Celebrating 78 Years of Preservation — 1939–2017

New England Electric Railway Historical Society
Seashore Trolley Museum

2017 Annual Report

America's National Urban Transit Collection
New England Electric Railway Historical Society

Founded in 1939 by Theodore F. Santarelli de Brasch

Mission
New England Electric Railway Historical Society shares powerful connections between the past and present. We preserve knowledge, context, and resources for future generations by collecting, restoring, operating, and exhibiting significant public transit vehicles and artifacts.

Vision

- We continue the legacy of our founders by maintaining and sharing our world-class transit collections and knowledge with a growing membership, our many visitors, our communities, and the public transportation industry.

- Our work is guided by our respect for the technological, aesthetic, and historically significant characteristics of our collections, and our engagement with our audiences and community, in the past, present, and future.

- We strive for the highest standards of professional practice in every facet of our organization, and to make our museum experience accessible to everyone.

- Our capital improvement programs create improved capacity for collection management, storage, exhibition and interpretation, and responsible stewardship of our assets.

- We invite and facilitate wide participation in carrying out our mission and perpetuating our legacy through our programs of engagement with supporters, members, and the giving community.

2017 Annual Report

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Front Cover

Upper: Just as winter snow started to build in Kennebunkport, construction of the addition to Fairview Carhouse neared completion. This first phase of the expansion will provide cover for at least 14 additional vehicles. The next phase, for which fundraising is underway, will extend the newly widened building 60 feet to the front, and enclose it with doors. TS

Lower: In the first decades of the 20th century open sided trolleys such as New Haven 303 took summertime crowds to beaches or other entertainment venues. In the evening, after a full day of enjoyment, the dependable cars would carry passengers home through summer breezes. This century-old experience is reproduced during a special event at the Seashore Trolley Museum in 2017. PM
President’s Report
James D. Schantz, President and CEO

The year 2018 was another very active and very positive year for the New England Electric Railway Historical Society. All this was made possible by the thousands of hours of volunteer time from our dedicated volunteers, plus the tireless efforts of our staff. Financial support was the other key ingredient, as donations and grants exceeded $575,000 during 2018. The organization owes a debt of gratitude to all supporters for making such progress possible 78 years after our founding group of eight volunteers banded together to purchase Biddeford & Saco open car 31, launching a transit preservation movement that has since spread worldwide.

Preserve, Protect, and Present Campaign

In 2016 the first major project of this campaign was completed, as the roof of our shop was replaced, greatly enhancing its structural strength and our ability to carry out maintenance and restoration projects. In 2017 efforts moved to expanding Fairview Carhouse to cover about 14 vehicles by widening the building by 20 feet over its 280 foot length. By enclosing what was previously an open sided building, all vehicles in both the old and new sections will be much better protected. This phase cost $330,000 and will fully protect another 10 vehicles. At year end $160,000 of this total had been raised by the campaign. And in early January 2018 the 20th Century Electric Railway Foundation awarded us a $95,000 challenge grant, matching dollar for dollar donations from all other sources. In 2018 the goal will be to raise the remaining funds and begin construction.

Other funds contributed to the campaign will in 2018 allow adding front doors to the Burton B. Shaw South Boston Carhouse, providing much better protection for the cars stored and displayed in that building.

Restoration Shop Renamed

Long time members are well aware of the highly experienced resource the Museum has in the person of Donald G. Curry. He has been synonymous with Seashore’s restoration programs since their inception. He joined the staff as a summer employee in 1953, converting to full time when he retired from his high school teaching position. In 2017 he officially retired from the Museum after 64 years of staff service, certainly the longest stint by any employee at any rail museum. Fortunately, he continues to volunteer in the shop almost daily and regularly fields inquiries from other museums about a wide variety of streetcar technical issues. In honor of his years of service and his retirement, the board voted to change the shop’s formal name to the Donald G. Curry Town House Shop. With many members, friends, and family in attendance, the new sign with the new name was unveiled on October 18.

Lowell

This year marked the 15th year that Seashore’s New Orleans car 966 has been operating in Lowell, Mass., on the trolley system of the Lowell National Historical Park. The car operates with Seashore volunteer crews weekends from May until...
October each year. It interworks seamlessly with the Park’s three Gomaco replica cars providing tours of the downtown area with stops at numerous Park points of interest. Operating crews go through careful training both in Maine and in Lowell to ensure safe operation. Many who have started operating in Lowell have subsequently broadened their participation to include operating in Maine as well. Our exhibit featuring the evolution of rail transit in the U.S. in general and Lowell in particular continues to be open on weekends throughout the year.

**Membership**

One of Seashore’s greatest strengths has been the continual support through its 78 year history of its membership. In recent years a significant point in the Museum’s strategic plan has been to increase membership, to capture the ongoing support of many of the people who take great interest in the Museum and its exhibits and programs. Progress in this area has been significant. In last year’s report we listed the 100 new members who joined during the year. In 2017 it has been quite gratifying to welcome an additional 178 new individual members and 15 business members. A listing of the new members can be found on page 19. We welcome all of these members, thank them for their support, and encourage their active participation in our activities.

**Infrastructure**

Our track crew initiated another major project to replace some badly worn track switches in the shop yard. When that track was constructed in the 1960s sharp radius switches were needed to route the track around a large rock outcropping. The only turnouts available were badly worn ones retrieved from the last vestiges of the Atlantic Shore Line in Sanford. In the half-century since their installation, car movements in and out of the shop have been touch-and-go to avoid derailing on the old switches. This year Track Superintendent Peter Wilson found a firm that could supply new No. 4 switch components at reasonable cost to replace the two worn switches in front of the shop. To avoid disrupting shop movements, the new switches are being assembled as panels away from the track to be dropped into place once complete.

Turn to the Track Department report on page 9 for more about 2017 activities. New volunteers in the overhead wire department helped replace some deteriorated line poles then carry out repairs and lift trolley wire in front of Central and Fairview Carhouses.

**Restorations**

Work on Seashore’s fleet of rail cars continued at a high level in 2017 as always. One of the most ambitious projects is the complete rehabilitation of Portland-Lewiston Interurban No. 14 *The Narcissus*. As explained in the report on page 7 major structural components are being renewed at the same time as detail work on interior components. The project has attracted considerable outside interest with hundreds of social media users following progress online. Financial support has also been encouraging, including generous grants from the 20th Century Electric Railway Foundation.

Other projects making significant progress include, among others, Boston Center Entrance car 6131, Lexington and Boston single truck car 41, New Jersey PCC 5, Toronto Peter Witt 2890, and North Shore interurban 755. The Conservation Report starting on page 9 covers all active projects.

**Peacock Lounge**

In 2017 we wrapped up a most unusual and rewarding project begun in 2013, namely the construction of a replica of our *City of Manchester* parlor car. The
The Peacock Lounge

These photos give an overview of the multi-year project to build a replica of the City of Manchester to operate on a private estate in Florida:

**Top left:** Seashore’s City of Manchester 1901 parlor car from the Manchester, NH Street Railway was chosen by our client as a prototype for a battery powered replica to run in Florida. JS

**Top center:** The underframe fabricated from ash takes shape in Seashore’s shop. JS

**Above:** The body takes shape, composed largely of computer-cut fiberglass components. RL

**Above right:** The interior is made of beautifully varnished mahogany. JS

**Right:** The finished car after arriving in Florida. JS

**Right below:** The car after completing its first run from the upper estate to the water’s edge. JS

The project was launched following a visit to the Museum by a family who desired some additional mobility on their waterfront estate in Coconut Grove, Florida. Their long, narrow property features houses set back about 1,000 feet from the waterfront, creating a need for an easy way to reach the water’s edge and an indoor/outdoor space which could be used at that location. They hit on the idea of a battery powered streetcar that could carry passengers from house to water and provide a stable space to enjoy the ocean.

**Below:** Commemorative medallion presented by the project sponsor to the Museum to celebrate the project’s successful completion. JS
at the shore. When they saw the City of Manchester on display in Highwood during a visit to Seashore, they quickly saw it as the ideal prototype.

We soon entered into an agreement to undertake the project, using the same structure we have used on past commercial contracts, namely an hourly rate with a margin above our employee pay rates and a percent uplift on materials used. To take advantage of modern techniques and materials (which we can not use in historically accurate restorations) we added to the team a boat builder from Mt. Desert Island, Maine who could use design software and computer controlled devices to cut frame and finish panels from fiberglass blocks or sheets. Their shop was also better suited for varnishing mahogany window sash and interior trim in a dust free environment.

We launched a search for a suitable single truck to use for the new car and located a partly stripped ex-Brussels Brill 21-E truck in Texas. Our client purchased it and we brought it to Maine and began tests to determine if its old motors could be propelled by a modern battery and electronic control system. With this verified we began total rehabilitation of the truck including fabricating the many parts that were missing and construction of an enclosure for the car’s batteries. Extensive measurements and careful examination of all of the details of the City of Manchester were carried out throughout the project to ensure accurate reproduction of the car’s elegant proportions and design. The only change was to lengthen the car to take advantage of the longer wheelbase of the truck.

We studied control and braking options and settled on an electronic motor control system paired with traditional hand

brakes, with all parts carefully cast based on molds of the original car’s components.

By December all was in readiness and the car was trucked to Florida and successfully tested just in time for a planned dedication gathering. Throughout the four year project various members of the shop staff and volunteer teams worked on the car, but in 2017 special note should be made of the extensive efforts by Shop Manager Randy Leclair and staff member John Melanson, who traveled repeatedly to Mt. Desert Island then to Florida to complete the project.

