

## **Celebrating 76 Years of Preservation — 1939–2015**



**New England Electric  
Railway Historical Society**

**Seashore Trolley Museum**

**2015 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, Massachusetts. 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:** Montreal *Golden Chariot* observation car No. 2 enjoyed its first full season of operation after several years of intensive restoration, made possible by member donations. The car is operated for special events and is always a hit with its passengers, as it was for generations of riders during its half century of operation in Montreal. Current popularity includes those treated to a very chilly ride as part of Christmas Prelude in December. JS

**Lower:** The long and very thorough restoration of Cleveland center entrance car No. 1227 was celebrated at the car's formal dedication this year. These cars—often towing a matching trailer—were prime movers in the lakefront city which at the time lacked rapid transit. Plans are advancing to complete the restoration of trailer No. 2365 to recreate this iconic image of this major industrial city. JS

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## 2015 Annual Report

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## Letter to Members

The year 2015 was one of real progress for the Society and its Seashore Trolley Museum: Attendance increased for the third straight year with a remarkable 52% jump; the Preserve, Protect, and Present capital campaign secured funding for structural improvements and a new roof at Town House Shop; and a number of special events introduced the Museum to new audiences. As well, key restoration and other facility projects advanced.

### Record Breaking Winter

The year began with a severe challenge in the form of the heaviest winter snowfalls in memory burying Kennebunkport under a cumulative six feet of snow. Not only did this exhaust the Museum's snow removal budget early in the season, but the heavy snow loads threatened the buildings that house the Society's priceless collection. Extensive efforts by Seashore staff and volunteers aided by several business members protected our structures from major damage. An emergency funding appeal to members to defray the costs brought in more than \$19,000 from 155 members. Our thanks to all who responded with funds or labor to this urgent need.

The Boston area received almost as much snow as Southern Maine. The MBTA in Boston endured extensive delays and shutdowns of its rail lines as snow removal equipment proved inadequate to the task. This resulted in the MBTA requesting loan of one of our 1907 Boston Type 3 plows to ensure the Mattapan-Ashmont streetcar line could be kept open in the winter of 2015-2016. Our forces were well along in planning needed work so one of the plows to return to Boston when the Authority found it could acquire new snow removal equipment in time for winter. Several times in the past the Museum has loaned historic work equipment to the MBTA and we were happy to respond to their request again.

### Preserve, Protect, and Present Campaign

Protection against snow and wet weather became the first priority of the Preserve, Protect, and Present capital campaign which had been launched in early 2014. The campaign will fund repairs and expansion to a number of Society buildings, but the most critical need is structural improvement and replacement of the roof in the Town House Shop, our restoration



**Above:** The winter of 2014-2015 will be long remembered. A contractor removes snow on Riverside.  
**Below Left:** A contractor's machine cuts a channel through the four to six foot drifts next to the shop.  
**Below Right:** Icicles on the Town House Shop roof added to the load the roof had to bear. TS



and maintenance facility. As Seashore, at age 76 years, is the oldest rail or transit museum in the world, its buildings also are among the oldest in the field. The shop roof was built a half century ago so the need for replacement is not surprising. A professional engineering study of the strength of the building's structure and the optimal roof design was undertaken and estimates for the job came in at about \$200,000. Thanks to generous donations from members and from outside the Society this amount was covered and work began before year end.

The next phase of the campaign will focus on expanding and enclosing Fairview Carhouse to protect an additional 22 vehicles. Engineering and permitting for this work were well underway by year end. Substantial funding will be required to complete this and subsequent phases so donations are earnestly encouraged. Executive Director Sally Bates is leading efforts to attract foundation funding to support this project. For more detail of the work undertaken this year see the Facilities and Grounds report on page 15.

### Restoration Progress

Many car restoration projects advanced in 2015 as detailed in the Conservation Report on page 9. Highlights were the dedication of Cleveland Center Entrance



car No. 1227 after a long and very thorough restoration. Significant progress was also made in the restoration of two cars that had come to the museum as stripped bodies: Bay State Street Railway semiconvertible No. 4175 and Lexington and Boston Street Railway single truck car No. 41.

Twin City Rapid Transit No. 1267 emerged from the shop after considerable metal, wood, and paint work. Longer term projects such as Denver and South Platte Birney No. 1, Blackpool double decker No. 144, and Boston Elevated 25-foot car No. 396 also saw important progress. Largely volunteer projects including Chicago, North Shore and Milwaukee interurban No. 755 and Toronto Transit Commission Peter Witt No. 2890 also advanced.

### Trolley Parlor Car Project

The special project to build a replica of the *City of Manchester* parlor car for a private party advanced during the year. This project arose when a visiting family in 2013 spotted the car and thought a copy would be perfect to operate under battery power on a 1,000 foot stretch of their waterfront estate in Florida. We located a partially-stripped Brill 21-E truck in Texas and brought it to Maine for rebuilding by Seashore's shop forces. Our





**Above:** A substantial increase in group visitation was a highlight of 2015. Here an arriving group on a summer day enthusiastically heads for Connecticut open No. 303, to enjoy period “air conditioning.” JS

crew also constructed the wooden deck frame for the car. The client had experience with a boat builder from Mount Desert Island, Maine who agreed to construct the superstructure of the car using fiberglass techniques common to the marine industry. Their team visits Seashore frequently to double-check dimensions, construction details, and finishes to ensure the accuracy of the reproduction.

By year end, both the body and truck were advancing steadily, and work was about to begin on the battery and control systems. The car will likely be completed in 2016 and will be tested on Seashore’s main line before heading south. The project is contributing much-needed income for the unrestricted fund as both labor and materials are billed with an uplift.

### National Streetcar Museum at Lowell

The Society’s branch operation in Lowell, MA in cooperation with the Lowell National Historical Park and the City of Lowell continued in 2015. Operation of Seashore’s New Orleans No. 966 in Lowell marked its 13<sup>th</sup> year, enabled by an enthusiastic group of operating volunteers. Our exhibit continued to be open on weekends under the leadership of member Paul Castiglione.

Seashore was invited to play an active role in Lowell by local officials in 1999. This is as the city was considering expansion of the 1.6-mile existing Park trolley line to serve downtown, the commuter rail station, and the University of Massachusetts. A permanent branch location



**Left:** The very accurate replica of parlor car *City of Manchester* for a private party takes shape at a Mount Desert Island boat-builder. The truck, control system, and mechanical fittings are being restored or fabricated in Seashore’s Town House Shop.

for Seashore, likely in the car barn serving the expanded system, was also a key goal. This proposal advanced through many stages and won support of business, community, political, and educational leaders. However, at year end current civic leadership noted escalating costs and the complexity and expense of serving multiple purposes as undermining the expansion plans, and consequently cancelled the project.

In 2016, the Society will, together with our partners in Lowell, review our continued role there in the future. For more on our current operations, refer to the Lowell Report on page 18.

### Biddeford Land

The City of Biddeford is planning to purchase 37 acres of land owned by the Society adjacent to the airport to meet more stringent Federal guidelines for runway approach path clearance. The land was part of a parcel acquired by the Society decades ago when the right of way running from the Atlantic Shore right of way to the former North Terminal site on Route 1 was being assembled. The acreage sought by the city is beyond the right of way so has never been incorporated in Museum plans. The board is considering applying funds from the sale to the Preserve, Protect, and Present campaign.

### Forestry Project

The Society, due to the foresight of our leaders in the 1950s and 1960s, is very fortunate to have assembled contiguous landholdings totaling in excess of 350 acres. These holdings stretch across the towns of Kennebunkport and Arundel plus the City of Biddeford. Most of the land is forested thus opening the opportunity to harvest lumber from parts of the land not currently in use.

Under the leadership of trustees Richard Rubin and Charles Sullivan, a small committee has been working to develop a forestry plan to manage harvesting responsibly. They applied to the U.S. Department of Agriculture for a grant to support development of the plan and received funding of about \$2,000. This funding was used to engage a professional forester who prepared a comprehensive management plan. Once fully implemented regular harvesting of lumber will provide a modest stream of revenue for the Society while ensuring that Seashore’s wooded land is managed in an environmentally responsible manner.



## Track Department

The Museum's volunteer Track Department, under the leadership of Peter Wilson, tackled a number of maintenance issues during the year. A primary focus was replacing ties in yards and along the main line. This arduous project involves digging old ballast away from deteriorated ties, removing the old ties, then inserting, spiking, and ballasting the replacement. New creosoted ties are used to ensure a long life for ties thus replaced.

Planning and procurement of material for replacing the badly worn switches in front of the Town House Shop began this year with newly manufactured switch components being ordered. This yard track, installed in the 1960s, had been reclaimed from the York Utilities final trolley lines in Sanford, Maine and was already worn from decades of heavy use there. However, it was the only available source for sharp radius switches needed to snake past the rock outcroppings in front of the shop. Replacement will make car movements in and out of the shop much easier and safer.

## Library

The Society's very active Library Committee continued their efforts this year, focusing on scanning and cataloging hundreds of blueprints and other materials. They also continued planning for a more permanent home for the library material. Some former storage space on



**Above:** In 2015 Seashore's New Orleans No. 966 marked its 13th year operating under Seashore volunteer control in Lowell, Massachusetts in close cooperation with the Lowell National Historical Park. TF

the upper level of the Visitors Center is being evaluated as an interim work and library material area. A highlight of the year was publication of *The Illustrated Atlas of Maine's Street and Electric Railways 1863–1946* by Charles Heseltine and O.R. Cummings. This comprehensive overview of street railways in the state is very impressive and has been enjoyed by many purchasers. Many Committee members contributed to the publication effort.

For more on the Committee's activity turn to the Library Report on page 17.

## Information Technology

The program to extend Seashore's broadband network around the property continued in 2015 with the wiring of Riverside Carhouse, following connections to Highwood Carhouse and the Parts Warehouse in prior years. The objective of these efforts is to make information kiosks available to visitors in each exhibit building and to extend security surveillance. Connection to Town House Shop is planned for 2016, running wire through the building as the roof replacement project winds down.

## Financial Support

The most crucial part of the Society's income comes from its many members and friends. Donations far exceed revenue from the public and enable the Museum to operate and grow. In 2015 a total of 450 individuals and organizations gave over \$395,000 in cash plus and additional \$46,000 in contributed goods and material. Of the cash total, over \$35,000 was donated by 121 individuals toward the Executive Director Challenge, to help cover the costs of our transition to professional management. In addition 376 members and organizations contributed over \$28,700 to the Annual Fund Campaign. The Board extends its deepest thanks to all who have so generously contributed to the Society. Without this

**Below:** Members of the Museum's track crew replace deteriorated ties under one of the switches in the yard serving the Burton B. Shaw South Boston Carhouse. These same rails served City Point Carhouse in South Boston until its closure in 1953. Volunteers then relocated the track fan to Maine. JS







**Above:** In December the contractor's crew began work on the Town House Shop roof. TS

recurring beneficence the Society could not operate.

Just before the end of the year the 5<sup>th</sup> annual Donor Appreciation reception was held in Andover, MA, at the Wyndham Boston-Andover to celebrate the contributions of funds and labor by our members. Former Trustee Kevin Farrell and his group of volunteers organized a very enjoyable session which also reviewed the year's activities and plans for the coming year. Unfortunately, inclement weather prevented the Maine contingent from making the journey, but those present enjoyed this mid-winter opportunity to meet and share experiences.

Late in the year we received the final \$630,000 payment from the estate of our late member Steven Hall who bequeathed the bulk of his estate to the Society's endowment. This gift, totaling over \$700,000, is the biggest single amount received in the organization's 76 year history. It brings the total of our endowment to approximately \$1.4 million, the principal of which will never be spent, but the investment earnings, under normal market conditions, will contribute about \$70,000 annually in perpetuity to Seashore's operating budget. We thank Mr. Hall and the other members who have donated or bequeathed funds to the endowment. Increasing the size of the general endowment is the single best way to ensure the future viability of the Museum. All members and supporters of Seashore are urged to include the Seashore general endowment in their estate planning.

James D. Schantz  
Chairman

## Executive Director's Report

Sally A. Bates

Key to audience retention and development is selling Seashore Trolley Museum every day, as though our existence depends on it. We have to support the work of our friendly, gracious, and knowledgeable volunteer operating crews and tour guides with good housekeeping, attractive exhibits and facilities, effective merchandising in the store, and by constantly burnishing our image...for starters.

*The museum is fully engaged in "turn-around" mode, and its evolution must continue at a rapid pace while maintaining the integrity of its mission: "to collect, restore, preserve, exhibit, interpret, and demonstrate the operation of significant transit vehicles with emphasis on traditional streetcar and interurban service, and including rapid transit, trackless trolleys, and buses with select worldwide comparative representation."*

Critical aspects of Seashore Trolley Museum's evolution include:

- Enlarging Seashore Trolley Museum's role as a community resource and partner to other non-profits. The museum already cooperates—by its initiative—with other organizations in activities that call attention to their causes and provide learning and volunteer activities for their clients. Its current partners' focus areas include animal welfare, land conservation, dementia patients, children and adults with developmental dis-

abilities, and alternative education programs.

