

Celebrating 81 Years of Preservation — 1939–2020



**Seashore
Trolley
Museum**



**New England Electric
Railway Historical Society**

2020 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.

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2020 Annual Report

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Front Cover

Upper: In 2020 hundreds of volunteer hours made possible a complete refurbishment of the Visitors Center exterior. The colors, chosen by a vote of the membership, closely mimic those of the Atlantic Shore Line Railway waiting station at Town House, about two miles down Log Cabin Road from the Museum. JS

Middle: A project several years in preparation was the replacement of two old and worn track switches in the Shop yard. So as not to block movements in and out of the Shop for a prolonged period, the new switches were assembled away from the track site. In this November view, the Museum's newly donated MK 36 crane swings one of the completed switches into place. JS

Lower: A perennial favorite among visitors from Boston is Type 5 No. 5821, A fleet of 471 plied the city's streets for up to 37 years. The car had new side panels riveted in place during a complete restoration in 1978 at the Museum. In 2020 the car was one of four used for visitor rides in the COVID-constrained fleet. KO

Executive Report

Katie Orlando, Executive Director
James D. Schantz, President and CEO

This past year will be one that our members and supporters will not soon forget. Still feeling the momentum from our 80th year in 2019, the Museum began 2020 strong and poised for another record-breaking season. However, six weeks into the year, we were faced with a global health crisis that would quickly evolve to be SARS-CoV-2, or the COVID-19 pandemic. Museum staff began holding internal meetings at the end of February 2020 to respond to the new restrictions involving socially distancing and different cleaning and disinfecting requirements mandated by the State of Maine and the federal government. By St. Patrick's Day it was clear that life at the Museum would be greatly impacted for more than just a few months.

When the Museum closed in April 2020 during a statewide shutdown it was clear that our 81st season would be filled with tremendous loss in admissions and revenue. While staff worked from home, the Museum pivoted away from special capital projects and our new five-year Strategic Plan, that was about to be announced to the membership, and focused on pre-season fundraising to cover the deficit we already knew to expect before new the season began. Doing this brightened the financial picture considerably—we were able to raise over \$110,000 during the month of April through generous donations and a federal Small Business Administration forgivable loan (PPP) that allowed the Society to open the Museum on a reduced public schedule in 2020.

Staff and volunteers who lived in-state returned to the campus on May 1 to begin getting trolleys ready for our operat-



Life at Seashore during the Pandemic. **Clockwise from top left:** Yard shifting crew of Jeff Bennett and Todd Glickman are masked as they work with Oshawa locomotive 300. Director of Railway Operations Roger Tobin also masked at the controls of Boston 5821. A fully masked family comfortably seated in Washington 1304. Board Chair Tom LaRoche helps with sanitizing and social distance measures. KO

ing fleet. Trolleys operated on the railway on Wednesdays, Fridays, Saturdays, and Sundays. Several new procedures relating to cleaning and disinfecting were implemented in the Visitors Center and on our operating fleet. Trolleys and buses on display around campus were available for ground-up viewing only, and the Town House Shop galley was closed to guests. Tickets were sold online, in timed increments to monitor the number of guests visiting the campus at one time. Barriers were placed around the Dispatcher's

stand on the platform and in the Museum Store to separate our personnel from guests to reduce the risk of infection spreading. The number of people allowed on campus varied throughout the season; at one point it was as low as ten, and by Pumpkin Patch Trolley we were allowed to host 150 at a time so long as no more than 50 guests were within the same zoned areas on campus (around the Visitors Center, on the trolleys, in the display carhouses, etc.).

The Museum required face coverings be worn around campus as early as Opening Day, which was held on Saturday, May 16, and the State passed a mandatory mask requirement later that spring that became more strict and regulated over time.

As the season continued, Seashore became creative with the way we served our guests. At the beginning of the season, guests were welcomed to visit the campus to take self-guided walking tours, or docent-led tours with our volunteers. Trolley rides were privately reserved by families only. In June, we were able to



Left: The Museum is fortunate to have a large number of dedicated operations volunteers who readily adapt to changing circumstances. This team braved COVID to come to the Museum, wore masks, and sanitized touch surfaces after each trip. Thanks to such efforts Seashore had a successful year welcoming guests and offering them an enjoyable and educational experience. KO



Above: Tower C came to the Museum from its perch on Boston's elevated railway near North Station in 1975. In 2020 the first floor was rehabbed to host exhibits explaining early rapid transit. KO

begin welcoming guests again from New Hampshire, Vermont, New York, New Jersey, and Connecticut, and trolleys could be shared by guests from different groups, so long as they were socially distanced. By the end of the season, our Railway Operations volunteers had perfected systems for separating groups of visitors and disinfecting the trolleys between rides.

When the State of Maine lowered travel restrictions for Massachusetts residents, more volunteers were able to support our railway operations, and operating for the general public continued on our four-day schedule. As the fall approached, the Museum dabbled in hosting our first special events of the season; beginning with Members Day on August 29th, and then with Pumpkin Patch Trolley. In an attempt to hold this event and break even, the Museum re-imagined the structure of the event, forgoing the activities and games in our "Pumpkin Patch" (Meserves Crossing), and instead holding just two COVID-friendly activities on our main campus, inviting a food truck to participate to eliminate our exposure to

serving food, and pumpkins spread out at the Pumpkin Patch so families could still enjoy picking out the best find while doing so away from others. The event far exceeded our expectations; we hosted 2,646 guests and grossed over \$38,700. Despite the pandemic, we had our highest grossing and highest attended Pumpkin Patch Trolley event yet, which was a great boost to the morale of our staff and volunteers after such a challenging season.

Another great boost was receiving the news from the Maine Economic Recovery Program that the Museum was awarded a \$100,000 grant, the highest amount possible, to help cover our revenue loss during the pandemic to date. This was another win to help us lower our likely operating deficit, and allowed us to move forward with deferred maintenance projects around our campus, in our Visitors Center, and our carhouses.

The Museum held one last event in October; Trolleyween, on October 30 and 31. During this weekend, COVID cases in the State of Maine began to surge. The state

had been lucky up to this point, only experiencing on average 20 to 40 new cases daily. On Halloween, the number of cases passed 100 daily, and within a few weeks it was no longer possible for us to think about re-opening to host our traditional Christmas Prelude events. The decision was made by Thanksgiving to cancel all Prelude events, which at the time was a difficult decision to make, but it turned out to be a very good decision. During the month of November, out-of-state travel restrictions were put back in place. As well, several volunteers would be impacted by COVID personally, through their workplaces or through a relative. The Museum is able to say that in 2020, there were no cases of COVID-19 reported by volunteers or staff on campus, and aside from the mandatory business closure in April, the Museum was able to remain open to staff and volunteers the remaining 11 months of the year.

Throughout our pandemic response, regular virtual check-in meetings using the Zoom virtual platform have been held with staff and volunteers, continuing into 2021. While these check-ins were originally designed to communicate our pandemic response with these stakeholders, they have helped us all remain engaged, and several projects were able to continue throughout 2020 through the feedback and financial support given as a result of these Zoom meetings. We thank all who remain invested in the success of Seashore Trolley Museum; enabling us not just to survive the pandemic, but to thrive.

2020 Annual Fund Campaign

This year 458 generous members, supporters, corporations, and foundations donated to the success of the New England Electric Railway Historical Society and Seashore Trolley Museum, contributing over \$662,300. We are very grateful for this wonderful support. A listing of donors can be found on page 20.

The Museum was successful in reaching our Annual Fund Campaign goal in 2020. We hoped to raise \$79,700 in 2020, but in fact we raised over \$106,400. We did choose to postpone the announcement of our New Direction five-year Strategic Plan until the pandemic subsides. That plan includes fundraising campaigns for campus capital projects, as well as for the restoration of twenty vehicles. However, we were able to solicit donations behind-the-scenes from existing donors to support some of the New Direction



Above: Unfortunately, early transit vehicles and stations were not designed to accommodate passengers with disabilities. In 2020 donations enabled purchase of a Mobilift to give access to such cars. PM

projects, and were able to make great progress on the work as a result. Major repairs to the main line and our overhead infrastructure were funded and completed, as well as the acquisition of several new work vehicles identified in our plan—the purchase of a hi-rail bucket truck, hi-rail crane, diesel locomotive, and road truck. Tower C also received financial support and restoration work inside the building in 2020.

Major Gifts

Donors were very generous to the Museum in 2020. The Narcissus Restoration received \$100,000 from the 20th Century Electric Railway Foundation, which allowed staff to continue the work during the pandemic. A \$25,000 donation from the Muckenhaupt Family in honor of our late member Ben Muckenhaupt allowed us to continue work on Lexington & Boston car 41. The car has recently received another gift from an anonymous donor in early 2021 in the amount of \$68,000 to complete the restoration. As noted previously we also received \$185,600 from state and federal programs to support operating expenses in 2020.