The sponsoring family reports they are quite pleased with the car, now christened The Peacock Lounge, and the project’s proceeds helped the Museum move forward in a variety of areas.

Financial
As mentioned earlier in this report, the

total of contributions to the Society in 2017 was in excess of $575,000. Of that, more than $100,000 came from foundation grants, with the balance from members and friends. More detail about donations can be found in the Museum Contributors report starting on page 16. Our deepest thanks to all who contributed to this total.

One of the most important means of ensuring the long term survival of the Museum is to continue building the Society’s endowment. Funds invested in the endowment fund are never spent but are invested to yield, under normal investment market conditions, 5% annually to help defray operating expenses. Traditionally the primary source of endowment contributions for any museum is planned giving, in which benefactors specify funds for the endowment in their estate or other long term financial plans.

From late 2015 until early 2018 the Society has received bequests totaling more than $1.2 million from just four members—Stephen Dvorak, Stephen Hall, George Jones, and Roger Somers. The forethought in estate planning from each of these dedicated supporters greatly helps strengthen Seashore’s financial foundation.

We invite all members to also include Seashore in their estate planning. This year the Society inaugurated a Founders Legacy Society to recognize those who have made such thoughtful provisions. Please turn to page 20 for more about how you can join this honorable group.
Executive Director’s Report
Sally A. Bates, Executive Director

In 2017 we continued implementing changes to improve customer service, streamline back office operations, and facilitate cash management.

• Our accounting system was converted to an online version, making it possible for authorized employees to work remotely when necessary, and assuring that we have the most current software version available at all times.

• Our website has a new “responsive” design, making it mobile-friendly, payment friendly, and easily maintained.

• We consolidated our banking relationships to achieve FDIC insurance coverage on balances, and improving deposit, transfer, and accounting processes.

• A combination of new vendor relationships and redesign made it possible to convert the museum’s official newsletter, The Dispatch, from black and white to full color while spending less overall to provide it to members.

Volunteers—both internal and external—played major roles in facilities projects:

• We leveraged paid tree cutting services with a large-scale volunteer effort from Central Maine Power Company and several member volunteers to complete preventive tree clearing around overhead wires, buildings, and vehicles. That value of that preemptive effort became obvious when we came through the late October windstorm with no damage from falling limbs.

• The walking path through the center of the public campus had nearly disappeared. Thanks to member volunteers, Thornton Academy students, Kennebunk High School’s Alternative Education Program, Deering Lumber Company, and The Hissong Group, the path is now more visible and safer than ever, having been newly excavated, compactible materials added, and a new post and chain boundary added.

The largest facility project was, of course, phase 1 of the Fairview Carhouse expansion, with Tom Santarelli, our volunteer Vice President of Facilities managing all aspects of the job, including working with the volunteer crews who had the enormous task of shifting vehicles to keep the construction site accessible.

Non-collection assets were pressed into service for the museum’s benefit.

• The Board approved the conversion of the house next to the museum entrance, purchased years ago from the Butler family, from a residential rental property to Museum Library use, and we undertook the process of applying for and receiving approval from the town of Arundel to do so.

• Timber harvesting on non-public acreage in Arundel and Biddeford generated approximately $40,000 that will be used for other critical museum projects.

The Seashore Trolley Museum Advisory Council, comprised of thirteen area professionals who have an interest in the museum’s success, was established in 2016, and all members remained involved in 2017.

Admission revenues grew every year from 2012 through 2016. One tour operator was responsible for the jump in our group tour revenue in 2015 and 2016. However, a 2017 decline in their sales of Maine tours resulted in a decline in our

Below: Visitors use the newly rebuilt path connecting the Visitors Center with the exhibit car houses. A rope barrier keeps people clear of passing rail vehicles such as these 1963 Boston Red Line cars. PM

Above: This year’s summer gala, Downeast Meets Dixie featured indoor activities such as this electronic camera.

Below: The unit quickly produced commemorative electronically framed photos. JS
overall regular admission revenues for the year.

We are dedicated to getting admission revenues back on a pattern of growth. As members of the Maine Motorcoach Network and the Kennebunk, Kennebunkport, Arundel Chamber of Commerce, we continue our efforts to attract additional tour operators to the area. We are also increasing our digital marketing activities to reach both area families and tourists. This includes making it possible for guests to purchase their admission in advance of arrival on both regular and event days.

To evolve along with the ever-changing interests and demographics of audiences, each season we take a fresh look at the activities we offer.

- **While Monday, Wednesday, and Friday mornings have been traditionally slow, “Seashore Trolley Story Time” has become a dependable way to attract families on Wednesday morning. In 2018 we are adding “Monday Morning Magic” and “Funny Friday” to the lineup.**

Although we have seen erosion in the number of daytime riders during December’s Christmas Prelude, we are growing revenues from premium priced offerings later in the day. The *Golden Chariot* Ride and Cocktail Party has maintained profits, and attracted new fans. In 2017 we introduced “Surprise! Santa’s on the Trolley,” another premium-priced late afternoon activity that has growth potential.

*On the Marsh Bistro*, a highly-respected fine dining restaurant in Kennebunk’s Lower Village, is hosting a fund-raising event to benefit Seashore Trolley Museum on August 17, 2018. We appreciate owner Denise Rubin “championing” the museum by lending her good name to our cause.

We saw an uptick in new memberships in 2017. We challenged our store personnel to solicit new members with the result that they sold 100 more than in 2016.

During my tenure, I have been resolute in approaching our challenges as Museum challenges—NOT Trolley Museum challenges. No business can be complacent about attracting loyal customers—in our case members and visitors and donors. Additionally Seashore’s challenges for 2018 and beyond include maintaining existing aging infrastructure—track, overhead, buildings, roads—as well as constructing additional storage buildings for the collection.

As I reflect on the last six years, I’m proud of what you’ve accomplished and what we’ve accomplished together:

- **Seashore’s stature in the communities surrounding the museum has grown—not only are our neighbors more aware of the Museum, they also approve of your campus improvements, variety of events, and willingness to collaborate.**
- **Attendance has grown.**
- **The community of funders who relate to our transit focus is—and will always be—important to us. It’s also important to note that since 2013 Seashore has been the recipient of grants for major projects from funders who focus on humanities organizations. This is a measure of the Museum’s growing reputation in that arena.**
October 31, 2017, marked the 48th anniversary of the arrival of the 1912 Portland-Lewiston Interurban No. 14, Narcissus, at the Museum. The arrival of *The Narcissus* was featured in an article in the 1969 annual report. The article explained the interest of certain early members in the car’s body dating back to the late 1930s; plans to acquire it from J. Henri Vallee; the commitment by members and community to finding missing components; and the initial financial support for its restoration. Community support included Maine’s Governor John Reed, many local businesses, and individuals from the Portland–Lewiston area, and members of the Libbey family (W. S. Libbey was the respected, well-known Lewiston businessman who built the Portland–Lewiston Interurban). The article also states that the acquisition of *The Narcissus* was probably the longest, most arduous, and expensive acquisition project then undertaken by the Museum.

Details of the restoration work are in the Conservation Report starting on page 9.

This report is intended to give long-time Museum members hope and inspiration. Hope that the restoration of this historically significant piece is making steady progress. Inspiration in that there is growing broad-based support for *The Narcissus* from outside sources that complement the membership in shepherding it to completion. For newer members this report is intended to pique your interest in some of the lesser-known volunteer opportunities available and to encourage you to find one you find appealing. Refer to the Museum’s website www.trolleymuseum.org, click “Support”, then click “Volunteer” to see opportunities, the guidelines for volunteering, and Museum’s Volunteer Coordinator’s contact information.

As 2017 ended, the Narcissus received a flurry of financial support that pushed donations past the $40,000 needed to meet a $40,000 Challenge Grant from the 20th Century Electric Railway Foundation of California. This generous grant makes a total of $50,000 that the Foundation has donated to the project. However, as these were matching grants, the challenges generated an additional $50,000 from other donors. Maintaining a steady flow of donations is imperative for the work to continue uninterrupted on a multi-year project. Thanks to the 20th Century Electric Foundation for continuing its very generous financial support for the Museum.

Not all funding requests are successful. Grant applications for *The Narcissus* are submitted to various grantors during each year. Some are successful, some not. The first major application for *The Narcissus* was for Federal Transportation Enhancement funds administered by the Maine Department of Transportation. It was through this program that major funding for the Museum’s Atlantic Shore Line electric locomotive No. 100 was granted in 2005. Our 2010 application for funds to this source for *The Narcissus* received a recommendation for funding from the selection committee. However, the request was not funded in 2011 nor in 2013 when it was rolled forward. In both cases, the State Legislature reallocated the funding to “higher State priorities.” In 2015, we had a site visit from the then-new DoT Program Director, Patrick Adams. His visit in August 2015 provided us with information on the recent changes in the State’s priorities. Though secur-

**Above:** A sister car of Seashore’s No. 14, *The Narcissus*, was No. 18, *The Azalea*. It shows the handsome lines of this fleet that ran between Portland and Lewiston as part of Maine’s finest interurban line.

