted | Restricted |       |
| Interest & dividend inc. | \$ 4,746     | \$ 2,289   | \$ 9,458   | \$ 16,493  |       |
| Realized & unreal. gains | (239)        | 1,205      | 115        | 1,081      |       |
| Total                    | \$ 4,507     | \$ 3,494   | \$ 9,573   | \$ 17,574  |       |

In January 2009, the Financial Accounting Standards Board (FASB) issued FASB Staff Position, *Endowments of Not-for-Profit Organizations: Net Asset Classification of Funds Subject to an Enacted Version of the Uniform Prudent Management of Institutional Funds Act, and Enhanced Disclosures for All Endowment Funds* (the "Staff Position"). The Staff Position provides guidance on the net asset classification of donor-restricted endowment funds for a nonprofit organization that is subject to an enacted version of the Uniform Prudent Management of Institutional Funds Act of 2006 (UPMIFA). The Staff Position also requires additional disclosures about an organization's endowment funds (both donor restricted endowment funds and board-designated endowment funds) whether or not the organization is subject to UPMIFA.

The New England Electric Railway Historical Society's endowment consists of eight (8) individual funds established for a variety of purposes. Its endowment includes both donor-restricted funds and funds designated by the Board of Trustees to function as endowments. As required by generally accepted accounting principles, net assets associated with endowment funds, including funds designated by the Board of Trustees to function as endowments, are classified and reported based on the existence or absence of donor-imposed restrictions.

The Board of Trustees of the New England Electric Railway Historical Society has interpreted the State Prudent Management of Institutional Funds Act (SPMIFA) as requiring the preservation of the fair value of the original gift as of the gift date of the donor-restricted endowment funds absent explicit donor stipulations to the contrary. As a result of this interpretation, the Society classifies as permanently restricted net assets:

- the original value of gifts donated to the permanently restricted endowment funds,
- the original value of subsequent gifts to the permanently restricted endowment funds, and,
- accumulations, which are defined as the continuous growth of capital by retention of interest or earnings, to the permanently restricted endowment funds made in accordance with the direction of the applicable donor gift instrument at the time the accumulation is added to the fund. In the absence of specific direction, the accumulations are made to the funds in which they occur.

The remaining portion of any donor-restricted endowment funds that are not classified in permanently restricted net assets is classified as temporarily restricted net assets until those amounts are appropriated for expenditure by the Society in a manner consis-

tent with the standard of prudence prescribed by SPMIFA.

In accordance with SPMIFA, the Society considers the following factors in making a determination to appropriate or accumulate donor-restricted endowment funds:

- the duration and preservation of the various funds,
- the purposes of the donor-restricted endowment funds,
- general economic conditions,
- the possible effect of inflation and deflation,
- the expected total return from income and the appreciation of investments,
- other resources of the Society, and,
- the Society's investment policies.

#### **Investment Return Objectives, Risk Parameters and Strategies:**

The Society has adopted investment and spending policies, approved by the Board of Trustees, for endowment assets that attempt to provide a predictable stream of funding to programs supported by its endowment funds while also maintaining the purchasing power of those endowment assets over the long-term. Accordingly, the investment process seeks to achieve an after-cost total real rate of return, including investment income as well as capital appreciation, which exceeds the annual distribution with acceptable levels of risk. Endowment assets are invested in a well diversified asset mix, which includes equity and debt securities, that is intended to result in a consistent inflation-protected rate of return that has sufficient liquidity to make an annual distribution of 5%, while growing the funds if possible. Therefore, the Society expects its endowment assets, over time, to produce an average rate of return of approximately 8% annually. Actual returns in any given year may vary from this amount. Investment risk is measured in terms of the total endowment fund; investment assets and allocation between asset classes and strategies are managed to not expose the fund to unacceptable levels of risk.

**Spending Policy.** The Society has a spending policy of appropriating, for current expenses, each year in December, no more than 5.00-percent of the average balance of its board-designated endowment fund and donor-designated endowment funds as of September 30 of the current year, and September 30 for the past two years.

In addition, the withdrawals shall not draw the balance of the fund below sum of all principal permanently contributed to the Fund over the years.