New Strategic Plan

As mentioned above, the Museum has postponed publicizing our New Direction Strategic Plan. Doing so has allowed us to focus on raising funds to support our operating revenue during the pandemic, and to be sensitive to the financial uncertainties that the pandemic has brought into our donors' lives. The majority of our members and donors have faced job or housing insecurity or loss directly or indirectly through family members this year, so the timing was not appropriate to



Above: The Museum community was saddened by the passing of one of our most stalwart and beloved members, John L. Middleton, Jr. who volunteered well into his 90s. In his memory and as a token of thanks the Board voted to add his name to Riverside Carhouse. SA

unveil our aggressive fundraising plans. We want our members and supporters to be “all in” and help us raise the funds we need to realize the vision. In 2021 we will do a soft launch of four of the projects that already have partial funding on hand. We will also use the year to educate our members about the direction we plan to take following the pandemic.

Bylaws Revisions

On November 14, 2020, the member shareholders of the Society met for a special virtual meeting called to vote on proposed bylaws amendments, which were two years in the making. Some of

the highlights of the amendments included:

- Creating expectations for our Trustees and Board-appointed officers.
- Empowering leaders in key volunteer positions to make decisions in day-to-day activities of the Society, which will allow the Trustees more opportunities to focus on strategic planning and fund development efforts.
- Increasing the size of the Board, if the Board so chooses, to allow for the appointment of community leaders or members who exhibit strong skills needed to advance Society vision, initiatives, and/or special projects.
- The addition of new committees to strengthen the Board's governance structure while engaging non-Trustee members' expertise to assist the Society with collection, financial, and administrative management.
- Strengthening voting practices with regard to proxy voting.

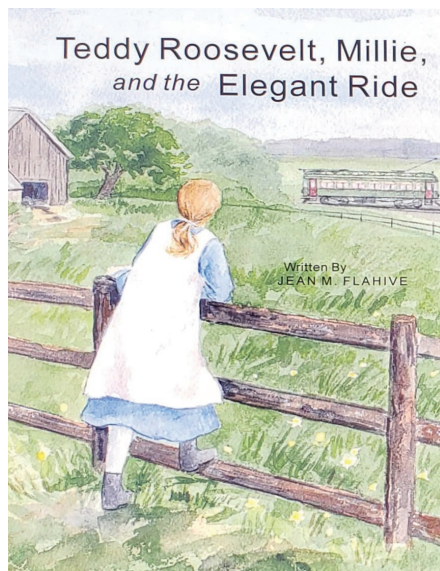
In the special meeting 177 ballots were cast—103 online (58%) and 74 by mail (42%). Currently there are 520,863 total shares outstanding (each share representing a donation of \$10) spread between the 508 shareholding members who are in good standing in 2020. In total 374,314 shares were voted (72% of total shares). The results were overwhelmingly in support of the amendments; 88% of the popular vote was in favor, and 84% of the share vote was in favor. These changes coincided with efforts included in our New Direction Strategic Plan to best prepare the Museum for long-term



Above: Seashore's annual Pumpkin Patch event is one of the most popular with area families. Despite COVID restrictions the event was held. KO



Above: In a photo that could have been taken a century earlier, two early 20th century streetcars await passengers attending an event along the line. KO

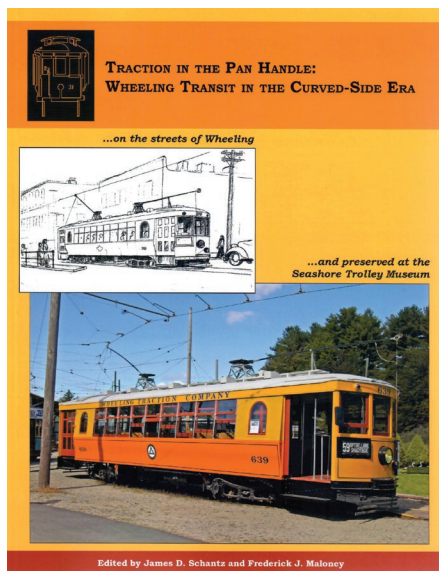


Two Society-related books were published in 2020: **Left:** *Teddy Roosevelt, Millie, and the Elegant Ride* is an award-winning children's book related to the *Narcissus* project (see page 7). **Right:** *Traction in the Pan Handle: Wheeling Transit in the Curved-Side Era*, was decades in the making with assistance of many members, and tells the story of 639 in Wheeling and Seashore. Both are available in the Museum Store.

success and continue to create a professional business and non-profit infrastructure.

Admission and Special Events

Despite the challenges the pandemic provided in 2020, we still welcomed 7,597 guests during our regular season, generating \$50,540 in general admissions revenue. By comparison, in 2019 we hosted 24,788 guests. Our COVID 2020 admissions were at 31% of overall 2019 admission numbers, which may seem like a low number on its own, but compared to other museums in our class in Maine who are reporting 7% to 15%, or 0% if they did not open at all in 2020, the Society has reason to be proud of these accomplishments during such a volatile time.



In addition to hosting Members Day, Pumpkin Patch Trolley, and Trolleyween, the Museum also hosted Teacher Appreciation Weekend (free admission for teachers), and following our regular season, the National Association for Canine Scent Work took over our campus again and hosted their summit trials one weekend in November. These events netted an additional \$36,146 in 2020.

Donald G. Curry Town House Shop

As reported in detail in the Conservation Report beginning on page 9, this year was a very active one in our shop despite the pandemic. A major success was that we were able to fund retention of our highly-skilled staff for the entire year. Projects receiving major attention were

Portland-Lewiston Interurban *Narcissus*, Lexington & Boston 20-foot box car 41, and DC Transit PCC 1304. An additional dozen cars received restoration or maintenance attention during the year. Our thanks to the many donors who made this continuing progress possible.

Young Person Programming

Following efforts to include more youth programming opportunities on campus, the Museum invested in curriculum and lesson plan development in 2020. Ann Thompson was hired to create hands-on activities and a fun experience on campus for K-6th grade groups, and we were able to test these activities with small youth groups that visited our campus in August from the Kennebunkport Conservation Trust. We look forward to promoting our field trip offerings, post-pandemic.

Lowell

This year would have marked the 18th year that Seashore's New Orleans car 966 has been operating in Lowell, Mass., on the trolley system of the Lowell National Historical Park. However, due to scheduled maintenance on the railway and the park closures during the pandemic, car 966 did not operate for the general public during the 2020 season. See the Lowell Operations report on page 16 and 17 for more information.

Our exhibit featuring the evolution of rail transit in the U.S. in general and Lowell in particular was also closed in March as a result of the pandemic conditions. As the exhibit itself is designed to be interactive and hands-on, the decision has been made to keep this Museum closed until the pandemic conditions are greatly improved.



Above: Northampton Station came to Seashore after Boston's last elevated rapid transit line closed in 1987. For three-quarters of the last century the station straddled the busy intersection of Massachusetts Avenue and Washington Street in the South End. In 2020 the steel supporting structure was repainted. KO



Above: Brendan "Colonel" Tirrell is one of the Museum's most diligent volunteers keeping our fleet cars sparkling and caring for gardens. KO

Library Report

Karen Dooks, Librarian

The year 2020 started with over \$3,000 worth of used books and model HO trains donated by the family of the late Norm Down being sold at the Amherst Model Railroad Show in Springfield, Mass. in January. Great things were planned for rest of the year and then bad weather and COVID-19 hit. Much of the Library's work was halted. Meetings were canceled for several months, resuming on a bimonthly basis in June via Zoom.

Some work did continue. While the Museum was shut down, Bill Catanesye used the large scanner to scan and catalogue several hundred blueprints. The slide scanner was transferred to Kenyon Karl to scan and catalogue slides at home. The O.R. Cummings collection and other materials at York County Community College and material Don Curry had been housing for several years was transferred back to Seashore. Donations continued to arrive. As he has been doing for several years, Mike Frost sorted and transferred these to the Library. Ed Ramsdell continued publishing "The Main Line" on a monthly basis. And most importantly, the preliminary work began on the capital items in the Trustees' Strategic Plan, including a library/archive.

The Library Committee for the year 2020 consisted of the following members: Karen Dooks (Chair), Mike Frost, Kenyon Karl, Randy Leclair (Vice Chair), Peter Osgood, Herbert Pence, Ed Ramsdell, Lloyd Rosevear, Leo Sullivan, and Mark Sylvester.