**Below:** This view from the visitors’ gallery clearly shows the many intricate components that make up the roof structure. All are repaired or replaced. JS

**Below:** A group of Teddy Roosevelt Days visitors receive a full description and status report of the Narcissus restoration project from Donald Curry. PM
Outreach

We continue to offer speaking engagements to organizations that may have a connection to The Narcissus or the Portland–Lewiston Interurban. Seashore’s living national treasure, Donald Curry, was the keynote speaker at Portland Public Library, the 470 Railroad Club, and the Laconia Historical Society and Museum. There were also many opportunities during 2017 to have Narcissus displays staffed by Museum volunteers, and in some cases make a brief presentation, at venues including the Amherst Railway Society’s Railroad Hobby Show in East Springfield, MA; Maine Woods Forever Roundtable in Unity, ME (Theodore Roosevelt Conservation Award); #Sirensoiree benefit for the Arundel Historical Society; the 2017 Teddy Roosevelt Days event at the Museum; Seal Cove Auto Museum at Mount Desert Island, ME (home of W. S. Libbey’s 1908 Stanley Steamer Semi-Racer); Members’ Day at the Museum; the 113th John Libby Family Association reunion, Scarborough, ME; Transit Day at the Museum; Cumberland County Fair, Cumberland, ME; Network-After-Work gathering, in Portland; and the 2017 Seashore Trolley Museum donor and volunteer appreciation gathering in An- dover, MA.

Social Media Presence

Physical outreach through visiting organizations, conducting research, making presentations, displaying artifacts, and handing out information is very effective. Face to face meeting is important in developing relationships and communicating what The Narcissus Project goals are and how to help. As effective as this form of outreach is, its scope is limited. However, social media can be used to broadcast a message to a very wide audience. Whether it is Facebook, Blogger, LinkedIn, or any other site, the Narcissus Project can connect with a very wide audience via social media outlets. The results from the Narcissus Project Blog (www.narcissus1912.blogspot.com) are favorable. During 2017, 48 posts were released, and generated slightly more than 65,000 total page views. Total page views since the first post was released on April 22, 2015, are now more than 115,000. It is easy to follow statistics for page views, which posts receive the most interest, and which countries are viewing the posts. How all the interest in the blog posts translates into support for The Narcissus is somewhat more difficult to assess. It is promising to see that certain posts attract interest.

A couple of examples: The John Libby Family Association (JLFA) includes an article about The Narcissus project in each of its newsletters. November 16, 2017, at about 2 p.m., the JLFA released their first electronic version of their newsletter to its 600+ members. The Narcissus article included a link to the Narcissus blog. The Narcissus blog showed a dramatic increase in page views starting shortly after 2 p.m. that day and had 1,200 total page views in the following 24 hour period.

During that time in November, there had been, on average, about 200-250 page views daily in a 24 hour period. Another example is from September. I learned the sad news in mid-September that a “Narcissus family member,” Dan Vallee, had unexpectedly passed away on September 1, 2017. Dan grew up living in the Narcissus when it served as the Vallee family summer camp in Sabattus, Maine. I released a blog post on Dan’s birthday, September 25, as a tribute, titled, “I Want To Come Visit My Old Bedroom!” That blog post received just under 1,800 page views in the first 24 hours. The most page views recorded in the first 24 hours of any post released to date.

We can track blog post page views and see “likes” for posts on Facebook by specific individuals and organizations. So, when an individual makes a donation to the Narcissus we can link that to interest generated by the blog. The blog is an engaging means of communicating to Museum members, the general public, and to organizations not familiar with Seashore Trolley Museum. The blog posts relate to a portion of the Museum’s collections, public interpretation offerings, and its restoration facilities, and exemplary skill sets of the staff and volunteers. The page views and Facebook likes are helpful statistics showing community interest when writing grant applications and seeking support from organizations. One way Museum members can help show social media community support for the Narcissus project is to go to Facebook and “Like” the Seashore Trolley Museum and the Theodore Roosevelt Connection page. Keep up with the Narcissus Project by following the blog at www.narcissus1912.blogspot.com.

Teddy Roosevelt Days Event

On July 21–23, the Museum was the host site for the Third Annual Teddy Roosevelt Days event. The connection with the Narcissus project is that Roosevelt once rode the car during a Maine visit. Proceeds from the weekend event benefited the Narcissus project. Friday’s mid-afternoon

Below: After jacking the car, its trucks were removed to clear work space and for overhaul. DC
pre-opening gala required the purchase of tickets online in advance. Guest registration was from 3:00 to 4:00, followed by a short trolley ride to Morrison Hill Station and a walking tour to visit The Narcissus in the Town House Restoration Shop. A few special guests were on hand during the tour of The Narcissus including 14 descendants of W. S. and Annie Libbey, nine great-grandchildren, two great, great-grandchildren, and three, great, great-grandchildren. W. S. was the builder of the Portland–Lewiston Interurban line. Also, Elizabeth Maguire, who rode the PLI as it passed through her family farm, and Daniel and Rose Vallee. Dan grew up in the Narcissus were present.

Presentations were made by me and special guests Roberto Rodriguez of the Seal Cove Auto Museum, and Maine artist Wade Zahares. My presentation compared two men with a strong association with The Narcissus; W.S. Libbey and Theodore Roosevelt. Mr. Rodriguez discussed the Stanley Brothers’ world-record-holding Stanley Steamer and W. S. Libbey’s very rare 1908 K 30-hp Semi-Racer now at Seal Cove on Mount Desert Island, Maine.

The final presentation featured Wade Zahares unveiling his original work of art, Fast Friends. The work depicts The Narcissus operating on the PLI with W. S. Libbey and his wife Annie, in Libbey’s 1908 Semi-Racer, cruising alongside the beautifully appointed, high-speed interurban coach, Narcissus. Saturday and Sunday activities were open to the general public and included tours of The Narcissus, raffles, and opportunities to purchase Fast Friends prints, TR-related books, and Narcissus-glass suncatchers. All the financial resources to underwrite the costs of this event and other fundraising expenses were raised separately. No restoration funds were used.

**Morrison Hill Station PLI/Narcissus Exhibit**

The 1915 Morrison Hill Station, formerly a way station for the Portland–Lewiston Interurban (PLI) located in West Cumber

**Track Department**

Work on the Museum’s track must be pretty much continuous: dampness rots ties, rail wears and occasionally breaks, ballast and subgrade shift as the ground freezes and thaws. In 2017 our core track gang was four or five members working on the ground and operating equipment, often supervised by Superintendent of Track Peter Wilson. Early in the season, we re-gauged the Highwood switch and replaced ties on the Main Line. In the summer, daily operations make it difficult to work on the Main Line, so we replaced ties, re-gauged and adjusted track and turnouts in the yards. Early in the fall, we began assembling the first of the two new Shop turnouts. In October, we worked with a professional track inspector to evaluate the main line and key yard tracks.

The inspector’s report has informed our priorities for 2018. While the ground is still frozen, we are working on our equipment. This will let us work faster and farther from our base at the track shack. As the track work becomes possible, we will recruit more helpers: You don’t have to be John Henry to help on the ground, though ability to lift 50 pounds safely is pretty much a requirement. The work isn’t complicated and the rewards are immediate. We’re happy to show you the ropes.

Our primary goal for the year is to replace 100 ties on the Main Line. When we have to work elsewhere, we will be working on the Shop turnouts and trackwork associated with the Fairview project.

**Conservation Report**

As this is written in February 2018, the Donald G. Curry Town House Shop is filled on every track by 11 cars under different degrees of restoration and preservation. The new roof and structure over the Shop’s main hall is finished while the heatable loft side is about 50% complete and usable. Still to be installed are new sheet rock ceilings, LED lighting and wiring, work benches, and shelving. To remove paint fumes a large fan has been installed in the north end. Plans are underway for completing the remainder of the area.

**Paid Shop Staffing** consists of full time: Randy Leclair - Shop Manager, John Melanson - Restoration Technician; Part time technicians are: Ernie Eaton, Cam Alcock, Chris Skulski, and Dave Fletcher. Donald Curry; Restoration Project Manager, retired in June, and is now continuing as a volunteer.

As always volunteers are involved in conservation and maintenance. To keep the Shop in operation requires a consistent flow of funding for the projects in production. Without it we would be unable to maintain a talented and loyal staff. Additional costs are heating, electricity, tools, materials, hardware, paint, etc.

**Operating fleet** – In order to keep our ridership: tourists, tour buses, and special events, it is necessary to do regular maintenance including lubrication, controller inspection, and paint, and to document all work for each car. The fleet this year consisted of Dallas Stone & Webster Standard 434, Wheeling Curved-Side 639, Connecticut closed car 1160, New Haven open cars 303 and 838, Boston Type 5 5821, Boston 25-foot box car 396,
and Twin Cities Gate Car 1267. Available for special operation was the Golden Chariot – Montreal No. 2.

Documentation and research are two vital functions of any serious preservation effort. Without the compilation of records of what was done, by whom, and the source of information, important knowledge would be lost to history. For many years the Shop has been accumulating records on most of the vehicles in the collection. Unfortunately some have not been kept in an orderly fashion and need removal of duplicate information. Because of the aging and passing on of many of our formerly active members, we are rapidly losing first-hand information on some cars. As one of the few long-time members with active connection to the collection and with help from other members, Donald Curry has been asked to record a curatorial status of our collection. This involves hands-on inspection and documentation, including reference to our vehicle files. Volunteer Peter Osgood has made video records of discussions with Donald covering a number of vehicles, a very time-consuming task. Currently the reports have few illustrations. These consolidated files will be available to Richmond Bates who is working on collection documentation, the Curatorial Committee, the museum website, and interested members. This will require developing controls over how the information is distributed and stored.

