Celebrating 77 Years of Preservation — 1939–2016

New England Electric Railway Historical Society

Seashore Trolley Museum

2016 Annual Report

America's National Urban Transit Collection
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, a small full-time staff devoted to preserving and restoring the collection, and professional leadership 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: Boston Standard Light Rail Vehicle 3424, built by Boeing in 1977 shown being shifted onto the display track at the Museum entrance. Volunteers partially repainted the car to prepare it to serve as an attraction to draw in passing motorists. Other steps are underway to improve the appearance of the entrance. BB
Lower: This aerial shot shows the new roof on the main hall of the Town House Shop. Completing this construction project as part of the Preserve, Protect and Exhibit campaign was a major accomplishment in 2016. EE

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Letter to Members

The year 2016 saw the successful end of construction of the first major project of the Preserve, Protect and Exhibit campaign—the complete rebuilding of the roof structure and roof surface on the Town House Shop. This eliminated the source of leaks that had developed over the 50 year history of the old roof, and with new, very bright, and energy efficient LED lights transformed the working environment in the main hall. This project cost $220,000, made possible by generous contributions from members and a very welcome grant from the Davis Family Foundation.

Preserve, Protect, and Present Campaign

Work began on preparing the site along the west side of Fairview Carhouse for the next major component of the program—the widening and enclosure of the building. Construction of the first phase of this project is planned for 2017, depending on the level of funding support received from donors. This first phase of the ambitious project, which will widen and enclose the entire length of the building, is estimated to cost $330,000, of which $180,000 was available at year end. Early in 2017 the Museum received a $75,000 challenge grant for this project from the 20th Century Electric Railway Foundation of California, and efforts were immediately launched to raise the matching $75,000, to enable completion of this phase.

For further information on these projects, refer to the Facilities and Grounds report on page 14.

Attendance

Under the guidance of Executive Director Sally Bates, attendance rose for the fourth straight year, with this year’s paying visitor count growing by 12%. The third annual summer gala, this year themed as Martinis and Madmen, once again brought many attendees from near and far on an August evening. Most had not visited the Museum previously and many favorable comments were heard.

Site Improvements

A new display car, Boston Standard Light Rail Vehicle No. 3424, was given fresh paint by volunteers then placed at the museum entrance as part of a program to improve the appearance of the entrance and of the public areas in general. Favorable comments in social media based on the improved appearance and the wonderful projection of the Museum by our volunteer operating crews and docents resulted in the Museum being awarded a TripAdvisor Certificate of Excellence. See the Executive Director’s Report on page 4 for more on public presentation and special events.

Biddeford Land

The Society completed the sale of a 37 acre parcel of land to the City of Biddeford for $50,000. The city needed the land-locked parcel, much of which is below water, to improve the approach to one of the city’s airport runways. The amicable agreement averted eminent domain proceedings and the Board decided the sale was in the Society’s best interest. Sale of this parcel in no way affects the right-of-way for the long-planned possible track extension to Route 1 in Biddeford. All the needed property for that right of way remains in Society hands. The board voted to devote the net proceeds of the sale to the Fairview Carhouse expansion project.

National Streetcar Museum at Lowell

Our close partnership with the Lowell National Historical Park entered its 14th year in 2016. Society volunteers continue to operate our New Orleans car No. 966 on weekends from May to October, interworking seamlessly with the Park’s three replica streetcars. Society members also perform needed maintenance on the car. As well, our indoor exhibit, The National
Streetcar Museum at Lowell, remains open throughout the year on weekends and provides a well-illustrated history of urban electric railways. As part of our relationship with the Park, the Museum, on a compensated basis, provides assistance with maintenance of the Park’s operating fleet plus assessment of needed work on the line’s infrastructure.

**Information Technology**

Information technology projects continued to advance under the direction of Manager of Information Technology Chris Randall. A primary thrust remains extension of WiFi Internet capability to the Museum’s buildings. This year, following the wiring of Highwood Carhouse, Riverside Carhouse, and the Parts Warehouse in prior years, the focus was on the Town House Shop, with the first steps taken to erect a wireless antenna to link with a transmitter at the Visitors Center. Work began also on placing in conduit the associated power and signal wiring running the length of the building.

As the Visitors Center linkup requires a clear line-of-sight, some trees in the picnic grove will require trimming or removal to provide an unobstructed path for transmissions.

Also this year a new point of sale system, intended to improve customer service and ease management, was installed in the Museum Store. Other new uses of technology include distribution of our member magazine, *The Dispatch*, electronically and documenting collection items by the Curatorial Committee to enable making more detailed information about our vehicles available to the public on the Society’s web site.

**Membership**

A vital need for the Society is to have a growing membership made up of individuals and businesses who feel an affinity with the Museum and who support its goals by means of donated labor, donated funds, and/or spreading the word to others. As shown in the listing on page 24, the Society is delighted to have enrolled 100 new members during 2016. We welcome all of them to the Seashore community and thank them for their interest and support.

**Infrastructure**

Track and overhead wire maintenance work were another highlight of the year. The track crew under the leadership of Superintendent of Track Peter Wilson rebuilt the track and roadway through the McKay crossing behind the shop, a task made especially urgent after a truck carrying a piece of construction equipment used in the shop roof rebuild bottomed out on the crossing, knocking the track out of gauge. The track rebuilding was completed without disrupting public operations. Also, the track crew, thanks to donated funds, received brand new components for two switches to replace badly worn turnouts leading into the shop. The crew plans to install these in 2017.

Our line crew expanded this year to include more volunteers with member John Donnelly taking the lead. Pitching in this year is a retired MBTA lineman with years of overhead wire experience. Efforts focused on the yard wiring in front of Fairview Carhouse, transferring spans...
to new poles, which replaced some deteriorated older poles, and preparing for the planned extension of the building.

**Restoration**

Despite the (welcome) disruption of the roof replacement project, restoration projects in the shop continued to progress. Work advanced on Portland–Lewisston Interurban No. 14 *The Narcissus*. This comprehensive project involves restoration of this classic car, participation of the Theodore Roosevelt Association, extensive online documentation, plus educational programs. Refer to the Narcissus Report on page 7 for further detail.

Work also continued on a variety of other projects including Boston Center Entrance car No. 6131, Lexington & Boston Street Railway single-truck No. 41, Dallas Stone & Webster Standard No. 434, Denver & South Platte Birney No. 1, and Chicago North Shore & Milwaukee interurban No. 755, among others. Refer to the Conservation Report on page 9 for more. All of these projects have been made possible by generous donations from members plus grants from the Edwin S. Webster Foundation, the 20th Century Electric Railway Foundation, the Tom E. Daily Foundation, and the Emery Trust.

The project to build a duplicate of the *City of Manchester* parlor car for a private party in Florida continued in 2016. Fabrication of the body shell neared completion at our boat-builder partner on Mount Desert Island, with efforts concentrating on final painting and varnishing plus installation of auxiliary systems. At Seashore, work included completion of rebuilding the Belgian Brill 21-E truck and installation of modern batteries and the electronic control system. A temporary wooden platform built on top of the truck enabled test operation on Seashore’s main line. By year end, the truck was shipped north and Seashore forces placed it under the car. When body detail work is complete, the car will come to the Museum for installation of brake mechanisms and burn-in testing on our main line before the car heads to its new home in Florida.

**Library**

As always the Library Committee continued working on the Society’s extensive collections of books, journals, photographs, and other materials. The largest project for the year was the scanning and cataloguing of more than 3,000 builder’s...
Executive Director’s Report

Sally A. Bates

My report for 2015 listed the following as critical aspects of the Museum’s evolution, and our 2016 results are consistent with our efforts in these areas:

- Enlarging the Museum’s role as a community resource and partner to other non-profits.
- Addressing infrastructure maintenance issues on our campus.
- Continuing to expand and improve museum programs to meet the interests and educational needs of contemporary audiences.
- Developing new and ideally recurring revenue streams.

The number of visitors paying admission grew by 12%. Not only did we maintain the robust tour business that began in 2015, but group admissions revenues grew by another 30% now comprising nearly 53% of total admissions revenues. Through careful planning, promotion, hard work, expense management, and keeping the themes fresh, our net profits from special events and private events also improved over 2015.

Our always excellent volunteer operating crews continually hone their “entertainment” skills, as evidenced by the peals of laughter coming from trolleys full of happy customers. Our Trip Advisor’s Certificate of Excellence is largely attributable to our gracious and talented volunteer crews.

We were also delighted that the Museum was honored by Down East Magazine with an “Editors’ Pick” as Maine’s best family museum in 2016.

Completion of the roof structure and installation of new lighting in the work bay of the Town House Shop were significant improvements for the building, and the environment for the cars and people inside the shop.

Tom Santarelli, our volunteer Vice President of Facilities managed the engineering, permitting, and site clearing processes in preparation for the expansion of Fairview Carhouse in 2017. This was an enormous undertaking that sets the stage for the first increase in covered storage in decades.

Financial Support

On the financial front, the final distribution to the permanent endowment of the over $700,000 estate of our late member Stephen C. Hall was made in 2016. This brings the total of the Museum’s endowment to $1.4 million, which under favorable market conditions will generate about $70,000 annually in earnings to be devoted to the unrestricted expenses. We are very grateful for Mr. Hall including the Museum’s endowment in his estate. We encourage other members who would like to help guarantee the long term survival of the Society to also include the endowment in their estate plans.

Throughout the Society’s history the financial support provided by members has been the bedrock upon which the Museum’s progress has been built. Over nearly eight decades donors have contributed to buildings, restoration, track extension, and general operating expenses. This year was no different as more than 460 individuals and organizations contributed cash and material worth in excess of $438,000. Of this total, over $335,000 was in cash. More than $121,000 of the cash went to the general fund ensuring that our income and expenses were balanced for the year. The Board extends its deepest thanks to all who gave so generously. Refer to page 22 for a listing of donors who gave in 2016.

James D. Schantz
Chairman

photos of the Massachusetts-based major carbuilder, Wason Manufacturing Company, covering streetcars manufactured from 1906 to 1932. The project was made possible by member donations. Another scanning project is capturing all of the Society’s newsletters, annual reports, and other publications since its 1939 inception. For more on the Library Committee’s activities, turn to the report on page 18.

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Member Ed Ramsdell is responsible for the conversion of The Dispatch, our official newsletter to a digital format. This step forward had been urged on and is much appreciated by many of our members.

The Museum Store installed a new point of sale system which facilitates better customer service and easy access to management reports. The store website now provides shipping costs and accepts credit card payments.

Outside organizations are playing an ever-larger role in helping us with infrastructure projects and recurring chores. We now have enduring relationships with United Way Day of Caring volunteers, Waban Projects staff and clients, Kennebunk High School’s Alternative Education students and staff, Thornton Academy students and member Phil Morse, and Cornerstones of Maine residents and staff.

In September we assembled the Society’s first Advisory Council. Thirteen people from surrounding communities (several of whom are also Business Members) bring a variety of professions and skills to discussions and surveys.

Changes coming to the Museum in 2017 include a redesigned mobile-friendly website that can readily accept payments for dues and donations. We also anticipate breaking ground on the Fairview Carhouse expansion, updating organizational Mission and Vision statements, developing and implementing a planned giving program to help build the Society’s endowment, and a new theme for the annual gala in August (this year it will be Downeast Meets Dixie at Seashore Trolley Museum).
Fourteen years have gone by since New Orleans Public Service 966 was transported to Lowell on June 19, 2003. Since then a dedicated group of volunteers has faithfully given of their time to fulfill the assigned schedule of operation. This year was no exception with 52 days of operation performed by 21 qualified operators. In 2016 three new operators were qualified. After completing the operator training program in Maine and receiving their operator license, the operator is then trained to run the Lowell system with its various grade crossings and idiosyncrasies.