Above: Now available are commemorative bricks to be placed in the Visitors Center platform. KO
Right: A participant in the summer school program displays trolley-inspired artwork. PM



Above: Even with COVID restrictions, Highwood Carhouse was open to visitors. This view features from left to right the *City of Manchester*, Connecticut open 303, and Liberty Bell parlor car 1030. PM

Pandemic Hero Recognition

Seashore Trolley Museum has created a special recognition for volunteers, supporters, and donors who went above and beyond our already hardworking group of stakeholders to keep our Museum operations going throughout the pandemic. Included in this inspiring list of supporters are those who gave hundreds of hours in our railway operations, track, overhead, restoration, and Museum administration departments to ensure our Museum remained open for members and guests, and those who contributed significant cash donations that supported our general operating revenue in 2020. Recipients will receive a special "Pandemic Hero" pin as a sign of our appreciation and deep gratitude.



2020 Pandemic Heroes

Katie Adams	John Harcourt
Paul Aitkenhead	Kenton Harrison
Sherri Alcock	Fred Hessler
Gerard Alexander	Scott Hooper
Richmond Bates	Allan Jayne
Jeff Bennett	Jeff Koellmer
Jim Brumaghim	Dana Kirkpatrick
Patrick Butler	Tom LaRoche
Doug Carrier, Sr.	Randy Leclair
Steve Cappers	Jim Mackell
Bill Catanesye	Fred Maloney
Leland Cobb	Bill Marnik
Richard Coots	Jay McMahon
Bill Crawford	Joyce McNeil
Jon Dandridge	Roger McNeil
Mike delaVega	Robert Meckes
Rob Drye	John Mercurio
Ernie Eaton	Jon Miner
Andre Fenalson	Arthur Morin
Donald Frost	Phil Morse
Mike Frost	William Mosteller
Connie Garland	Katie Orlando
Eric Gilman	Peter Osgood
Todd Glickman	Nick Pantazi
John Grady	Rich Pascucci
Chuck Griffith	Herb Pence
Marie Hagerty	Bob Perkins
Jim Hamlin	Charlie Publicover

Seth Reed
Scott Roberts
Jonathan Rheume
Dave Rogers
Wayne Russell
Jim Schantz
Steve Siegerist
Sue Ellen Stavrand
Donald Stephenson
Mark Sylvester
Keith Taylor
Brian Tenaglia
Anne Thompson
Colonel Tirrell
James Tirrell
Rita Tirrell
Roger Tobin
Tom Tucker
James van Bokkelen
Dan Vardaro
Laurie Warchol
Jeremy Whiteman
Peter Wilson
Marty Wisniewski
Rick Wolf
Peter Woodruff



Curatorial Report

Peter Osgood, Curator

The Curatorial Committee, under the direction of the Museum Curator, continued its oversight of the acquisition and disposition of Museum vehicles and the conservation of the Museum collection.

An important acquisition was Canadian Light Rail Vehicle No. 4068 from the Toronto Transit Commission. This transaction was completed in early 2020. This car is being regauged from Toronto's wide gauge to standard gauge before delivery to Kennebunkport. No. 4068 will be among the most modern vehicles in Seashore's collection.

The Committee approved the sale of Boston snow plow No. 5122 to another museum. No. 5122 was similar to others remaining in the collection, and had been acquired as a source of parts. This sale follows the previously approved, but not yet completed, sale of five other rail vehicles that are duplicative or non-accessioned.

The Curatorial group undertook a comprehensive review of the Museum's large collection of buses and trackless trolleys. The Committee determined that the collection included a number of vehicles that are duplicative, non-accessioned, or not pertinent to the collection. The Committee selected 15 buses and trolley buses for disposition. Of these, three left the property in 2020 – with two going to historic collections at their former operators in Manchester, NH and Boston. The Museum is currently negotiating with

various parties interested in many of the remaining 12 vehicles to be re-homed. The Committee is also in the process of selecting buses for public display. At year-end, there were 88 buses and trackless trolleys in Seashore's collection, including the remaining 12 intended for rehoming.

In 2020, the Museum also sold several road vehicles that did not fit with the Museum's mission. In addition, the Committee is looking to re-home two battery-electric ice trucks. All these actions regarding the collection will streamline the appearance of the campus and will help Seashore preserve and display the historic vehicles that fit its collection policy.

The Curatorial Committee addressed the preservation of the collection. It identified vehicles to be moved to indoor storage when the expanded capacity at Fairview car barn is ready to receive them. The Committee also saw the need to improve protection for vehicles stored outdoors. It selected ten vehicles to receive new tarps. As a result, Museum staff installed new tarps on eight rail vehicles, one bus, and one trackless trolley.

The Curatorial group continued its effort to gather and disseminate research on the Museum collection. Along with paper documents maintained in the curatorial files, the group significantly increased the information available in digital form on the PastPerfect database. In particular, many historic photos of collection vehicles were collected or scanned and then loaded into the database. This database is available for research by multiple users at the Museum.



Above: A group in Webster, MA requested a car body to restore for display. Boston plow 5122, less trucks, was chosen and is shown being hoisted onto a trailer for transport. JS

Below: Sister Type 3 snow plow is a workhorse around the Museum, frequently shunting cars as in this photo pushing Boston PCC 3127. KO



Above and Left: Boston's MBTA requested the return of two older buses to form the core of a museum fleet. As both are duplicates in Seashore's collection we agreed. GM New Look. 6069 was first to go, to be followed in 2021 by Flyer 9138.

Narcissus Project Progress

Phil Morse, Narcissus Project Manager

COVID-19 played a significant role in slowing the pace of progress on all aspects of the Narcissus project in 2020. However, important tasks did advance.

Restoration

The Narcissus restoration work will be summarized in the Conservation Report on page 9.

Interpretation

The interpretation programs for the Narcissus will help tell the amazing 100-plus-year-old story of this majestic survivor of the Finest and Fastest Electric Railway in All New England. Conducting research on-site at organizations was not possible during most of the year. The use of online research tools prevailed.

Our collaboration continued with the New Gloucester Historical Society, through its curator, Tom Blake. Professionally, Tom is a surveyor with Nadeau Land Surveyors, Portland, Maine. In 2020, Tom produced the "Interurban Profile Survey," a comprehensive written report with copious current images of the approximately thirty-mile right-of-way of the Portland-Lewiston Interurban (PLI) between Auburn and North Deering, in Portland. We shared with Tom the high-resolution images of the original 1910 28-foot-long surveyor's map. The survey was conducted during 1907 and 1908 for the Portland Gray & Lewiston Railroad, the predecessor to the PLI. A blog post will be released in 2021 that includes Tom's report with photographs. The complete story of the original map and the amazing process of its conservation is online at the Narcissus Blog: www.narcissus1912.blogspot.com.



Above: On February 18, Phil Morse and John Mercurio represented Seashore during the Maine Museums Day in the Hall of Flags in the Maine State House in Augusta. Several museums from the State of Maine staffed booths and tables while the legislature was in session so legislators could visit with them. Governor Janet Mills mingled with the museum representatives prior to setup. PM

cissus1912.blogspot.com. In the search box type in "PGLRR Map."

Another important artifact, which will be of critical use in creating the interpretive programs for the Narcissus, is the scrapbook of the PLI employees. In 2020, a new restricted fund, Fund 817, was created specifically for donations that will be used for creating the education/interpretation programs for the Narcissus project. The first major project to be funded from Fund 817 will be for cleaning, repairing, conserving, and photographing the contents of the scrapbook. The large scrapbook created by Charles D. Heseltine, using original ephemera from the PLI reunions (1938-1941) has 112 pages with about 88 pages having various items glued to both sides of each page. These fragile, fading, at-risk items (numbering in the hundreds) include: photographs, schedules, lists of employees' addresses, newspaper clippings, poetry, personal cards, notes, and notations. Heseltine passed the scrapbook on

to O. R. Cummings, who in turn, passed it to the Seashore Library. Based on the terrific outcome from having the map conserved, I can attest to the wonderful outcome that awaits us once the precious contents contained in this amazing scrapbook have their chance to be conserved. To view contents of the scrapbook online: www.narcissus1912.blogspot.com and in the search box type in "Employee Scrapbook." Please consider making a donation of \$100 or more to Fund 817.

Education

New in 2020: comprehensive companion lesson plans in Social Studies/History for grades three through eight were created by the Maine Historical Society using the award-winning historical fiction novel, by Maine author Jean Flahive, *Teddy Roosevelt, Millie, and the Elegant Ride*, featuring our own Narcissus as the "Elegant Ride." The companion vocabulary and reading activities were created in-house. All lesson plans and vocabulary/reading activities are available online as free downloads through Seashore Trolley Museum's website: www.trolley museum.org/elegantride.