**Research and documentation – Basics for Preservation** – Below are a number of research-driven projects that we have undertaken this year that have solved a number of problems during the course of restoration and maintenance projects (related car in parentheses):

- Batteries for auxiliary circuits – Nickel-Iron Edison (639)
- Blow-out coil-accidental reversal (838)
- Controller contacts (operating fleet, 41, 838)
- Brake release springs (4, 639, 5821)
- Two-motor car using four-motor control (4175)
- Non-functioning of main line breaker (5821)
- Fenders, types and fabrication (38, 4175)
- Track scrapers – revive these once common trolley fixtures (41, 1160)
- Castings-foundry field trips – building relationships (14, Peacock Lounge)
- Veneer factory field trip (Narcissus)
- Bending mahogany trim (Narcissus)
- Headlining – Types available, sizes, bending, compromises (41, Narcissus)
- Availability of long pieces of Southern Yellow Pine (Narcissus)
- Truck design – reviving (41, Peacock Lounge)
- Truck and motor springs – design and spec (Peacock Lounge, 41)
- Shellac – varnish (Narcissus, 6131)
- Paints – keeping up with long-lasting types, performance in Seashore service (4387, 5821, 6131)
- Interlocking rubber tile flooring (Narcissus)
- Roof-canvas paints/stains (Narcissus, 434D, 5821, 6131)
- Setup of standards for various processes
- Paint analysis – in progress (Narcissus)
- Seat cushion springs – re-evaluation of what is available (Narcissus)
Above: The high voltage K controllers used in most conventional streetcars require constant attention as breaking the current flows to the motors causes internal arcing. Here Ed Dooks adjusts the contact fingers in Boston Type 5 S821. DC

Restoration Projects

Portland-Lewiston Interurban No. 14 The Narcissus Laconia 1914

Using our new Enerpac hydraulic lifting system, the car’s body has been lifted from its trucks and is now stabilized on several sets of blocking, custom made for the project. This clears the way to detach body bolsters, and to remove rust from beams and trusses with a pneumatic needle gun. This requires removing the rest of the fastenings; then lowering the underframe straight down, after which it can be completely disassembled and defective components replaced. The trucks have been set off the track out of the shop to make way for this work. The various underframe bolts and tie rods (very deteriorated) are driven out using air drills and hammers.

The object is to disassemble the underframe so the steel side channels and attached long wood stiffeners, which together comprise the side sills, can be inspected and replaced if necessary.

This divides the project into two basic sections: lower underframe and upper wood ribs and sheathing.

All 60 of the upper cross roof ribs have been taken out, repaired or replaced, then screwed down with new stainless steel screws. The tongue-and-grooved poplar sheathing has been repaired and painted and will be reinstalled during 2018 after the underframe work has been done and the car is stabilized.

Meanwhile the mahogany pieces of the clerestory trim and a panel broken in dis-assembly have been repaired by a retired dentist, member Carl Mabee. He also repaired or made new mahogany headlining arched (bent) joint strips.

The interior of the body roof is to be headlined with 3/16 inch Italian poplar plywood. The upper areas have a fairly sharp but short bend along each side of the clerestory, held in place by long strips of mahogany. The lower sections where the advertisements would normally be (had the Portland–Lewiston used them) are also bent over a gentler radius.

We have been experimenting to determine exactly what the unpainted finish of the car is. Until recently we have worked under the assumption that shellac would not withstand our semi-outdoor conditions. Randy Leclair suggested we scrub trial areas with denatured alcohol. We then experimented in the car’s clerestory. The arched windows in that area turned out to have the same shellac finish as the rest of the car which has a very deep rich finish. Based on our survey of the car we have concluded that the headlining was originally Nile green before being white-washed to improve lighting in the car.

As a related but separate project we have examined the few pieces of mohair upholstered seating that came with The Narcissus. Comparing them with period advertising and with the upholstery in Manchester 38 we found them very similar: the Wheeler seat made by the

Above: John Melanson works on components for the Bemis truck being readied for Lexington & Boston 41. The truck, from a Norway & Paris (ME) car, was retrieved from a swamp some years ago. DC

Above: The program to upgrade Boston Elevated Railway 25-foot box car 396 continues on a time-available basis. Here Dick Avy, Jim Mackell, and John Melanson work on renewing the car’s roof canvas. A century ago Boston had a fleet of over 1,200 of these cars, of which this is the only survivor. DC
Heywood-Wakefield Co. Some wood modification of the armrests will be added to make them completely correct. We have also taken the various iron castings borrowed from two of 38’s seats to the two foundries we use and they have given us estimates. If funding for them is raised, this would make a good winter interior project.

Claremont, NH Line Car 4 – This long time museum workhorse is an important tool for maintaining overhead trolley wire. The car is believed to have been built on the frame of an early open passenger car around 1900. It was twice loaned to the MBTA in Boston where it carried heavy wire reels, straining its structure. After many further years of service at Seashore, the car’s wooden frame needed urgent repairs. Over the course of the summer of 2017 the underframe was thoroughly rebuilt using newly fabricated wooden components. Subsequently new flooring was installed as needed. In 2018 planned work will include repairs to the roof and roof framing, followed by reinstallation of the movable platform, which can be raised and lowered to access overhead wire.

Boston Elevated Railway Center-Entrance motor car 6131 – G. C. Kuhlman 1919 – Restoration work was delayed because of a shortage of funding and interference with shop construction. When heating was restored it greatly increased productivity! Most of the under-body work had been completed so work progressed to the actual body structure. Until time ran out an active hot riveting crew installed several hundred steel rivets in the T-posts all around the body. Completion of the remaining rivets is scheduled for 2018. Many pieces of interior mahogany have been refinished and the first of the two vestibule roofs was rebuilt.

New electrical ducting and associated fixtures have been fabricated from sheet metal and sandblasted ready for paint. The electrical circuits that ran through these ducts have been placed in their approximate locations following the late Gerry O’Regan’s invaluable drawings. All exposed steel surfaces have been primed ready for finish coats of Trolley Cherry Red Awlgrip polyester coating.

Lexington and Boston box car 41 – 1901 Stephenson – The body, is now supported properly and rests level on blocking at the correct height. To maintain its straightness the supporting jacks are near the ends of the body. The car’s Bemis 203 truck is being assembled including its frame, wheels, and motors. The truck will use both rebuilt and new components. There are still two special castings for which we will need patterns. These will be tricky to make and we are still researching for how it can be done.

At his home workshop Jim Mackell is restoring or replacing all the sashes and doors, which are now mostly finished and waiting their turn to be installed. The many pieces of trim are likewise ready. The custom decorated Baltic birch headlining sheets are completed and awaiting installation. The roof has been canvassed and trolley boards installed. The work of overhauling its two K-10 controllers is well underway. A carefully made survey of all the components on hand or to be fabricated is finished.

New window sash has been reinstalled and the top of the two vestibule roofs was replaced and all roof components were assembled and installed. Both vestibule floors, exterior steel, and framing had new steel welded in to replace corroded areas.

Bay State Street Railway closed car 4175 – New fenders are being fabricated and supporting brackets made. Controller wiring to accommodate the two-motor trucks available for the car is being studied. The car’s original trucks had four motors.

Denver & South Platte Railway Co. Birney 1 – All window sash has been repaired and installed. Final exterior paint has been applied. The car has benefited from multi-year grants by the Webster Foundation, supplemented by significant member contributions and volunteer labor. Another grant from the Foundation has been received in early 2018.

Eastern Mass. Street Railway semi convertible 4387 – All four motors require overhaul but will be done in pairs in 2018. The car has benefited substantially from generosity of Stoneham, MA, residents, where the car ran. As well it serves as a memorial to the contribution of three generations of Seashore members from the Stephenson family. We look forward to this car returning to operation with its classic lines and large windows, always popular with visitors and car crews.

Manchester Street Railway wood interurban 38 – Rewiring of interior lighting is underway.

General Maintenance of Fleet

Wheeling Curved-side 639 – Brake rigging and hand brakes were overhauled. Door operating circuit problems after an apparent lightning strike were researched and repaired.

Boston Type 5 5821 – Roof canvas was replaced and all roof components repainted.

Dallas Stone and Webster Standard 434 – New door fabricated and installed.
Library Report

Karen Dooks, Librarian

This year saw many changes for the Library Committee. In September with Roger Somers’ passing we lost an active and very supportive member of the Committee. Roger did leave a large gift to the Library of $40,000. This will help greatly as we move forward in planning an appropriate home for the collection.

At the end of January 2017 the Committee sold used books at the Amherst Railway Train Show in Springfield, MA. This year we only took in a little over $500 after paying for a table.

At the suggestion of Executive Director Sally Bates and with the approval of the Trustees, the Library Committee determined that the temporary use of rooms in the Arundel House would provide much needed work/office space for the Library Committee. Kristi Kenney of KW Architects was hired to provide the needed architectural materials for the Town of Arundel requesting that the Arundel House be converted from a residence to an archival use. Approval was received in December. This now allows the Committee to move forward with forming plans for an appropriate archival facility on the property. In the meantime, the Committee will have adequate workspace.

Over the summer the Library Committee approved the purchase of a tape recorder for Peter Osgood to use in his project of taping and transcribing interviews with Donald Curry in hopes of being able to preserve Donald’s knowledge of some of the most important trolley cars owned by the Museum. Slowly that project has proceeded. At the same time, Peter Osgood donated a computer to the Library Committee. The computer is currently set up in the Administrative area in the Visitor Center, but will be moved to the Arundel House once the offices are set up there.