It is interesting to note that many of the operators who initially showed interest in operating in Lowell, including some of the Lowell National Historical Park operators, also now volunteer to operate in Maine which is a valued benefit to both operations. If you have an interest in operating in Lowell, please don’t hesitate to contact one of the authors or the Museum.

For those who have not had an opportunity to visit Lowell and ride the line, the following is a description of the line, as illustrated on the accompanying map. The Lowell system is a three legged system with the hub at French Street adjacent to the Lowell High School. The hub track layout is basically a wye or triangle with turnouts at each point allowing a car to travel in either direction from the point of entry. The easterly leg of the system proceeds from the hub to the Boot Mills, the trolley barn, and on through Kerouac Park to Lower Locks. This branch is mostly downhill with three grade crossings.

The westerly leg of the system proceeds from the hub on private right of way along French Street and Father Morissette Boulevard passing Tsongas Arena and the US Post Office to Suffolk Mills. This branch line is mostly uphill with two grade crossings and a driveway crossing.

The southerly leg proceeds from the hub across French Street to private right of way between the High School buildings to the Park Visitors Center platform and along Dutton Street to Swamp Locks. The line is slightly uphill with three grade crossings counting the hub at French Street.

The easterly and southerly legs of the system also run adjacent to a power canal for most of the route. The mostly traversed route is between the Visitors Center platform and Boot Mills. The next would be from the Visitors Center Platform to Swamp Locks where the majority of the canal boat tours begin. The rest of the system is for special operations and special tours. In addition to our New Orleans 966, the Park operates two Gomaco replica open cars Nos. 1601 and 1602 and a closed car No. 4131. All three are patterned after Bay State Street Railway trolleys. No. 4131 is a direct copy of Seashore’s 4175. It is an interesting line with lots to see along the way. If you have not had a chance to visit and ride the Lowell system, we hope you will get a chance in the near future.
During 2016, restoration work advanced on the exterior of the Museum’s Portland-Lewiston Interurban car *The Narcissus* and with spreading the word of the project to a larger audience. For the most part, restoration work was concentrated on smaller projects on the exterior of the body. Late in the year preparation for the separation of the body from the trucks took place. Details of the restoration work is in the Conservation Report on page 9.

There are many challenges to overcome in a large, multi-year, complete restoration, like *The Narcissus*. One of those challenges is to maintain a steady flow of donations to the project fund so that restoration work is able to continue uninterrupted. Donations to the project during 2016 came from a variety of donors. Grants were received from the National Railway Historical Society (Heritage Grant), The Conley Family Trust (In Memory of Scott Libbey), and from Richard E. Erwin. Several organizations made contributions: John Libby Family Association, Gray Historical Society, and the Gray Public Library. Many donations were received from members of these organizations: Theodore Roosevelt Association, New Gloucester Historical Society, the Gray Historical Society, and of course, Seashore members.

Employer matching grants were received from IBM and Fidelity Charitable Grant. These cash donations, pledges, and certain contribution-in-kind donations combined for about 70% of our goal towards raising an initial $40,000 to be matched by the 20th Century Electric Railway Foundation of La Cañada, CA. Once $40,000 is raised, the foundation will match that amount! Please consider making a donation to the *Narcissus* Fund to help us meet this generous grant.

**Social Media Presence**

In an attempt to promote the project to a broad audience, a *Narcissus* project blog was started in late April of 2015, www.narcissus1912.blogspot.com. The blog posts, through the power of social media (Blogger, Facebook, Google+, Twitter, LinkedIn, Pinterest, etc.), introduce readers to *The Narcissus*, its history and relationship to Theodore Roosevelt, his connections to Maine, Maine electric railway-related history, restoration updates, and donation options to benefit the *Narcissus* project. This year saw a marked increase in blog post page views. Total views in 2015 (8 months) were 10,000. Total views in 2016 (12 months) were 40,000! So, there clearly is a growing interest in the Narcissus project via the project blog and social media. In addition, a small advertisement with the blog address was placed in one issue of *Classic Trains* magazine and in *Trains* magazine.

**Teddy Roosevelt Days Event**

Held on August 5, 6, and 7, the Museum was the host site for the Second Annual Teddy Roosevelt Days event. Proceeds from the weekend event benefited the *Narcissus* project. Friday’s mid-afternoon pre-opening event required purchase of tickets on-line, in advance. Guest registration was from 3:00 to 4:00, followed by a short trolley ride to Morrison Hill station and a walking a tour of *The Narcissus* in Town House Shop, which includ-
ed photo opportunities in the smoking compartment. Guests were treated to a reception in the exhibit room at the Visitors Center upon returning from the tour.

Once the reception concluded, presentations were made by special guests; Daniel Vallee, author Michael Canfield, and Presque Isle Historical Society’s curator, Kimberly Smith. Ms. Smith discussed the three original Theodore Roosevelt artifacts on display for the weekend, Mr. Canfield discussed his newly released book, *Theodore Roosevelt in the Field*, and Mr. Vallee discussed what his life was like growing up while living in the *Narcissus* for the first eighteen years of his life. Saturday and Sunday activities were open to the general public and included tours of the *Narcissus* and opportunities to enter raffles and purchase Theodore Roosevelt-related items. All the financial resources to underwrite the costs of this event and other fundraising expenses were raised separately. No restoration funds were used.

### Outreach

We use artifacts, period postcards, and other ephemera to create traveling exhibits and blog posts that help promote the *Narcissus* project and educate communities on their local railway history in Maine. During 2016, exhibits were displayed and in some cases presentations made at Gray Public Library, John Libby Family Association’s 112th annual meeting in Scarborough, Maine Woods Forever roundtable meetings at Unity College, and Seashore Trolley Museum events on Members’ Day, Transit Day, and Teddy Roosevelt Days.

Outreach also included attending activities or meetings of various organizations that have a direct or indirect connection to the *Narcissus* project. In 2016, I attended the Maine Woods Forever annual Theodore Roosevelt Conservation Award presentation to youths or youth organizations who best demonstrate a commitment to Maine’s forests and woodlands. I also met with the Falmouth’s Tercentennial

### Theodore Roosevelt Connection Research

The Narcissus project embraces Theodore Roosevelt and his connections to Maine. He visited Maine at least eleven times throughout his life. Promoting Theodore Roosevelt’s connections to Maine will enhance the public awareness of the *Narcissus* being restored and preserved in The National Collection of American Streetcars at Seashore. Each year I expand my research on TR's connections to Maine by digging a little deeper into those that are known, looking for details that might help generate more general public interest in the various communities throughout Maine that have a little-known TR story to tell. Theodore Roosevelt loved Maine.

Narcissus/Portland-Lewiston Interurban and TR research included visits to York County Community College’s Library, Gray Historical Society, Maine Historical Society, Portland Public Library, Lewiston Public Library, Androscoggin Historical Society, the Theodore Roosevelt Memorial at Good Will-Hinkley in Hinkley, ME, the Theodore Roosevelt Memorial in Oyster Bay, NY, the Theodore Roosevelt Monument in Tenafly, NJ. (The sculptor of the 1928 memorial, Trygve Hammer, is the grandfather of Seashore Trolley Museum member, Karen Perry, and great grandfather to Chris and Erik Perry).
The year 2016 was one to remember, a year during which the long-awaited reconstruction of the Town House Shop roof commenced. Today, as this is written in the peak of winter, we were reminded of its effectiveness when the heavy wet snow slid off the new roof in one gigantic rumble, something we haven't witnessed for many years. And, instead of puddles and streams from leaks, the Shop was dry and had been for weeks. And, the main hall was instantly a blaze of brilliant LED lights, instead of the dim assortment of second-hand fixtures.

Much of the second floor ceiling and all the light fixtures and wiring were removed in the roof structure replacement process, so lighting upstairs is now only on temporary strings. A good crew of volunteers and staff is working their way south on the second floor, insulating and replacing 5/8 inch sheet rock as they go. The construction and wiring is done with inspections and professional electrical advice as needed.

The roofing and electrical contractors required most of the shop floor area to be clear for them to be able to move as many as five man-lifts simultaneously. This meant that eight cars had to be tarped and taken outside, leaving only three inside. The furnace required some expert care and servicing, a welcome change for the weeks when there was no heat. The hot water heat—a good system but not big enough for what we are asking it to do—will require replacement sooner or later.

The wood shop is also a bright place to work with its newly painted walls. Finish-up construction work will continue through 2017.

The Narcissus, a 30-hp semi-racer in a classic image, with a colorful and whimsical flavor that only Wade’s creative prowess could evoke.

What’s in store for 2017?
Major restoration work on the two outer sills, bolsters, and framework will take place. Once that work is completed, replacing the numerous exterior components can begin.

Well known New England artist, Wade Zahas, has been commissioned to create an original painting that will depict the Narcissus and the builder of the PLI, W.S. Libbey, driving his rare 1908 Stanley Steamer K 30-hp semi-racer in a classic image, with a colorful and whimsical flavor that only Wade’s creative prowess could evoke.

The 2017 Teddy Roosevelt Days event weekend, July 21–23, will, during the Friday night opening, feature Wade Zahas and his artwork along with guest, Roberto Rodriguez, Director of Curatorial Affairs at the Seal Cove Auto Museum of Mount Desert Island, Maine, making a presentation on the Stanley brothers forming the Stanley Motor Carriage Company; the Rocket and its world speed record; the development of the K-Semi Racer, and the Libbey Model K which is in the collection of the Seal Cove Auto Museum. Make plans to join us on Friday, July 21. Opening night seats are limited.
Portland-Lewiston Interurban No.14 The Narcissus. Its location, right in front of the visitors’ gallery, provided a great spot for answering questions as well as telling the story of this great car. Because it was moved into the front extension during reconstruction, it was necessary to put up a plastic covering over the end so work could continue. It turned out not to be effective. But during the year a very careful study of details was made including remains of original wiring, copper flashing, tongue-and-groove sheathing, and the condition of fasteners. Most of the fasteners and much of the steel framing has suffered from corrosive exfoliation, which greatly weakened them. Where possible, stainless steel screws are now the standard.

Many of the ash roof ribs have been replaced with newly bent ones. A careful study is being made on steaming and maintaining consistent bends without uncontrolled spring-back. Because of fastener fatigue and corrosion over the car’s century of existence, all but a small portion of the roof sheathing has been removed and much of it has been filled and sanded in preparation for re-installing. All of the ribs were removed and original nail holes filled.

The carbody is held straight by a combination of a steel channel bound tightly to a 40-foot hard pine exterior. We have found much of the steel has rusted away at the invisible interface between the wood and steel, as have the bolts holding it together. Plans are to drop this assembly down and replace the steel with a new channel—fortunately still a standard size. Virtually every one of the 5/8 inch vertical and horizontal tie rods are being or have been replaced.

One of the more striking components of Narcissus is the stained glass sashes. The glass has all been reworked and installed in the lead frames. In addition to the tricky leaded glass, the “earphone” double-width arched sashes have equally fussy and delicate wood frames. The geometry of the grain in these sharply curved arches is innately weak so all but one of them had broken and sections disappeared. Lary Shaffer, our volunteer cabinet maker, had special shaper cutters made which have a glue-joint cutter built-in that greatly strengthens them. A significant portion of the wood used in reconstruction of the frames and sheathing is vintage poplar.

The ends of the roof are sheathed with very delicate tongue-and-grooved poplar, milled especially for this job with custom cutters.

Looking ahead, detailed research has been done in several areas including: manufacturing new seating, the interlocking rubber floor tiling, the correct “Pullman Green” exterior color, and prevention of deterioration in the rebuilt areas. We have a number of photos showing the seats needed to replace all of the originals, of which only portions of a very few remain.