Book awards earned in 2020 for *Teddy Roosevelt, Millie, and the Elegant Ride*, included:



Above: This structure was a waiting shelter at Morrison Hill for Portland Lewiston passengers. The Narcissus would stop there regularly. It now hosts exhibits about Theodore Roosevelt and the PLI. PM



The *Narcissus*' composite wood-steel side sills take shape.

Far left: One of the two nearly 40-foot side sill pieces milled from a single recovered piece of Southern yellow pine.

Middle left: A mortiser cuts very precisely the square holes into which vertical frame members will fit.

Above: A close-up of how the wood and steel beams fit together.

PM

Gold Winner–2020 Eric Hoffer Book Award, Bronze Winner–2020 Moonbeam Children's Book Award, and Silver Winner–2019 eLit Award. Also new in 2020, the audiobook version of the book was released.

Outreach

In February, I was contacted by Ed Murphy, a reporter for the *Portland Press Herald* newspaper. He was conducting research for a local story on the Theodore Roosevelt International Highway (TRIH). The *Narcissus* project blog posts, featuring the TRIH and Roosevelt's many connections in Maine, were prominently featured pages in the search engine results. So he set up a phone interview with me about the topic.

Following the interview, Ed contacted the Theodore Roosevelt Center (TRC) in North Dakota at Dickinson State University (DSU). The following day I received an email from the founder of the TRC at DSU, Clay Jenkinson.

Clay's email led to a phone conversation with me. I then connected Clay with Donna Davidge in Island Falls, Maine. Donna was a guest speaker at Seashore Trolley Museum's Teddy Roosevelt (TR) Days fundraising event for the *Narcissus* in 2018. Donna is a great-granddaughter of William Sewall. William Sewall was Theodore Roosevelt's guide in Island Falls, Maine during three trips in 1878/79. William and his nephew, Wilmot Dow, were also ranch hands for TR in North Dakota in the mid-1880s and built TR's Elkhorn Ranch house. William and TR were dear friends throughout their adult lives. Clay and Donna made plans to meet. The next step is to digitize the William Sewall

Collection of TR-related ephemera that is in Donna's possession. Donna owns her great grandfather's original homestead where TR stayed while on the excursions with Sewall in the 1870s.

The series of communications concerning TR and his connections in Maine reenergized my 2016 call for volunteers to join me in developing a plan to create what might become known as the Theodore Roosevelt Maine Heritage Trail (#TR4ME, #TR2ME). There are numerous communities throughout Maine that have a variety of connections to the former POTUS, including Kennebunkport, with the National Register of Historic Places member, *Narcissus*, held in public trust within the collection at Seashore Trolley Museum. Theodore Roosevelt was a passenger on the *Narcissus* on August 18, 1914.

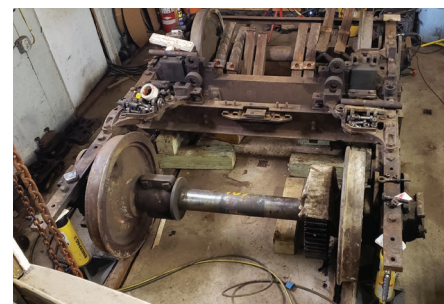
I then began my search for potential participants to join me to develop a plan of action. By mid-March, the team included: Executive Director of the Friends of Katahdin Woods and Water National Monument, Andrew Bossie; Karen Sieber, Humanities Specialist at the University of Maine and Outreach Coordinator for the Theodore Roosevelt Center, Dickinson State University; Clay Jenkinson, Founder, Theodore Roosevelt Center, Dickinson State University; Sharon Kilzer, Project Manager, Theodore Roosevelt Center, Dickinson State University; Lucas St. Clair, President, Elliottsville Foundation and Board Member, Friends of Katahdin Woods and Water National Monument; Andrew Vietze, award-winning Maine author, Maine guide, and ranger, Baxter State Park; and Joe Banavige, Founder and President, Arena Group.

A 2021 goal is to have the various TR-related Maine sites plotted on a map with each site containing a brief description of its connection to TR. The Theodore Roosevelt Maine Heritage Trail has the potential to become an attractive source for marketing Maine sites, such as Seashore Trolley Museum, as travel destinations.

Funding

Such a comprehensive restoration program is, needless to say, expensive. Generous foundation and individual contributions have carried the project to date. However, some previously expected future funding may not be available. Donations from members and friends are vital for the project to continue.

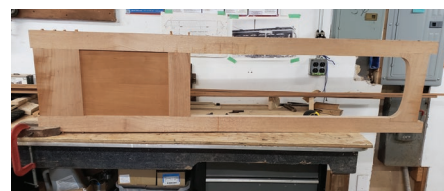
To stay updated on all aspects of progress, follow the *Narcissus* Project Blog www.narcissus1912.blogspot.com.



Above: Work has begun on the Baldwin trucks that will be completely rebuilt for the *Narcissus*.

Below: A new cab door being made from scratch by our master woodworker Seth Reed.

PM



Conservation Report

Randy Leclair, Restoration Shop Director
Brian Tenaglia, Assistant Shop Director

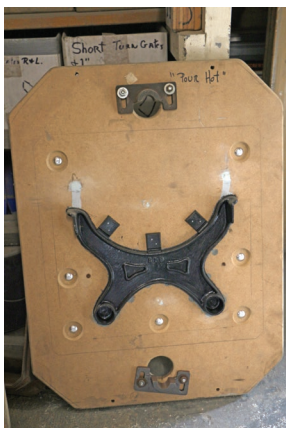
Despite the impact of the pandemic, Seashore's restoration and maintenance forces in the **Donald G. Curry Town House Shop** had a very productive year in 2020. In order to limit potential COVID-19 exposure to staff members the Shop and its visitor gallery had to be closed to the public and most member volunteers. By year-end conditions had improved to the point that volunteers observing all safety protocols were invited to join the permanent staff in restoration activities.

The Shop's full-time staff of seven skilled technicians is the largest of any comparable transit museum and retaining them throughout the pandemic was a management goal which was successfully reached. It was made possible by the generous donations of members, friends, and foundations. Our sincere thanks to



Above and right: More window sash components for the *Narcissus* take shape. Curved pieces such as those shown here require extra care and skill as the wood's natural grain may make weak areas as the curves cut through the grain.

Below: The carbody when acquired lacked the car's original seats. However, from period photographs it was possible to determine the type of seat and then use a seat of that kind from another collection car to make patterns like those shown here to be used to cast complete sets of components. The result will be perfect reproduction seats. PM



all who made this possible and we encourage continuing support in 2021 and beyond.

Restorations

Portland-Lewiston Interurban The *Narcissus* 14

Propulsion and Control: We received all four rehabbed motors from A. C. Electric. Work done included full epoxy vacuum pressure/impregnation of all inner components, and re-sleeving of all bearings. The motors are currently stored in Fairview, awaiting a spot in the Shop for further testing.

We are rebuilding the Westinghouse HL control system and have the main controller up and running. Brian Tenaglia mocked up the control system with the unit switch and one master controller. Using a DC bench power supply, air from the shop compressor, and AC power substituted for trolley 600VDC, he was able to debug and exercise much of the



system. The controllers need significant reworking before we can install them.

Trucks: We are preparing two Baldwin trucks for use under the car, as the car was acquired stripped of all mechanical parts. These trucks look to be almost identical to the ones originally used by the *Narcissus*. The trucks have several small differences, which will have to be addressed in the coming year. We have stripped one of the trucks. Components will be sent out to be sandblasted and painted.

Framework: We took delivery of two newly-milled side sill beams, made from reclaimed stock. These have been expertly mortised, drilled, and mated to new steel channel stock by Seth Reed and Ernie Eaton. Both beams are now stored in the box trailer awaiting warmer weather for installation. Ernie deserves special mention here for his actions in trying to get us the best-quality product for the project. It's been a very hard road.

Interior: Work continues on getting the interior ready for installation. We are most of the way through stripping all the mahogany pieces necessary for the interior of the car. *Narcissus* was missing one train door and parts of the other. Using period photos and measurements for the remaining original pieces Ernie developed a 3D model and drawings of the door and its missing pieces. Seth crafted a replacement door and the missing pieces for the original from mahogany, doing some of the work during the COVID-19 lock-down by working from home.

We had parts of two vestibule windows that upon careful examination were found to be mostly replacements lacking the craftsmanship evident in other original portions of the car. Using dimensions from these parts Seth set out to make four replacements using original joinery techniques. The arches were cut and routed along with final fit up and assembly in his home workshop.

3D Design: Ernie Eaton has spent considerable off-campus time designing a model of the *Narcissus* in Solidworks. This all-volunteer effort has generated a faithful 3D model of the car down to its component parts. This work has attracted the attention of the makers of Solidworks.