Members’ collections and used books continue to arrive. We appreciate all that we get as they not only augment the current collection, but also provide many used books for sale. Material was received from the families of long-time members Paul Kehoe and Lester Stephenson. Another long-time member, Bob Terhune sent many trolley and railroad books as he cleared out his collection.

The Library website has been developed by Mark Sylvester and is almost ready to go online. It will be linked to the main Museum website.

With the passing of several long-time Seashore members a request was made through The Dispatch and The Main Line for the sharing of stories, memories, or notes about the history of the trolley era and the start of the Museum. An effort was made back in the 1990s to do this, but now it is even more important.

Continuing the work started in 2016, Kenyon Karl scanned as many issues of the Dispatch from the past as he could find. Russ Munroe donated his Dispatch collection to help in getting a complete set scanned. Norm Down also gave Kenyon his collection of clippings and photographs he had used in The Dispatch.

Kenyon has also scanned many other Museum publications which he has come across. This material has also been shared with the Curatorial Committee for the work Richmond Bates is doing in updating the curatorial files.

Ed Ramsdell has continued publishing The Main Line: The Monthly Bulletin of the New England Electric Railway Historical Society Libraries which is now in its ninth year. It can be found on the Museum’s website at trolley museum.org.

The Seashore Library online resources can be found on the Museum’s website under the “Explore” tab and also at http://tinyurl.com/zwhndoe.

Above: The house adjacent to the Museum entrance, which was purchased with member donations, from the Butler family some years ago has, until recently, been rented to outside tenants. This year the Board voted to adapt the house for use by the Seashore Library giving much needed work space.

JS

Left: An annual feature of Seashore’s Christmas Prelude celebration is a very frosty ride on Montreal Golden Chariot No. 2. The premium-fare ride sells out quickly.

SA

Above: Mark Sylvester mans the Seashore sales table at the huge train show held in Springfield, Mass. annually in late January.

KD

Below: Darrell Arndt carefully test fits a new wooden plate that will connect the curved roof ribs to the steel end frame of Boston Elevated Railway Center Entrance car 6131.
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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Below: Society board of trustees members and officers participate in a strategic planning session guided by Don Evans (at extreme left). Don has a long-time professional background in planning and has been a guiding force in the rapid development of the West Coast Railway Heritage Park north of Vancouver, BC. This unique combination of skills has been a great resource for Seashore’s evolution. TS
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In 2017 a total of 448 individuals and organizations contributed to the Society. The total amount contributed totaled over $575,000. Over $513,000 of this total was in cash, with the remaining $62,400 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 $208,000 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 $300,000. The total donated or bequeathed to the endowment was in excess of $4,000.

The Board of Trustees of the New England Electric Railway Historical Society gratefully acknowledges the contributions of all of its members and friends. The following are those who gave at least $25 during 2017:

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McCauley, Luke
McConnell, Marion
McGinley, Terence K.
McMahon, James P.
Mill, Harriet
Mohs, Larry in memory of Whitney Coffin
Morgan, Jerilyn in memory of Tom Barry
Morse, James
Morse, Samuel
Mulvey, Henry O.
Mulvihill, James
Myers, Zachary
Nancy Plaisted
Network For Good
Newman, David
Nobel, Michael
Norkaitis, Neil F.
Noyes, David
Numrych, Sheila & Vaughn
Olson, Gary P.
O’Neil, Marge & Dan
Parker, Douglas
Pence, Herbert in memory of Roger Somers
Penni, Anne in memory of Tom Barry
Perkins, Thomas
Petillo, John J.
Pierce, Donald W.
Pierog, John & Patricia in memory of Roger Somers
Podgajny, Steve
Poland, Theodore R.
Randall, Nathan A.
2017 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 56 volunteers who reported hours in 2017. The grand total reported was more than 17,330 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
- Gabriel, Chester
- Mackell, James J.
- Morse, Philip W.

500 to 1000 hours
- Dooks, Edward
- Hessler, Frederick
- Karl, Kenyon F.
- LaRoche, Thomas
- Snow, Glen W.
- Tobin, Roger G.
- Vardaro, Daniel R.

250 to 500 hours
- Curry, Michael
- Donnelly, Jr., John M.
- Engle, Claude
- Frost, Michael R.
- Gingell, Robert
- Kaplan, Eliot M.
- Mallory, William
- Mercurio, Jr., John B.
- Naugler, John R.
- Osgood, S. Peter
- Pence, Herbert
- Peters, Michael V.
- Rees, William

100 to 250 hours
- Aronovitch, Charles D.
- Bates, Richmond S.
- Butts, William A.
- Glickman, Todd
- Healy, Christopher
- Jayne, Jr., Allan W.
- Kornechuk, David C.
- Kurtsasz, Peter
- Lane, Richard A.
- McCaffrey, Paul F.
- Middleton, Jr., John L.
- Ruel, Richard R.
- Taylor, Keith
- Villandry, Linda

50 to 100 hours
- Carter, Frederic D.
- Harrje-Melholt, Gail M.
- Tirrell, Jim
- Tirrell, Rita C.
- Tucker, Thomas W.

Up to 50 hours
- Allen, Duncan W.
- Arndt, Darrell T.
- Chadbourne, James D.
- Dresner, Lewis A.
- Haskell, Peter D.
- Howard, Mary & Dan
- McGinley, Terence K.
- McMahon, James P.
- Ruddell, Ronald P.
- Saenger, Jr., John

Right: Morrison Hill Station was once a stop on the Portland–Lewiston Interurban and this year received considerable work to prepare it for its role of hosting exhibits about The Narcissus and the restoration work undertaken at Seashore. PM
2017 New Members

The Society welcomes the following 178 new individual or family members and 35 business members who joined in 2017:

New Individual/Family Members
Abrams, Matthew - Brookline, MA
Ando, Lindsay - Blackstone, MA
Antaya, Gary - Haverhill, MA
Balch, Lisa - Worcester, MA
Barrasso, Lorraine - Hampton, NH
Barreiro-Gramigna, Ricardo - Buenos Aires, Argentina
Baudler, Ernest - Jaffery, NH
Beaumont, Andrea - New York, NY
Bebris, Julie - Pelham, NH
Bebris-Kenney Family - Pelham, NH
Benham, Nicole - Kennebunk, ME
Bentley, W Robert - Barre, MA
Bockley, Tony - Malden, MA
Bowers, Dana - Guilford, CT
Bowers, Michael - Essex, CT
Boyle, John - Moylan, PA
Bozzuto, Richard - Sharon, MA
Bradlee, Bill - Naples, FL
Broomfield, Jeremiah - Biddeford, ME
Bruce, Colleen - Sanbornville, NH
Buglak, Michael - Collegeville, PA
Bullen, Ryan - Salem, NH
Burke, Justin - Standish, ME
Butts, Rick - Carver, MA
Cain, Kathleen - S. Portland, ME
Cantwell, Daniel - New York, NY
Case, Edmund - Newtonville, MA
Castro, Steven - New York, NY
Cater, Josh - Biddeford, ME
Chace, Peter - Kennebunk, ME
Chacon-Rivera, Alan - Manchester, NH
Chagnon, Denis - Somerville, MA
Chaussse, Devion - Allston, MA
Chen, Frank - Brighton, MA
Colantonio, Sarah - Biddeford, ME
Colarusso, James - Weymouth, MA
Combs, Debbie - South Portland, ME
Crain, Daniel - Huntington Station, NY
Crisman, Sharon - Kennebunk, ME
Cromwell, Suzanna - Lawrenrence, MA
Crowley, Paul - Kennebunk, ME
Curtiss, Timothy - Wells, ME
Czaja, Ronald - Bath, ME
Davis, Pamela & Carolina - Pelham, MA
Diehl, Douglas - Sharon Hill, PA
DiSalvo, Cynthia - Kennebunkport, ME
DiTomasso, Nancy - Saugus, MA
Dobson, Kassi - Acton, ME
Dolor, Michael - Nottingham, PA
Donnelly Sr., John - Cambridge, NY
Dougherty, Matthew - Wells, ME
Dudgan, Michael - Melrose, MA
Dukeshire, Scott - Methuen, MA
Dunn, Latara - Kennebunkport, ME
Dupre, Charles - Wells, ME
Durham, Dory - Mishwaka, IN
Dyck, Jordan - Kennebunk, ME
Elwell, Paul - Dorchester Center, MA
Ericsson, Rebecca - Melrose, MA
Ferer, Christy - New York, NY
Finkel, Dario - Lynnfield, MA
Flaherty, Dennis - Saco, ME
French, Richard - Kennebunkport, ME
Geele, Chris - Waldoboro, ME
Gibbons, Nathaniel - Greens Farms, CT
Golden, Molly - Long Island City, NY
Grant, Jason - Nashua, NH
Guadagni, Louis - Brooklyn, NY
Haggard, Gale - Ballwin, MO
Harden, Rebecca - Kennebunk, ME
Harmon, Thomas & Kelly - Brick, NJ
Hegg, Sam - Newton, MA
Height, Catherine - Brick, NJ
Height, Michael & Lindsay - Brick, NJ
Herness, Nells - Wausaukee, WI
Holbrook, Nicole - Kennebunkport, ME
Houle, Jennifer - Braintree, MA
Hrono, Matthew - Salem, MA
Hughes, Brandon - Cambridge, MA
Huot, Christine - New Gloucester, ME
Hurlbut, Jacqueline - Kennebunkport, ME
Italien, Jennifer - Saco, ME
Jacobs, Jonathan - Newton Center, MA
Jenulevich, N. - Waterboro, ME
Johnson, Heather - Sturbridge, MA
Johnson, Katherine - South Portland, ME
Kaplan, Linda - Brookline, MA
Kaye, Christopher - Joliet, IL
Kimball, Ronald - Arundel, ME
King, Terrence - Monmouth, ME
King, Jordan - Boston, MA
Kitchen, Jeff - Wells, ME
Koch, Eveline - Holland, MI
Lapidos, Jack - San Francisco, CA
Lea, Gordon - Saco, ME
Leavitt, Dan - Peabody, MA
Legay, Martin - Merrimack, NH
Lizotte, Michael - Arundel, ME
Mabee, Carleton - Kennebunkport, ME
MacDonald, Kelly - Kennebunk, ME
MacDougall, Susan - Brick, NJ
Mack, Chelsea - Cape Porpoise, ME
Manwiller, Kenneth - New Ipswich, NH
Martell, Jacalyn - Kennebunkport, ME
Mauro, Joe - Wells, ME
Mayka, Thomas - Mountain Top, PA
McCarthy, John - Danvers, MA
Mauley, Shirley - Biddeford, ME
McCaul, Luke - Cincinnati, OH
McIlvaine, James - Warminster, PA
McLean, Bridget - Arundel, ME
Mills, Christopher - Salem, MA
Mills, Lawrence - Hanson, MA
Moore, Joseph - Kennebunk, ME
Morrison, Leslie - Barnet, VT
Murphy, Tim - Marsfield, MA
Myers, Zachary - South Portland, ME
Nelson, Brian - Bronx, NY
Noble, Adrienne - Kennebunkport, ME
Northrop, Shelly - Dayton, ME
O'Neil, Meghan - Saco, ME
Oswald, Susan - Brick, NJ
Pakowski, Rebecca - Biddeford, ME
Parise, Adam - Cambridge, MA
Parlin, Joseph - Chettenham, PA
Pavone, John - Columbus, IN
Petersen, Michael - Haverhill, MA
Peun, Suphanny - Portland, ME
Pierce, Lisa - Kennebunkport, ME
Pierce, Donald - Colchester, VT
Pironti, Amy - Kennebunkport, ME
Pollman, Mary - Wakefield, MA
Pursell, Natalie - Westborough, MA
Rana, Louis - Biddeford, ME
Reed, Jennifer - Sturbridge, MA
Reed-Nickerson, Leighton - Victoria, BC
Reitz, Kathy - Ferrisburgh, VT
Reynolds, Pam - Kennebunkport, ME
Ridout, Gary - Delta, BC
Roberge, Elaine - Kennebunkport, ME
Robert, Jill - Lyman, ME
Rogowsky, Larry - Bronx, NY
Ross, Gerard - Kennebunkport, ME
Rothenberg, Scott & Lisa - Houston, TX
Ruggiero, Ronald - Hampton, NH
Rutherford, Nicole - York, ME
Ryan, Barbara - Biddeford, ME
Sceppa, Robert - Arlington, MA
Scott, Nicolas - Ridgewood, NJ
Seppa, Robert - Kennebunkport, ME
Sevigny, Gerard - Reading, MA
Shevenell, Samantha - Hollis, ME
Smith, Arnold - South Portland, ME
Smyth, Sean - Quincy, MA
Solomon, Gary - New York, NY
Splittergerber, Dean - Delanson, NY
Stahl, Randy - Webster, MA
Staiti, Christine - Arlington, MA
Stephenson, Zachary - North Reading, MA
Stevenson, Charles - Somerville, MA
Strain, James - Arnold, MO
Sullivan, Brian - Norwood, MA
Tilney, Peter - Kennebunkport, ME
Tishlis, Phil - Shawsbury, MA
Twigg, Anna Mae - Kennebunk, ME
Tyre, Jon - Kennebunk, ME
Vincent, Steven - Sanford, ME
Vose, Kate - Falmouth, ME
Wachs, Karen - Arlington, MA
Ward, Katrina - Biddeford, ME
Warkany, Joseph - Cincinnati, OH
Welch, Debbie - Kennebunk, ME
Wertanen, Amanda - South Portland, ME
Wescott, Lynn - Standish, ME
Weston, Sarah - Kennebunk, ME
Williams, Christine - Kennebunk, ME
Wilmot, Kelly - Biddeford, ME
Wong, Daniel - Brookline, MA

New Business Members
Angelrox - Biddeford, ME
Avita of Wells - Wells, ME
Better Than Average LLC - Barrington, NH
The Society

The Founders Legacy Society, named for those* who founded Seashore Trolley Museum in 1939, was established in 2017 to recognize and honor friends who intend to remember the New England Electric Railway Historical Society by making a bequest or other form of planned or deferred gift. Such gifts will benefit NEERHS in the years ahead without necessarily requiring that the donor fund the gift at the present time. While the gift is deferred, the benefits of membership in the Society begin immediately.

This is a unique opportunity for you to gain the personal satisfaction of making an investment that connects people to transit history now and for future generations.

Every gift strengthens NEERHS as it carries out its mission of preserving knowledge, context, and resources. NEERHS is deeply grateful for such support, and membership in the Founders Legacy Society provides one way for NEERHS to show its gratitude for their generosity.

An Invitation

If you let us know that you have provided at least $10,000 for New England Electric Railway Historical Society in your will, trust, pooled life income fund, life insurance policy, gift annuity or retirement fund, you immediately become a full member of the Society. Your gift need not be irrevocable and we understand that situations change. It is your current expression of commitment to NEERHS that is important.

Seashore Trolley Museum Founders Legacy Society members receive a membership certificate recognizing their intentions. Members are listed in the NEERHS Annual Report and are honored at Annual Meeting and Members Day.


Legacy Society Initial Members

Todd Glickman
Kenton T. Harrison
John Middleton
Fred Maloney
Roger Somers

Above: Some of the heavy equipment used by the timber harvesters shown in a newly cleared staging area. PM

Below: This panoramic view shows the magnitude of the lumber harvesting on the Museum’s north terminal property in Biddeford, about 2.5 miles north of Talbott Park. The project earned more than $34,000 as much of the timber was of marketable quality. PM

Below: A view of the surprisingly intricate wiring that controls the wayside signals that are designed to prevent accidents between operating cars. CB

Below: Landscaping underway around the signal cabinet. Interurban trolley lines typically used such signals. Urban lines in mixed traffic did not. CB
The annual testing of relays and track circuits started the season. It was discovered that the second dwarf semaphore had been damaged by an electrical surge and was out of service. Since it costs about $1,000 to have an armature rewound, and the other semaphore had failed several years before, the decision was made to remove both semaphores and substitute color-light signals. Fortunately, this event was anticipated and two light signals had been overhauled some years earlier.

The replacement effort was interrupted by early snow and is on hold. The control wiring in the relay cabinet for the semaphores was removed to make room for the replacement wiring which remains to be done (the circuits are different). An order was placed and received for clear outer lenses, which can be adjusted to direct the light toward the operator’s eyes. Testing in the spring revealed a grounded line circuit and a different pair of wires was tested and substituted.

Housekeeping activities included cutting much brush in the vicinity of the storage boxcar and signal cases. Also accomplished was leveling the walking path along the main line from McKay Crossing to Seaward Switch, a much-used route until the work at Seaward is completed. We also participated in “brush chipper day” throughout the property.

Early in the summer we moved the new SEA cabinet to its intended location at Seaward Switch and mounted it on the foundations installed previously. We unearthed the underground cables at SEA location and extended them into the SEA cabinet. In order to compensate for the foundation piers being slightly too high we placed concrete blocks to make an elevated platform in front of the cabinet. Then we made some of the wiring connections of the cable to the cabinet terminals.

Later in the season we designed, ordered, and received a pre-cast concrete foundation for the proposed dwarf signal No. 39 approaching Seaward Switch outbound. Also purchased was electrical underground cable for No. 39 signal.

An indoor project was making and installing shelving in the signal shop for small parts and hardware.
Revenue derived from annual membership dues is recorded over the period to which the dues relate. Life membership dues are considered income in the year received. Grant revenue is recognized to the extent expenditures are made which can be charged against the grant.

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

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

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

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

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

Pledges - The Society may have certain non-binding pledges for its capital and operating funds from members and friends. These conditional pledges are not recorded until the related cash payments or asset transfers are received by the Society. Unconditional pledges are recorded when the Society receives legally binding notification of the contribution. No allowance for uncollectible pledges is considered necessary for the years ended December 31, 2017 and 2016.

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

Collections - The Society does not capitalize its collections. However, each significant collection item is catalogued, preserved and cared for, and activities verifying their existence and assessing their condition are performed. The collections are subject to a policy that requires proceeds from their sales to be used to make betterments to other existing items or to acquire other items for collections.

Income Taxes - The Society is exempt from Federal and State income taxes under the provisions of the Internal Revenue Code as an entity described in Section 501(c)(3). In addition, the Society qualifies for the charitable contribution deduction under Section 170(b)(A) and has been classified as an organization other than a private foundation under Section 509(a)(2). The Federal income tax returns of the Society are subject to examination, generally for three years after they were filed.