Lexington & Boston Street Railway Single Truck Closed car 41 - During much of 2016, No. 41 was tarped and moved about to accommodate the shop roof construction. To make it sturdy and safely moveable, the wheel and axle sets and parts of its Bemis truck were reinforced with wood, creating a 10 ½ foot “summer stretch” temporary truck. Work on 41 will recommence on February 1, 2017. The various truck castings are ready for machining, all but two different pieces which never came with them. There are at least two Bemis 205 trucks at the Connecticut and Shore Line trolley museums; Randy Leclair has photographed and measured them but they are in awkward, not-to-be-taken-apart places. Like so many of its contemporaries, 41 is of the yellowbelly construction, meaning that the panels are curved to tightly fit the ribbed framing. Experiments with ordinary plywood proved to be very difficult. Thinner bending and laminating plywood seems to be a more successful approach.

Above: This custom press was constructed to shape the curved lower side panels for Lexington & Boston Street Railway single trucker 41. JS

Donations from project sponsors and shop volunteers allowed purchase of a modern synchronized hydraulic jack system for lifting streetcars safely. Left: The four jacks are deployed at the corners of Lexington & Boston 41 and lifted it enough for removal of the temporary shifting truck. Above: The control system allows adjustment of jacks individually. The compact size of the jack system make it ideal for the narrow spaces available in Seashore’s Town House Shop. DC
Foundry work – We are expanding our restoration capabilities as we work with three foundries. The type of mold created for the casting depends on the type of part being reproduced. For a complex piece a pattern maker will usually be required to make the pattern slightly larger so that when the cast part cools it will shrink to the exact size needed. Where final dimensions are not critical, often the piece being copied works well. We have had numerous components made in cast iron and bronze and now also have the machining capabilities to work them down to the finished parts. We now have in stock several brake shoes. We are in the process of creating three sets of the Lyon hand brake systems. This includes large gooseneck handles, floor ratchets and smooth-operating roller bearings including parts for City of Manchester II and L & B car 41. The holdup is to have a pattern from which the last complex parts can be made.

Boston Center Entrance car 6131 – This car’s restoration started in 1984 funded by a Federal Institute of Museum Services grant used largely for rebuilding its frame and steel panels. When its funding ran out in 1987, it had to leave the Shop, returning 22 years later to continue the work as considerable funding had been contributed. The car has been raised and supported on jacks in this comfortably heated box. This big car occupies one of the two heatable boxes in the shop which means that work can be done while others in the main hall are limited by cold air. The available funding was sufficient for about six months of work—from mid-November through mid-March, taking advantage of the heat. One of the more significant parts of the project completed was riveting the window post caps and the horizontal seat support angles running the length of both sides. Because the box is narrow, it was difficult to set up staging for the work. At the end of the year, the vestibule post covers and some other riveting projects were set up for completion when a crew becomes available.

Many research journeys are made to Central Barn where sister car 6270 (which was never converted to a work car) is stored to observe how it was put together originally. The overhead clerestory inside 6131 has been primed, filled, sanded and is ready for spraying white. The curved Agasote side panels (which form the advertising racks) were carefully removed for repairs. Under the car, its two new air reservoirs and associated piping have been installed.

Contributions to maintain at least a half-time restorer on the project are very much needed for continuity.

Denver and South Platte Birney car 1 – Riveting of its new side sheets is complete and they are painted a rich maroon. The new continuous upper sash has been painted and installed. The openable (lower) side windows have been given a thorough painting and also were reinstalled. As well, some new castings had to be made. This project has had very generous multi-year support from the Edwin S. Webster Foundation.

Rewiring lighting circuits on Blackpool Double-Decker 144 and Manchester Intercity 38 – For many years both 144 and 38 have had
small electrical fires in their auxiliary wiring circuits; all of which were replaced in 2016. Much disassembly was needed to remove the old wire and thread in the new. No. 144’s was particularly hard to remove. Some of the original wiring had been literally built-in. Virtually every piece was replaced. A member also found the exact style of light sockets-to replace deteriorated ones. The car’s controllers are now wired but require fabrication of some new copper segments to replace worn-out ones.

For car 38, a thorough study was made of the wiring system which was used to decide what should remain for curatorial accuracy vs. what would be needed for proper and safe operation: headlights, buzzers, sign boxes, interior lights and proper bulbs, and heaters. (For safety purposes the heaters were not connected). Volunteers scraped and re-varnished the car’s doors and picture windows. With the assistance of a volunteer and a staff member a new Pfingst fender was fabricated and mounted and the other rebuilt.

**Boston 25-foot Box Car 396** – This is part of a multi-year project involving completely repainting the exterior and refinishing the side and clerestory sashes, by volunteers. One of its two traction motors required replacement with a spare. The trucks have had limited servicing and have some worn components which will need to be rebuilt. Ultimately the car’s iconic West-End front (3 panel platформ enclosure) will be restored.

**Twin Cities Gate Car 1267** – As part of a multi-year program, sponsor Doug Anderson and visiting family repainted the entire roof canvas. The aluminum striping along the car sides was finished. Chris Kaye overhauled the gate operating mechanism and bearings. Katie Kaye received high school community service credit for her work on the car as her brother was on his third year of summer apprenticing, representing a third generation of his family’s shop experience at Seashore (both are grandchildren of Donald Curry, a staff member since 1953).

**Dallas Stone and Webster Standard 434** – Thanks to the support of the Edwin S. Webster Foundation the Dallas’ Stone and Webster car 434’s entire exterior was repainted and lettered. This included new roll signs and replacing and painting the roof canvas.

**Bay State Street Railway Semi-**

**Below:** Doug’s visits from Rochester, MN have helped advance restoration of Gate Car 1267, including work on the interior and exterior plus mechanical work. The car is nearly complete.

**Convertible 4175** – One of the features long missing from car 4175 was its rather prominent fenders, designed to catch rather than run over wayward pedestrians on the track. Using one of the many excellent photos of 4100s, we could clearly understand the size, mounting, and operation of these unusual fenders that fold straight up. The angle-iron frame has been bent to shape and all the strips that form the mesh have been drilled and assembled. They now await riveting. Also fabricated was a prototype of the mounting bracket, the size of which was determined by holes in and shape of the original anti-climber. Still to be completed is the installation of the second half of the under-body steel wiring conduit and air piping. Also ready for assembly are the cast-iron resistor grids.

**Chicago North Shore and Milwaukee Interurban 755** – As the striking “Silverliner” paint scheme deteriorates from exposure to the elements, more rust-throughs have weakened the visual effect of a fluted stainless steel side that was always so interesting to our visitors. So as many of the rusted areas as possible now have patches welded and ground smooth in anticipation of recreating the paint scheme. The vestibule ends deteriorated because of trapped moisture under the train doors and end platforms. Shop crew members carefully cut around the rivets and welded in new patches. Button-head rivet-bolts were used where necessary as clearances were inadequate for conventional riveting. Adams & Westlake, the still-operating manufacturer, using their original patterns, made three new solid bronze door latch sets.

**Toronto Peter Witt 2890** – Volunteer restoration efforts focused on the car’s interior. A volunteer piped and wired the center sliding door engines then began assembly of the cherry panels that cover the door pockets. Another spent considerable time servicing the car’s K controller to remove any damage from past arc-
Arrangements were made to obtain reproductions of the Toronto Transit Commission’s contacts (fingers) from our friends at the Halton County museum in Ontario. Many worn areas of the car’s battleship linoleum floor were replaced using brand new linoleum of the same type, which amazingly is still in production. Plans for 2017 include placing the rebuilt motors into the overhauled and regauged trucks then putting the trucks back under the car and beginning work to make the car operational.

Original period Toronto advertising cards for the car’s interior were obtained years ago by the late George Sanborn from the company that handled vehicle advertising for the Toronto Transit Commission. This year the images were computer enhanced and printed on Sintra waterproof plastic board. Efforts began to install the ads inside the car.

Operating fleet – The year’s 40% increase in tour bus visitation has put pressure on the Shop to have available a selection of at least six cars including two opens and cars large enough to seat a full load of passengers. This work has to start as early as possible in the spring—including attention to controllers, motor brushes, brakes, lubrication, and general body repairs. Boston Type 5 5821’s roof was repainted as part of this effort. The shop’s controller expert carefully tunes-up each controller before a car can enter service. It should be remembered that several cars in the operating fleet are over 100 years old and are in heavy service. Connecticut open car 838, built 111 years ago in 1905, has the oldest motors and controllers we have in operation so they require constant monitoring.

Intermittent problems, which turn up frequently are confusing and annoying. Car 5821 came to a halt for no apparent reason except that its main breaker (line switch) would not pick up. After much testing then searching for replacement parts, it was again operational. A detailed report was made and kept in the car’s extensive record file.

Tarping exposed cars – Covering cars in outdoor storage with tarps is labor-intensive and a short-term method of preserving car bodies until we have more enclosed carbarn space. We have a number of cars that either have tarps or are scheduled to be covered. Eight cars were given tough but light-weight tarps needed when the Shop roof was wide open while we waited for re-sheathing to-commence.

Shop track – The track crew replaced ties on the switch leading to Shop track 1. Thanks to a generous donation toward the Society’s track work by member Benjamin Muckenhaupt, two brand new switch kits are coming in early 2017 to replace the other two worn out switches in the Shop yard, which should greatly ease shifting cars in and out of the Shop.

Information Technology – Manager of IT Chris Randall began installing conduits and other infrastructure which will allow Internet service to reach the shop, a capability which will make researching and ordering supplies considerably more efficient.

Above: Chicago, North Shore & Milwaukee interurban 755 is benefiting from considerable volunteer restoration work including repairs to deteriorated steel. Repainting the “Silverliner” scheme will follow. JS

Above: Shop staff member Cam Alcock, our main steel worker, works on a resister grid frame. DC

Below: Joey Kelley captured this striking night shot of the freshly repainted Dallas 434 during the annual Night Photo Shoot special event. JK
Facilities and Grounds
Tom Santarelli, Vice President of Facilities

This year saw completion of the project—started in late 2015—to replace the Town House Restoration Shop roof structure with new purlins, insulation, roof surface, and work bay lighting. For the first time in years the roof is providing appropriate shelter for the people, collection vehicles, and equipment inside, and the lighting is better than ever. We were able to take advantage of an Efficiency Maine rebate program to help with the cost of the new lighting.

The process of installing the new purlins necessitated removal of considerable amounts of electrical wiring and interior light fixtures, requiring demolition of ceilings and walls in sections of the second story work area. Putting the second floor back together is a continuing project.

During 2016 Facilities and Grounds work was largely focused on developing plans for the expansion and repair of Fairview Carhouse. Working with engineering firm SMRT of Portland, ME, the structural plans and project construction drawings were completed and presented to the Town of Arundel planning board and were approved. Phase 1 of the Fairview Carhouse redevelopment, expected to occur in 2017, will add 560 linear feet of new storage space, providing approximately 14 covered spaces for collection vehicles. By enclosing the open left side of the building, the quality of storage for the other 27-plus cars already inside the building will be greatly improved.

As we go to press on this annual report we are within $23,000 of the $330,000 anticipated Phase 1 cost.

Phase 2 will extend the building 60 feet to the front creating space for as many as nine additional vehicles. Phases 3 and 4 will replace the roof on the original structure and add doors on each track across the front. We want to complete all of the remaining phases by the end of 2019 and fundraising effort will continue on behalf of those projects.

Site clearing in preparation for the Fairview construction project was a major undertaking of its own. Canopies from Boston elevated stations stored at the site since 1988 were removed, along with dismantling and removing a deaccessioned vehicle. Site boundaries have been established and cleared of overgrowth.