Denver & South Platte Birney 1: New roof boards for the car have been



Above: Chicago Aurora & Elgin interurban 434 spent its service life speeding between Chicago's Loop and western suburbs. In 2020 the car's rebuilt air compressor was installed to soon make it operable. JS

fabricated and painted, and are ready for installation in the car in 2021.

Lexington & Boston Single Truck Box Car 41:

Shop forces built the main control wiring "bundles" for operating the car's two 25-hp Hitachi motors. These await installation. We have installed wiring from the roof into the car's vestibules, and installed a choke coil and lightning arrestor. A roof-mounted fuse block has been sourced and refurbished, and it too awaits installation.

The car's Bemis truck is much closer to completion, with newly-cast materials (from Mystic Valley Foundry) now installed. Dave Rogers fabricated and installed new spring spacers. We have identified Lyons Industries in Pennsylvania as the vendor to make new axles for the car. They will press our existing wheels onto the axles in their workshop, then send the completed wheelsets back to us.

Nagasaki Single Truck Box Car 134:



Above: Washington PCC 1304, built in 1941, entered the passenger fleet for the first time in 2020. KO

Right upper: A minor repair was reupholstering a seat cushion and back. The fabric color available locally was a different shade so here a spray stain is being applied using a custom formulation. JS

Right: A view of the interior shows complete rehabilitation since the car's test-bed days at GE Erie. KO

Both dashers are now refurbished and painted. Interior sections of the vestibules have been installed and painted. The bumper on the south end of the car has been slightly modified. A new crown-piece and door post have been fabricated and installed.

Chicago Aurora & Elgin Interurban 434:

Shop staff load-tested its air compressor and mounted it under the car. The compressor requires re-piping, having the correct mounting pins installed, and attaching the electrical connections. This project was significantly aided by the use of our new-to-us Providence & Worcester GE 25-ton locomotive 150. The locomotive was able to position the car precisely for the waiting Pettibone Speedswing to maneuver the tested and rebuilt compressor under the car.

Boston & Maine Railroad 500:

Our initial goal for this small railroad inspection car was to ready it for emergency rescue service in an emergency situation to run reliably, stop, to carry some passengers. The car was lifted from its position near Shop One and onto a waiting trailer, then towed up to the Shop yard. A mixture of employees and



volunteers helped re-rail the 500 and the car was gently nudged into the Shop. Shop forces immediately got to work.

After some investigation and “wrenching,” the Waukesha-replacement Dodge “Slant 6” power plant now runs well, the shifters work, the charging system charges the battery, and the seats are in the car. Handbrake components all work and the car stops well with it. Wiring is getting sorted and most of the gauges now work. The vacuum brake system has been refurbished and awaits installation and testing.

We still need to install an exhaust system, source and install a gas tank (Randy’s 1962-vintage Kiekhaefer Mercury outboard motor gas tank currently fills this role, but is not appropriate for long-term use), and the frame, roof, and sheathing all need refurbishment.

Lehigh Valley Transit Interurban Parlor 1030:

Liberty Bell 1030 entered the shop in autumn, receiving an initial inspection to determine the depth of restoration needed. So far, we have identified several steel structural members in places where they should be aluminum. The car suffered a very bad accident in 1942 and wartime restrictions probably limited aluminum availability to the LVT. The fact is that steel and aluminum in contact corrode due to a process called electrolysis. Corrosion from the steel beams has had a very detrimental effect on the otherwise-aluminum frame. The steel needs to be removed, and the severely corroded aluminum framing nearby will most likely need to be replaced.

This damage was mostly hidden by the intense layers of filth under the car (especially, but not exclusively, around the bottom-venting toilet). The first pass at cleaning the underframe and components took over two weeks, and we needed to steam-clean the pit afterward. Kudos to Brian Tenaglia for going the extra mile in this effort.

The car’s motors are 300-volt and not original to the design of the car, and additionally appear to be wired incorrectly, which may or may not have caused some of the “flash-over” evidence we’ve seen inside a couple of them. Wiring has been chafing in places, which also may or may not have caused some of the “flash-over” evidence as well. Either way, the motors need attention and the wiring renewed.

The restoration will have to identify whether we want to refurbish the 300-volt motors and reinstall them or whether we want to put in the correct 600-volt motors.

Other items of note include a blown control resistor, misbehaving interlocks, controller issues, a brake stand issue, and failed paint. These will all need to be remedied.

DC Transit PCC 1304:

We began the new year with an investigation into the performance of 1304’s charging system. We found issues with the motor/generator regulator, which has now been rectified. We also found the coils in the generator were installed backwards by a rebuilding shop so after a re-wiring, the set works correctly. Brian Tenaglia and Ernie Eaton worked with a program called SPICE (which serves as an “electrical sketchpad”) to better understand and adjust the control circuits. Work on the car’s batteries and cleaning of electrical equipment allowed “all systems” testing and most components under the floor now generally work as intended. It has occasional flukes with its forward gong and its automatic braking circuitry; these need to be addressed in the off-season. The car is now in special service and has been a crowd favorite.

Toronto Transit Commission Peter Witt 2890:

Bearings on the No. 1 truck were rebabbitted and are being shaped for installation. While the car is in the shop, work continues on its door mechanism wiring.

Interborough Rapid Transit 3352:

The car’s side windows and all but two of the windows of the vestibules are now freshly painted, some atop a rehab, and the carbody is now fully closed for the first time in decades. Miscellaneous material long stored inside 3352 has been transferred to storage elsewhere, freeing up considerable space. One side door shows serious decay and is now sched-

uled for major work by a wood specialist in the shop. The two sets of 3352’s bulkhead door mechanisms have been refurbished and placed in full assembly inside separate custom-built storage boxes. With lesser problems also fixed, care continues.

Bay State Street Railway Semi-Convertible 4175:

A team of staff and volunteers led by Dave Rogers spent considerable time on the project this year. We installed new conduit under the car, and built and installed all the control wiring. Its air compressor has been load tested and is ready for installation.

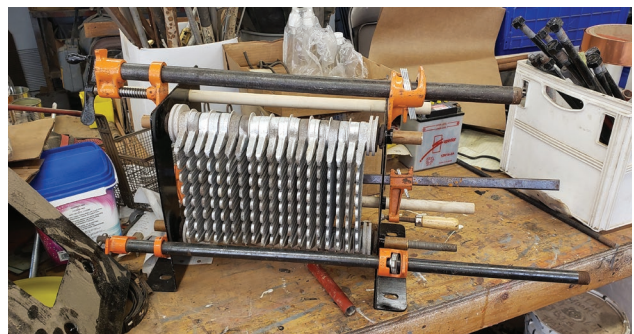
We are rehabbing both ex-New Orleans trucks for use under 4175. We have reassembled the first truck and are working on painting and refurbishing the second truck. We found five journal bearings had serious issues with babbitt delamination; these will need to be addressed before the car can enter service. Also, several wear plates in the second truck will need refurbishment.

Donald Curry researched mounting systems for the window guards. Working with Ernie Eaton, a prototype 3D model was made to verify appearance. They then contacted Tammy Ackerman at Engine art gallery/Makerspace in nearby Biddeford. Tammy kindly printed a full-size copy of the 3D bracket model to be used to assess the design.

Eastern Mass. Street Railway Semi-Convertible 4387:

This car served as one of our core fleet cars this year, so work on the car was limited. Early in the season, we repaired a major leak around the clerestory windows on one side of the car. This leak only showed up during exceptionally-torrential rainfall events (which we normally do not have, and in which we do not tend to operate 4387), with the car tilted gently to one side. Once those two conditions were met, however, the

Right: A new resistor grid/assembly for Bay State semiconvertible 4175 is being built here. The car’s speed is controlled by varying the number of grid plates through which the voltage passes to reach the motors. The more plates, the slower the car runs. The master controller, operated by the motorman, determines the number of plates connected at any time. PM





Above: A generous donation enabled acquiring Providence & Worcester diesel 150 for use as a shifting and rescue locomotive. Here a crane loads the diesel for the trip to Maine. TL
Right: The crane just after unloading in May JS
Above right: Loco 150 on Seashore rails. KO

car funneled copious amounts of rainfall inside. Clearly, this would not do.

We replicated the “gentle tilt” conditions inside the shop, removed the ceiling panels from the affected area, and Restoration Shop Tech Heidi Schweizer located the leak. We repaired the area in question quickly and returned the car to service.

We spent additional time sealing the gear cases as the car had been going through gear lubricants at too high a rate. Brian Tenaglia tightened things up, which had the added benefit of quieting the car’s ride somewhat.