Concentration of Credit Risk - The Society maintains its cash equivalents in local financial institutions which provide Federal Deposit Insurance Corporation coverage up to $250,000 and in investment accounts which provide Securities Investor Protection Corporation protection up to $500,000. From time to time during the years ended December 31, 2017 and 2016, the Society’s bank and investment accounts may have exceeded federally insured limits. 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 December 31, 2017 and 2016 was $16,632 and $18,465, respectively.

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

Note 3 - Fair Values of Assets
Effective January 1, 2008, the Society adopted Statement of Financial Accounting Standards, Fair Value Measurements, which provides a framework for measuring fair value under Generally Accepted Accounting Principles. Fair Value Measurements defines fair value as the exchange price that would be received for an asset or paid to transfer a liability (an exit price) in the principal or most advantageous market for the asset or liability in an orderly transaction between market participants on the measurement date. Fair Value Measurements requires that valuation techniques maximize the use of observable inputs and minimize the use of unobservable inputs. Fair Value Measurements also established a fair value hierarchy, which prioritizes the valuation inputs into three broad levels.

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

1. **Market approach** - Uses prices and other relevant information generated by market transactions involving identical or comparable assets or liabilities. Prices may be indicated by pricing guides, sale transactions, market trades, or other resources;
2. **Cost approach** - Based on the amount that currently would be required to replace the service capacity of an asset (replacement cost); and
3. **Income approach** - Uses valuation techniques to convert future amounts to a single present amount based on current market expectations about the future amounts (includes present value techniques, and option-pricing models). Net present value is an income approach where a stream of expected cash flows is discounted at an appropriate market interest rate.

For the year ended December 31, 2017, the application of valuation techniques applied to similar assets and liabilities has been consistent. The following table sets forth by level, within the fair value hierarchy, the Society’s investments at fair value at December 31, 2017.
Statement of Financial Position - December 31, 2017

For the years ended December 31

<table>
<thead>
<tr>
<th>Assets:</th>
<th>2017</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$373,943</td>
<td>$747,679</td>
<td>$252,038</td>
<td>$1,373,660</td>
</tr>
<tr>
<td>Investments</td>
<td>146,744</td>
<td>90,851</td>
<td>1,135,148</td>
<td>1,372,743</td>
</tr>
<tr>
<td>Other receivables</td>
<td>78,850</td>
<td>-</td>
<td>78,850</td>
<td>-</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>11,546</td>
<td>-</td>
<td>11,546</td>
<td>-</td>
</tr>
<tr>
<td>Inventories</td>
<td>50,834</td>
<td>-</td>
<td>50,834</td>
<td>-</td>
</tr>
<tr>
<td>Property and equipment net</td>
<td>1,510,191</td>
<td>-</td>
<td>1,510,191</td>
<td>-</td>
</tr>
</tbody>
</table>

Total assets                   | $2,172,108 | $838,530 | $1,387,186 | $4,397,824 |

Liabilities and Net Assets

Liabilities:
- Accounts payable: $86,876
- Accrued payroll and taxes: $7,910
- Deferred revenue: $9,620
- Other accrued liabilities: $41,043

Total liabilities: $145,449

Net assets:
- Unrestricted: $2,026,659
- Temporarily restricted: $838,530
- Permanently restricted: $1,387,186

Total net assets: $4,252,375

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

Note 4 - Investments

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

The following schedule summarizes the investment return and its classification in the statement of activities for the year ended December 31, 2017:

<table>
<thead>
<tr>
<th>Investments</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mutual Funds</td>
<td>$1,372,743</td>
<td>$1,193,878</td>
</tr>
<tr>
<td>Totals</td>
<td>$1,372,743</td>
<td>$1,193,878</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.
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 for the past two years.

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

In establishing this policy, the Society considered the long-term expected return on its investment assets, the nature and dura-
### Statement of Activities and Changes in Net Assets

<table>
<thead>
<tr>
<th></th>
<th>December 31, 2017</th>
<th></th>
<th>December 31, 2016</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Unrestricted</td>
<td>Temporarily Restricted</td>
<td>Permanently Restricted</td>
<td>Total</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>$194,651</td>
<td>$4,120</td>
<td>$198,771</td>
<td>$217,977</td>
</tr>
<tr>
<td>Annual membership dues</td>
<td>38,617</td>
<td>-</td>
<td>38,617</td>
<td>35,871</td>
</tr>
<tr>
<td>Revenue from auxiliary operation</td>
<td>84,888</td>
<td>21,943</td>
<td>106,831</td>
<td>97,973</td>
</tr>
<tr>
<td>Total earned revenue</td>
<td>318,156</td>
<td>26,063</td>
<td>344,219</td>
<td>351,821</td>
</tr>
<tr>
<td>Contributed support:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grants</td>
<td>858</td>
<td>10,000</td>
<td>10,858</td>
<td>1,806</td>
</tr>
<tr>
<td>Contributions &amp; bequests</td>
<td>308,132</td>
<td>200,589</td>
<td>512,941</td>
<td>124,816</td>
</tr>
<tr>
<td>Contributions-in-kind</td>
<td>-</td>
<td>61,939</td>
<td>61,939</td>
<td>25,892</td>
</tr>
<tr>
<td>Contributed Services</td>
<td>500</td>
<td>-</td>
<td>500</td>
<td>37</td>
</tr>
<tr>
<td>Total contributed support</td>
<td>309,490</td>
<td>272,528</td>
<td>4,220</td>
<td>352,651</td>
</tr>
<tr>
<td>Other revenue:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interest and dividend income</td>
<td>2,813</td>
<td>6,130</td>
<td>25,593</td>
<td>34,536</td>
</tr>
<tr>
<td>Realized and unrealized gains (losses) on investments</td>
<td>15,705</td>
<td>9,215</td>
<td>129,500</td>
<td>154,420</td>
</tr>
<tr>
<td>Gain on sale of land</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>49,090</td>
</tr>
<tr>
<td>Miscellaneous income</td>
<td>107,399</td>
<td>7,887</td>
<td>115,286</td>
<td>158,606</td>
</tr>
<tr>
<td>Total other revenue</td>
<td>$125,917</td>
<td>$23,232</td>
<td>$155,093</td>
<td>$304,242</td>
</tr>
<tr>
<td>Net assets released from restrictions:</td>
<td>398,412</td>
<td>(333,953)</td>
<td>(64,459)</td>
<td>1,151,975</td>
</tr>
<tr>
<td>Total support and revenue</td>
<td>1,550,393</td>
<td>(323,953)</td>
<td>(51,459)</td>
<td>350,829</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>322,092</td>
<td>-</td>
<td>322,092</td>
<td>320,776</td>
</tr>
<tr>
<td>Supporting services</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership</td>
<td>8,123</td>
<td>-</td>
<td>8,123</td>
<td>13,226</td>
</tr>
<tr>
<td>Fundraising</td>
<td>21,067</td>
<td>-</td>
<td>21,067</td>
<td>27,961</td>
</tr>
<tr>
<td>Auxiliary operation</td>
<td>164,918</td>
<td>-</td>
<td>164,918</td>
<td>230,095</td>
</tr>
<tr>
<td>Total support services</td>
<td>530,668</td>
<td>-</td>
<td>530,668</td>
<td>592,707</td>
</tr>
<tr>
<td>Total expenses</td>
<td>$852,760</td>
<td>$-</td>
<td>$852,760</td>
<td>$913,483</td>
</tr>
<tr>
<td><strong>Change in net assets</strong></td>
<td>299,215</td>
<td>(12,130)</td>
<td>94,854</td>
<td>381,939</td>
</tr>
<tr>
<td><strong>Net assets, beginning of year</strong></td>
<td>1,727,444</td>
<td>850,660</td>
<td>1,292,332</td>
<td>3,870,436</td>
</tr>
<tr>
<td><strong>Net assets, end of year</strong></td>
<td>2,026,659</td>
<td>838,530</td>
<td>1,387,186</td>
<td>4,252,375</td>
</tr>
</tbody>
</table>

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

The statement of activities and changes in net assets presents a comprehensive overview of the Society's financial performance for the year ending December 31, 2017. It details the sources of revenue, the expenses incurred, and the resulting change in net assets for the period. The report reflects the Society's commitment to maintaining the purchasing power of its endowment assets through a spending policy that allows for a nominal average annual growth rate of 3.00 percent, consistent with the objective of preserving the value of the endowment and providing additional real growth through investment returns.