- Addressing infrastructure maintenance issues on our campus. The museum is in the midst of a six-building "Preserve, Protect & Present" project focused on high priority repairs/expansions critical for its collection and professional appearance and which has its own fund-raising goals.
- Continuing to expand and improve museum programs to meet the interests and educational needs of contemporary audiences.
- Developing new revenue streams.

Admission prices have not been increased since 2012. Our strategy for building audiences has directed marketing, networking, and public relations toward the group travel market as well as to individuals and families. Those dogged efforts were rewarded with 2015 visitor count up 36%, and associated visitor revenues up 52% (more of the visitors were paying customers) over 2014. Revenues from group admissions grew 409%, to represent over 37% of our total admissions revenue, and "regular" admissions also grew by over 8%. I expect the group tour business to remain strong in 2016, and revenues from individual admissions to increase modestly. In 2016 we will begin charging \$5 admission for children age 2 to 5 years of age.

Gross profit in the Museum Store was

**Below:** The Museum Store is well stocked and spacious. The wide selection of trolley and transit oriented books is known nationally and attracts enthusiasts and collectors from near and far. JS







Special events remain special by not being completely predictable, and changing the menu every year to include both new and recurring events. In 2016 we are taking a break from our Sunset and Ice Cream rides on Wednesday and Thursday evenings as attendance was not high enough to compensate the degree to which long days and evenings taxed our volunteer and employee resources. While the 2014 and 2015 “Seashore Trolley Speakeasy” was a great attention-getter, our collection can provide a great backdrop for other eras. The 2016 gala fund-raiser will be “Martinis & Mad Men: A Mid-Century Evening at Seashore” at which we can showcase collection cars from that era, reminding the public of the broad scope of our collection.



Views from the second annual Speakeasy special event in August: **Top:** Refreshments available inside Highwood Carhouse. **Above left:** Instruction in prohibition-era dancing conducted inside a tent. **Above right:** The *City of Manchester* sponsored by a local business hosted clients and friends. JS

21% higher than in 2014 as the store inventory continued to evolve. Visitor Center/Store Manager Sherri Alcock held sales throughout the season to move older merchandise, while introducing more new products of interest to members and other customers. The 2015 season of strong bus tour business influenced our merchandising plans for 2016, and the store is positioned to enjoy another year of increased gross profit.

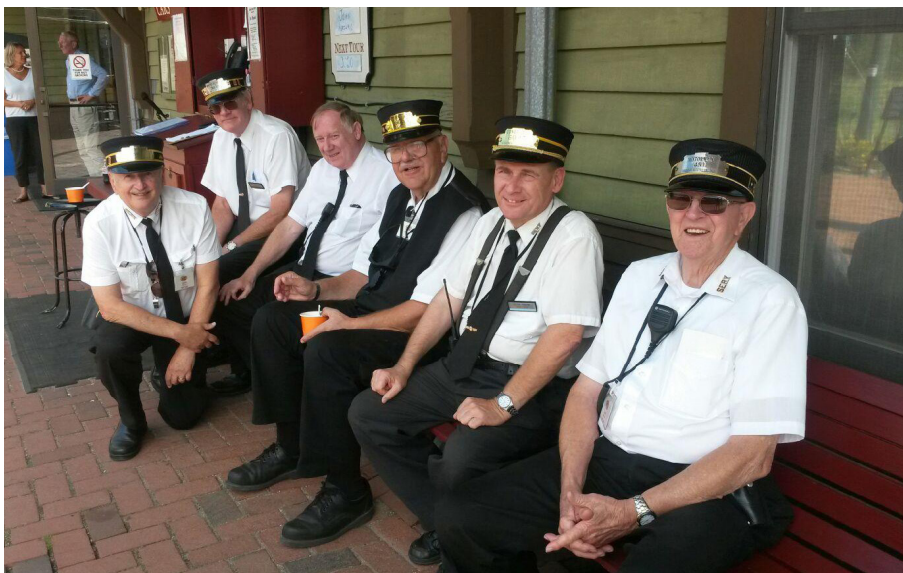
Membership retention and attraction will always be a challenge and a high priority. Membership dues revenues in 2015 were slightly less than in 2014, after two years of modest gains. Business membership dues now account for roughly one-third of total dues, and have, in recent years, been the key factor in maintaining a reasonably predictable revenue flow in the dues category. The roster of business members has settled at over 70. See page 21 for a list of business members.

Our image campaign includes creating opportunities for positive publicity, new reasons for people to think about and come here, and adding value to business memberships. In the fall of 2015 we initiated a new public program featuring Seashore Trolley Business Members as

presenters on their topics of expertise and lead off with these as the first two sessions: “Getting Your PR and Marketing Program On Track”, and “Getting Your Estate Planning On Track”. Presenters were pleased with the audience turnouts, and the social hours that followed were beneficial to both attendees and to the museum. We are planning a series of four new topics for 2016.

As of December 31, 2015 more than \$281,000 had been raised for the Preserve, Protect and Present Campaign (initiated in 2014). Under the leadership and project management of Tom Santarelli, Vice President of Facilities, two campaign projects are in process. The first campaign project to get underway was the structural upgrade, insulation, and roof replacement of Town House Restoration Shop. This is the most significant infrastructure project the Museum has undertaken since building the Parts Warehouse in 1997. Construction began late in the fall of 2015 and will be completed in the spring of 2016. Planning is also well underway for the next major project in the campaign: the enclosure and expansion of the Fairview Carhouse, which will nearly double the building’s storage capacity from 27 collection vehicles to about 50.

**Below:** Key to the experience of visitors is Seashore’s all-volunteer operating crews. Thanks are due to the many members who have worked long hours to accommodate the increase in group visitation. SB







**Above:** A visiting group of Model A Ford owners display their cars in front of Connecticut No. 1160. Encounters between such trolleys and autos would have been common in the 1920s. JS

The Board of Trustees revisited our strategic plan in a one-day retreat in January, 2015. Beginning the retreat with a board governance workshop, they identified key steps to strengthen the governing body in the future, and developed a board meeting code of conduct that has resulted in shorter and more productive board meetings.

Member/volunteers play a huge role in many arenas. Mike Curry, our Volunteer Coordinator, is a volunteer himself. I wish it was possible to recognize everyone's individual efforts. Some activities, and the volunteers who perform them, are highly visible to the public and to members. Other member/volunteers perform critical tasks behind the scenes without fanfare. Many folks work throughout the season, or even year-round in the areas they have chosen to support. In October, we also put out a general call for a

choreographed member/volunteer effort concentrating on the grounds between the entrance and the visitor center. Approximately 20 members turned out in a fit of energy that added to the impact of improvements that had been made around Tower C, the subway car loading platform, and the multipurpose building earlier in the season.

Because recruiting member/volunteers who can work on a scheduled basis is increasingly challenging, it is healthy for us to welcome and cultivate relationships with outside volunteers and with other non-profits whose clients need volunteer opportunities. It takes imagination and flexibility to make these relationships work, but is well worth the effort. We participated in the United Way of York County's "Day of Caring," receiving help from more than 20 volunteers who cleared brush and cleaned vehicles.

Phil Morse frequently recruits teams of Thornton Academy students to help with track work. In the fall of 2015 a student intern from University of New England (our third) worked with me on events and sales calls. We have a continuing relationship with the Kennebunk Alternative Education Program, whose students take on carpentry projects for us. A Place to Start and WABAN are working with us on grounds and other projects.

The influx of visitors in 2015 challenged us to find new ways to move and guide customers through their visitor experience, and my 2015 Executive Director's award recognized John Mercurio, Bill Mallory, and Chet Gabriel, the dispatchers on the busiest days for tour buses all season long. These member/volunteers formed an effective team that stayed together all season to make sure we had sufficient volunteers to handle the back to back tours, and to identify potential problems before they negatively impacted customer service. In the best spirit of open communication and cooperation, these gentlemen brought issues to the attention of the Restoration Shop Manager, Visitor Center/Store Manager, Executive Director, and other volunteers key to hosting those tours, making it possible for staff and volunteers to work together throughout the season to develop solutions and maintain customer satisfaction.

The Museum's formal docent training program is delivered by a team headed up by John Mercurio, chair of the Education Committee. We decided to offer 2016 training completely on-campus in the spring. As this is written, five people are registered: two new museum members and three long-term members who want to build on their already considerable knowledge. Among the training team members is Donna Griglock, a graduate of the program in 2014.



**Left:** Pumpkin Patch remains a very popular event with younger visitors. PM  
**Below:** Dog Day is a newer event with a growing audience focusing on four-legged visitors. JS





## Narcissus Enters Shop

Phil Morse - Narcissus Project Manager

On May 20, the lone surviving representative of the majestic, high-speed Portland-Lewiston interurbans entered the Town House Restoration Shop with little fanfare. Looking haggard, a shell of its former self, this historic treasure moved slowly to the central location it would occupy. This placement allows viewers on the visitor gallery to admire the transformation of the Narcissus during restoration. The short-term goal is to return the exterior to the captivating appearance of its operating days between the two cities from 1914 to 1933. Subsequent steps will include restoration of the interior and then the mechanical components to bring it back to operation.

In order to start restoration in 2015 additional funds needed to be raised in 2014. The first success was a \$10,000 challenge grant from the 20<sup>th</sup> Century Electric Railway Foundation of California. Through generous donations from staff members and alumni of Thornton Academy in Saco, plus contributions from Museum members, the \$10,000 match was raised within three months and the \$10,000 from the foundation came in December 2014. During 2015, the



**Above:** After The Narcissus entered the shop, work focused on replacing corroded steel fasteners holding the wooden components together plus rebuilding the platform structural framing. JS

Narcissus was awarded grants from the Amherst Railway Society, the National Railway Historical Society, The Conley Family Trust (In Memory of Scott Libby), Enterprise Holdings Foundation, IBM and Fidelity Employees/Retirees Matching Grants, and donations from members of the Theodore Roosevelt Association (TRA), New Gloucester Historical Society, John Libby Family Association, and Seashore. As 2015 was coming to a close, the 20<sup>th</sup> Century Electric Railway Foundation proposed a new matching grant to benefit

the Narcissus. The total challenge/match is in excess of \$40,000 and will carry into 2016.

## Narcissus - New and Renewed Friendships

Once a major restoration project is underway, having a steady funding stream to continue work uninterrupted is paramount. With Museum members supporting significant infrastructure projects on the campus and other vital needs, the Narcissus project has sought to develop new sources of support outside the Museum membership. Support has come from; the TRA and the Libby Family, as well as historical societies, museums, and libraries along the former PLI right-of-way. The New Gloucester Historical Society hosted a PLI/Narcissus presentation, which was recorded and later broadcast by the local access television.

## Theodore Roosevelt Association

Chartered by Act of Congress in 1920, the TRA perpetuates Theodore Roosevelt's memory and ideals. The TRA has donated to America Theodore Roosevelt's Birthplace in New York City; his beloved home Sagamore Hill in Oyster Bay, Long Island; Theodore Roosevelt Island in Washington, D.C.; and Pine Knot in Albemarle, VA.

As Roosevelt once rode the car, the Narcissus project's support from the TRA has been developing since 2013. I was appointed by the Museum to be the liaison to the TRA and represented Seashore at their 2014 and 2015 annual meetings. The TRA's support for the Narcissus project began to blossom in 2015 when the organization's Executive Director, Lau-



**Left:** Two views of the intricate work needed to rebuild the car's stained glass windows, a distinctive feature of both the side and clerestory windows.

**Upper:** Before the delicate process of soldering the window components together begins, each piece of original or replacement glass is cut and laid out on a scale drawing.

**Lower:** The completed sash pieces are items of beauty.

PM







**Above:** Commemorative “currency” celebrating Teddy Roosevelt’s ride on *The Narcissus* was issued. PM

rence Pels, committed the TRA’s support over the next five years for an annual fundraising event to benefit the Narcissus. This support included TRA representatives attending the event and featured space in two issues of the TRA membership newsletter, including links to the online publicity promoting the Narcissus event called Teddy Roosevelt Days. The newsletter piece also encouraged TRA members to donate to the Narcissus project, and some did during 2015.

### Teddy Roosevelt Days Event

Theodore Roosevelt is one of the best known American presidents and his use of the railroads for campaigning is legendary. When he was President, he toured New England during the summer of 1902 mostly by train, including stops in Maine. And on two occasions, August 18, 1914 and August 31, 1916, the then former president, campaigned between Portland and Lewiston as a passenger on luxury, high-speed, wooden interurbans of the Portland-Lewiston Interurban line. The *Narcissus* carried him from Lewiston to Portland on the first of those dates.

Creating the themed fundraising event to benefit the Narcissus was the idea of Executive Director Sally Bates and was named Teddy Roosevelt Days stretching over a three-day weekend. Highlights of the event included visits by key members of the TRA, an auction and raffle, book signings, displays by other preservation nonprofits from our region, tours of the car restoration project, displays of historic material, and a campus-wide treasure hunt.

### W. S. Libbey and the Libb(e)y Family

W. S. Libbey built what became known as the “Finest Electric Railroad in All New England”, the Portland-Lewiston Interurban. He was a leader in exploring

industrial applications of technology but sadly passed away just a few weeks prior to the PLI start of operations in 1914. The PLI was W. S. Libbey’s pride and joy. He named each of the original six interurban cars after flowers and gave them the luxurious appointments that have attracted admirers over the past 100 years.