Roadway improvements continued in the site of the future Bennett Street Carhouse improving access and drainage by stretching what fill material we have onsite as far as possible. We have been maintaining areas recently reclaimed from overgrowth as well as the detention pond area and other key drainage locations. All these efforts directly support necessary drainage needed for Fairview expansion, keep the Bennett Street site clear for potential future development, and reduce risk of wildfire. A side benefit has been more room to park buses for expanded access in the winter.
The Yard Crew was busy, and remains so in 2017, shifting cars to keep the projects rolling. The age and condition of the work vehicles make their work extremely challenging, as does the condition of the tracks.

Since 2013 we’ve recruited volunteers for the annual Day of Caring in June, and every year the impact has grown. In 2016 we leveraged the efforts of our own members with 20 outside volunteers to great results.

Managing vegetation and tree growth is essential to protecting overhead wires, buildings and collection vehicles, and to avoiding catastrophe. In 2016 we developed a plan that identified highest priority areas to be addressed when opportunity and funding aligned. As we go to press, significant progress has been made clearing the most critical areas.

Highwood, our largest public carhouse, is also in the best condition, thanks to vigorous fund-raising and concentrated efforts several years ago. We remain attentive to its maintenance and modest improvements each year; in 2016 a side door opening was made more functional and the side door was replaced.

Although a welcome development, the influx of tour buses in 2015 and 2016 placed additional demands on our Visitors Center. We replaced faucets, established a regular schedule for septic maintenance, and developed a facilities reference manual to guide dealing with the gamut of building issues.

In the men’s dormitory, egress windows and fire-rated doors were installed in sleeping rooms to meet building code requirements. The most pressing external siding, soffit, and door replacement needs were addressed at the residential building that we own and rent.

Routine grounds maintenance needs are endless. In the past three years we have turned a situation of a department with little equipment (most needing maintenance) to having a virtual fleet of tractors and mowers. By caring for older machines through better in-house maintenance, we have enough to match the machine to the job at hand and to rotate equipment.
Transit Day, held on October 8 this year, is attracting growing notice among people interested in all types of urban transit from near and far. Though daily public operation throughout the season focuses on streetcars as it has since Sea-shore opened to the public in the 1950s, Transit Day provides an opportunity for attendees to experience the full range of transit equipment now preserved at the Museum. This includes as wide a variety as possible of buses, trackless trolleys, rapid transit cars, and interurban trolleys, in addition to the usual streetcars.

This year marked the 10th Transit Day and offered a wide variety of activities. Every year brings unique exhibits, themes for operation, and displays born out of many months of preparation in which ideas germinate and projects unfold. Transit Day this year showed the diversity of our rapid transit and bus collections and our ongoing efforts to repair and reactivate a wide range of vehicles.

A new offering this year was bus operation over newly upgraded maintenance access routes that trace the perimeter of the large storage barns and yards.

At least four different rapid transit consists spanning 50 years of technology operated this year accompanied by eight different buses of varied types. Another was the first appearance in years of Seashore’s three Chicago, North Shore & Milwaukee interurban cars coupled together. Considerable volunteer effort and funding is being focused on these cars with the hope that they will be both photogenic and available for rides in coming years.

All of the rail vehicles could be observed and photographed from new vantage points along the main line which provide dramatic views of the cars, as shown in the accompanying images. The day’s special bus routes carried photographers to and from these points.

This year’s Transit Day was exceptionally well attended and a great success, reflecting growing interest in the event.

Transit Day Photos: From top Boston Blue Line 0622 and 0623 of 1978 (JS), Philadelphia Bridge Car 1023 of 1938 (JS), and Cleveland Center Entrance Car 1227 of 1914 (TS).
Bus & Trackless Trolley Report
Tom Santarelli, Curator of Buses and Trackless Trolleys

As managing the museum’s facilities and construction projects is very demanding, finding time to work on our bus and trackless trolley collections is difficult. Fortunately, work needed for the Fairview project overlapped nicely by creating extra space suitable for parking buses in the future Bennett Street Carhouse area.

Visible progress occurred on our bus collection during the summer of 2016, with Peter Hammond coming in weekly to clean, organize, and upgrade. We began to reactivate various buses and circulate them through the area adjacent to Highwood Carhouse, where we have running water and electricity.


The plan to begin operating buses at select times later in the summer ensured smooth running buses on Transit Day in October. The buses operated on some new routes on property connected to new photo opportunity areas adjacent to our main line and along our roadways. This location provides sweeping views of the mainline looking north from the outer corner of the Bennett Street site. Another location on the opposite side of the track at the Coney Island site was prepared for limited and VIP use, only accessible by bus and only on Transit Day.

We began assembling display and information sheets to be posted on or in the vehicles. As well, improvements to buses and the area near Highwood continued. Working outdoors was a challenge this year given the persistent hot temperatures and high humidity restricting our pace. But this did mean that Peter Hammond enjoyed having paint dry quickly as he performed extensive touch up to the Lewiston New Look 8105. The visitors who braved their way to Highwood in these conditions appeared to notice and appreciate the efforts.

We have put some effort into reactivating 9170, our blue Flyer D901 also known as “The Mobile Unit” as we anticipate removal of a large tree adjacent to its long-time storage location. We got it running,
The year 2016 was again a busy one for the Library Committee. The year started in late January with another trip to Springfield, MA to sell duplicate or non-relevant books at the annual Amherst Railway Society’s Railroad Hobby Show at the Eastern States Exposition Fairgrounds. A successful weekend garnered almost $900. Additional book sales at Annual Meeting, Members Day, Transit Day, and at the Hub Division NMRA Model Railroad Expo in Marlborough, MA on December 3-4 earned around $700. Along with the sale of used books in the Museum Store, this has provided a small, but regular income to support some of the archival activities of the Committee.

No progress has been made on finding an approved site for a new archive/library building for the collection. The Committee remains committed to finding a solution in the near future. The three containers that house the material on property are full, as well as the storage unit in Lowell, Mass. However, this does not provide for proper storage or access. The search is continuing also for off-site space.

A logo developed by Mark Sylvester was adopted for use both in Library correspondence and in labeling library property. A labeler and labels were funded by a donation from Roger Somers.

Thanks to the generosity of two members the major project for the year was the digitization and cataloguing of the Wason Manufacturing Company collection of 3,000 original builder’s photographs and accompanying negatives from 1906 to 1932. This includes cars built by the Springfield, MA company for cities around the country and in South and Central America. The collection has sample photographs from every order completed during that time period. A scanner and archival supplies were pur-
chased and student Sarah Stefanik who had done work on other library projects was hired to do the work. Toward the end of the year the Library Committee allocated another $3,000 toward the completion of the project. Any funds remaining were to be used towards the completion of the digitization of the O. R. Cummings collection.

Member Kenyon Karl took on the project of scanning all the Dispatches, Annual Reports, and other publications produced by the Museum. That project is ongoing and will eventually be available online for members to search.

Ed Ramsdell has continued publishing *The Main Line: The Monthly Bulletin of the New England Electric Railway Historical Society Libraries*. It is completing its eighth year in production and can be found on the Museum’s website.

With the growing number of digitization projects done over the past years, the Committee felt it prudent to buy two diskless storage units to back up all the projects completed, as well as increasing our Google cloud storage. Eventually all the files will be stored on the Museum’s network.

The Seashore Library on-line resources can be found on the Museum’s website under the Collections tab and also at http://tinyurl.com/zwhndoe.

The Library Committee for the year 2016 consisted of the following members: Karen Dooks, Norman Down, Lee Duncan, Donna Griglock, Kenyon Karl, Randy LeClair, Herb Pence, Lloyd Rosevear, Roger Somers, Mark Sylvester, and Amber Tatnall.

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**Signal Report**

*Chester Bishop, Superintendent of Signals*

In the spring of 2016 the track department installed a new insulated track joint on the main line beside Riverside Barn for the relocated signals 22 and 23. Then we made the electrical connections to the rails. (In 2015 we had installed new foundations for the signals and remounted the signals.)

We refurbished a larger cabinet for the Seaward Switch location and mounted equipment removed from the previous, too-small cabinet. We made and installed wood pegs on the back of the equipment mounting board for improved wire management. Also we started rewiring the equipment.

McKay Crossing was rebuilt in late spring. After the replacement of ties and a rail, three signal wires had to be reattached to the rails. The last activity was placing and grading new gravel.

For the shop roof replacement project, we had to put all the signal shop equipment and supplies into storage “totes” and put the totes into a rented trailer. After the roof was replaced we moved the totes back into the building, but the insulation and ceilings have not been completed; the totes are still in storage in the shop.

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*Above:* Volunteers Charlie Publicover and John Petillo are shown at the newly installed insulated joint at No. 22 signal. Charlie is “nipping” a tie up tight to the rail with a bar and John is driving a spike. CB

*Right:* The interior of a track-side relay cabinet shows the circuitry that controls the signals based on location of cars in relation to the signals. CB
SEASHORE TROLLEY MUSEUM

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

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

Right: Vice President of Facilities Tom Santarelli speaks at the Society’s annual meeting in April, describing progress on the Preserve, Protect and Exhibit campaign.

Below: Election Committee members Jim Mackell, Mark Weinberg, and Ed Dooks prepare to handle the trustee election at annual meeting. HP
ADMINISTRATIVE OFFICERS
Thomas O. Santarelli de Brasch
Curator of Buses and Trackless Trolleys
William A. Pollman
Curator of Rapid Transit Cars
Paul Castiglione
Curator of National Streetcar Museum at Lowell
Randy E. M. Leclair
Shop Manager
Donald G. Curry
Restoration Project Manager
Robert Drye
Safety Coordinator
Randy E. M. Leclair
Shop Safety Officer (Interim)
Michael Curry
Volunteer Coordinator
Karen Dooks
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Constance Garland
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Sherri Alcock
Visitors Center Manager
Roger E. Somers
Director of Railway Operations
Roger G. Tobin
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Superintendent of Railway Operations
John R. Naugler
Assistant Superintendent of Railway Operations – Training
Thomas LaRoche
Assistant Superintendent of Railway Operations – Daily Operations
Roger E. Somers
Superintendent of Railway Operations–Lowell
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Fred Hessler
Crew Dispatcher – Lowell
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Director of Bus and Trackless Trolley Operations
Peter Hammond
Assistant Director of Bus and Trackless Trolley Operations
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Superintendent of Track Construction and Maintenance
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Superintendent of Overhead Construction and Maintenance
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Assistant Yardmaster
Eric Gilman
Assistant Yardmaster
John B. Mercurio
Education Coordinator
John B. Mercurio
Insurance Coordinator
Charles Publicover
Men's Dormitory Manager

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

Ambidextrous Inc. Landscaping
Atlantic Home Inspection Co LLC
Avita of Wells
Bergen and Parkinson
Biddeford Animal Hospital
Biddeford Savings Bank
Blooms & Heirlooms
C.A. Smith Photography
Camden National Bank–Kennebunk Branch
Canvasesworks
The Captain Lord Mansion
Charlie Horse
City Theater Biddeford
Copy It
Cummings Lamont and McNamee, PA
Devoe Color & Design Center
Duffy's Tavern & Grill
East Coast Printers
Farm and Table
Federal Jack's Restaurant & Brew Pub
Fontenay Terrace
Gagnon Distributors/Country Kitchen
Heartwood College of Art
Infinity Federal Credit Union–Arundel Branch
J & M Lighting Design
Journal Tribune
Jumpstart Creative
Kennebunk Savings Bank
Kennebunkport Bicycle Company
LACAVA
Lincoln Press Corporation
Little River Antiques & Estate Sales
Mail-It Unlimited / Shoppers Village Card & Gift
Maine Today (Portland Press Herald)
Maine-ly Drizzle
Maine-ly Fish Prints
Mainely Media
Mann Memorial Veterinary Clinic
MBTA Gifts
Moody's Collision Centers
Nauticos, LLC
Ned's Bakes & BBQs
The Nonantum Resort
Norway Savings Bank–Kennebunk Branch
On the Marsh Bistro
P&C Insurance
Parker Forestry Associates, LLC
Peoples Choice Credit Union
Peoples United Bank–Kennebunk and Kennebunkport Branches
Pink Dog Estate Sales
Red Apple Campground
The Red Barn Inn
Robert Dennis Photography
Robert Zuke Builders
Rogers Pool
Saco & Biddeford Savings Institution
Savvy Event Rental (Formerly Party Plus)
Seacoast Media Group– Kennebunk Office
Secure Signal Systems Inc.
Sleepy Hollow Motel
Sold on Betsy
Split Rock Distilling
Stickman Dialysis Industries
Super/AngelRox
Super Dogs & Cats
Tap Snap 1076
Taylor Rental, Biddeford and Sanford
The Chef & the Gardner
Trades Center Inc
WardMaps.com
Weirs Motor Sales, Inc.
2016 Museum Contributors

In 2016 a total of 464 individuals and organizations contributed to the Society. The total amount contributed totaled over $438,000. Over $335,000 of this total was in cash, with the remaining $52,700 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.