In establishing this policy, the Society considered the long-term expected return on its investment assets, the nature and duration of the individual endowment funds, currently all of which must be maintained in perpetuity because of donor-restrictions, and the possible effects of inflation. The Society expects the current spending policy to allow its endowment funds to grow at a nominal average rate of 3.00-percent annually, which is consistent with the Society's objective to maintain the purchasing power of the endowment assets as well as to provide additional real growth through investment return.



Endowment net asset composition by type of fund as of December 31, 2012 is as follows:

| <b>2012</b>                      |              | Temporarily | Permanently | Total Net        |
|----------------------------------|--------------|-------------|-------------|------------------|
|                                  | Unrestricted | Restricted  | Restricted  | Endowment Assets |
| Donor restricted endowment funds | \$ -         | \$ -        | \$ 422,734  | \$ 422,734       |
| Board designated endowment funds | 109,730      | -           | -           | 109,730          |
| Total funds                      | \$ 109,730   | \$ -        | \$ 422,734  | \$ 532,464       |

Changes in endowment net assets as of December 31, 2012 are as follows:

| <b>2012</b>                           |              | Temporarily | Permanently | Total Net        |
|---------------------------------------|--------------|-------------|-------------|------------------|
|                                       | Unrestricted | Restricted  | Restricted  | Endowment Assets |
| Endowment net assets, begin of year   | \$ 102,673   | \$ -        | \$ 390,703  | \$ 493,376       |
| Contributions and additions           | -            | -           | 4,543       | 4,543            |
| Investment income                     | 2,189        | -           | 9,486       | 11,675           |
| Net apprec. (deprec.)                 | 8,411        | -           | 37,817      | 46,228           |
| Net assets released from restrictions | (3,543)      | -           | (19,815)    | (23,358)         |
| Endowment net assets, end of year     | \$ 109,730   | \$ -        | \$ 422,734  | \$ 532,464       |

## Note 6 - Property and Equipment

The following summarizes land, buildings, and equipment at December 31:

| <b>Property and Equipment</b> | <b>2012</b>  | <b>2011</b>  |
|-------------------------------|--------------|--------------|
| Construction in progress      | \$ 59,459    | \$ 9,529     |
| Land improvements             | 447,753      | 445,746      |
| Buildings and improvements    | 1,551,717    | 1,551,716    |
| Machinery and equipment       | 220,429      | 217,040      |
| Track and wire                | 291,101      | 291,101      |
|                               | \$ 2,570,459 | \$ 2,515,132 |
| Accumulated depreciation      | (1,382,705)  | (1,316,540)  |
| Property and equipment, net   | \$ 1,187,754 | \$ 1,198,592 |

## Note 7 - Long-Term Debt

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

| <b>Long-term Debt</b>  | <b>2012</b> | <b>2011</b> |
|--|-------------|-------------|
| Note payable to bank, interest at 5.75%, payable in monthly installments of interest and principal of \$436. Monthly interest and principal payments are based on a 7 year amortization schedule | \$ 19,312   | \$ 23,284   |

| <b>Long-term Debt (continued)</b>   | <b>2012</b> | <b>2011</b> |
|---|-------------|-------------|
| Note payable to bank, refinanced in 2009 for 5 years, interest at 5.75%, payable in monthly installments of interest and principal of \$830. Monthly interest and principal payments are based on a 7 year amortization schedule. The loan is collateralized by all business assets of the Society. | \$ 32,393   | \$ 40,182   |
|   | \$ 51,705   | \$ 63,466   |
| Less: current portion   | 12,536      | 11,841      |
| Total long-term debt  | \$ 39,169   | \$ 51,625   |

Aggregate maturities of long-term debt for the five years subsequent to December 31, 2012 are as follows:

| <b>Aggregate Maturities</b> | <b>Total</b> |
|-----------------------------|--------------|
| 2013                        | \$ 12,536    |
| 2014                        | 13,157       |
| 2015                        | 13,934       |
| 2016                        | 11,932       |
| 2017                        | 146          |
| Total                       | \$ 51,705    |

## Note 8 - Restrictions and Limitations of Net Asset Balances

Permanently restricted asset balances represent funds that must be maintained in perpetuity as endowment. The income earned on these funds may be used for the general operations of the Society.