A couple of days following the conclusion of the Teddy Roosevelt Days event, the great, great, great granddaughter of W. S. Libbey, with her father, visited Town House Shop to see her family’s artifact, thus renewing the family’s connection to the car and leading an invitation to a reunion of the John Libby Family Association (JLFA), some of whom spell the name Libby and some Libbey. At their reunion I discovered a family connection to the Libb(e)y and the JLFA has allowed me to solicit donations to the Narcissus through their newsletter that reaches 600 family members.

### Restoration Work

Periodically over its 45 years at the Museum, restoration work has been done on the *Narcissus*.

Some was physical preparation/assessment of wooden and brass items and larger mechanical pieces. And some was technical work that included sketches, drawings, and precise measurements of various components, etc. Tom Hughes, in particular, did much of this previous technical work plus repairing the existing mahogany frames/sash of the clerestory from the *Narcissus* and the *Arbutus*. The *Arbutus* clerestory sash and stained glass came to us in 2001 from the Branford Electric Railway Association. The ornate stained glass and accompanying sash was evaluated in the spring of 2014, leading to a plan for their restoration. Deb Caron Plourde, owner of Sundancer Stained Glass in Saco, Maine, was contracted to

do the work. Early in 2015, the meticulous job of cleaning, repairing, replacing, restoring the 40 stained glass windows for the *Narcissus* was completed and 28 of the stained glass windows have been partnered with restored original mahogany sash. The sash for the twelve large “eyebrow” stained glass windows will be restored and/or built by volunteer Lary Shaffer. See the Conservation Report on page 9 for more about work on the car.

### Social Media-Narcissus Project Blog

To share all of the progress on the car Patricia Erikson suggested that a blog would be an effective means to communicate project activities. The blog posts could reach the growing base of project supporters and could also attract new audiences by releasing the posts to other social media outlets. The first post from the *Narcissus* 1912 Project blog was released on April 22, 2015 followed by more than fifty successive posts covering both current and historic topics of relevance. It’s not unusual now that a new post will have 200 to 400 page views on the first day or two. With a total of 10,000 page-views in 2015 (more than 8,000 in USA), and hundreds from readers in Chile, Germany, Russia, France, Ukraine, Poland, Netherlands, India, and other countries, the blog has been a great vehicle to spread the news of the *Narcissus* project and the Museum. The blog address is <http://narcissus1912.blogspot.com>.



**Above:** Steam bending wood to make replacement roof ribs such as these for *The Narcissus* is an art which requires a custom jig and careful experimentation to match the original curve. PM



## Conservation Report

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

At least 11 cars in the collection received significant work in Town House Shop during 2015. The following summarizes major activities:

### Lexington & Boston Street Railway

**No. 41** – One of the important and challenging parts of this restoration is the resurrecting of its Bemis 203 truck, rescued from about 75 years in a Norway, Maine swamp. Many of the significant parts of the truck were with it but required building up of worn surfaces. Still it was necessary to have elliptical and coil springs made. A research trip to the Connecticut Trolley Museum was necessary to examine and take measurements of other parts partially hidden in a complete truck. From these measurements and comparing the other style truck (6B) we have, one our volunteers is turning them into patterns from which castings can be made.

The car will be fitted with longitudinal seating supported on the inboard (aisle) side by a mahogany truss plank which also will hold the electric heaters. The roof slatting is largely completed. To make No. 41 movable on its still incomplete truck, a wooden frame was created to hold the body high enough to clear its 30 in. wheels, making the car temporarily the “spruce goose.” The car will also be fitted with two Clark track scrapers and two Pfingst fenders. The scrapers are assembled and nearly ready for mounting under the platforms of both No. 41 and Connecticut Company No. 1160. The Pfingst fenders are a direct copy of one under No. 38.

The car will be fitted with two overhauled Japanese motors, from a car with larger diameter axles. Half the weight of each motor is supported by split bronze bearings resting on a polished section of the axle. Seashore purchased the nearest size of bronze tubing which our machinist is boring to the correct size to support each motor. Two K-10 controllers salvaged from a Boston carhouse are being overhauled to be used in the car.

### Portland-Lewiston Interurban No.

**14 The Narcissus** – One of the more impressive cars in the collection, this representative of an arch-windowed wooden interurban of the western style came to Seashore in 1969. Since then there have



**Above:** Lexington and Boston No. 41 on its temporary wood-framed truck enabling it to move out of the shop during the shop roof project. **Right:** Volunteers Dick Avy and Jim Mackell work on the car's clerestory windows. In the background is Toronto Peter Witt No. 2890. DJ

been three major efforts toward returning No. 14 to an operating car, representing the high state of car building of the era. Each time the work was stopped because of lack of funding.

Thanks to the ambitious thrust of sponsor Phil Morse, there is sufficient financial support to get the project off to a new start and form a foundation for future work. The car was moved into the Shop on 20 May, 2015. Its heavy protective tarp was removed and loaned to another car.

Considerable work had been done on car 14 by preceding crews before lack of funding forced it back into storage. A significant part of the earlier work had been collecting, organizing and analyzing the excellent in-service photographs, news articles and historical literature, which now form a solid primary reference source. We have a fairly extensive inventory of extant original components, but still many more are needed using originals as patterns or adapting other similar ones.

The first activity after 14 returned to the Shop, rolling on the pair of Baldwin trucks it will use, was to identify every component which had accumulated in the car during its hiatus. This included



evaluating red herrings which had taken us in the wrong direction on occasion. The project is documented by periodic curatorial reports which are available on line ([dgcurry183@roadrunner.com](mailto:dgcurry183@roadrunner.com)). Plans are to keep the project active at whatever level funding will permit. During 2015 there was one full-time craftsman on the project assisted by various volunteers.

The era of service represented by this restoration will be 1912 to 1916 during which period we know Theodore Roosevelt rode No. 14 at least once on 18 August 1914. In 1916 the couplers were changed from the simple Van Dorns to Westinghouse automatics, a style we don't have and would be difficult, if not





**Above:** Re-equipping a car that arrived as a stripped body is an arduous process involving substantial detective work plus trial-and-error. Here the brake cylinder and air compressor are being positioned under Bay State Street Railway No. 4175. Availability of replacement parts is vital to success. DC

impossible to obtain. Fortunately other changes made over time were minor.

The car returned to the Shop with considerable restoration well under way on its No. 1 end while the No. 2 end was left largely intact as a pattern of the most complex part of the body. Work accomplished so far has been to replace the outer deteriorated four feet of the steel I-beams forming the centre platform supports, complete the installation of the body posts and replace the cross channel under the bulkhead. The mounts for the couplers and pilots were long gone. Using the photographs as a guide, new coupler mounts were created based on ones found on PLI car 40, which Seashore had dismantled for parts.

A standard practice for wood car construction was to bury a vertical tie-rod in every post (24), running from a header above the letterboard down through the longitudinal wood sills. Additionally there are 10 horizontal rods tying the underframe together. Where they pass through the wood, the rods have corroded considerably, so all are in the process of replacement. The 3-in. thick wooden crownpiece has been securely bolted to the platform supports. One of 14's bumpers is in good condition and has been test-fitted along with its adjacent anti-climber. (The other is badly corroded.) The lower roof on one side has been rebuilt. The vestibules require new roof ribs and thin tongue-and-grooved slats bent and fastened to create a spherical configuration.

As work on the body continues it has become obvious that the majority of its iron fasteners (bolts, screws, rods, nails) had seriously deteriorated and must be replaced with a non-corroding material, largely stainless steel or else blasted and heavily painted. Still, having this in mind, as much of the original fabric of the car as possible has been retained, with safety and durability considered in every step. Enough of the car's original tongue-and-grooved poplar siding was re-usable to do the dasher of the no. 1 end.

The most striking feature of the car is its arched stained glass sashes, double-framed in Santo Domingo mahogany and tulip poplar. A local stained glass studio was contracted and they assembled, adding new and original pieces; then soldered all the glass assemblies. Those in the clerestory are complete and simply need to be set in their now rebuilt frames. The larger "eyebrow" frames over the side sashes are mahogany and require various degrees of rebuilding from total

to minor patches. The simpler square raising side sashes require rebuilding. As much as possible the wood used will be vintage recycled, thus preserving the original.

When No. 14 was a residence, owner Henry Vallee adapted its five-bulbs-in-series trolley wiring by re-configuring to the standard single bulbs in parallel, so the lamps would be able to run on 120-volt household current. Without a wiring diagram of it as original, back-dating is puzzling without knowing just what switches, fuses or lights were there. (The red herring in this case is the knob and tube house type switch connected to the trolley wiring.) As cold weather set in at year end, it was possible to continue some work on the no. 1 vestibule by constructing a plastic tent around that end which was marginally heated electrically.

**Bay State Street Railway Semi-Convertible No. 4175** – This car is representative of a typical second-generation New England streetcar found running through and between cities, on the streets and beside the roads on private rights-of-way. The goal of its restoration is "it shall operate on a limited basis for special occasions in its original Bay State color scheme with equipment and fittings as near as possible to the original." Where this is impossible, because of availability, each difference (compromise) shall be documented in the curatorial records of the car. With the body work inside and out largely completed, work in 2015 concentrated on its operational systems: traction and braking.

Following Bay State standards, the traction motor wiring circuits stretched through three runs from one end to the other of 1½ inch heavy steel conduit. Replacing the original required developing the skills needed to work with left-right-hand conduit fittings, special threading and working at the limits of the tubing



**Above:** Two views of hot riveting of new side panels on Denver and South Platte Birney car No. 1.

**Left:** Dave Fletcher waits, with rivet gun in hand, for a hot rivet to be inserted from the outside.

**Right:** John Melanson holds a red-hot rivet in place with a "buck" as Dave drives it home from inside. DC





bender. All the original system had been saved but, except for some specialized original fittings, it could only be used as a guide. The air-brake piping, while it is fairly simple, also had to be snaked through holes in the underframe and up into the car where its reservoirs are under two of the seats. Work has also been started on the heavy trolley feed wire on the roof.

To the limits of available funding, work will continue on the following systems, among others: finishing the above systems including installing the other traction motor in the Brill truck, finishing the design and fabrication of the brake levers and pull rods and all the remaining wiring—traction and auxiliary. Roll signs small and large need destinations chosen and the sign cloth painted. The prominent fenders, which have been designed, need to be fabricated.

**Denver & South Platte Railway Co. - Birney Safety Car No. 1** – Despite being a small car, its safety features greatly increase the scope of work to restore it to operating condition. Additionally, replacing its steel sides corrected its rough surface where patches were installed by Seashore many years ago. This was accompanied by meticulous body straightening in which the restorers could check problems simply by holding a level to the potentially offending piece. New gutters fabricated by Don's Sheet Metal to replace the deteriorated originals have been installed. This phase of the project was underwritten by the Edwin J. Webster Foundation. New roll signs are being made in-house. A long-term project will be either to replace or fabricate steel tires



for one set of wheels which is worn much more than the other giving the car a perpetually down-hill appearance.

**Foundries and Castings** – We are fortunate in having two excellent factories in the area that have made castings for our restorations. Enterprise Foundry

**Left:** The trucks, with overhauled motors installed, shown ready to be placed under Blackpool, England doubledecker No. 144. JS

**Above:** Back on its trucks, the car is towed from the shop to make way for the shop roof replacement. Making the car operational is nearing. DC

in Lewiston also makes patterns. Since the patterns are expensive we use them for longer runs which in 2015 were the small brake shoes for 26 in. wheels (10), adjustment brackets and clamps for track scrapers, and end castings for a Bemis truck (4 sets). Auburn Stove Works is a much smaller venture which is more likely to make an original part into a pattern as in the sliding channel brackets (2 sets) which support the Pfingst fenders. Additionally smaller brass hardware replacements are made using originals as patterns by Mystic Valley Foundry in Somerville, MA.

**Rewiring of Auxiliary Circuits in Nos. 38 and 144** – After several incidents of electrical fires in their auxiliary circuits it was obvious that their aged wiring needed replacement. To access No. 38's wiring it was necessary to take down the headlining to get into tight corners. In No. 144 the task was complicated by the need to replace several of the original bayonet-based light sockets and light bulbs. Originally we thought this would be difficult and expensive but with the Internet, reasonably priced authentic replacements were easily located. A complexity was the wiring to the upper deck which had to be snaked through small channels in the wood frame to reach those areas.

**Blackpool double-decker No. 144** – Because of its height, No. 144 could only

**Left:** Headlining has been removed in Manchester, New Hampshire Interurban No. 38 to enable replacement of deteriorated wiring for the interior lights. The varnished cherry woodwork and green velour seating give this car the distinctive aura of early 20th century elegance. DC





come into the Shop on track 2. In that spot, the car was jacked up about a foot, just enough so the trucks and motors could clear the body. Its two motors were overhauled by A. C. Electric who also installed new specially made pinions (small gears). The traction motor wiring was solidly fastened to the body with prototypical leather straps. An overhauled trolley bus type (insulated) pole is ready for installation.

Necessary to get No. 144 moving again will be adjusting truck-body interfaces to allow the trucks to swivel without resistance when going around curves—first towed and second under its own power. A number of copper components in 144's two B-type controllers must be fabricated. Some exfoliation between sections of the body underframe must be removed and substitute fillers installed to take up the space formerly occupied by the corrosion. We have the numbers and Blackpool Corporation logos that can be installed but we have to make and apply various texts on the outside. The funding for this car requires new contributions.