The financial statements are supported by an accountant's report and additional notes providing further detail and context for the presented data. The report is critical for stakeholders in understanding the financial health and sustainability of the Society, allowing for informed decision-making and strategic planning.
## Schedule of Functional Expenses

**2017**

<table>
<thead>
<tr>
<th>Year Ended December 31, 2017</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>$ 141,805</td>
<td>$ -</td>
<td>$ 135,575</td>
<td>$ 1,240</td>
<td>$ 67,045</td>
<td>$ 345,665</td>
</tr>
<tr>
<td>Contributed services</td>
<td>-</td>
<td>-</td>
<td>500</td>
<td>-</td>
<td>-</td>
<td>500</td>
</tr>
<tr>
<td>Professional fees</td>
<td>6,552</td>
<td>-</td>
<td>41,414</td>
<td>-</td>
<td>-</td>
<td>47,966</td>
</tr>
<tr>
<td>Utilities</td>
<td>5,784</td>
<td>-</td>
<td>29,146</td>
<td>-</td>
<td>-</td>
<td>34,930</td>
</tr>
<tr>
<td>Conservation and maintenance</td>
<td>102,334</td>
<td>-</td>
<td>25,613</td>
<td>-</td>
<td>-</td>
<td>127,947</td>
</tr>
<tr>
<td>Taxes and fees</td>
<td>1,249</td>
<td>-</td>
<td>4,304</td>
<td>-</td>
<td>598</td>
<td>6,151</td>
</tr>
<tr>
<td>Insurance</td>
<td>-</td>
<td>-</td>
<td>22,670</td>
<td>-</td>
<td>-</td>
<td>22,670</td>
</tr>
<tr>
<td>Rent and equipment rental</td>
<td>1,380</td>
<td>-</td>
<td>9,359</td>
<td>-</td>
<td>-</td>
<td>10,739</td>
</tr>
<tr>
<td>Administration</td>
<td>11,614</td>
<td>7,359</td>
<td>57,237</td>
<td>1,366</td>
<td>5,044</td>
<td>82,620</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>633</td>
<td>-</td>
<td>843</td>
<td>-</td>
<td>560</td>
<td>2,036</td>
</tr>
<tr>
<td>Fundraising events</td>
<td>-</td>
<td>-</td>
<td>18,461</td>
<td>-</td>
<td>-</td>
<td>18,461</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>271,351</td>
<td>7,359</td>
<td>326,661</td>
<td>21,067</td>
<td>157,961</td>
<td>784,399</td>
</tr>
<tr>
<td>Depreciation</td>
<td>50,741</td>
<td>764</td>
<td>9,899</td>
<td>-</td>
<td>-</td>
<td>68,361</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>$ 322,092</td>
<td>$ 8,123</td>
<td>$ 336,560</td>
<td>$ 21,067</td>
<td>$ 164,918</td>
<td>$ 852,760</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year Ended December 31, 2016</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>-</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>

Endowment net asset composition by type of fund as of December 31, 2017 is as follows:

<table>
<thead>
<tr>
<th>2017</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>-</td>
<td>$ 1,387,186</td>
</tr>
<tr>
<td>Board designated endowment funds</td>
<td>149,686</td>
<td>-</td>
<td>-</td>
<td>149,686</td>
</tr>
<tr>
<td><strong>Total funds</strong></td>
<td>$ 149,686</td>
<td>$ -</td>
<td>$ 1,387,186</td>
<td>$ 1,536,872</td>
</tr>
</tbody>
</table>

Changes in endowment net assets as of December 31, 2017 are as follows:
Note 5 - Property and Equipment
The following summarizes land, buildings, and equipment at December 31:

<table>
<thead>
<tr>
<th>Property and Equipment</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction in progress</td>
<td>$350,226</td>
<td>$61,427</td>
</tr>
<tr>
<td>Land improvements</td>
<td>$451,981</td>
<td>$451,981</td>
</tr>
<tr>
<td>Buildings and improvements</td>
<td>$1,837,351</td>
<td>$1,837,351</td>
</tr>
<tr>
<td>Machinery and equipment</td>
<td>$270,467</td>
<td>$275,032</td>
</tr>
<tr>
<td>Track and wire</td>
<td>$312,181</td>
<td>$306,017</td>
</tr>
<tr>
<td>Accumulated depreciation</td>
<td>$3,222,206</td>
<td>$2,913,808</td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>$1,510,191</td>
<td>$1,270,154</td>
</tr>
</tbody>
</table>

Note 6 - Long-Term Debt
In September 2017 the Society opened a line of credit with a financial institution in the amount of $50,000. The line bears interest at the Wall Street Journal Prime Rate plus 1.00% with a floor of 5.323%. The interest rate at December 31, 2017 was 5.50%. The line matures in September 2035. The line was not used during the year ended December 31, 2017.

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>Temporarily Restricted Net Assets</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program activities:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Restoration of vehicle collection</td>
<td>$508,856</td>
<td>$434,584</td>
</tr>
<tr>
<td>Museum development</td>
<td>$292,078</td>
<td>$323,546</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$37,596</td>
<td>$92,530</td>
</tr>
<tr>
<td>Total temporarily restricted net assets</td>
<td>$838,530</td>
<td>$850,660</td>
</tr>
</tbody>
</table>

At December 31, 2017 and 2016, certain unrestricted net assets had been designated by the Board of Trustees for the following purposes:

<table>
<thead>
<tr>
<th>Board Designated Net Assets</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restoration of vehicle collection</td>
<td>$14,328</td>
<td>$11,828</td>
</tr>
<tr>
<td>Endowment</td>
<td>$149,684</td>
<td>$133,915</td>
</tr>
<tr>
<td>Miscellaneous</td>
<td>$140,662</td>
<td>-</td>
</tr>
<tr>
<td>Museum Development</td>
<td>$61,979</td>
<td>$160,591</td>
</tr>
<tr>
<td>Total board designated net assets</td>
<td>$366,653</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 2017 and 2016, there were services that met these criteria and management estimates the fair value of those services to be $500 and $2,514, respectively. However, most of the services received by the Society do meet those criteria. Management estimates the fair value of the services...
not meeting the criteria to be $403,836 for 2017 and $319,963 for 2016, with a total of 17,324 volunteer hours for 2017 and 17,186 for 2016.

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, 2017 and 2016.

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, 2017 and 2016 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, 2017 and 2016 were $1,678.

Total minimum annual rentals are as follows:

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>1,678</td>
</tr>
<tr>
<td>2019</td>
<td>979</td>
</tr>
<tr>
<td>Total</td>
<td>$2,657</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 for the year ended December 31, 2016.

In August 2017 the Society entered into a contract for construction services totaling $298,880. The project was completed in early 2018. Payments made under this contract were $293,395 for the year ended December 31, 2017. In March 2018 the Society signed a letter of intent to enter into a second contract for additional services with the same contractor, the contract has a minimum total value of $231,738.

**Note 10 - Subsequent Events**
Subsequent events have been evaluated by management through June 5, 2018, which is the date the financial statements were available to be issued. Other than the contract disclosed in Note 9, there were no material subsequent events as of June 5, 2018 that require disclosure in the financial statements.
Trustee Recognition Awards - 2017

At the year’s Annual Meeting, held on April 29, 2017, the Trustee Recognition Awards and a special Executive Director’s award were presented to the following uncommon individuals:

**Eric Gilman**
The Board is honoring Eric for his dedication to the Society, his can-do attitude, and for being there whenever he is needed. As Assistant Yardmaster, Eric is always willing to step up to the plate to get the job done. And that willingness does not end at the Yard Limits. Eric also volunteers at the Shop doing inspections to keep the fleet moving and always makes himself available for special events.

“I’ll be there if you need me” is a familiar Eric Gilman quote. Eric is also an avid North Shore fan who spends his spare time working on and seeking out funds for the upkeep and restoration of North Shore car 755.

**Brandon Barlow**
The Board is honoring Brandon for his devotion to the duties inherent in his position as Yardmaster. His dedication and perseverance to this role is evident in the organization, timeliness, and efforts in executing the shifting required for the major building projects which have been occurring on campus for the last several years.

Brandon is also active in the Museum’s “Rapid Transit Division” donning the division’s custom designed uniform on Transit Day and other occasions when subway cars are featured.

**John Donnelly**
The Board is honoring John for seeing a need and making it his own. After the 600 volt trolley bus wire was damaged in front of the multi-purpose building, John studied the situation, asked “How high do you want it” then set out to repair the damage. And he didn’t stop there.

John went on to locate and catalog all the overhead parts on campus, cleaned up and restocked line car 4, and performed an inspection of trolley wire supplying the demonstration railroad main line determining 20 poles are in need of replacement.

**Bill Pollman**
The Board is honoring Bill for the immense amount of effort and time he devotes to the Parts Warehouse as well as our fleet of New York subway trains.

Bill, a former Trustee, is the Curator of Rapid Transit Cars and has been laboring to repair the floor in one of the NYC subway cars which involves breaking up the concrete floor to expose the metal substructure needing repair. Bill has also been involved with sorting and cataloging the myriad of parts stored in the warehouse into a computerized database using QR Codes for identification.

**Executive Director’s Award**

**John L. Middleton, Jr.**
As Vice President of Administration, John Middleton took care of Seashore Trolley Museum’s business on a year-round basis. His knowledge and conscientious stewardship held things together and set the stage for me to do my job.

I relied on John to help me find my way here. He shared information with me and put it in a useful context.

He encouraged me, while letting me form my own impressions. He never imposed his own opinions or resisted changes.

John represents the museum well with his high energy, enthusiasm, professionalism and welcoming personality.

He inspires our visitors, and he inspires me.

On behalf of the New England Electric Railway Historical Society’s Board of Trustees,

Members, Volunteers, Visitors, and me:

Thank you John, for your dedication to Seashore Trolley Museum and the example you set for others.
Above: One of the most distinctive cars in the Museum’s collection is Twin Cities Rapid Transit 1267. The company, which served Minneapolis and St. Paul in Minnesota, built these extra-wide cars in their own shops. Known as “Gate Cars,” they had a large rear platform that could rapidly board and discharge passengers controlled by opening and closing the wide steel mesh gates. Seashore’s 1267 is shown late in its operating career—probably in the early 1950s—as the car pauses on the Minneapolis campus of the University of Minnesota, where the car spent its final years shuttling students between campuses. MS

Below: No. 1267 benefited from considerable restoration effort this year, including replacement of much of the tongue-and-grooved siding. Resplendent in new paint, the spacious car is shown carrying large numbers of visitors during the annual Pumpkin Patch event in October. PM