Over $121,000 of the cash donations were made to the general fund, which supports the vital administrative and maintenance expenses that keep the Museum operating.

The total contributed to restricted funds, much of it to support vehicle restoration projects, exceeded $165,000. The total donated or bequeathed to the endowment was in excess of $8,100.

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 $25 during 2016:

The 2016 Seashore Donor Honor Roll

Donations of $40,000 or more
Kerr, Kenneth H.

Donations of $20,000 to $40,000
Anonymous
John H. Emery Rail Heritage Trust
Maloney, Frederick J.

Donations of $10,000 to $20,000
Glickman, Todd S. in honor of Dr. & Mrs. F. Glickman
Morse, Philip W.
Schantz, James D.
Somers, Roger E.
Van Bokkelen, James B.
Webster, Edwin S. Foundation

Donations of $5,000 to $10,000
Curry, Donald G.
McGowan, Dr. David & Susan

Donations of $2,500 to $5,000
Borst, Andrew M.
Butler, Patrick
Carrier, Douglas, Jr.
Cohen, Daniel R.
Crawford, William
Cummings Lamont & McNamee
Dooks, Edward D.
Estate of Stephen C Hall
Farebox Donations
General Electric Foundation
LaRoche, Thomas
National Railway Historical Society
Pollman, William A.
Publicover, Charles L.
Scholes, Clifford R.
Stephenson, Donald L.
The Conley Family Fund in memory of Scott Libbey Tobin, Roger G.
Zoufaly, Thomas

Donations of $1,000 to $2,500
Allen, Duncan W.
Amherst Railway Society Inc.
Aronovitch, Charles D.
Bain, Henry W.D.
Bates, Richmond
Bauman Family Foundation
Chittenden, Kevin M.
Coffin, Whitney V.
Dooks, Karen
Farrell, Kevin T.
Gbur, Jon
Glickman, Todd S.
Grady, John J.
Griffith, Charles A., Jr
Hammond, Peter
Hermione Butler Charitable Fund
Hughes, Doris & Isaac
IBM International Foundation
Johnson, David E.
Johnston, David L.
LaFlamme, John R.
Lennon, Michael C. in memory of Lester Stephenson
McNeil, Roger and Joyce
Meckes, Robert
Middleton, John L., Jr.
Palmer, E. Macdougall
Pence, Herbert
Pratt, Seth K.
Ramsdell, Edward L.
Reardon, James F.
Renfroe, Lawrence
Rice, Llyn S.
Sanger, Donald F.
Santarelli De Brasch, Stephen
Tello, Thomas A.
Terhune, Robert D.
Tieuli, Anthony
Tirrell, James & Rita
Wilson, Peter G.

Donations of $500 to $1,000
Ames, Stanley R. Jr.
Ayv, Richard H.
Bates, Sally A.
Beeder, Owen
Bownas, William T.
Chamberlin, Dann
Clarke, Bradley H.
Conard, R. Richard
Crawford, William in memory of Lester Stephenson
Fay, Gordon H.
Gomes, DelRico
Gray Historical Society
Harrison, Mark
Hessler, Frederick
Hoy, Lewis L.
Hughes, Thomas H.
Jennings, Andrew
Jourdan, David
Kaplan, Eliot M.
Klein, David E.
Nowell, Winford T.
Ogarek, Michael
Osgood, S. Peter
Rubin, Richard
Saenger, Fritz Jr.
Santarelli De Brasch, Thomas O.
Sauer, John F.
Schneider, Lewis M.
Silva, Russell B.
Sullivan, Mark E.

Donations of $250 to $500
Bagnell, Joseph A.
Bassett, Richard C.
Bequaert, Frank C.
Bogardus, Carl, Jr.
Brill, Kenneth A.
Brown, Daniel T.
Brown, Frederick, Jr
Buchholz, Roger C.
Cappers, Steve
Captain Lord Mansion
Connolly, Thomas F.
Davis, Vernon W.
Drobnik, John J. & Kathleen M.
Duncan, John A.
Ellis, Arthur S.
Enfield, Gordon M.
Evensoure Energy Co.
Foley, Jacob
Friends at Saturday's/Sunday's Bread in honor of Eliot Kaplan
Fulton, Donald
Gray Public Library Association
Guptill, Robert V.
Harrison, Kenton
Hutchinson, Donald
Keller, Ronald
Kirkpatrick, Dana
Kline, Judith A.
Kohanski, Robert W.
LaFlamme, John R. in honor of the conductors
Legenhausen, William H.
Lennon, Michael C.
Lewis & Josephine Schneider
F und
Mackell, James J.
Martin, Sanford R.
McCloseky, James W.
Moore, Fred R.
Morgan Stanley Smith Barney Global Impact
Mulligan, Philip J.
Naugler, John R.
NE Moxie Congress
Pace, Michael R.
Payne, Thomas
Popov, Veselod
Reiman, Douglas A.
Reynolds, Charles E., Jr.
Schwab Charitable Fund
Shriver, John
Teed, James P.
Zabelnu, Eric

Donations of $100 to $250
Albrecht, Kenneth
Ames, Brewster, Jr.
Anderson, Douglas R.
Bass, Andrew
Bennett, Jeffrey Hall
Blake, Everett
Bork, John E.
Brandt, William E.
Brewer, Thomas A.
Brink, Kenneth H.
Brooks, Leonard
Carlson, Roger
Chadbourn, James D.
Clinton, John
Cunningham, Scott
Curtis, Art
Dandridge, Jonathan
DeGhetto, Michael S.
Deschenes, Eugene
Dow, Thomas G.
Drye, Robert C.
Dulude, John R.
Duncan, Lee
Edling, Richard E.
Fatula, John A.
Ferguson, Arthur
Fitzherbert, Anthony
Gladney, Barbara in memory of Nathan Heard
Glickman, Todd S. in memory of Les Libby III
Glickman, Todd S. in memory of Herbert Osgood
Gladney, Barbara in memory of Lester Stephenson
Hammond, Lillian E. in memory of Herbert Hammond
Hoffman, Joseph M.
Hoffman, William
Humphreys, Neil J.
Hunter, Joseph H.
Iwanow, Agnes A.
Jayne, Allan W., Jr.
Jentzsch, Detlef
John Libby Family Association
Johnson, Karl F.
Kathleen & Tom Childs
Kenslea, Michael
Korach, Robert S.
Kornechuk, David C.
Lentzsch, Jay
Leonard, James J.
Liebhart, David
Lilly, Jim in memory of Bob Hughes
Lutz, Patricia M.
Lyons, Dennis J.
Mafri, Thomas
Maneauville, Robert M.
Markey, Peter L.
Martin, Carl
Martin, Patrick
Masluitais, Anthony
McBride, Thomas G.
McMahon, James P.
Mead, Everett R.
Mesrobian, Ara
Miller, Edward C., Jr.
Minnich, Ida Mae
Mooney, Daniel
Mora, Jeffrey G.
Morrison, Donald F.
Morse, Philip W. in memory of W.S. Libby III ME Woods Forever
Mosteller, William
Munroe, Russell F., Jr.
Orlowski, Stanley J.
Osgood, Kenneth in memory of Richard Osgood
Palmer, Theodore W.
Perkins, Robert J., Sr.
Roboff, Gary S.
Rosenberg, Ronny
Rothaug, Walter H.
Ruddell, Ronald P.
Ruddell, Thomas A.
Saltys, William
Sanders, Robert W.
Saffardi, Bob
Schumm, Brooke, III
Seifanek, George A.
Shattuck, Tom
Shipman, William Stevens, Jr.
Stamm, C. William
Sullivan, Charles R.
The Boeing Company
Turner, Ed
Vaitkusas, James A.
Valencius, Matthew
VanDenHeuvel, Dirk J.
Vardaro, Daniel
Wartinbee, Ron
Weinberg, Mark T.
Weissman, Frederick & Barbara
Wolfe, Julian

**Donations of $25 to $50**

Arico, John E.
Arndt, Darrell T.
Ashley, Thomas J.
Belcher, Jonathan
Bottoms, Glen D.
Bove, V. Michael, Jr.
Boyle, Milton Jr
Brainerd, Timothy D.
Bray, Peter
Brody, Andrew
Brown, Lawrence S.
Brumaghim, James B.
Bruno, David T.
Butler, Arthur
Butts, William A.
Campbell, Douglas W.
Champagn, Lucien L.
Chisholm, Colin G.
Collins, John J.

**Donations of $50 to $100**

Arko, John E.
Ard, Darrell T.
Ashley, Thomas J.
Belcher, Jonathan
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Bove, V. Michael, Jr.
Boyle, Milton Jr
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Champagne, Lucien L.
Chisholm, Colin G.
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**Donations of $100**

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Champagne, Lucien L.
Chisholm, Colin G.
Collins, John J.

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Brainerd, Timothy D.
Bray, Peter
Brody, Andrew
Brown, Lawrence S.
Brumaghim, James B.
Bruno, David T.
Butler, Arthur
Butts, William A.
The Society welcomes the following 100 new members who joined in 2016:

- Alan Allerud - Nashua, NH
- David Archambault - Biddeford, ME
- Avita Of Wells - Wells, ME
- Mike Baker - Arundel, ME
- David Barabas - Braintree, MA
- James Barrett - Lowell, MA
- Wayne Bateman - Newmarket, NH
- Sarah Belin - Kennebunk, ME
- Jan Boic - Burlington, ON
- Peter Bray - Brooklyn, NY
- Rowan Brownworth - Wellesley, MA
- Alex Burgess III - Rochester, NH
- Jeff Bye - Hershey, PA
- Secure Signal Systems Inc. - Lunenburg, MA
- Matthew Campbell - Medford, MA
- Chris Carames - Vaughan, ON
- Angela Cellucci - Cape Neddick, ME
- John Clinton - Kennebunkport, ME
- David Clough - Rockland, ME
- Leland Cobb - North Eastham, MA
- Deborah Colomb - East Waterboro, ME
- Alfred Cotton - Cape Neddick, ME
- Stephen Delaney - Middleton, MA
- Michael delaVaga - Lowell, MA
- David & Charlene Dutremble - Biddeford, ME
- Ernie Eaton - Kennebunk, ME
- Canvassworks - Kennebunk, ME
- Mary Fellows - Portland, OR
- Edward Gilhooley - Whitefield, ME
- Christine Haines - Kennebunk, ME
- Christine Hart-Brown - Pelham, NH
- Marc Hebert - Windham, ME
- John Hedrick - Little Rock, AR
- Colleen Hicks - Kennebunk, ME
- Frank Hicks - Lombard, IL
- Louis Hoffman - Minneapolis, MN
- Thomas Houle - West Townsend, MA
- Evan Hudson - Cold Spring, NY
- Infinity Federal Credit Union - Arundel, ME
- Renee Janack - Charlton, NY
- Erik Jorgenson - Portland, ME
- Elizabeth Joseph - San Francisco, CA
- Jamie Kiklis - Derry, NH
- Mann Memorial Veterinary Clinic - Kennebunk, ME
- Stephen Kramer - University Park, MD
- Albert LaPrise - South Berwick, ME
- Carole Lawrence - Warren, MI
- Lawrence Lee Jr - Staten Island, NY