**Twin Cities Gate Car No. 1267 –** The majority of the exterior was painted including application of decorative striping and numbers. Sashes and window guards were rebuilt and installed. The complex six-leaf rear platform gates have been thoroughly overhauled and installed. Further tweaking of the gates is required for free operation. Moss green

**Below:** Repaired and refinished gate sections are re-installed on Twin Cities Gate Car No. 1267. DC



**Above:** In 2015 exterior refinishing and lettering was completed on Toronto Peter Witt No. 2890. JS

paint has to be applied to exposed underbody areas. The roof and clerestory must also be repainted.

**Chicago, North Shore & Milwaukee high speed interurbans Nos. 755 and 420 –** This largely volunteer project received a great deal of attention including finishing the new canvas roof on No. 755 along with southern yellow pine trolley boards. All 27 of its brass-framed sashes were overhauled and freed up for easy operation. To set off the newly made end wood sashes, a number of patches had to be welded in to strengthen the frame area. The car's sponsors were able to have a brand new headlight reflector made and all the body lights now work. Thanks to the Illinois Railway Museum's Pullman Library we are in possession of structural, construction details, wiring

**Below:** Long-time 1267 project sponsor Doug Anderson prepares a window for painting DC



and piping diagrams toward the goals of having a complete set of drawings for No. 755 and sister cars No. 420 and diner No. 415. IRM also supplied assorted end door hardware. Plans are being made to overhaul the six traction motors in Nos. 420 and 755.

**Toronto Transportation Commission Peter Witt No. 2890 –** Restoration of the body of this classic car advanced in 2015 with substantial progress both inside and outside. Inside the exposed roof boards in both roof-end bonnets were sanded and refinished, and preparations were made to replace much of the battleship linoleum flooring. On the exterior the roof was repainted, all revarnished window sash were installed, final coats of the distinctive maroon and cream were sprayed, and all exterior numbers and letters were applied. Volunteers also gave the car a very thorough cleaning inside and out. Plans for 2016 include reinstalling the overhauled motors in the trucks and placing them under the car to begin the process of making the car operational.

**Montreal Tramways observation No. 2 –** This is a very popular car with visitors and the operating department. Its new paint and decorated surfaces make it a thing of beauty. A fare box stand was installed for contributions toward the car's upkeep. Because it is 110 years old and two of its four traction motors still require overhauls, the car is kept to very limited service. These will require about \$20,000 of work to assure many years of safe operation.

**Boston Elevated Railway box car No. 396 –** As was common for wooden "box type" cars No. 396 has suffered from sagging platform supports (knees), making it look tired. This largely volunteer



project has brought it back to operating condition. The exterior of the body has been painted. One of its two GE86 traction motors developed mechanical problems and oil leaks, so it was swapped for a spare in more reliable condition. Still to be done is to convert the car from open platform to 'West End' closed front. Most of the parts are on hand but need repair.

**New Jersey Transit PCC No. 5** – The restoration program continued on NJ Transit PCC No. 5, with major work in the interior of the car, as a result of continued support from the project sponsor. Welding and fabrication work was carried out by shop staff member Cameron Alcock on some of the supports underneath the advertising panels, to restore areas which had corroded over time. Staff member Chris Skulski cleaned up and treated the remaining supports which were still salvageable. On the operator's side of the car, some sections of flooring were also replaced, where the wood layer had been damaged, and some metal supports near the floor line were replicated with the help of member Bill Pollman. As the year wrapped up and colder weather came around, the car's destination signs were also reproduced. As the car spent nearly a half century operating on a single line, the only "destinations" on them are "7-City Subway" and "Special"



**Above:** Gerry O'Regan pores over wiring diagrams related to Washington PCC No. 1304. The car had served as a test car at GE in Erie, PA subject to countless undocumented wiring changes. Gerry's ability to reverse them was legendary. DC



**Above:** Greatly increased visitorship meant much more equipment maintenance. Here Ed Dooks checks controller fingers for arcing damage. DC

**Dallas Railway & Terminal "Turtleback" No. 434** – This longtime museum workhorse received a large amount of work, thanks to the generous support of the Edwin S. Webster Foundation. The car has had a new roof canvas installed over the main body of the car, and had its roof vents sealed, so the car can now carry passengers in all weather conditions. In addition, the destination signs were replicated, not an easy undertaking since these cars seemingly went everywhere in Dallas. The shop also started repainting the car, including new striping and car numbers on one end. The striping now has a slight curve to it, as we had determined through research, that it was originally that way, when painted in its current configuration. Additional funding from the foundation will enable more work to be carried out in 2016.

**A valuable resource has been lost with the passing of Gerry O'Regan** – With his intimate knowledge of the collection, coupled with his unique ability to ferret out the causes and cures for electrical failures, Gerry provided excellent practical advice and created wiring diagrams for a number of cars in our fleet. He was working on these right up to the day he died. These have been printed and placed in the cars' files. They are frequently referenced. Connecticut open car 838 has two of the oldest operating motors of the collection—Westinghouse 93—which are 111 years old. With one set of wheels spinning no matter how careful the operator was, Gerry figured that the polarity of one of the motor's four field

coils was reversed—a very easy fix.

**Traction motor overhauls and preventative maintenance** – Thanks to an excellent working relationship with A. C. Electric over the years about 45 traction motors from the Museum's cars have been overhauled. This practice ensures that motor performance (as long as it is accompanied by frequent lubrication and inspection) should be trouble-free for many years. More will be done in 2016 as funding allows.

**Preventive maintenance and servicing of the operating fleet** – With the large increase in tour bus traffic in 2015 and more expected in 2016, inspections of the fleet have been stepped up. During 2015 at least 14 cars received servicing.

**NYCTA "A" Train Subway car No. 1440** – All 10 door motors in No. 1440 have been overhauled. Additionally, the badly rusted steel framing around some of the doors has had replacement steel welded in a volunteer project.

**Town House Shop Roof Replacement** – Actual work on the structural upgrade started in the fall with the installation of the five sets of heavy truss rods and turnbuckles plus new pressed steel purlins, which strengthen the building's framework. Since the contractors



**Above:** Eric Gilman and Randy Leclair guide a motor for Boston No. 396 into its truck frame. This car, once used in Otto Preminger's *The Cardinal* is being prepared for regular operation. DC





**Above:** New Jersey Transit PCC No. 5 is shifted in front of Town House Shop with motive power provided by a 1907 Boston snow plow. PM

required access for their machinery to lift them into place it was necessary to clear the main hall of six cars. Those which went outside were carefully tarped.

**A breath of fresh air** – Thanks to a generous donation from a member who wants to see the Shop facility improved, we now have a brand new Quincy stationary air compressor. Those it replaced were deafening when running, cutting off communication between staff members as well as with our visitors on the balcony. It has been set up under the central stairway in the Shop. It is large enough in capacity to allow the sand blaster and other air-operated tools to operate simultaneously without losing pressure. As an added bonus it radiates a good deal of heat into the machine shop. New heavy duty work benches give much needed horizontal work surface area.

**Keeping the Shop at a reasonable temperature** – Some years ago, thanks to a member's significant donation, keeping the shop at reasonably comfortable temperature became possible. Oil-fired, circulating hot water with 11 heat exchangers are mounted on both floors of the Shop and the two enclosed boxes in which a car can be kept at a comfortable temperature year-round. However, when temperatures go down below freezing, the furnace's undersized boiler cannot keep the temperature of the water high enough for all the exchangers to run. We are in the process of working with several local companies for proposals on upgrading the system.

**Keeping in touch and going into more detail** – Periodically we publish detailed curatorial reports on projects that are under way. Should you want to be put onto an e-mailing list we will be happy to make them available to you. Currently there are two extensive reports on the Narcissus project. Send a request

to [dgcurry183@roadrunner.com](mailto:dgcurry183@roadrunner.com).

**The Association of Tourist Railroads and Railway Museums Fall Conference** was hosted by Illinois Railway Museum in September. IRM's amazing facility and the extent of restorations were an inspiration. Many hours were spent with Dave Johnston, long involved with the Bay Area museum, discussing many operational and curatorial issues. Field trips were made to several other operations, including the Mid-Continent Museum in North Freedom, Wisconsin, and the place to see wood car construction and re-construction in great detail, especially the older cars which are more like giant jigsaw puzzles. We were also surprised and pleased to spend several hours there with the eminent wood car restorer Glenn Guerra as he pointed out features and techniques that would not have otherwise been noticed.

**Issues of the day** – Something we are noticing more each year is the number of qualified people interested in taking on a restoration project is diminishing. By qualified we mean coming to the Shop with reasonable skill in operating the necessary tools (power and hand) or experience in the various processes needed to carry on a restoration. Additionally very few now show the interest in gathering the historical and technical information needed to do an accurate job. The Museum, alone or in conjunction with other groups, possibly members of the ATRRM, needs to conduct training involving hands-on work accompanied by the necessary written/graphic materials to grasp the fascinating history of the industry we are preserving. To ensure its future means new ways of thinking now.

Currently much of the restoration work is

**Right:** At the dedication of Cleveland Center Entrance car No. 1227, restoration project manager Donald Curry explained the extent of the work and the car's historical significance to a crowd of attendees. JS



**Above:** At year end new donations allowed work to resume on the massive restoration of Boston Center Entrance car No. 6131. As 2016 began, efforts were focused on completing fabrication and riveting of framing surrounding the windows on both the sides and vestibule ends. JS

funded by individuals guided mainly by their own interests. While this support is greatly appreciated and necessary, there are very few projects which are "Museum Sponsored" with a broad base of support whose restoration will fulfill certain needs of the museum such as carrying capacity, open or closed, type not yet represented, period, or operative specialties. It is also very inefficient for a project to stop due to insufficient funds with the idea that the threads can be picked up again. In even the simplest projects the next generation of restorers faces a challenge of reviving a project and finding untainted primary information sources.





## Facilities and Grounds

*Tom Santarelli, Vice President of Facilities*

In 2015 the focus of facilities efforts continued to be the stabilization and upgrading of the Museum's carhouses and other structures, principally under the auspices of the Preserve, Protect, and Present campaign.

However, severe winter conditions early in the year were the first challenge. Record snowfall in the Boston area captured the news and kept many of our regular volunteers at home while at the Museum there was at the same time frequent and heavy snowfalls demanding extraordinary effort to keep our roads and facilities clear. As conditions evolved snow accumulations on roofs reached dangerous levels on several buildings. The persistence of severe cold and sustained winds created hard packed snow that ultimately required the museum to hire Zuke Roofing, a local company that specializes in commercial roof snow removal.

Volunteer crews worked in tandem with our snow plowing contractor and hired equipment to clear access for Zuke's crew at Town House Shop and Riverside, Central, and Fairview Carhouses. Additionally several trucks and buses had to be dug from deep snow, tires thawed from ice, and towed or driven out to the main parking lot to make way. All in all damage was contained to water leaks in the shop from ice damming and light damage to roofing and skylights in Central and Fairview. Later in the season Zuke roofing returned to repair storm damage and other roof repairs gratis with Seashore providing materials.

The year's main priority was improvements to the Town House Shop building consisting of structural reinforcement of the central clear span over the vehicle area, replacement of the roof, and addition of a full blanket of vapor barrier and insulation. This 50 year old structure had been built with an aluminum sheet roof fastened to wood purlins. Years of temperature swings, solar exposure, pressure from wind, and loads of snow had caused the holes around the fasteners to enlarge, allowing leaks to develop. Caulking and patching in past years had held off the inevitable, but finally conditions dictated that replacement be undertaken.

In 2015 engineering firm SMRT of Portland designed the improved structure and the roof construction methodology to be



**Above:** Clearing and grading along Fairview Carhouse have prepared the area for column foundation repairs and for planned expansion to accommodate two rows of vehicles on this side. TS

used. General contractor Trades Center of Biddeford submitted the winning bid and was awarded the contract, with a target completion date of late 2015.

In preparation for the work considerable efforts were needed both inside and outside of the shop building. Inside several cars that had been immobilized while under restoration had to be made ready to move, so that the contractor's crane equipment could access the roof. Blackpool Doubledecker No. 144 was lowered back onto its trucks and moved to South Boston Carhouse. Lexington and Boston No. 41 was lowered onto a temporary truck consisting of the axles and journal boxes to be used under the car connected to the body by a wooden framework. Finally, Bay State Street Railway No. 4175 was made ready to move on the shop trucks that have been under the car for some years.

A 40-foot box trailer was rented to provide temporary storage for machinery, materials, and car components stored principally in the upper floor of the shop. To provide access to the roof various partitions and much of the ceiling upstairs was also removed. Access to allow welding the anchors for the new reinforcing rods added to the roof trusses required further disassembly of drywall and removal of lead paint. Outside the shop, equipment, material, and cars close to the building had to be relocated and a

**Below:** Two facilities projects completed in 2015 were new high platform boarding steps, and behind, repair work on the former library. JS



new crushed stone path was constructed along the east side to allow cranes to reach the roof.