Temporarily restricted net assets consisted of the following at December 31:

| <b>Temporarily Restricted Net Assets</b> | <b>2012</b> | <b>2011</b> |
|--|-------------|-------------|
| Program activities:                      |             |             |
| Restoration of vehicle collection        | \$ 499,761  | \$ 510,789  |
| Museum development                       | 224,204     | 270,290     |
| Miscellaneous                            | 55,123      | 51,237      |
| Total temporarily restricted net assets  | \$ 779,088  | \$ 832,316  |

At December 31, 2012 and 2011, certain unrestricted net assets had been designated by the Board of Trustees for the following purposes:

| <b>Board Designated Net Assets</b> | <b>2012</b> | <b>2011</b> |
|------------------------------------|-------------|-------------|
| Restoration of vehicle collection  | \$ 10,000   | \$ -        |
| Endowment                          | 109,730     | 102,673     |
| Museum Development                 | 121,732     | 121,352     |
| Miscellaneous                      | 47,618      | 43,132      |
| Total board designated net assets  | \$ 289,080  | \$ 267,157  |

## Note 9 - Contributions In-kind and Contributed Services

The Society recognizes various types of in-kind support, including donations of materials, supplies, office expenses, and other items. Generally accepted accounting principles in the United States of America requires recognition of professional services

received if those services (a) create or enhance long-lived assets or (b) require specialized skills, are provided by individuals possessing those skills, and would typically need to be purchased if not provided by donation. In 2012, there were 164 hours of service that did meet those criteria. Management estimates the fair value of those services to be \$11,716. However, most of the services received by the Society do meet those criteria. Management estimates the fair value of the services not meeting the criteria to be \$278,385 for 2012 and \$230,370 for 2011, with a total of 18,560 volunteer hours for 2012 and 15,358 volunteer hours for 2011.

Directors and officers have made a significant contribution of their time to the Society and its programs. No amounts have been recognized in the accompanying statement of activities and changes in net assets because the criteria for recognition of such efforts under generally accepted accounting principles have not been satisfied.

The amounts reflected in the accompanying financial statements as contributions in-kind are offset by like amounts included in expenses and, in a couple cases, as additions to fixed assets.

#### **Note 10 - Commitments and Contingencies**

The Society maintains operating space in Lowell, Massachusetts as a small museum store and office space under an operating lease agreement for purposes of operating the National Streetcar Museum and displays. The agreement does not include a rental payment but does call for the Society to be responsible for all utilities, and is for a term of five years, ending June 30, 2012. The Society is still maintaining a presence in Lowell; however, a new lease agreement has not yet been signed. Rent expense for the years ended December 31, 2012 and 2011 was \$15,000 and \$30,000, respectively.

In February 2008, the Society entered into a 60-month operating lease agreement for a copier. Rental payments are \$99 per month plus tax. Rent Expense for the year ended December 31, 2012 was \$1,193. Total minimum annual rentals are as follows:

|      | Total  |
|------|--------|
| 2013 | 198    |
|      | \$ 198 |

#### **Note 11 - Reclassifications**

Certain reclassifications have been made to the 2011 financial statement presentation to correspond to the current year's format. Net assets and changes in net assets are unchanged due to these reclassifications.

#### **Note 12 - Subsequent Events**

Subsequent events have been evaluated by management through October 9, 2013, which is the date the financial statements were available to be issued. There were no material subsequent events as of October 9, 2013 that require disclosure in the financial statements.

## **Independent Auditor's Report**

**To the Board of Trustees  
New England Electric Railway Historical Society  
Kennebunkport, ME**

We have audited the accompanying financial statements of New England Electric Railway Historical Society (the "Society"), which comprise the statements of financial position as of December 31, 2012 and 2011, and the related statements of activities and changes in net assets and cash flows for the years then ended, and the related notes to the financial statements.

#### **Management's Responsibility for Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

#### **Auditor's Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### **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 as of December 31, 2012 and 2011, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

*Cumming, Hammond & McNamee, P.A.*

**Certified Public Accountants  
Kennebunk, Maine**

**October 9, 2013**



## Trustee Recognition Awards

Each Spring the Board of Trustees carefully reviews a short list of noteworthy candidates. Those coming under such close scrutiny at the time are not a slate of nominees for annual election, nor are they appointees to Museum posts. Rather, they are being considered as recipients of the Society's highest honor: The Trustee Recognition Award. This award is conferred annually upon an individual, group, or entity that has markedly impacted the Society—and its Seashore Trolley Museum and National Streetcar Museum at Lowell—in an extraordinarily beneficial manner.