### 2016 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 60 volunteers who reported hours in 2016. The grand total reported was more than 15,800 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

- Philip W. Morse
- Roger G. Tobin

- Richard R Ruel
- Thomas W. Tucker
- Linda Villandry

### 500 to 1000 hours

- Chester Gabriel
- Thomas LaRoche
- James J Mackell
- Roger E. Somers
- Brendan Tirrell
- Daniel R Vardaro

### 250 to 500 hours

- Charles D. Aronovitch
- Richard H. Avy
- Richmond S Bates
- Chester E. Bishop
- Roger A. Carlson
- Michael Curry
- Michael R. Frost
- John J. Grady
- Frederick Hessler
- Eliot M. Kaplan
- William Mallory
- John B. Mercurio, Jr
- Herbert Pence
- Glen W. Snow
- Thomas A. Tello
- Thornton Academy
- Michael delaVaga
- Mark Weinberg

### 100 to 250 hours

- William A. Butts
- Richard Cosgro
- Claude Engle
- Robert Gingell
- Todd Glickman
- Allan W. Jayne Jr
- Kenyon F. Karl
- Paul F. McCaffrey
- Ronald P. Ruddell
- Keith Taylor

### 50 to 100 hours

- Peter D. Haskell
- Mary & Dan Howard
- David C. Kornechuk
- Peter Kurtasz
- Robert & Carole Madden
- James P. McMahon
- John L. Middleton, Jr
- Kenneth Osgood
- S. Peter Osgood
- Jim Tirrell
- Rita C Tirrell

### Up to 50 hours

- Duncan W. Allen
- John Arico
- Frederic D. Carter
- James D. Chadbourne
- Eric Gilman
- Martin Graetz
- Charles A. Griffith, Jr
- Terence K. McGinley
- Christina Perkins
- Robert J. Perkins, Jr
- Richard Ruel
- Thomas W. Tucker
- Linda Villandry

### 1000 or more hours

- Philip W. Morse
- Roger G. Tobin

- Richard R Ruel
- Thomas W. Tucker
- Linda Villandry
Claude Levesque - Deerfield, NH
Don Levine - Hollywood, FL
Donald Lewis - Milford, NH
Robert & Carole Madden - Kennebunkport, ME
John Main - South Portland, ME
Nichollette Maine - Marlboro, NJ
Split Rock Distilling Co. - New Castle, ME
Stephen Margolis - Ithaca, NY
Geoffrey McCarthy - Portland, OR
John Miniter - Ipswich, MA
Rebecca Muse-Orlinoff - Boston, MA
Maine-ly Fish Prints - Kittery, ME
Andrea O’Hanley - Suffield, CT
Christine Ostrander - Beverly, MA
Evelyn Ostrouski - North Billerica, MA
Ron Palmitessa - Biddeford, ME
Alan Parks - Mount Desert, ME
Devoe Color & Design Center - Biddeford, ME
Adam Peller - Newton Center, MA
Cristerophe Pine - Portland, ME
Joel Plagenz - Portsmouth, NH
Tracy Poe - Morrristown, NJ
Theodore Poland - Old Orchard Beach, ME
Tracy Polito - Biddeford, ME
PinkDog Estate Sales LLC - Walington, NJ
Robert Rice - Biddeford, ME
Josh Richards - Pittsfield, NH
Deanna Richards - Somersworth, NH
Brendan Ringer - Jaffery, NH
Joshua Rogers - Sanford, ME
Arthur Roy - Sanford, ME
Richard Ruel - Kennebunkport, ME
Dennis Sandstedt - Newton, MA
Richard Sanner - Ellsworth, ME
Michael Sanon - Newton, MA
John Senter - Nashua, NH
John Shipley Jr. - Boston, MA
Judy Snell - Holden, MA
Chad Snow - Saco, ME
Ziming Song - Port Orange, FL
Steven Stern - Brunswick, ME
Sandra Stot - Hollis Center, ME
Helen Thorgalsen - Kennebunk, ME
Jim Tirrell - Ponte Vedra, FL
Felix Tse - Toronto, ON
David & Line Tutwiler - Beverly Shores, IN
Kurt Vincent - Nassau, NY
Gabriel Waphne - Salem, MA
Christopher Washburn - Marion, MA
Richard Weeks - Portsmouth, NH
William Yee - Yarmouth, ME
York County Coast Star - 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 sup-
port 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 rev-
ue 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 pur-
poses, the Society considers all highly liquid debt instruments
purchased with a maturity of one year or less to be cash equiv-
alents. 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 mu-
tal funds with readily determinable fair values and all invest-
ments 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 re-
lated 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, 2016 and 2015.

**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, pre-
served 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 organi-
zation other than a private foundation under Section 509(a)(2).

The Federal income tax returns of the Society are subject to exa-
nination, generally for three years after they were filed.

**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
vestment accounts which provide Securities Investor Protection
Corporation protection up to $500,000. From time to time during
the years ended December 31, 2016 and 2015, the Society’s bank
and investment accounts may have exceeded federally insured lim-
its. Management has evaluated these risks and considers them to
be a normal business risk. In February 2017 the Society obtained
additional insurance coverage to protect 100% of its cash balances.

**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 De-
cember 31, 2016 and 2015 was $18,465 and $18,351, 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 ben-
efitted.

**Reclassification** - Certain 2015 amounts have been reclassified
to conform with the 2016 financial statement presentation. Net
assets and changes in net assets are unchanged due to these reclas-
sifications.

**Note 3 - Fair Values of Assets**
Effective January 1, 2008, the Society adopted Statement of Fi-
nancial 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 transac-
tion 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 unobserv-
able 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 informa-
tion generated by market transactions involving identical or
comparable assets or liabilities. Prices may be indicated by
pricing guides, sale transactions, market trades, or other re-
sources;

2. **Cost approach** - Based on the amount that currently would
be required to replace the service capacity of an asset (replace-
ment 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 pres-
ent 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, 2016, the application of valua-
The following schedule summarizes the investment return and its classification in the statement of activities for the year ended December 31, 2016:

<table>
<thead>
<tr>
<th>Investments</th>
<th>Quoted Prices in Active Markets for Identical Assets</th>
<th>Fair Values (Level 1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mutual Funds</td>
<td>$1,193,878</td>
<td>$1,193,878</td>
</tr>
<tr>
<td>Total</td>
<td>$1,193,878</td>
<td>$1,193,878</td>
</tr>
</tbody>
</table>

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:

<table>
<thead>
<tr>
<th>Investments</th>
<th>Significant Other Observations</th>
<th>Significant Unobservable Inputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mutual Funds</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td>Total</td>
<td>$ -</td>
<td>$ -</td>
</tr>
</tbody>
</table>

The following schedule summarizes the investment return and its classification in the statement of activities for the year ended December 31, 2016:

**2016**

<table>
<thead>
<tr>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest &amp; dividend inc.</td>
<td>$2,649</td>
<td>$2,761</td>
<td>$21,080</td>
</tr>
<tr>
<td>Realized &amp; unreal. gains</td>
<td>7,276</td>
<td>4,089</td>
<td>48,927</td>
</tr>
<tr>
<td>Total Investment Return</td>
<td>$9,925</td>
<td>$6,850</td>
<td>$70,007</td>
</tr>
</tbody>
</table>

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

**2015**

<table>
<thead>
<tr>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest &amp; dividend inc.</td>
<td>$3,100</td>
<td>$1,894</td>
<td>$14,679</td>
</tr>
<tr>
<td>Realized &amp; unreal. gains</td>
<td>(3,668)</td>
<td>(1,912)</td>
<td>(15,190)</td>
</tr>
<tr>
<td>Total Investment Return</td>
<td>$(568)</td>
<td>$(18)</td>
<td>$(511)</td>
</tr>
</tbody>
</table>

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 ten (10) 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, 2015

<table>
<thead>
<tr>
<th>For the years ended December 31</th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$263,522</td>
<td>$854,839</td>
<td>$436,327</td>
<td>$1,554,688</td>
</tr>
<tr>
<td>Investments</td>
<td>131,127</td>
<td>68,495</td>
<td>824,862</td>
<td>1,024,484</td>
</tr>
<tr>
<td>Other receivables</td>
<td>6,115</td>
<td></td>
<td></td>
<td>6,115</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>15,245</td>
<td></td>
<td></td>
<td>15,245</td>
</tr>
<tr>
<td>Inventories</td>
<td>66,137</td>
<td></td>
<td></td>
<td>66,137</td>
</tr>
<tr>
<td>Property and equipment net</td>
<td>1,200,682</td>
<td></td>
<td></td>
<td>1,200,682</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$1,682,828</td>
<td>$923,334</td>
<td>$1,261,189</td>
<td>$3,867,351</td>
</tr>
</tbody>
</table>

| Liabilities and Net Assets     |              |                        |                        |       |
| **Liabilities:**              |              |                        |                        |       |
| 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 |

| **Net assets:**               |              |                        |                        |       |
| **Unrestricted:**             |              |                        |                        |       |
| Board designated              | 245,537      | -                      | -                      | 245,537 |
| Undesignated                  | 133,698      | -                      | -                      | 133,698 |
| Designated - property and     | 1,188,870    | -                      | -                      | 1,188,870 |
|     equipment                 |              |                        |                        |       |
| 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 |

| **Total liabilities and net assets** | $1,682,828 | $923,334 | $1,261,189 | $3,867,351 |

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:

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

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

1. the duration and preservation of the various funds,
2. the purposes of the donor-restricted endowment funds,
3. general economic conditions,
4. the possible effect of inflation and deflation,
5. the expected total return from income and the appreciation of investments,
6. other resources of the Society, and,
7. 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 in 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