The contractor began work on the structural reinforcements in the fall but was unable to start outside work before cold weather and snow prevented safe working conditions. Further work was then postponed until the spring of 2016. Total cost of the project is estimated at just over \$200,000.

The next major project to be undertaken by the campaign is the upgrading and expansion of Fairview Carhouse. In recent years a growing number of deteriorated column foundations supporting the building have been replaced by more substantial footings and initial stretches of concrete frost wall. This work greatly stabilizes the structure. When the building was erected in the 1970s the west side and the front end were not enclosed in anticipation of expanding the building. Working with the Town of Arundel's planning staff we were able to determine that widening the building to cover two more rows of vehicles and lengthening it by three bays is feasible. Working with SMRT a design was developed that by year end was going through the town permitting process. Cost estimates will be developed once the final design is approved. Approximately 22 additional vehicles will be accommodated in the enlarged building.

When line poles in the Fairview yard were determined to need immediate replacement, the Museum contracted at favorable cost to have On Target Utility Services provide and install three new taller poles and backguys. These were set further from the front of the building to accommodate the expected expansion. Careful planning and coordination of car moving and relocation of stored material preceded this work. Throughout the season car shifting volunteers worked diligently to arrange cars and to clear materials and overgrowth to help provide access.

Another Preserve, Protect, and Present project enabled a start on upgrading the former library building. Now christened the Multi-Purpose Building this structure for years served as the museum store and later as the library but suffered the ravages of time. The building remains structurally sound and can be repaired incrementally and for less than replacement cost. For a minimal expenditure





**Above:** Contractors smooth bricks at the Visitors Center platform to reduce tripping hazards. TS

of \$4,000 the rear half of the roof was replaced with rotted sections repaired; the building was partially repainted; and landscaping improved.

The Museum's largest carhouse, Central, is also receiving some attention. Addition of crushed gravel material and final grading topped off the area where two concrete footings were replaced and a section of frostwall added. Also the AC electrical panel servicing the building was replaced and repairs were made to roof panels and roof purlins as needed.

The Men's Dormitory was reviewed for compliance with immediate upgrades made to the electrical wiring and addition of smoke detectors. As part of an incremental plan for upgrades to current life safety standards other planned improvements were approved by the town and will be implemented in 2016.

Our Visitors Center received upgrades to its electrical system to better balance power loads, to provide needed service to a newly installed operators work area, and to improve emergency lighting, exterior outlets and other electrical service in our visitor areas. A new service panel replaced the weathered and outmoded fuse panel in the grounds building.

Efforts continued to improve the so called perimeter roadway that encircles the "Butler Grove" area and its three major carhouses (Highwood, Central, and Fairview) along with the site for a proposed future carhouse (Bennett Street). The roadway and certain drainage systems were part of a DEP permit filing in the 1990s undertaken to position the museum for carhouse expansion and provide for the land clearing at the Bennett Street site. Although nearly entirely out of view, the roadways and drainage systems in this area are important elements which need to be kept clear and maintained. As well there is the ongoing need to main-

## Signal Report

*Chester Bishop, Superintendent of Signals*

We installed new pre-cast concrete foundations and underground cable for signals 22 & 23 about 30 feet north of Morrison Hill station, removed the old foundations, and provided a new shallow foundation and major underground cable junction box at the former location of signal 23. We still need the track department's help to replace one short piece of rail and install an insulated track joint, before the signals will be functional again. Thanks to Peter Wilson, Charlie Publicover, Howard Betts, Chuck Griffith, and Eric Gilman for their help.

Having removed earlier the cabinet for signal 42 relay equipment at Seaward

Switch, we installed two new concrete piers for a larger, replacement cabinet. We also installed a temporary junction box for connecting underground cables from the south to the cables to signal 42 foundation. We intend to erect the mast and signal 42 itself, to provide a continuous flashing yellow light over a steady purple light. The mast itself is needed to connect underground cables from the south with overhead wires to the north, allowing retirement of the existing temporary overhead wires from the south and a line pole interfering with (eventual) completion of the south turnout for the siding.

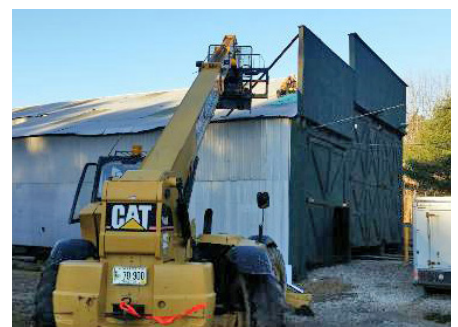
In preparation for the replacement of the shop roof, we packed up all of the signal material in the shop and placed it in a storage trailer.



Three views of signal work near Morrison Hill Station.  
**Upper:** Before an after shots of signals that received new, more stable concrete bases.  
**Below:** Morrison Hill Station with both main line and crossing signals. CB



tain appropriate ground cover over the open areas and to limit brush and other overgrowth to control erosion and reduce fire danger. Through volunteer effort and boosted by contributed equipment, a multi-year effort to address overgrowth has restored three sided access around each of our major buildings and will continue to improve over time. Our perimeter roadway has been substantially improved thus making construction projects and other activity more efficient and better separated from our visitor areas.



**Above:** Crews use a man-lift to repair leaks in Riverside caused by the heavy snows and age. TS



## Library Report

Karen Dooks, Librarian

Much was accomplished by the Library Committee in 2015. We started off by taking several boxes of railroad books that been deaccessioned by the Library to the Amherst Railway Society's Railroad Hobby Show at the Eastern States Exposition Fairgrounds. Over the weekend and in spite of a snow storm, the Library received just over \$1,000 on the sale of books. The Library policy is that we will gladly accept donations of trolley and railroad books. Those that are of value to the collection are added to the Library's holdings. Those that are not of interest are set aside for sale either on the "Used Book Shelf" in the Museum Store, at appropriate Museum functions, or at other events. Sales were also held at the Annual Meeting in April and at the NRHS Boston Chapter Flea Market and Collector's Night in May.

After two years of hard work editing by Amber Tatnall and Herb Pence, *The Illustrated Atlas of Maine's Street and Electric Railways 1863-1946* by Charles Heseltine and O.R. Cummings was published in April. It includes additional information and photographs taken from the Cummings collections to enhance the text and maps. Ed Ramsdell underwrote the initial publication costs with a \$1,000 grant to the O.R. Cummings Fund. The stipulation was that proceeds on sale of the Atlas reimburse the Cummings Fund so that it could be used for startup costs for future publications. The limited edition of 30 hard cover and 50 soft cover copies sold out and additional soft cover copies have been ordered. The Atlas has been very well received and is available through the Museum Store.

The Library Committee was unsuccessful in its grant applications during 2015. Feedback from the granting organizations cited that the Library does not have a physical location to house the collection and that the Museum does not have a Curator for its collections. However, this will not prevent the Committee from making future applications for appropriate grants.

Our other big accomplishment during 2015 was the cataloguing and scanning of over 600 blueprints. At the Annual Meeting in April Seashore member James van Bokkelen approached us and expressed his interest in getting blueprints scanned and preserved. He offered to



**Above:** Archival technician Chris Libby prepares drawings that will be scanned by the large scanner at the left, so that they can be readily available on line even if the originals should become damaged. KD

donate up to \$7,500 to fund the project. Amber Tatnall put together a proposal which he accepted. Over the summer a large bed scanner was leased for two months and Chris Libby, an archival technician was employed part time. York County Community College made space available for the work to be done under Amber Tatnall's supervision.

A random selection of blueprints was chosen, scanned, catalogued, and preserved in archival materials. The blueprint project was completed with the uploading of 600 blueprints and sketches to the Digital Maine Library on the Maine State library website. They can be viewed at [digitalmaine.com/trolley\\_blueprints](http://digitalmaine.com/trolley_blueprints). The collection scanned was primarily blueprints and technical drawings from Boston's West End Street Railway and Boston Elevated Railway from 1891 to 1954. However, there are hundreds more blueprints and drawings that need scanning when money can be found for lease or purchase of a large bed scanner and archival supplies.

In October Amber Tatnall attended and made a presentation at the Maine Museums and Archives Annual Fall Conference and Annual Meeting at Lewiston-Auburn College, University of Southern Maine in Lewiston, ME. The session was entitled "Raise Your Profile To The Cloud—Stable Low-Cost Storage For Digital Collections".

Other activities over the year were:

- Preservation and data entry concentrating on the Brill Collection and remaining O.R. Cummings material.

- Continuous monitoring of the humidifiers and conditions in the containers done by members of the committee.
- Moving of the remaining material out of the old Library building. This material was in a room that had received much rain damage. Roll signs and car cards that were salvageable along with other artifacts were moved.
- Lee Duncan was named to oversee a project to provide a digital record of car cards and roll signs for preservation and for samples for reconstruction photographing of car cards and signs.
- Mark Sylvester volunteered to work on designing a new Library logo to be used in tagging.
- After much discussion a Digital Preservation Policy was approved by the Library Committee in December that meets the Maine Memory Network standards.

The popular publication *The Main Line* continues into its seventh year of publication, edited by Ed Ramsdell. It is sent out electronically and as the internet has become more widely used it has grown in popularity. It can be found on the Library's Facebook page (search: Seashore Trolley Museum Library). If you want to be added to the direct distribution list for *The Main Line*, drop a note to [TheMain-Line@ramsdell.com](mailto:TheMain-Line@ramsdell.com).

The Library continues to respond to requests from all over the world for information concerning trolleys. These come from school children, the press,



highway departments, lawyers and other museums. The topics range from someone trying to find information about a grandfather or great grandfather, officials trying to sort out deeds that use “center of track” as a reference to other museums seeking detailed technical information. Leo and Kate Sullivan continue to handle these requests.

A sub-committee with Herb Pence as chair was formed in 2014 to work on finding a space for the library collections which would include space not only for shelving and storage, but for working with and cataloging the collection. The focus this year has been on refining a preliminary plan for a building and developing procedures for working with the Museum for their implementation and also looking at storage alternatives. At the end of 2015 the plan is to go forward as appropriate in conjunction with other museum projects, subject to approval by the Trustees.

The Library Committee for the year 2015 consisted of the following members: Karen Dooks, Lee Duncan, Randy LeClair, Herbert Pence, Lloyd Rosevear, Norman Down, Russ Munroe, Roger Somers, Donna Griglock, and Amber Tatnall. Charlie Robinson is a member emeritus.

Members of the Committee are elected for three year terms. New members and those interested in working with the Committee are always welcome at meetings. Workshops to continue the work of cataloguing various collections are held twice a month, once after most monthly business meeting and one other time each month. Schedules of these meetings are available in *The Maine Line* and to those interested in being on the Committee’s distribution list. Contact Karen Dooks at [ducks@verizon.net](mailto:ducks@verizon.net) to be added to this list.



**Above:** Amber Tatnall and Ed Ramsdell staff a table selling the newly published *Illustrated Atlas of Maine's Street and Electric Railways 1863-1946*. The book has been well received. KD



**Above:** The Museum's New Orleans No. 966 poses at the Lowell National Historical Park's Visitors Center platform next to the static locomotive owned by the B&M Historical Society. **Left:** No. 966 reverses at the end of Suffolk Mills branch of the Lowell street-car route. TF



## Lowell Report

Roger E. Somers, Superintendent of Railway Operations—Lowell

Another good year for our Lowell operation of New Orleans Public Service No. 966 nicknamed the “Desire Car” by the Park Service. This year marks our 13th year of operation. Once again our regular operations covered weekends from Memorial Day weekend to Columbus Day. However, we had several special runs outside of the regular service. For many of these, No. 966 has become a requested trolley for the event. One of these is “Downtown Lowell First Thursdays” where No. 966 operates a shuttle service between the Moody Street Gate House and Swamp Locks from 5 PM until Dusk. The “Doors Open” event is another where the local museums are open free of charge and No. 966 runs shuttle service.

The car has also plied the rails on weekdays to fill in for special events and NHPS vacations. One such event was a visit from the “Blickpunkt Strassenbahn” organization from Germany. The membership is made up of folks from Germany, Aus-

tria, Switzerland and England many of whom have worked in the transit industry. A total of 33 members of the group visited and were treated to rides of the entire Lowell System on No. 966 along with opportunities to inspect Park Service equipment including a ride on one of the open cars. The group toured our Exhibit in the Mack Building and then headed off to Maine and Seashore. The group later reported they had a wonderful time.

We have truly become international as over the years we have carried passengers that have visited Lowell from all over the world. Many have been excited to ride a New Orleans streetcar in Lowell. Generally we carry between 70 and 120 passengers each day we operate except for the July Folk Festival where passenger counts of 300 to 400 have occurred. The fare boxes on the car often yield between 30 and 60 dollars each weekend. Our crews encourage folks to visit Seashore every chance we get.

If you have not gotten to Lowell to ride No. 966 yet, please do. It is an enjoyable experience.



## **Bus & Trackless Trolley Report**

*Tom Santarelli, Curator of Buses and Trackless Trolleys*

In 2015 progress in the Bus and Trackless Trolley Department was intertwined with carhouse work much of which occurred adjacent to the bus storage areas. Nonetheless there were many developments:

**Lewiston No. 8105** – This bus was pulled from storage late in 2014, chosen for its suitability for conducting facility and site tours. Repairs included a transmission filter gasket, starting system electrical repairs, restoration of the heater and defroster blower motors, replacement of the heat circulator, brake treadle repair, air throttle mechanism, and more. It was cleaned top to bottom, inside and out, and additional seats and a large storage box were installed. It demonstrated its worth during a town planning board site visit in August and provided transportation for two trustee tours then served faithfully for Transit Day.