Maintenance

Fleet support involved servicing **Connecticut Open 303**, **DC Transit PCC 1304**, **Eastern Mass Semi 4387** and **Boston Elevated Type 5 5821** for passenger service during the year. Light servicing was also done to **Dallas Stone & Webster 434** (which made several trips during Member’s Day). Maintenance on our work cars included diesel **D-1**, **Claremont Line Car 4**, **Providence & Worcester diesel 150**, and **MBTA Snow Plow 5106**.

D-1’s magneto has been re-installed and now runs quite well.

Rob Drye has graciously volunteered to help inspect Claremont 4, saving the Society precious maintenance funds.

Providence and Worcester 150 – On this newly acquired locomotive we replaced its four 8-volt starting batteries (which start the diesel engine by “motor-



ing” the traction generator), changed several filters, reoriented the chain oilers, topped off essential fluids, and started getting various lights working. We also rewound a failed string band on the generator. While the generator was being serviced, repairs were made to one of the brush holders, which had a broken spring. We still have to do remedial repairs on its fuel system.

Wheeling Curved-side 639’s intermittent brake issues have been plaguing the car since its initial release from the shop. Brian Tenaglia and others in the shop have worked to try and get the

brake rigging better situated and consistently responsive. Seat repair work continued.

Safety and Equipment

We replaced our Delta Cabinet Saw with a 10 inch SawStop cabinet saw to use as our main production table saw. The SawStop’s safety features include the ability to stop its main blade remarkably quickly when it detects blade contact with a person, as well as a whole host of other upgrades. These features greatly reduce the potential severity of an injury. New users need to be trained on this saw, as it is a fairly complicated unit.

We acquired a gently-used South Bend 8-inch lathe several years ago, with an oddball 550 volt motor. Dave Rogers sourced a replacement motor, while Seth Reed fabricated an adapter plate for this new motor out of ash. Dave and Bill Catanesye worked up miscellaneous small parts and shims necessary to get the headstock and bed back into tolerance, and Bill drew up the necessary schematics and wired the unit. It now works well.

We rebuilt our Rikon Dust Collector – the main motor burnt out on this unit due to a faulty switch. The unit is back in working order and in regular use.

Personnel

William Catanesye joined our staff after having been a volunteer with us for the better part of 2019, so he is not new to the Museum. He brings significant experience with graphic design, wiring, and GM 71-series diesels. He has owned and maintained several speeders and buses through the years, and loves bluegrass music. Welcome aboard!

Miscellaneous

David Jagger of Jagger Mills/Jagger Spun in Springvale, Maine worked with us to provide wool waste for our various bearings. His mill is situated directly on the right-of-way of the former Atlantic Shore Line, and the mill was a long-time customer of the line.

Below: During the summer an unusual, straight line storm (Derecho) passed through the Museum knocking a tree over along the main line taking trolley wire and a line pole with it. Fast action by a team of volunteers had the line clear and in service overnight.



COVID Impact

Brian Tenaglia has been on a contract basis working with New Jersey-based Liberty Historic Railway's J. R. May to create a working set of plans to rebuild the vestibules of their Trenton car 288. The COVID "stay-at-home" order afforded Brian the ability to make significant progress in the design phase of the project.

With the COVID-19 stay at home order in effect for months, the shop staff was busy doing home-based projects. For instance, Seth Reed and Ernie Eaton took home portions of Narcissus and work continued on those. Bill Catanesye took home the Library's large-format scanner and was busy digitizing hundreds of blueprints, advertising cards, and maps from the shop's collection. Bill also donated a vinyl cutter and has installed the necessary software on one of the shop's computers. Heidi Schweizer and Sherri Alcock have been working on grant research. And, Dave Rogers has been helping to rebuild the Museum's website.

We received notification on April 29th that we would be allowed back on campus starting May 1st, so a number of us were back in the shop, restarting projects on the first. Brian returned to fleet maintenance, working on 5106 (in support of a May 7th deadline for trackwork) and 5821 and 4387 for opening day, May 16th.



Despite the pandemic, a number of activities in 2020 featured educational themes.

Above: A welcome to Teacher Appreciation Day.

Below: A summer group explores Montreal Golden Chariot observation car 2.

Bottom: A group boards Type 5 5821 for the ride back to the Visitors Center after an educational experience in the field.

PM



New England Electric Railway Historical Society
Visitors Center Progress



Top left: The entrance path repaved and landscaping prepped. KO
Middle left: A rented mechanical lift allowed reaching high levels. SS
Lower left: Phil Morse spent many hours on exterior painting. KO
Above top: Freshly painted Visitors Center viewed from Tower C. JS
Above: The view visitors see as they approach from the parking lot. JS

Coming Attraction

The Museum took title to Toronto CLRV 4068 this year but it is temporarily stored at the Halton County Radial Railway until it can be transported to Illinois, with a sister car for the Illinois Railway Museum, where both will be regauged. Another, car 4133, will come directly to Seashore for inclusion in a family recreation area being planned as a visitor amenity.



Track Department

James van Bokkelen, Track Co-Supt.

In 2020, our core track gang was down to four Museum members. Charlie Publicover usually led the ground work with regulars James van Bokkelen and Dana Kirkpatrick. Chuck Griffith operated machines. Mark Sylvester, Andre Fenlason, Peter Woodruff, and Brad Jobel helped on many days. Co-Superintendent Peter Wilson advised and delivered fuel and tools. Besides the core of regulars, we had important help from others for the second main line tie replacement job and the Shop turnout replacement.

Our first activity of the year was reporting on the site and state of the planned Coney Island, Bennett Street, and Biddeford siding car storage project. April and May were devoted to our second tie replacement project with contractor Maine Track Maintenance. Almost 300 ties and a couple of dozen switch timbers were installed between the well, Highwood, and Biddeford switch. The only area that remains untouched is under the string of welded rail north of Tower 1.

In early June we investigated broken joint bolts on the main line. A couple were fixable but most are the result of mis-drilling and require rail replacement. Then the Pettibone SpeedSwing multi-purpose tractor's hydraulic pump failed, which Charlie and Chuck replaced by the end of the month.

The first half of July we did a deep dive into the Highwood Carhouse turnouts. We corrected lumps and jogs created by the contractor's tie inserter, replaced much clay/sand mix with ballast, added a guardrail and replaced a switch stand damaged by snow plowing. At the end of the month we assisted with the delivery of GE 25 switching locomotive 150 and investigated/corrected a near derailment at Riverside.

We spent August replacing failed ties in the yard south of the Shop. We installed 17 new and relay ties in stone ballast, while fixing a couple of badly-made rail joints that had caused trouble before. We also helped the overhead crew with both the main line pole replacement project in late August and the storm damage in September.

September's track work began at Fairview Carhouse, to realign track 1 to center it through doors: digging pits, jacking



Above: Before the Shop switch project moved ahead several ties in the yard were replaced. PM



Above: Track crew members lay new track in the front extension of Fairview Car House. JS



Above: The Pettibone Speedswing lifts and removes components of the old switches. JS



Above: New gravel is graded to improve the right-of-way for the new switches. PM



Above: The MK-36 crane is positioned to swing one of the new switches into place. JS



Above: The newly replaced ties are easily spotted by their dark creosote color. PM



Above: As the in-ground work on the Shop switch project began, clearance around a rock outcropping was widened by this machine. Note the pre-assembled switch at the lower right. PM



Above: A large dump truck is used to haul away gravel that was under the old switches. KO



Above: The new switches as they appeared at year end. Work for spring 2021 includes installing switch stands plus final ballasting/tamping. JS

sideways, ballasting, and leveling. Then we spent the rest of the month on a mix of projects: In good weather, we cleaned up the campus, welded rail bonds and surveyed for the Shop turnout project. In bad weather we crawled around Fairview getting Quebec steel interurban 454's brakes released so we could try to get it out of track 2's door. This continued into October.

Preparing for the Shop turnout installation, we worked on the MK-36 hydraulic crane, newly acquired with anonymous donations, and used the SpeedSwing tractor to remove scrap from the work area. On October 19, we took the Shop lead out of service and started removing the old track, ties, and bank-run gravel ballast. Excavation, jackhammering ledge, and removal were complete by October 30.

The first week of November was spent receiving and placing new stone ballast in the excavated area. At the end of the week, we reviewed all of our hoisting gear and Peter Wilson obtained some new chain slings with proper rating tags. Dana, Mark, and James set up the MK-36 crane to lift and place the northerly turnout.

The second week we placed the north turnout panel and removed the rail and tie "table" it had been built on. Then we surveyed and adjusted its position and elevation. Once that was done, we repositioned the MK-36 and moved the south turnout panel into position. Thursday the turnouts were connected to track 4 (materials yard). Friday we selected bendable

85 pound rail from our stock.