Trustee Recognition Award recipients are not made known until the Annual Meeting in May, at which time the framed Award is presented to the recipients and the individualized text of each Award is read aloud to all those assembled.

At this year's Annual Meeting, held on May 12, 2012, the Trustee Recognition Awards were presented to the following uncommon individuals. Each recipient is shown with Chairman Jim Schantz:

### Doug Carrier

Doug has been one of Seashore's most dedicated young volunteers over the past two decades. He has volunteered in the track and membership departments and also has served as a docent giving custom tours to visitors. Doug served briefly on the Board of Trustees. He also has assisted with the Annual Fund Campaign including participating in "Phonathon" direct solicitations. He has set a wonderful example by reaching out directly to some distant volunteers, even taking some to dinner at his own expense.



But Doug is probably best known for his tireless and creative fund-raising to enable restoration of Middlesex & Boston car 41, the only survivor of a once huge trolley network. A native of the western suburbs of Boston where this car ran, Doug has built relationships with historical societies and other organizations throughout the area. He has raised over \$75,000 for the car, enabling its move to the shop for restoration in 2010.

### Scott Hooper

Scott Hooper has been an active Seashore volunteer for nearly three decades. And for most of those years, he's been both a Dispatcher and Instructor. His passion is mentoring new volunteers into operations. Scott emphasizes the importance of caring for our collection, as well as proper operation and interpretation for our visitors. He also has served as organizer and Master of Ceremonies for many Seashore special events, including trolley parades. Today, Scott serves as one of our regular Saturday Dispatchers, and is a part of our core group of Instructors.



To show his dedication to Seashore, in 1994 Scott moved from Mas-

sachusetts to Arundel – changing jobs at the same time – to be closer to the Museum. He has appeared on CNN, NBC's Today Show, and in DownEast Magazine on behalf of Seashore. His voice is familiar to many New England classical music enthusiasts as he works on air at WBACH. And 15 years ago, Scott married long-time Seashore volunteer and member Amy Mumm, whom he met at Seashore.

### Charles Publicover

Charlie has been an active volunteer at Seashore since the early 1990s and is known for regularly attacking heavy mechanical tasks such as rebuilding locomotive D-1, overhauling the Pettibone Speedswing, and tackling truck and traction motor repairs for cars such as Chicago 225, Connecticut 1160, and Blackpool 144.



He's someone who will see a project through to the end— he sees the need and goes for it. He has worked to raise funds for these projects as well as encouraging others to work with him when necessary. Shop management greatly values his efforts.

He has also worked with the Track Department and helped with events such as Pumpkin Patch and Members' Day.

### Ed Ramsdell

Ed has been an active Seashore volunteer since 2006, after retiring from the Volpe National Transportation Center in Cambridge, MA. However, it seems he has been active much longer given the great progress the Library Committee has made under his Chairmanship. The team working on the library is the largest and most committed in the history of Seashore's printed and photographic collections, and has made great strides in protecting, scanning, and cataloguing this priceless collection. He has built a strong working partnership with the York County Community College to advance library goals. Ed and his team moved thousands of items from inadequate storage to insulated containers specially brought to the Museum and outfitted for secure, controlled storage. Ed also guided the group through design of a new library and arranged for a professional study of a capital campaign to build it.



Ed's long career in the transportation industry has served as a perfect background not only for his library work, but also for his volunteer efforts in Seashore Operations and Bus Departments. His background as an attorney also brought special expertise to his service on the Society's board.

For all the efforts and dedication on behalf of the New England Electric Railway Historical Society and its Museum, we acknowledge and honor the devotion and service of these four volunteers..





**Above:** The Museum's Toronto Peter Witt car 2890 is shown running as a training car in its home city in the 1950s. A group of Seashore volunteers are replacing corroded steel, restoring the interior, and overhauling it mechanically in preparation for public operation. FP

**Below:** This view shows a sister car to Kansas City PCC 764 which was acquired in 2012. In 1949 Kansas City Public Service No. 560 was only three years old as it posed at 24th and Hardesty Avenue ready for the long run to the far reaches of the Kansas side of the system. CS