**Portland No. 401** – This bus was kept out and ready for backup use in 2014 for the first Speakeasy and the town site visit, only to develop an oil leak sidelining it during Transit Day. Repaired later with new fittings, tubing, and filled with oil, it received some needed exercise around the improved roadways in the Bennett Street site this time with Peter Hammond at the wheel, before being tucked away safely for the winter. A video of that operation received many favorable comments and “likes” for the museum when it was later posted online at Facebook.

**Boston No. 6069** – No. 6069 was moved from storage along the service entrance roadway. It has an electrical issue on the transmission neutral solenoid making it tricky to move. It was carefully towed out and then driven around to the bus parking lot where it was cleaned. Later driven out to Bennett Street and carefully parked for wintertime storage. It is very gratifying to see it clean and ready to be pulled out for repair and reactivation work.

**Eastern Mass. No. 3550** – This bus was spruced up and operated for Transit Day. It is in line to have a leaking front air bag replaced in 2016 but is always a favorite when operating with its distinctive early New Look sound and feel.

**Service Bus SEPTA No. 1160** – The front slack adjuster was backed off, getting it back into motion, but will need replacement. The bus is indispensable as always inflating things for Transit Day, jumpstarting stubborn batteries, or giving a gentle pull or a push. It even provides air for blowing out water lines in the fall.

Enormous thanks are due to Peter Hammond who came to the rescue in 2015 and plans to continue in 2016. It never ceases to amaze me how much we get done together. Throughout preparing for and the operation of Transit Day then later making the winter storage moves we caught up with fueling and topping off fluids on the various buses.

Included in the winter relocations were GG Transit No. 807 and Portland No. 700. WMATA No. 6481 was also run and aired up, but time to move it around was lacking. Also Santa Cruz AMG No. 648 which had suffered disheartening damage from the winter snow emergency was reprimed, started and moved over by Riverside for winter storage.

**Walter Dump Truck** – New volunteer Geoffrey Bond did an awesome job cleaning the cab out and purchased a quality fitted vinyl seat cover. Unfortunately a pair of drive belts for the fan and air compressor have stretched beyond the adjustment limits and replacing them requires removing the front drive unit holding two hydraulic pumps. This has sidelined our prime tow vehicle of the past 20 years until repairs can be made. It is now in a safe spot where repairs can be made over time.

**Walter Wrecker** – Geoff Bond worked over this truck too and we reactivated the engine carefully then moved it back into the bus parking area to continue work there. A Walter owner himself, Geoff is very interested in fixing up the Walters in our collection. We look forward to his having free time in 2016.

**1966 Ford Line Truck** – After battling a bunch of killer wasps/yellow jackets that simply refused to give it over, the next step was scrubbing the cab top to bottom after years of storage under the

trees. A perennially balky carburetor was rebuilt after considerable research to find the rebuild kit. Once reinstalled the engine fired up and runs better than ever at Seashore. This enabled moving it away from the Highwood snow and ice overhang. To everyone's delight, a couple of months later, after being exhumed from a snow drift, the truck fired right up and drove away during frigid temperatures. One of the front tires could no longer be driven. I was able to locate used tires and rims at a favorable cost. With a little more effort it will be ready to use for needed branch trimming along the electrical feed lines for Highwood and Central.



**Above:** Muni No. 5148 arrives in Maine after a long service life on the hills of San Francisco. TS

### **Muni No. 5148 for MBTA No. 4013**

– The acquisition of the San Francisco Muni Flyer trackless trolley was completed. The coach had been moved to upstate New York and stored at the Silk Road Transport facility through a back haul arrangement. We were able to raise additional funds through the sale of the front portion of the Boston No. 4013, and through the efforts of Bill Pollman and Bill Wall, a multi museum arrangement was made to share trucking costs. Danny Cohen generously donated the remaining amount.

The front portion of the No. 4013 was crafted into a custom office at a new factory in Arundel run by a Museum friend. Later Bill Pollman arranged with the Baltimore Streetcar Museum to accept the entire back end of the coach as component of a parts trade. It was loaded on the Silk Road truck that delivered No. 5148. The rig also carried four large car jacks that were sold.

No. 5148 will need its roof boards, trolley bases, poles, and other components re-installed and a thorough cleaning. When towing equipment is available it will be moved from its temporary storage in the visitor lot.



## 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.

## CORPORATE OFFICE

### ADDRESS

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

### MAILING ADDRESS

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

### TELEPHONE

General Offices: 207/967-2800  
FAX: 207/967-0867  
Restoration Shop: 207/967-2540

### INTERNET

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

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American Association for State & Local History  
Association of Tourist Railroads and Railway Museums  
Biddeford-Saco Chamber of Commerce  
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**Above:** The Museum's growing Business Members are honored on this panel in the Visitors Center. JS



## **Administrative Management** as of December 31, 2015

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Curator of Buses and Trackless Trolleys

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Curator of Rapid Transit Cars

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Curator of National Streetcar Museum at Lowell

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Restoration Project Manager

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Manager of Engineering Documentation

**RANDY E. M. LECLAIR**  
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**MICHAEL CURRY**  
Volunteer Coordinator

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Librarian (Interim)

**CONSTANCE GARLAND**  
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Director of Railway Operations

**ROGER G. TOBIN**  
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**JOHN W. COYLE, III**  
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**ERIK J. PERRY**  
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Manager of Information Technology

**DANIEL R. COHEN**  
Manager of Parts Department

**WILLIAM A. POLLMAN**  
Assistant Manager of Parts Department

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Yardmaster

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**JOHN W. COYLE, III**  
Assistant Yardmaster

**ERIC GILMAN**  
Assistant Yardmaster

**JOHN B. MERCURIO**  
Education Coordinator

**JOHN B. MERCURIO**  
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### **Business Members**

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

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## 2015 Museum Contributors

In 2015 a total of 450 individuals and organizations contributed to the Society. The total amount contributed totaled over \$1,070,000. Over \$1,030,000 of this total was in cash, with the remaining \$49,000 as contributions of goods, material, or services. 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 over \$120,600 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 \$265,000. The total donated or bequeathed to the endowment was in excess of \$632,000.

The Board of Trustees of the New England Electric Railway Historical Society gratefully acknowledges the contributions of all of its members and friends. The following are those who gave at least \$50 during 2015:

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 Remar, Miriam  
 Robertson, John  
 Rosenberg, Ronny  
 Rothaug, Walter H.  
 Ruddell, Ronald P.  
 Savage, Eric A., Jr.  
 Scaffardi, Bob  
 Schumm, Brooke, III  
 Sefranek, George A.  
 Silva, Russell B.  
 Smith, G. Christopher  
 Smith, Harold V.  
 Soares, Joseph  
 Spellman, John T.  
 Stamm, C. William  
 Turner, Ed  
 VanDenHeuvel, Dirk J.  
 Wartinbee, Ron  
 Wasem, Ronald G.  
 Weinberg, Mark T.  
 Weissman, Frederick &  
 Barbara  
 Whittemore, James A.  
 Winkley, M. Dwight  
 Wolfe, Julien

### Donations of \$50 to \$100

Arden, Thomas  
 Arndt, Darrell T.  
 Austin, Roger W.  
 Bank of America  
 Bergstrom, John  
 Blanchard, Stephen  
 Bork, John E.  
 Bottoms, Glen D.  
 Bove, V. Michael, Jr.  
 Brainerd, Timothy D.  
 Briggs, Christina Goetting  
 Brown, Daniel T.  
 Brune, David T.  
 Buckley, Michael J.  
 Butler, Arthur  
 Butler, Brigid  
 Carrier, Douglas P Sr.

Collins, John J.  
 Curtis, Art  
 Czachur, Theodore J  
 Dame, Brian  
 Dillon, Richard  
 Entrot, Brian  
 Farrell, Dennis  
 Fitzherbert, Anthony  
 Forman, Mark L.  
 Francis, Patrick E.  
 Gately, James E.  
 Gebhardt, Wayne  
 Graetz, Martin  
 Greller, James  
 Guptill, Robert V.  
 Hall, Kevin  
 Hanna, Steven R.  
 Harling, David  
 Harris, Judith  
 Havens, Joel R.  
 Jones, George W.  
 Jordan, Patricia in memory of  
 Edward Flynn  
 Karas, Daniel & Cheryl  
 Kenslea, Michael  
 Kogge, Peter M.  
 Kornechuk, David C.  
 Kulczak, Michael J.  
 Lagace, Raymond  
 Leavitt, Colby  
 Leavitt, Foster C., Jr.  
 Leonard, James J.  
 Littlefield, Ralph R.  
 Lutz, Patricia M.  
 Maine-ly Drizzle, LLC  
 Martin, Carl  
 Martin, Nancy in memory of  
 J. Emmons Lancaster, Jr.  
 McGinley, Terence K.  
 McMahon, James P.  
 Meade, Dan  
 Naugler, John R.  
 Norkaitis, Neil F.  
 Numrych, Sheila & Vaughn  
 Nuss, Walter F.  
 Ottens, Allan

Pobrislo, Joshua & Suzanne  
 Randall, Nathan A.  
 Ridgway, John V.  
 Risse, Peter G.  
 Runey, Tim  
 Semendinger, Paul R.  
 Shea, Joseph T.  
 Shipman, W. Stevens, Jr.  
 Silver, Leonard W.  
 Skuchas, Edward G.  
 Smith, Jane C  
 Spoth, Adele B.  
 Spoth, Paul  
 Springer, Clinton H.  
 Stoddard, Edmund L.  
 Swayze, John C  
 Tallentire, Thomas L.  
 Thomas, John J., Jr.  
 Tieuli, Anthony  
 Tirrell, James & Rita  
 Trefethen, Robert  
 Trueheart, William H.  
 Vandegrift, Thomas  
 Walker, Ellis E.  
 Whitaker, Alan J.  
 Witham, Peter  
 Wood, John B.  
 Yee, Chester



**Above:** A line-up of buses temporarily stored beside the future Bennett Street Carhouse site to make way for construction next to the bus yard. TS



## 2015 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 as an indication of the value of this unpaid labor.

Listed below are the 57 volunteers who reported hours in 2015. The grand total reported was more than 19,500 hours. Reporting 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

Chester Gabriel  
Eric Gilman  
Philip W. Morse  
Roger G. Tobin

### 500 to 1000 hours

Roger A. Carlson  
John J. Grady  
Thomas LaRoche  
James J. Mackell  
James D. Schantz  
Brendan Tirrell  
Mark Weinberg

### 250 to 500 hours

Charles D. Aronovitch  
Michael Curry  
Robert Drye  
Claude Engle  
Michael R. Frost  
Robert Gingell  
Frederick Hessler  
Eliot M. Kaplan  
John B. Mercurio, Jr  
John L. Middleton, Jr  
Herbert Pence  
Donna Perkins  
Robert J. Perkins, Sr.

Michael V. Peters  
William Mallory  
Glen W. Snow  
Roger E. Somers  
Thomas A. Tello  
Daniel R. Vardaro

### 100 to 250 hours

Sally A. Bates  
Howard Betts  
Whitney V. Coffin  
William Crawford  
Todd Glickman  
Allan W. Jayne Jr  
Peter Kurtasz  
LaForest E. Mathews  
Paul F. McCaffrey  
Ronald P. Ruddell  
Keith Taylor  
Rita C. Tirrell

### 50 to 100 hours

Richmond S. Bates  
William A. Butts  
Chester E. Bishop  
Kenyon F. Karl  
James P. McMahon  
Thomas A. Ruddell, III

### Up to 50 hours

Duncan W. Allen  
Richard H. Ayv  
James Van Bokkelen  
James D. Chadbourne  
Lewis A. Dresner  
James V. Gueli  
Peter D. Haskell  
Christopher Healy  
Mary & Dan Howard  
David C. Kornechuk  
Christina Perkins  
Robert J. Perkins, Jr  
Paul J. Sylvester  
Thomas W. Tucker

## 2015 New Members

The Society welcomes the following 84 new members who joined in 2015:

Bates, Richmond - Brunswick, ME  
Benoit, David - Middleton, MA  
Bogardus R, Carl - Oklahoma City, OK  
Bond, Geoffrey - North Andover, MA  
Bonilla, Abner - Roslindale, MA  
Bottoms, Glen - Annandale, VA  
Boucher, Richard W. - Haverhill, MA  
Boyle Jr., Milton - North Berwick, ME  
Brannen, Kristen - Biddeford, ME  
Braun, Keith - Trannerville, PA  
Briggs, Christina - Falmouth, ME  
Camire, Ashley - York, ME  
Camire, Clayton - York, ME  
Chaponis, Elizabeth - Kennebunk, ME  
Cho, Ling - Biddeford, ME  
Cluff, Todd - Kennebunkport, ME  
Coldwell Banker Residential Brokerage - Kennebunk, ME  
Colom, Lisa - Fremont, NH  
Country Kitchen/Gagmon Distributors - Saco, ME  
Cressey, Carol - Merrimac, MA  
Culot, Louis - Cape Porpoise, ME  
Cumings, Francis - Litchfield, NH  
Dehart, Helen - Rome, NY  
Diehl, Philip - Brooklyn, NY  
Ehrlich, Peter - Brewster, NY  
Farm + Table - Kennebunk, ME  
Foster, Dave - Ypsilanti, MI  
Gaj, Margaret - Arlington, MA  
Ginson-Stoodley, Sheila - Lowell, MA  
Glass, Mathew - Montpelier, VT  
Gnidziejko, Sandy - Biddeford, ME  
Gold, Pamela - Nottingham, NH