The third week of November we obtained relay ties and assembled rail for the track connecting the south turnout with the Shop lead at the derail. We also placed ties for the track 1/2 lead.

Thanksgiving week Shop staff and many volunteers helped us ballast, tamp, and spike the Shop lead from the derail to the south turnout. Then we did the cutting, rail bending, and bolting to connect track 3 (pit track).

The first week of December Shop staff and many volunteers helped us ballast, tamp, and spike the connections to tracks 3 and 4. Then we started the cutting, rail bending, and bolting for the track 1/2 lead. The new turnouts were first used by Shop staff moving Minneapolis 1267 out to the special electronic meeting on December 9. We continued work, completing the track 1/2 connection on December 11 and putting our equipment away Saturday, December 12

Counting time spent repairing equipment, the Track Department volunteered about 100 work days in 2020. Some time went to work on the overhead wire and Quebec 454. We received a great deal of help and cooperation from other Seashore volunteers and employees, for which many thanks. Our 2021 program will begin with routine maintenance on the main line. We will install the Shop Lead switch stands and complete ballasting when conditions allow. Completing Fairview tracks 2-4 and building Fairview track 0 are also on our horizon.



Left: Acquisition of this high rail bucket truck, enabled by a generous donation, greatly improves productivity of the overhead department as precise positioning is fast and easy. Here Overhead Superintendent Rob Drye adjusts wire over the north loop switch. KO

Lowell Operations

*Fred Hessler
Superintendent of Railway Operations—
Lowell*

The 2020 operating season for New Orleans Public Service No. 966 can best be described as a non-event. While the season started well with the National Park Service trolley cars operating, the COVID-19 pandemic spread and subsequent restrictions and closures brought a quick halt to operations. When Park trolley cars resumed operation later in the year it was on a very limited basis with runs only between Boott Mill and Suffolk Mill. As a consequence of these cut-backs in operation, 966 did not operate at all during the 2020 season; pre-season maintenance was not performed; the car was not moved except to be repositioned within the carbarn; and no requalification of current operators nor training of new ones occurred.

While there were no operations of No. 966, there were actions taken that should serve the car in good stead in the future. Looking forward to possibly resuming operations in 2021 and with the goal of recruiting and training additional operators, the list of qualified Lowell instructors was increased with the addition of Bill Marnik. Bill's considerable operating experience at Lowell plus his background in adult education should prove to be a great addition. He has started working on upgrading the documentation and information used to train new operators. This work will be fully integrated with the Lowell NHP Trolley Operations Manual. Having training material specific to Car 966 but reflecting the operating characteristics and rules of the trolley system at Lowell will be most useful in training of new operators and providing guidance for existing ones. We hope this new documentation will be completed, reviewed, and approved prior to the start of the 2021 season.

Some operational changes to improve safety have been discussed and will be implemented in 2021. These changes will be introduced during requalification prior to the start of operations and be a part of new operator training. Changes include documenting 966 specific emergency braking procedures, positioning of the conductor/flagger during operation, and reboarding of the conductor/flagger after flagging a crossing.

A small group of volunteers (Stan Ames,

Tom Tucker, and Bill Marnik) participated in trolley maintenance training at the Donald G. Curry Town House Shop at Seashore in a class and exercise led by Brian Tenaglia, Assistant Shop Director and head of fleet maintenance. The purpose of this training was to make the group more aware of the requirements and procedures in maintaining No. 966. Performing maintenance tasks, both pre-season and during operations, will assure 966 is kept in a state of good repair and available for use. Having a trained cadre of individuals available should make these tasks easier. The Seashore Shop will provide most expendable maintenance items (grease, oils, etc.) to the team while other items (abrasives, cleaners, tools) will be procured locally. A budget for these items was submitted for inclusion as part of the 2021 Seashore Trolley Museum budgeting process. Any maintenance required beyond the expertise of the volunteer group will be done, where possible, by the volunteers with the assistance and supervision of Shop personnel. A place holder for this eventuality was also included in the proposed budget.

While NPS trolley activities were severely curtailed and Car 966 operations were eliminated, other items affecting future trolley operations did advance. A major tie renewal activity took place between Swamp Lock and the High School Switch. Included in this work was adding a track bumper to the Y-track at Swamp Lock allowing it to be used to position a car there while a second car is at the platform, removing the switch by the Moody Street Feeder House and changing the way the switch is operated at the High School.

Replacement of the power station near the High School garage is currently scheduled for April, 2021. The Park has kindly arranged for the old power station to be donated to Seashore, to serve as a backup to the primary power station. Future work will also include track tie renewal from the High School to the Suffolk Mill stop but will probably not occur until 2022.

Based on a March, 2021, newsletter from the Lowell National Historical Park Volunteer Coordinator, JoAnn Marcos, and a subsequent email exchange with the Lowell NHP Maintenance Supervisor, Pat Egan, it is highly unlikely that 966 will be operating again in 2021. Reasons given are as follows:

Boat trips are not scheduled to operate which results in fewer trolley cars needed to move people within the Park. On-going pandemic considerations will result in fewer visitors than in normal years with fewer cars needed. The Lowell Folk Festival will not be held again this year (fewer cars needed).

Operation of the Park's trolleys will only run between Memorial Day and Labor Day as the line from the High School to Swamp Locks will be taken off-line in September for line pole replacement.

Given this information, there are tasks we will need to perform at Lowell in 2021 and others that can be pushed out until 2022. For example: Routine annual maintenance and operational testing of 966 should be performed; new operator training will not take place; the annual mandatory safety and requalification meeting will not be scheduled.

Note that one exception to our "not operating this season" policy may occur depending upon pandemic considerations and Park policy in early October, 2021. The Northeast Region of the National Model Railroad Association has their an-

nual convention scheduled for Columbus Day weekend this year. The convention management has requested that they be able to host a trolley ride and Ranger-guided mill tour for one or two groups of their convention attendees on October 8th. Should Park management decide to grant this request and assuming 966 has been maintained and is ready for service, we could provide a qualified crew to operate the car for the day. It is anticipated the ride would be between Boott Mill and Wannalancit Mill and also perhaps between Boott Mill and Lower Locks, if that portion of the line is open.

Certainly, as the situation at the Park may change, we should be prepared to support their needs and place 966 into weekend service if requested. And, if that occurs, requalification of the crews will be mandatory prior to operation. However, no matter when we are finally able to restart operations, the changes we are making in processes, procedures, training, and maintenance along with those improvements to the physical structure by our partners at the Lowell NHP will serve us well as we work to continue improving on our record of service over the past 18 seasons.



Above: This image of Seashore's New Orleans 966 operating at the Lowell National Historical Park is typical of each of the past 18 seasons. Unfortunately, COVID-19 restrictions prevented operation in 2020 and likely 2021. TF
Left: Eastern Mass. 4387 may have operated in Lowell before 1935 as many Eastern Mass. lines then ran to or through Lowell. JS

SEASHORE TROLLEY MUSEUM

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

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American Association of Museums
American Association for State & Local History
Biddeford and Saco Chamber of Commerce
and Industry
Greater Portland Convention & Visitors Bureau
Heritage Rail Alliance
Kennebunk-Kennebunkport-Arundel Chamber
of Commerce
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Above: Golden Gate suburban bus 870 poses at the entrance as a visitor attraction. The New Look GMC coach is a long way from its operating years in California.

KO

Administrative Management as of December 31, 2020**ADMINISTRATIVE OFFICERS****PETER OSGOOD**

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Curator of Streetcars

CHARLES R. SULLIVAN

Curator of Buses and Trackless Trolleys

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Historian

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Assistant Managers of Parts Department

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Education Coordinator

JOHN B. MERCURIO

Insurance Coordinator

CHARLES PUBLICOVER

Volunteer Dormitory Manager

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ELIOT M. KAPLAN

Superintendent of Railway Operations–Emeritus

Business Members

The following is a list of business members of the Society. We thank them for their support and look forward to ongoing partnerships:

Biddeford Animal Health Center, LLC
 Biddeford Savings Bank
 Brick Store Museum
 Charlie Horse
 City Theater Biddeford
 Cummings, Lamont & McNamee P.A.
 Dupuis Hardware & Locksmith
 East Coast Printers
 Family Chiropractic of Kennebunk Farm + Table
 Fontenay Terrace Motel
 Gartland Distributors
 Kennebunkport Fire Department
 Kennebunkport Police Department
 Kennebunkport Public Works Department
 MBTA Gifts
 Nauticos, LLC
 Nonantum Resort
 On the Marsh Bistro
 Parker Foster Associates, LLC
 Perkins Thompson, PA
 Peoples Choice Credit Union
 Red Apple Campground
 Saco & Biddeford Savings Institution
 Sidetrack Products
 Talula's Bake Shop
 Trades Center Inc.
 Treasured Memories Depot
 Wardmaps, LLC
 Weirs Motor Sales
 Whiteman Consults
 York Transportation Co. LLC

2020 Special Event Sponsors

Biddeford Savings Bank
 Kennebunk Hannaford
 Kennebunk Savings Bank

2020 Museum Contributors

Once again this year the Society's members and friends gave very generously despite the uncertainties of the COVID pandemic. In total 459 members, supporters, corporations, and foundations donated in 2020, totaling more than \$662,300.