<table>
<thead>
<tr>
<th></th>
<th>December 31, 2016</th>
<th></th>
<th>December 31, 2015</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Temporarily</td>
<td>Permanently</td>
<td>Temporarily</td>
<td>Permanently</td>
</tr>
<tr>
<td></td>
<td>Unrestricted</td>
<td>Restricted</td>
<td>Unrestricted</td>
<td>Restricted</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td></td>
<td>Total</td>
<td></td>
</tr>
<tr>
<td><strong>Revenue:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Earned revenue:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Admissions</td>
<td>$ 217,977</td>
<td>- $ -</td>
<td>$ 217,977</td>
<td>- $ -</td>
</tr>
<tr>
<td>Annual membership dues</td>
<td>35,871</td>
<td>- -</td>
<td>35,871</td>
<td>- -</td>
</tr>
<tr>
<td>Revenue from</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>auxiliary operation</td>
<td>97,973</td>
<td>8,421</td>
<td>106,394</td>
<td>144,301</td>
</tr>
<tr>
<td>Total earned revenue</td>
<td>351,821</td>
<td>8,421</td>
<td>360,242</td>
<td>373,643</td>
</tr>
<tr>
<td>Contributed support:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants</td>
<td>1,806</td>
<td>24,400</td>
<td>26,206</td>
<td>2,028</td>
</tr>
<tr>
<td>Contributions &amp; bequests</td>
<td>124,816</td>
<td>161,926</td>
<td>294,843</td>
<td>118,072</td>
</tr>
<tr>
<td>Contributions-in-kind</td>
<td>25,892</td>
<td>26,823</td>
<td>52,715</td>
<td>22,391</td>
</tr>
<tr>
<td>Contributed Services</td>
<td>37</td>
<td>- -</td>
<td>37</td>
<td>2,467</td>
</tr>
<tr>
<td>Total contributed support</td>
<td>152,551</td>
<td>213,149</td>
<td>373,801</td>
<td>314,958</td>
</tr>
<tr>
<td>Other revenue:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest and dividend income</td>
<td>2,649</td>
<td>2,761</td>
<td>21,080</td>
<td>26,490</td>
</tr>
<tr>
<td>Realized and unrealized gains (losses) on investments</td>
<td>7,276</td>
<td>4,089</td>
<td>48,927</td>
<td>60,292</td>
</tr>
<tr>
<td>Gain on sale of land</td>
<td>49,090</td>
<td>- -</td>
<td>49,090</td>
<td>- -</td>
</tr>
<tr>
<td>Miscellaneous income</td>
<td>158,606</td>
<td>2,770</td>
<td>161,376</td>
<td>17,067</td>
</tr>
<tr>
<td>Total other revenue</td>
<td>$ 217,621</td>
<td>$ 9,620</td>
<td>$ 70,007</td>
<td>$ 297,248</td>
</tr>
<tr>
<td>Net assets released from restrictions:</td>
<td>350,829</td>
<td>(303,864)</td>
<td>(46,965)</td>
<td>- -</td>
</tr>
<tr>
<td>Total support and revenue</td>
<td>1,072,822</td>
<td>(72,674)</td>
<td>31,143</td>
<td>1,031,291</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Expenses:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Program services</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Curatorial and exhibits</td>
<td>320,776</td>
<td>- -</td>
<td>320,776</td>
<td>326,345</td>
</tr>
<tr>
<td>Supporting services</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership</td>
<td>13,226</td>
<td>- -</td>
<td>13,226</td>
<td>15,625</td>
</tr>
<tr>
<td>General &amp; administrative</td>
<td>321,425</td>
<td>- -</td>
<td>321,425</td>
<td>364,344</td>
</tr>
<tr>
<td>Fundraising</td>
<td>27,961</td>
<td>- -</td>
<td>27,961</td>
<td>30,737</td>
</tr>
<tr>
<td>Auxiliary operation</td>
<td>230,095</td>
<td>- -</td>
<td>230,095</td>
<td>140,143</td>
</tr>
<tr>
<td>Total support services</td>
<td>592,707</td>
<td>- -</td>
<td>592,707</td>
<td>550,849</td>
</tr>
<tr>
<td>Total expenses</td>
<td>$ 913,483</td>
<td>$ - $ -</td>
<td>$ 913,483</td>
<td>$ 877,194</td>
</tr>
<tr>
<td><strong>Change in net assets</strong></td>
<td>159,339</td>
<td>(72,674)</td>
<td>31,143</td>
<td>117,808</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>62,685</td>
</tr>
<tr>
<td><strong>Net assets, beginning of year</strong></td>
<td>1,568,105</td>
<td>923,334</td>
<td>1,261,189</td>
<td>3,752,628</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1,505,420</td>
</tr>
<tr>
<td><strong>Net assets, end of year</strong></td>
<td>1,727,444</td>
<td>850,660</td>
<td>1,292,332</td>
<td>3,870,436</td>
</tr>
</tbody>
</table>

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.
### Schedule of Functional Expenses

#### 2016

<table>
<thead>
<tr>
<th></th>
<th>Curatorial &amp; Exhibits</th>
<th>Membership</th>
<th>General &amp; Administrative</th>
<th>Fund Raising</th>
<th>Auxiliary Operation</th>
<th>Total Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and related expenses</td>
<td>$ 150,797 ($)</td>
<td>$ -</td>
<td>$ 140,274 ($)</td>
<td>$ 3,353 ($)</td>
<td>$ 70,841 ($)</td>
<td>$ 365,265 ($)</td>
</tr>
<tr>
<td>Contributed services</td>
<td>-</td>
<td>-</td>
<td>2,514 ($)</td>
<td>-</td>
<td>-</td>
<td>2,514 ($)</td>
</tr>
<tr>
<td>Professional fees</td>
<td>2,168 ($)</td>
<td>-</td>
<td>30,037 ($)</td>
<td>-</td>
<td>-</td>
<td>32,205 ($)</td>
</tr>
<tr>
<td>Utilities</td>
<td>3,996 ($)</td>
<td>-</td>
<td>23,977 ($)</td>
<td>-</td>
<td>-</td>
<td>27,973 ($)</td>
</tr>
<tr>
<td>Conservation and maintenance</td>
<td>91,993 ($)</td>
<td>-</td>
<td>16,647 ($)</td>
<td>-</td>
<td>-</td>
<td>108,640 ($)</td>
</tr>
<tr>
<td>Taxes and fees</td>
<td>-</td>
<td>-</td>
<td>4,956 ($)</td>
<td>-</td>
<td>495 ($)</td>
<td>5,451 ($)</td>
</tr>
<tr>
<td>Insurance</td>
<td>-</td>
<td>-</td>
<td>22,974 ($)</td>
<td>-</td>
<td>-</td>
<td>22,974 ($)</td>
</tr>
<tr>
<td>Rent and equipment rental</td>
<td>2,060 ($)</td>
<td>-</td>
<td>8,508 ($)</td>
<td>-</td>
<td>300 ($)</td>
<td>10,868 ($)</td>
</tr>
<tr>
<td>Administration</td>
<td>17,361 ($)</td>
<td>12,462 ($)</td>
<td>59,143 ($)</td>
<td>2,384 ($)</td>
<td>17,833 ($)</td>
<td>109,183 ($)</td>
</tr>
<tr>
<td>Interest</td>
<td>-</td>
<td>-</td>
<td>301 ($)</td>
<td>-</td>
<td>-</td>
<td>301 ($)</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>4,351 ($)</td>
<td>-</td>
<td>1,931 ($)</td>
<td>-</td>
<td>1,692 ($)</td>
<td>7,974 ($)</td>
</tr>
<tr>
<td>Fundraising events</td>
<td>-</td>
<td>-</td>
<td>22,224 ($)</td>
<td>-</td>
<td>-</td>
<td>22,224 ($)</td>
</tr>
<tr>
<td>Cost of goods sold</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total expenses before depreciation</strong></td>
<td>$ 272,726 ($)</td>
<td>12,462 ($)</td>
<td>311,262 ($)</td>
<td>27,961 ($)</td>
<td>221,691 ($)</td>
<td>846,102 ($)</td>
</tr>
<tr>
<td>Depreciation</td>
<td>48,050 ($)</td>
<td>764 ($)</td>
<td>10,163 ($)</td>
<td>-</td>
<td>8,404 ($)</td>
<td>67,381 ($)</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>$ 320,776 ($)</td>
<td>$ 13,226 ($)</td>
<td>$ 321,425 ($)</td>
<td>$ 27,961 ($)</td>
<td>$ 230,095 ($)</td>
<td>$ 913,483 ($)</td>
</tr>
</tbody>
</table>

#### 2015

<table>
<thead>
<tr>
<th></th>
<th>Curatorial &amp; Exhibits</th>
<th>Membership</th>
<th>General &amp; Administrative</th>
<th>Fund Raising</th>
<th>Auxiliary Operation</th>
<th>Total Expenses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and related expenses</td>
<td>$ 142,581 ($)</td>
<td>$ -</td>
<td>$ 135,387 ($)</td>
<td>$ 3,661 ($)</td>
<td>$ 51,180 ($)</td>
<td>$ 332,809 ($)</td>
</tr>
<tr>
<td>Contributed services</td>
<td>-</td>
<td>-</td>
<td>2,467 ($)</td>
<td>-</td>
<td>-</td>
<td>2,467 ($)</td>
</tr>
<tr>
<td>Professional fees</td>
<td>2,814 ($)</td>
<td>-</td>
<td>33,347 ($)</td>
<td>-</td>
<td>-</td>
<td>36,161 ($)</td>
</tr>
<tr>
<td>Utilities</td>
<td>5,624 ($)</td>
<td>-</td>
<td>35,567 ($)</td>
<td>-</td>
<td>170 ($)</td>
<td>41,361 ($)</td>
</tr>
<tr>
<td>Conservation and maintenance</td>
<td>110,836 ($)</td>
<td>-</td>
<td>37,787 ($)</td>
<td>-</td>
<td>-</td>
<td>148,623 ($)</td>
</tr>
<tr>
<td>Taxes and fees</td>
<td>160 ($)</td>
<td>-</td>
<td>4,248 ($)</td>
<td>-</td>
<td>813 ($)</td>
<td>5,221 ($)</td>
</tr>
<tr>
<td>Insurance</td>
<td>-</td>
<td>-</td>
<td>20,653 ($)</td>
<td>-</td>
<td>-</td>
<td>20,653 ($)</td>
</tr>
<tr>
<td>Rent and equipment rental</td>
<td>3,698 ($)</td>
<td>-</td>
<td>7,779 ($)</td>
<td>-</td>
<td>290 ($)</td>
<td>11,767 ($)</td>
</tr>
<tr>
<td>Administration</td>
<td>1,073 ($)</td>
<td>14,861 ($)</td>
<td>75,274 ($)</td>
<td>1,023 ($)</td>
<td>-</td>
<td>92,231 ($)</td>
</tr>
<tr>
<td>Interest</td>
<td>-</td>
<td>-</td>
<td>1,141 ($)</td>
<td>-</td>
<td>-</td>
<td>1,141 ($)</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>14,747 ($)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>1,371 ($)</td>
<td>16,118 ($)</td>
</tr>
<tr>
<td>Fundraising events</td>
<td>-</td>
<td>-</td>
<td>26,053 ($)</td>
<td>-</td>
<td>-</td>
<td>26,053 ($)</td>
</tr>
<tr>
<td>Cost of goods sold</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total expenses before depreciation</strong></td>
<td>$ 281,533 ($)</td>
<td>14,861 ($)</td>
<td>353,650 ($)</td>
<td>30,737 ($)</td>
<td>130,291 ($)</td>
<td>811,072 ($)</td>
</tr>
<tr>
<td>Depreciation</td>
<td>44,812 ($)</td>
<td>764 ($)</td>
<td>10,694 ($)</td>
<td>-</td>
<td>9,852 ($)</td>
<td>66,122 ($)</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>$ 326,345 ($)</td>
<td>$ 15,625 ($)</td>
<td>$ 364,344 ($)</td>
<td>$ 30,737 ($)</td>
<td>$ 140,143 ($)</td>
<td>$ 877,194 ($)</td>
</tr>
</tbody>
</table>

### Endowment net asset composition by type of fund as of December 31, 2016 is as follows:

#### 2016

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total Net Endowment Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Donor restricted endowment funds</td>
<td>$ -</td>
<td>$ -</td>
<td>$ 1,292,332</td>
<td>$ 1,292,332</td>
</tr>
<tr>
<td>Board designated endowment funds</td>
<td>133,915</td>
<td>-</td>
<td>-</td>
<td>133,915</td>
</tr>
<tr>
<td><strong>Total funds</strong></td>
<td>$ 133,915</td>
<td>$ -</td>
<td>$ 1,292,332</td>
<td>$ 1,426,247</td>
</tr>
</tbody>
</table>

Changes in endowment net assets as of December 31, 2016 are as follows:

<table>
<thead>
<tr>
<th></th>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total Net Endowment Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Endowment net assets, begin of year</td>
<td>$ 122,208</td>
<td>$ -</td>
<td>$ 1,261,189</td>
<td>$ 1,383,397</td>
</tr>
<tr>
<td>Contributions and additions</td>
<td>6,565</td>
<td>-</td>
<td>8,101</td>
<td>14,666</td>
</tr>
<tr>
<td>Investment income</td>
<td>2,711</td>
<td>-</td>
<td>21,080</td>
<td>23,791</td>
</tr>
<tr>
<td>Net apprec. (deprec.)</td>
<td>7,071</td>
<td>-</td>
<td>48,927</td>
<td>55,998</td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>(4,640)</td>
<td>-</td>
<td>(46,965)</td>
<td>(51,605)</td>
</tr>
<tr>
<td><strong>Endowment net assets, end of year</strong></td>
<td>$ 133,915</td>
<td>$ -</td>
<td>$ 1,292,332</td>
<td>$ 1,426,247</td>
</tr>
</tbody>
</table>
Statement of Cash Flows

For the years ending December 31

<table>
<thead>
<tr>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash flows from operating activities:</strong></td>
<td></td>
</tr>
<tr>
<td>Change in net assets</td>
<td>$117,808</td>
</tr>
<tr>
<td>Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities:</td>
<td></td>
</tr>
<tr>
<td>Depreciation</td>
<td>67,381</td>
</tr>
<tr>
<td>Decrease in inventory valuation reserve</td>
<td>2,000</td>
</tr>
<tr>
<td>Gain on sale of land</td>
<td>(49,090)</td>
</tr>
<tr>
<td>Net realized and unrealized (gain) loss on investments</td>
<td>(60,292)</td>
</tr>
<tr>
<td>Gains (losses) on sale of property and equipment</td>
<td>-</td>
</tr>
<tr>
<td>Changes in operating assets and liabilities:</td>
<td></td>
</tr>
<tr>
<td>Other receivables</td>
<td>(10,691)</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>1,826</td>
</tr>
<tr>
<td>Inventories</td>
<td>5,419</td>
</tr>
<tr>
<td>Accounts payable</td>
<td>(21,576)</td>
</tr>
<tr>
<td>Accrued payroll and taxes</td>
<td>1,616</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>181</td>
</tr>
<tr>
<td>Other accrued liabilities</td>
<td>538</td>
</tr>
<tr>
<td><strong>Net cash provided by (used in) operating activities</strong></td>
<td>55,120</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash flows from investing activities:</strong></td>
<td></td>
</tr>
<tr>
<td>Purchases of investments</td>
<td>(121,727)</td>
</tr>
<tr>
<td>Sales of investments</td>
<td>12,625</td>
</tr>
<tr>
<td>Proceeds from sale of land</td>
<td>49,090</td>
</tr>
<tr>
<td>Cash paid for purchase of property and equipment</td>
<td>(136,853)</td>
</tr>
<tr>
<td><strong>Net cash provided by (used in) investing activities</strong></td>
<td>(196,865)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cash flows from financing activities:</strong></td>
<td></td>
</tr>
<tr>
<td>Proceeds from (principal payments on) long-term debt</td>
<td>(11,812)</td>
</tr>
<tr>
<td><strong>Net cash provided by (used in) financing activities</strong></td>
<td>(11,812)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Net increase (decrease) in cash</strong></td>
<td>(153,557)</td>
</tr>
<tr>
<td>Cash at beginning of year</td>
<td>1,554,688</td>
</tr>
<tr>
<td>Cash at end of year</td>
<td>$1,401,131</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Supplemental cash flow disclosures:</strong></td>
<td></td>
</tr>
<tr>
<td>Income taxes paid (refunded)</td>
<td>-</td>
</tr>
<tr>
<td>Interest expense paid</td>
<td>$301</td>
</tr>
</tbody>
</table>

**Schedule of non cash investing and financing activities:**

<table>
<thead>
<tr>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction in progress completed in 2016</td>
<td>$213,311</td>
</tr>
<tr>
<td>Cash paid for the purchase of property and equipment</td>
<td>(213,311)</td>
</tr>
</tbody>
</table>

**Note 5 - Property and Equipment**

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

<table>
<thead>
<tr>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Property and Equipment</strong></td>
<td></td>
</tr>
<tr>
<td>Construction in progress</td>
<td>$61,427</td>
</tr>
<tr>
<td>Land improvements</td>
<td>451,981</td>
</tr>
<tr>
<td>Buildings and improvements</td>
<td>1,837,351</td>
</tr>
<tr>
<td>Machinery and equipment</td>
<td>257,032</td>
</tr>
<tr>
<td>Track and wire</td>
<td>306,017</td>
</tr>
<tr>
<td>Total property and equipment</td>
<td>$2,913,808</td>
</tr>
<tr>
<td>Accumulated depreciation</td>
<td>(1,643,654)</td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>$1,270,154</td>
</tr>
</tbody>
</table>

**Note 6 - Long-Term Debt**

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

<table>
<thead>
<tr>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Long-term Debt</strong></td>
<td></td>
</tr>
<tr>
<td>Total long-term debt</td>
<td>$ -</td>
</tr>
</tbody>
</table>

**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:

<table>
<thead>
<tr>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Temporarily Restricted Net Assets</strong></td>
<td></td>
</tr>
<tr>
<td>Program activities:</td>
<td></td>
</tr>
<tr>
<td>Restoration of vehicle collection</td>
<td>$434,584</td>
</tr>
<tr>
<td>Museum development</td>
<td>323,546</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>92,530</td>
</tr>
<tr>
<td>Total temporarily restricted net assets</td>
<td>$850,660</td>
</tr>
</tbody>
</table>

At December 31, 2016 and 2015, certain unrestricted net assets had been designated by the Board of Trustees for the following purposes:

<table>
<thead>
<tr>
<th>2016</th>
<th>2015</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Board Designated Net Assets</strong></td>
<td></td>
</tr>
<tr>
<td>Restoration of vehicle collection</td>
<td>$11,828</td>
</tr>
<tr>
<td>Endowment</td>
<td>133,915</td>
</tr>
<tr>
<td>Museum Development</td>
<td>160,591</td>
</tr>
<tr>
<td>Total board designated net assets</td>
<td>$306,334</td>
</tr>
</tbody>
</table>

**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 2016 and 2015, there were services that met these criteria and management estimates the fair value of those services to be $2,514 and $15,685, respectively. However, most of the services received by the Society do meet those criteria. Management estimates the fair value of those services not meeting the criteria to be $319,963 for 2016 and $274,137 for 2015, with a total of

See accountant's report and accompanying notes to financial statements.
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 they years ended December 31, 2016 and 2015.

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, 2016 and 2015 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, 2016 and 2015 were $1,678.

Total minimum annual rentals are as follows:

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>1,678</td>
</tr>
<tr>
<td>2018</td>
<td>1,678</td>
</tr>
<tr>
<td>2019</td>
<td>979</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4,335</strong></td>
</tr>
</tbody>
</table>

In October 2015 the Society entered into a contract for construction services totaling $163,403. The project was completed in 2016. Payments made under this contract were $75,919 and $87,484 for the years ended December 31, 2016 and 2015, respectively.

**Note 10 - Subsequent Events**
Subsequent events have been evaluated by management through May 26, 2017, which is the date the financial statements were available to be issued. Other than the additional insurance coverage over cash disclosed in Note 2, there were no material subsequent events as of May 26, 2017 that require disclosure in the financial statements.
Trustee Recognition Awards - 2016

At the year’s Annual Meeting, held on April 23, 2016, the Trustee Recognition Awards and a special Executive Director’s award were presented to the following uncommon individuals:

Phil Morse
The Board is honoring Phil for his long-time devotion to the Society, his leadership roles, and his extreme dedication to the projects he leads. In his long association with Seashore he has served as both a Trustee and Museum Director, making notable contributions to the Society’s leadership.

His dogged persistence in managing projects to restore Seashore’s cars from Maine and developing remarkably thorough interpretive programs to educate the public about the projects on site or online has been a tremendous contribution. His creativity in developing the funding for the restoration of Atlantic Shore Line locomotive 100 and Portland-Lewiston interurban 14, The Narcissus, has been an inspiration to the Society. As well, he regularly involves younger people in Society projects, a vital step in building the Museum’s future.

Chester Gabriel
Chet is a fountain of knowledge and competence as a result of his long term relationship with Seashore. Further, Chet has the gift of empathy. He is attentive to guests and other volunteers alike, making sure that new volunteers, in particular, feel welcome and included. He notices if someone may be “falling away” because they haven’t found a comfortable role, and he extends his friendship and caring to help them find that role.

Chet is also very supportive of employees and other volunteers. He offers suggestions, accepts the fact that everyone has their own opinions and ideas, and at the end of the day he gets on board with the decisions that have been made and doesn’t hold grudges.

He looks for reasons to cooperate with others and genuinely loves being at Seashore.

Tom Santarelli
Tom has had a life-long association with the Museum as his father was the principal founder. Tom developed a keen interest and expertise in internal combustion powered vehicles early in life leading to his current position as Curator of Buses and Trackless Trolleys. And he has played a vital role in many aspects of the Society’s management serving as Trustee, Executive Vice President, and currently Vice President of Facilities.

Tom has demonstrated leadership in the key area of the Society’s finances serving as a dedicated member of the Finance Committee and delving into fundraising for a wide variety of projects. His professional knowledge of the construction field has allowed him to play the guiding role in upgrading and expanding the Museum’s buildings and infrastructure, including securing all manner of permits and engaging and supervising contractors. He regularly devotes countless hours of time to unglamorous but absolutely essential tasks relating to the Museum’s infrastructure.

Todd Glickman
We honor Todd for his tireless efforts volunteering in the Operating Department as an Instructor, Dispatcher, Motorman and Conductor. From the inception of the Operating Training program he has played a key role in making the Program successful.

As an Instructor he has always been ready to handle any phase of training to help our Operators do a better job safely. He relates well to his students and his explanations are easy to understand and his knowledge of car operations casts a broad net from streetcars to interurbans, subway cars, and work equipment. As a Motorman/Conductor, he always arrives early to get the railroad ready for service.

Additionally, over the years, Todd has produced the requalification exams and maintained “The Book” containing the railway operational policies, procedures, and notices. He has also been the “Voice” of the Museum greeting folks whenever they call and certainly made sure we know “Weather” or not it will be a good day at the Museum.

Chester Gabriel flank Executive Director Sally Bates. Unfortunately, Bill Mallory was not in attendance.

Right: At Annual Meeting 2016 John Mercurio and Chester Gabriel flank Executive Director Sally Bates. Unfortunately, Bill Mallory was not in attendance.

Executive Director’s Award
John Mercurio, Chester Gabriel, and Bill Mallory
In 2015 a new tour firm brought business increasing group revenues by over 400%. They came on Tuesdays, Wednesdays and Thursdays all season. While a very welcome development, the influx strained our capacity.

John Mercurio, Chet Gabriel, and Bill Mallory, the Tuesday, Wednesday, and Thursday Dispatchers, formed an effective team to ensure we had enough volunteers to handle the many 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, enabling staff and volunteers to work together all season to maintain customer satisfaction. Discussions were at times intense, but consensus ruled and maintained mutual respect.

On behalf of the New England Electric Railway Historical Society’s Board of Trustees, Members, Volunteers, Visitors, and myself: Thank you John, Chet, and Bill, for your exceptional teamwork, thoughtful communications, planning skills and dedication to Seashore Trolley Museum and its visitors.
Above: A long time workhorse at Seashore is Dallas Railway and Terminal 434. This Stone & Webster Standard arrived at Seashore in 1954, right after being removed from service, and has transported museum visitors almost continuously since. In 2016 it received a new exterior paint job and a new roof canvas, work made possible by a grant from the Edwin S. Webster Foundation.

Below: Sister car 181 in service on the Junius Heights line in Dallas on June 13, 1947. Note the art deco cinema featuring Edward G. Robinson in The Red House, and the big step the senior citizen is negotiating as she keeps a wary eye on the approaching coupe.