**Below:** Press coverage of *The Narcissus* project and the Theodore Roosevelt Days event at Seashore was extensive in the Maine print media. PE



Green, Tina - Chicopee, MA  
 Harner, Richard - Liberty, MO  
 Hart, Wayne - Worcester, MA  
 Haynes, Mary - Manchester, NH  
 Henry, Rebecca - Biddeford, ME  
 Henson, Miriam - Chapel Hill, NC  
 Holmes, Joy - Kennebunkport, ME  
 Hougaz, Faye - Brownfield, ME  
 Humanchuk, Robert - Richmond Heights, OH  
 Insley, Dave - Townsend, MA  
 Kearns, Frederick - Hudson, NH  
 Kelley, Jonathan - Saco, ME  
 Kinsman, Patrica - Kennebunkport, ME  
 Lewis, James - Barrington, NH  
 Lindstrom, Eric & Christine - Kennebunk, ME  
 Logan Jr., Trevor - Bronx, NY  
 Lynch, Kasia - Newfields, NH  
 Mail It Unlimited - Kennebunk, ME  
 McCully, Beverly - Wells, ME  
 McLauchlan, Jay - Gloucester, MA  
 Mignosa, Richard - Wells, ME  
 Mistrik, Lee - New Castle, DE  
 Monahan, Raymond - Millington, NJ  
 Mooney, Daniel - Shewsbury, MA  
 Morriggi, Cap - Garfield, NJ  
 Nigro, Joseph - Carthage, TN  
 O'Neil, Dan & Marge - Wells, ME  
 Phillips, Christopher & Heidi - Kennebunk, ME  
 Reilly-Collette, Marina - Wentworth, NH  
 Rizzo, Michele - Bellingham, MA  
 Rice, Frederick H. - Lyman, ME  
 Roath, Lynn - Lowell, MA  
 Rodgers, Michael - North Andover, MA  
 Santos, Stephen - Onset, MA  
 Schmelter, Frederick - Toms River, NJ  
 Schneider, Lewis M. - Waban, MA  
 Seitz, Beadley - Kennebunkport, ME  
 Sewall, Devin - Portland, ME  
 Sketchley, Dana - Diablo, CA  
 Starti, Christine - Arlington, MA  
 Stickman Dialysis Ind - Kennebunk, ME  
 Tammi Kennedy & Assoc. - Norfolk, VA  
 Tarte, Sally - Kennebunk, ME  
 Treiber, Gale - Williamsburg, VA  
 Tremblay, Marcy - Biddeford, ME  
 Vardaro, Daniel R. - Lynnfield, MA  
 Wade, David - Biddeford, ME  
 Walker, Cynthia - Kennebunk, ME  
 Wallace, Rich - Collegeville, PA  
 Witham, Peter - Bangor, ME  
 Wright, Robert - Kennebunkport, ME  
 Yamauchi, Simone - Kennebunk, ME

# 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.

Restricted support is reported as an increase in unrestricted net assets if



the restriction expires in the reporting period in which the support is recognized.

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, 2015 and 2014.

**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.

**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 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, 2015 and 2014 are \$419,724 and \$533,621, respectively. Unsecured investments as of December 31, 2015 and 2014 are \$942,605 and \$353,317, 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, 2015 and 2014 was \$18,351 and \$16,495, 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 benefited.

### Note 3 - Fair Values of Assets

Effective January 1, 2008, the Society adopted Statement of Financial Accounting Standards, *Fair Value Measurements*, which 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, 2015, 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, 2015.

<b>Investments</b>	Quoted Prices in Active Markets for Identical Fair Values	
	Assets (Level 1)	
Mutual Funds	\$ 1,024,484	\$ 1,024,484
Total	\$ 1,024,484	\$ 1,024,484

<b>Investments</b> (cont.)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)
Mutual Funds	\$ -	\$ -
Total	\$ -	\$ -

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

#### Note 4 - Investments

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

<b>Investments</b>	2015	2014
Mutual Funds	\$ 1,024,484	\$ 853,317
Totals	\$ 1,024,484	\$ 853,317

The following schedule summarizes the investment return and its classification in the statement of activities for the year ended December 31, 2015:

<b>2015</b>	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Interest & dividend inc.	\$ 3,100	\$ 1,894	\$ 14,679	\$ 19,673
Realized & unreal. gains	(3,668)	(1,912)	(15,190)	(20,770)
Total Investment Return	\$ (568)	\$ (18)	\$ (511)	\$ (1,097)

The following schedule summarizes the investment return and its classification in the statement of activities for the year ended December 31, 2014:

<b>2014</b>	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Interest & dividend inc.	\$ 3,268	\$ 1,882	\$ 12,001	\$ 17,151
Realized & unreal. gains	7,718	4,164	33,495	45,377
Total Investment Return	\$ 10,986	\$ 6,046	\$ 45,496	\$ 62,528

## Statement of Financial Position - December 31, 2015

	2015			
For the years ended December 31	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
<b>Assets:</b>				
Cash and cash equivalents	\$ 263,522	\$ 854,839	\$ 436,327	\$ 1,554,688
Investments	131,127	68,495	824,862	1,024,484
Other receivables	6,115	-	-	6,115
Prepaid expenses	15,245	-	-	15,245
Inventories	66,137	-	-	66,137
Property and equipment net	1,200,682	-	-	1,200,682
<b>Total assets</b>	<b>\$ 1,682,828</b>	<b>\$ 923,334</b>	<b>\$ 1,261,189</b>	<b>\$ 3,867,351</b>
<b>Liabilities and Net Assets</b>				
<b>Liabilities:</b>				
Accounts payable	\$ 44,814	\$ -	\$ -	\$ 44,814
Accrued payroll and taxes	6,132	-	-	6,132
Current portion of long-term debt	11,812	-	-	11,812
Deferred revenue	11,538	-	-	11,538
Other accrued liabilities	40,427	-	-	40,427
Long-term debt	-	-	-	-
Total liabilities	114,723	-	-	114,723
<b>Net assets:</b>				
Unrestricted:				
Board designated	245,537	-	-	245,537
Undesignated	133,698	-	-	133,698
Designated - property and equipment	1,188,870	-	-	1,188,870
Temporarily restricted	-	923,334	-	923,334
Permanently restricted	-	-	1,261,189	1,261,189
Total net assets	1,568,105	923,334	1,261,189	3,752,628
<b>Total liabilities and net assets</b>	<b>\$ 1,682,828</b>	<b>\$ 923,334</b>	<b>\$ 1,261,189</b>	<b>\$ 3,867,351</b>

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

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.



# Statement of Financial Position - December 31, 2014

For the years ended December 31	2014			
	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
<b>Assets:</b>				
Cash and cash equivalents	\$ 285,888	\$ 897,294	\$ 3,358	\$ 1,186,540
Investments	126,867	68,975	657,475	853,317
Other receivables	-	-	-	-
Prepaid expenses	12,614	-	-	12,614
Inventories	65,232	-	-	65,232
Property and equipment net	1,111,360	-	-	1,111,360
<b>Total assets</b>	<b>\$ 1,601,961</b>	<b>\$ 966,269</b>	<b>\$ 660,833</b>	<b>\$ 3,229,063</b>
<b>Liabilities and Net Assets</b>				
<b>Liabilities:</b>				
Accounts payable	\$ 17,662	\$ -	\$ -	\$ 17,662
Accrued payroll and taxes	4,029	-	-	4,029
Current portion of long-term debt	14,136	-	-	14,136
Deferred revenue	8,445	-	-	8,445
Other accrued liabilities	40,555	-	-	40,555
Long-term debt	11,714	-	-	11,714
<b>Total liabilities</b>	<b>96,541</b>	<b>-</b>	<b>-</b>	<b>96,541</b>
<b>Net assets:</b>				
Unrestricted:				
Board designated	270,213	-	-	270,213
Undesignated	149,697	-	-	149,697
Designated - property and equipment	1,085,510	-	-	1,085,510
Temporarily restricted	-	966,269	-	966,269
Permanently restricted	-	-	660,833	660,833
<b>Total net assets</b>	<b>1,505,420</b>	<b>966,269</b>	<b>660,833</b>	<b>3,132,522</b>
<b>Total liabilities and net assets</b>	<b>\$ 1,601,961</b>	<b>\$ 966,269</b>	<b>\$ 660,833</b>	<b>\$ 3,229,063</b>

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

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 classi-

fied as temporarily restricted net assets until those amounts are appropriated for expenditure by the Society in a manner consistent 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

## Statement of Activities and Changes in Net Assets

	December 31, 2015				December 31, 2014			
	Unrestricted	Tempor- arily Restricted	Perman- ently Restricted	Total	Unrestricted	Tempor- arily Restricted	Perman- ently Restricted	Total
<b>Revenue:</b>								
Earned revenue:								
Admissions	\$ 190,977	\$ -	\$ -	\$ 190,977	\$ 136,297	\$ -	\$ -	\$ 136,297
Annual membership dues	38,365	-	-	38,365	38,341	-	-	38,341
Revenue from auxiliary operation	<u>144,301</u>	<u>11,326</u>	<u>-</u>	<u>155,627</u>	<u>190,801</u>	<u>2,835</u>	<u>-</u>	<u>193,636</u>
Total earned revenue	373,643	11,326	-	384,969	365,439	2,835	-	368,274
Contributed support:								
Grants	2,028	22,500	-	24,528	-	89,850	-	89,850
Contributions & bequests	118,072	267,633	632,842	1,018,547	79,308	275,355	102,922	457,585
Contributions-in-kind	22,391	24,261	-	46,652	6,850	52,263	-	59,113
Contributed Services	<u>2,467</u>	<u>-</u>	<u>-</u>	<u>2,467</u>	<u>4,133</u>	<u>-</u>	<u>-</u>	<u>4,133</u>
Total contributed support	144,958	314,394	632,842	1,092,194	90,291	417,468	102,922	610,681
Other revenue:								
Interest and dividend income	3,100	1,894	14,679	19,673	3,268	1,882	12,001	17,151
Realized and unrealized gains (losses) on investments	(3,668)	(1,912)	(15,190)	(20,770)	7,718	4,164	33,495	45,377
Miscellaneous income	<u>17,067</u>	<u>4,167</u>	<u>-</u>	<u>21,234</u>	<u>27,726</u>	<u>1,702</u>	<u>-</u>	<u>29,428</u>
Total other revenue	\$ 16,499	\$ 4,149	\$ (511)	\$ 20,137	\$ 38,712	\$ 7,748	\$ 45,496	\$ 91,956
Net assets released from restrictions:	<u>404,779</u>	<u>(372,804)</u>	<u>(31,975)</u>	<u>-</u>	<u>288,555</u>	<u>(265,029)</u>	<u>(23,526)</u>	<u>-</u>
Total support and revenue	939,879	(42,935)	600,356	1,497,300	782,997	163,022	124,892	1,070,911
<b>Expenses:</b>								
Program services								
Curatorial and exhibits	<u>326,345</u>	<u>-</u>	<u>-</u>	<u>326,345</u>	<u>313,827</u>	<u>-</u>	<u>-</u>	<u>313,827</u>
Supporting services								
Membership	15,625	-	-	15,625	19,491	-	-	19,491
General & administrative	364,344	-	-	364,344	319,434	-	-	319,434
Fundraising	30,737	-	-	30,737	61,472	-	-	61,472
Auxiliary operation	<u>140,143</u>	<u>-</u>	<u>-</u>	<u>140,143</u>	<u>135,886</u>	<u>-</u>	<u>-</u>	<u>135,886</u>
Total support services	550,849	-	-	550,849	536,283	-	-	536,283
Total expenses	\$ 877,194	\$ -	\$ -	\$ 877,194	\$ 850,110	\$ -	\$ -	\$ 850,110
<b>Change in net assets</b>	62,685	(42,935)	600,356	620,106	(67,113)	163,022	124,892	220,801
<b>Net assets, beginning of year</b>	<u>1,505,420</u>	<u>966,269</u>	<u>660,833</u>	<u>3,132,522</u>	<u>1,572,533</u>	<u>803,247</u>	<u>535,941</u>	<u>2,911,721</u>
<b>Net assets, end of year</b>	1,568,105	923,334	1,261,189	3,752,628	1,505,420	966,269	660,833	3,132,522

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

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.



# Statement of Functional Expenses

2015

Year Ended December 31, 2015	Curatorial & Exhibits	Membership	General & Administrative	Fund Raising	Auxiliary Operation	Total Expenses
Salaries and related expenses	\$ 142,581	\$ -	\$ 135,387	\$ 3,661	\$ 51,180	\$ 332,809
Contributed services	-	-	2,467	-	-	2,467
Professional fees	2,814	-	33,347	-	-	36,161
Utilities	5,624	-	35,567	-	170	41,361
Conservation and maintenance	110,836	-	37,787	-	-	148,623
Taxes and fees	160	-	4,248	-	813	5,221
Insurance	-	-	20,653	-	-	20,653
Rent and equipment rental	3,698	-	7,779	-	290	11,767
Administration	1,073	14,861	75,274	1,023	-	92,231
Interest	-	-	1,141	-	-	1,141
Miscellaneous	14,747	-	-	-	15,184	29,931
Fundraising events	-	-	-	26,053	-	26,053
Cost of goods sold	-	-	-	-	62,654	62,654
<b>Total expenses before depreciation</b>	<b>281,533</b>	<b>14,861</b>	<b>353,650</b>	<b>30,737</b>	<b>130,291</b>	<b>811,072</b>
Depreciation	44,812	764	10,694	-	9,852	66,122
<b>Total expenses</b>	<b>\$ 326,345</b>	<b>\$ 15,625</b>	<b>\$ 364,344</b>	<b>\$ 30,737</b>	<b>\$ 140,143</b>	<b>\$ 877,194</b>

2014

Year Ended December 31, 2014	Curatorial & Exhibits	Membership	General & Administrative	Fund Raising	Auxiliary Operation	Total Expenses
Salaries and related expenses	\$ 121,751	\$ -	\$ 130,499	\$ 8,925	\$ 60,134	\$ 321,309
Contributed services	-	-	3,409	-	-	3,409
Professional fees	11,299	-	29,664	30,388	108	71,459
Utilities	8,039	-	29,111	-	488	37,638
Conservation and maintenance	109,793	-	12,685	-	-	122,478
Taxes and fees	40	-	4,056	-	573	4,669
Insurance	-	-	18,389	-	-	18,389
Rent and equipment rental	2,358	-	7,942	-	261	10,561
Administration	6,682	18,727	70,939	2,408	-	98,756
Interest	-	-	1,927	-	-	1,927
Miscellaneous	11,347	-	-	-	19,187	30,534
Fundraising events	-	-	-	19,751	-	19,751
Cost of goods sold	-	-	-	-	45,283	45,283
<b>Total expenses before depreciation</b>	<b>271,309</b>	<b>18,727</b>	<b>308,621</b>	<b>61,472</b>	<b>126,034</b>	<b>786,163</b>
Depreciation	42,518	764	10,813	-	9,852	63,947
<b>Total expenses</b>	<b>\$ 313,827</b>	<b>\$ 19,491</b>	<b>\$ 319,434</b>	<b>\$ 61,472</b>	<b>\$ 135,886</b>	<b>\$ 850,110</b>

Endowment net asset composition by type of fund as of December 31, 2015 is as follows:

2015	Unrestricted	Temporarily Restricted	Permanently Restricted	Total Net Endowment Assets
Donor restricted endowment funds	\$ -	\$ -	\$ 1,261,189	\$ 1,261,189
Board designated endowment funds	122,208	-	-	122,208
<b>Total funds</b>	<b>\$ 122,208</b>	<b>\$ -</b>	<b>\$ 1,261,189</b>	<b>\$ 1,383,397</b>

Changes in endowment net assets as of December 31, 2015 are as follows:

2015	Unrestricted	Temporarily Restricted	Permanently Restricted	Total Net Endowment Assets
Endowment net assets, begin of year	\$ 126,784	\$ -	\$ 660,833	\$ 787,617
Contribution s and	3,600	-	632,842	636,442
Investment income	2,579	-	14,679	17,258
Net apprec. (deprec.)	(3,668)	-	(15,190)	(18,858)
Net assets released from	(7,087)	-	(31,975)	(39,062)
Endowment net assets, end of year	\$ 122,208	\$ -	\$ 1,261,189	\$ 1,383,397

# Statement of Cash Flows

For the years ending December 31	2015	2014
<b>Cash flows from operating activities:</b>		
Change in net assets	\$ 620,106	\$ 220,801
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities:		
Depreciation	66,122	63,947
Net realized and unrealized (gain) loss on investments	20,873	(45,242)
Gains (losses) on sale of property and equipment	-	-
Changes in operating assets and liabilities:		
Other receivables	(6,115)	239
Prepaid expenses	(2,631)	(2,859)
Inventories	(905)	(3,128)
Accounts payable	27,152	6,122
Accrued payroll and taxes	2,103	(864)
Deferred revenue	3,093	(1,231)
Other accrued liabilities	(128)	996
<b>Net cash provided by (used in) operating activities</b>	<b>729,670</b>	<b>238,781</b>
<b>Cash flows from investing activities:</b>		
Purchases of investments	(234,556)	(87,992)
Sales of investments	42,516	-
Cash paid for purchase of property and equipment	(155,444)	(30,998)
<b>Net cash provided by (used in) investing activities</b>	<b>(347,484)</b>	<b>(118,990)</b>
<b>Cash flows from financing activities:</b>		
Proceeds from (principal payments on) long-term debt	(14,038)	(13,338)
<b>Net cash provided by (used in) financing activities</b>	<b>(14,038)</b>	<b>(13,338)</b>
<b>Net increase (decrease) in cash</b>	<b>368,148</b>	<b>106,453</b>
<b>Cash at beginning of year</b>	<b>1,186,540</b>	<b>1,080,087</b>
<b>Cash at end of year</b>	<b>\$ 1,554,688</b>	<b>\$ 1,186,540</b>
<b>Supplemental cash flow disclosures:</b>		
Income taxes paid (refunded)	-	-
Interest expense paid	\$ 1,141	\$ 1,927

## Schedule of non cash investing and financing activities:

There were no noncash investing and financing activities for the years ended December 31, 2015 and 2014

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

## Note 5 - Property and Equipment

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

Property and Equipment	2015	2014
Construction in progress	\$ 148,742	\$ 15,458
Land improvements	451,981	451,981
Buildings and improvements	1,624,040	1,608,582
Machinery and equipment	257,032	250,329
Track and wire	295,160	295,160
	\$ 2,776,955	\$ 2,621,510
Accumulated depreciation	(1,576,273)	(1,510,150)
Property and equipment, net	\$ 1,200,682	\$ 1,111,360

## Note 6 - Long-Term Debt

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

Long-term Debt	2015	2014
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	\$ 4,565	\$ 10,351
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.	\$ 7,247	\$ 15,499
	\$ 11,812	\$ 25,850
Less: current portion	11,812	14,136
<b>Total long-term debt</b>	<b>\$ -</b>	<b>\$ 11,714</b>

Aggregate maturities of long-term debt for the five years subsequent to December 31, 2015 are as follows:

Aggregate Maturities	Total
2016	11,812
<b>Total</b>	<b>\$ 11,812</b>

## Note 7 - 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:

Temporarily Restricted Net Assets	2015	2014
Program activities:		
Restoration of vehicle collection	\$ 451,257	\$ 473,037
Museum development	359,843	393,198
Miscellaneous	112,234	100,034
<b>Total temporarily restricted net assets</b>	<b>\$ 923,334</b>	<b>\$ 966,269</b>

At December 31, 2015 and 2014, certain unrestricted net assets had been designated by the Board of Trustees for the following purposes:

Board Designated Net Assets	2015	2014
Restoration of vehicle collection	\$ 11,828	\$ 11,828
Endowment	122,208	126,784
Museum Development	111,501	111,405
Miscellaneous	-	20,196
<b>Total board designated net assets</b>	<b>\$ 245,537</b>	<b>\$ 270,213</b>

## Note 8 - 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 2015, there were 384 hours of service that did meet those criteria. Management estimates the fair value of those services to be \$15,685. 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 \$274,137 for 2015 and \$249,645 for 2014, with a total of 15,342 volunteer hours for 2015 and 16,643 volunteer hours for 2014.

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 9 - 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. There was no rent paid for the years ended December 31, 2015 and 2014.

The Society maintains a storage facility in Lowell, Massachusetts under a month-to-month lease agreement for purposes of operating the National Streetcar Museum and displays. Rent expense for the years ended December 31, 2015 and 2014 was \$1,200.

In June 2014 the Society entered into a 60-month operating lease agreement for a copier. Rental payments are \$139 per month plus tax. Rent Expense for the years ended December 31, 2015 and \$1,678 and \$699, respectively.

Total minimum annual rentals are as follows:

	Total
2016	1,678
2017	1,678
2018	1,678
2019	979
Total	\$ 6,013

During November 2013, the Society entered into a \$36,000 agreement to obtain capital campaign consulting services over a one-year period. During 2014 \$33,000 was paid under this agreement.

In October 2015 the Society entered into a contract for construction services totaling \$169,887. In 2015 payments under this contract totaled \$87,484.

#### **Note 10 - Subsequent Events**

Subsequent events have been evaluated by management through June 2, 2016, which is the date the financial statements were available to be issued. In May 2016 the Society entered into a purchase and sale agreement for a parcel of land for \$50,000. Other than the sale of land previously mentioned there was no other material subsequent events as of June 2, 2016 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 financial statements of New England Electric Railway Historical Society as of and for the years ended December 31, 2015 and 2014, and have issued our report thereon dated June 2, 2016, which contained an unmodified opinion on those financial statements. Our audit was performed for the purpose of forming an opinion on the financial statements as a whole. The schedules of functional expenses are presented for the purposes of additional analysis and are not a required part of the financial statements. Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. The information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

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

**Certified Public Accountants  
Kennebunk, Maine**

**June 2, 2016**

## Trustee Recognition Awards - 2015

At the year's Annual Meeting, held on April 25, 2015, the Trustee Recognition Awards and a special Executive Director's award were presented to the following uncommon individuals:

### Chester E. Bishop

The Board is honoring Chet Bishop for his decades of dedicated service leading the Museum's efforts to develop a signal system that is both an exhibit of historically appropriate signal technology but also a functioning adjunct to the safety of Museum rail operations. Over the years Chet has become a dedicated student of rail signal technology and has acquired and moved to Maine countless pieces of signal technology including signal heads, control boxes, signal actuators, and a host of other components, many of which he has put into service.

He has shared his knowledge of signal systems with Seashore operating staff, including leading formal classroom sessions for each year's operations volunteers. Chet has also willingly volunteered in other areas of the Museum, including rail operations and track construction.

### Daniel R. Cohen



The Board is honoring Dan Cohen for his more than a half century of dedicated service to the Society in a wide variety of areas, but especially in his leadership and efforts in acquiring, storing, and cataloging the myriad spare parts needed for restoration and maintenance of our vehicle fleets. His efforts have not only benefited cars directly, but also have created a key revenue stream for the Society, as he has sold surplus parts to other organizations. The crowning accomplishment of this program has been construction of the Parts Warehouse supplemented by numerous large storage containers.

His extensive technical knowledge following a long career in rail transit has benefited the Society in countless ways as has his participation in a wide variety of activities. He has also served on the Society's Board of Trustees and its Executive Committee, and has long been one of the Society's most generous member-donors.

### Mark T. Weinberg



The Board is Honoring Mark Weinberg for his many years of dedicated service to the Society, especially in his long tenure as Membership Secretary. He has dutifully maintained the Society's critical membership records and has regularly corresponded with hundreds of members acknowledging their generous donations and helping to solve any issues.

His service has included drafting formal policies to govern membership procedures. As well, for years he has carefully tracked our members' donated hours which are regularly recognized by the Governor of Maine.

Mark's volunteer efforts have extended into other areas of the Museum including passenger operations and track construction.

### Peter G. Wilson



The Board is Honoring Peter Wilson for his decades-long leadership and devotion to the Museum, most notably his guiding role in the Track Department. Peter brings solid professional experience to the Society based on his long career in the railway track field and his consulting service for railway track improvement in many locations. Notable accomplishments at Seashore include extending the main line to Talbott Park and construction of the very-professional turning loop there, including the daunting process of blasting ledge that lay in the path of the loop.

Peter has also offered his professional advice and guidance to our partners at the Lowell National Historical Park. As well he has frequently pitched-in and helped with a wide variety of heavy tasks around Seashore, often donating use of his own heavy equipment.

### Executive Director's Award - Brendan Tirrell

In appreciation for your work on the Museum's streetcar exhibits during the 2014 season.

You enhanced the visit of every guest to the Museum in 2014 by cleaning all the trolleys on display and keeping them clean right through Prelude. Never have so many streetcars been so clean all at the same time!

On behalf of the New England Electric Railway Historical Society's Board of Trustees, Members, Volunteers, Visitors, and myself: Thank you for your dependability and for the quality of your work on our streetcar exhibits and at the Town House Restoration Shop.





**Above:** Portland-Lewiston Interurban No. 14 *The Narcissus*, is shown on April 6, 1933, late in its operating life, in Union Square Lewiston. Following closely behind is an Androscoggin and Kennebec Birney Safety car providing local service in the city. SL

**Below:** One of very few known photographs of Lexington and Boston Street Railway No. 41 during its time running on the Middlesex and Boston predecessor company. Restoration of both these cars from their status as stripped bodies is an arduous and expensive task. Almost all key components, including accurate trucks, have been secured for both and in coming years Seashore visitors should be able to experience riding on these classic New England style cars. SL