- Donors with an asterisk * following their name contributed to the Annual Fund in 2020.
- Donors with a ^ following their name contributed to a Special Appeal in July 2020 to support significant storm damage repairs on our railway.
- Donors listed in the color purple are Life Members.

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 during 2020:

The 2020 Seashore Donor Honor Roll

Donations of \$50,000 to \$500,000

20th Century Electric Railway Foundation
Maine Economic Recovery Program
Small Business Administration

Donations of \$10,000 to \$50,000

Butler, Patrick*
Family of Middleton, John L., Jr.
Family of Muckenhaupt, Benjamin* "In Memory of Ben Muckenhaupt"
Maloney, Frederick J.*
Orlando, Katie* ^
Schantz, James D.*
Siegerist, Steven*

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

Crawford, William*
General Electric Foundation*
Morse, Philip W.* ^
Stavrand, Sue Ellen* ^

Donations of \$2,500 to \$5,000

Bates, Richmond*
Borst, Andrew M.*
Cobb, Leland D.*
Dooks, Edward E.*
Dooks, Karen*
Facebook & Network For Good*
Harrison, Kenton*
LaRoche, Thomas*
McNeil, Roger and Joyce*
Publicover, Charles L.*
Robertson, Thomas A.
Rochester Area Community Foundation "In Honor of Lloyd E. Klos - Car 1213"

Somers, Matthew
Terrapin Landscapes
Tirrell, James, Rita and "The Colonel"*

Donations of \$1,000 to \$2,500

Anonymous*
Anonymous* ^
Aronovitch, Charles D.*
Bain, Henry
Bequaert, Frank C.*
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Conard, R. Richard*
Connolly, Thomas F.*
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Drye, Robert C.
Frost, Michael R.
Gbur, Jonathan*
Glickman, Todd S.* ^
Grady, John J.* "In Memory of John Middleton"
Griffith, Charles A., Jr.
Horn, M. Richard*
Hoy, Lewis L. "In Memory of Thomas Dworman"
IBM International Foundation*
Johnson, Karl F.*
Kirkpatrick, Dana
Klein, David E.*
Leclair, Randy
Lennon, Michael C.*
Meckes, Robert*
Meleky, Ted*
Saenger, Fritz Jr.
Moore, Fred R.* ^
Mosteller, William*
Mulvey, Henry O.*
Pace, Michael R.* ^
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Pence, Herbert* "In Memory of Martha Welch"
Pierce, Donald W.*

Pollman, William A.
Revett, Cara & Jesse*
Rubin, Richard* "In Memory of John Middleton"
Sanger, Donald F.*
Sauer, John F.*
Terhune, Robert D.*
The Boeing Company
Tsihlis, James & Maria "In Loving Memory of Andrew Tsihlis"
Tsihlis, Phillip "In Memory of Andrew 'Andy' Tsihlis"
Vaitkunas, James A.*
Whitcomb, Mary* "In Honor of James Chadbourne"
Wilson, Peter G.* ^
Wisniewski, Marty

Donations of \$500 to \$1,000

Beeder, Owen
Brewer, Thomas A.*
Brown, Daniel T.*
Cantwell, Daniel H.*
Cunningham, Scott & Kathleen*
Fay, Gordon H.*
Fossey, Stephen*
Goldsmith, Steve*
Harrison, Mark*
Hessler, Frederick*
Hillier, Cynthia
Houle, Dennis R.*
Hughes, Thomas H.*
Iwanow, Peter* "In Memory of Agnes Iwanow"
Jennings, Andrew
Keolis Commuter Services, LLC
Kramer, Stephen A.*
Mackell, James J.*
Mariner, Brent "In Memory of John Middleton"
Miner, Jonathan*
Ogarek, Michael*

Olsen, James*
Rice, Lynn S.
Ruddell, Thomas A.*
Russell, Wayne*
Stephenson, Donald L.
Stephenson, Zachary*
Sullivan, Mark E.
The Pennsylvania Railroad Tech. & Hist. Society
Thornburn, Christopher C.*

Donations of \$250 to \$500

Adams, William
Alcock, Sherri
Allen, Duncan* "In Memory of John Middleton"
Astroth, Kurt*
Bagnell, Joseph A.*
Bennett, Jeffrey Hall* ^
Brandt, William E.*
Brooks, Leonard
Brower, Carole* "In Memory of Don H. Gawthrop," "In Honor of Fred Maloney"
Chamberlin, Dann*
Chermesino, William
Clapp, Cecilia B.*
Cummings Family Fund
Haywood, Jon "In Memory of Whitney Coffin"
Kohanski, Robert W.*
Landrio, Gary E.*
Legenhausen, William H.*
Lord, William A.*
Mallory, William* ^
Martin, Sanford R.*
Pagano, Robert*
Palmer, Theodore W.* "In Honor of E. Mac Palmer's 89th Birthday"
Palmisano, Missy & Sam*
Ramsdell, Edward L.
Reiman, Douglas
Robinson, Charles C.*
Serpe, William R.*
Silva, Russell B.*
Speer, Timothy S.*
Stamm, C. William* ^
Tobin, Roger G.* ^
Turner, Ed*
Van Weeren, John*
Vardaro, Daniel*
Wolf, Rick* "In Honor of John Mercurio"

Donations of \$100 to \$250

Alexander, Gerard*
Ames, Brewster, Jr.*
Anonymous
Anonymous
Anonymous* "In Memory of Claire Jean"

Baird, Caryl	Ledley, Fred "In Memory Phillip Meldrum"	Ames, Stanley R. Jr.	Dublin, Martha* "In Memory of Jack Naugler" Dudek, Eric *
Baldini, Renee ^	Lilly, Jim* "In Memory of Bob Hughes"	Anonymous	Dulude, John R.*
Barrett, James*	Littell, William*	Anonymous* In Memory of Agnes Iwanow	Edling, Richard E.*
Bass, Andrew* "In Honor of Stephan Lamb"	Littlefield, Ralph R.	Anonymous "In Memory of Jack Naugler"	Enfield, Gordon M.*
Bassett, Richard C.*	Macaronas, Denise*	Ashley, Thomas J.	Enters, Frederick*
Bishop, Chester E.*	Mandeville, Robert M.*	Balsley, Richard "In Memory of Ben Muckenhoupt"	Entrot, Brian*
Blake, Everett	Markey, Peter L.* ^	Bischoff, Nancy & Rhynier*	Farah, George ^
Blake, Thomas	McCloskey, James W.*	Bottoms, Glen D.*	Fischer, Dennis*
Bork, John E.*	McMahon, James T.*	Brown, Charles E.*	Gabriel, Chester A.*
Boss, Stefanie	McManus, Anne	Butler, Arthur*	Galindo, Thomas *
Bowen, Andrew	Miller, Edward C., Jr.*	Campbell, Douglas W.*	Garcia, Angela "In Memory of Phillip Meldrum"
Brainerd, Timothy D.*	Monnie, William*	Carrier, Douglas P Sr.	Garland, Connie
Bray, Peter*	Mooney, Daniel*	Caswell, Rebecca	Gildart, Laurie*
Brewster, H. Robert*	Mora, Jeffrey G.	Chiodo, Richard*	Gilmore, Eliza ^
Brink, Kenneth H.*	Morrison, Donald F.*	Chisholm, Colin G.*	Gladney, Barbara*
Buchholz, Roger C.*	Morton, Thomas J.*	Cole, Peter*	Graetz, Martin*
Burroughs, John E.*	Munroe, Russell F., Jr.*	Collins, John J.*	Grass, Debbie* "In Memory of Jack Naugler"
Carrier, Douglas, Jr.*	Murphy, Wendy	Cormier, Gerald*	Harkins, Christine*
Catlin, Robert*	Norkaitis, Neil F.*	Cummins, Sharon	Haskell, Peter D.*
Conklin, Dennis & Barbara	Orlowski, Stanley J.	Dandridge, Jonathan*	Hedrick, John
Cook, Paul A.*	Osgood, Kenneth*	Downs, George T.*	Hickey, Ben* ^
Crawford, Ralph J.*	Osgood, S. Peter*	Dunlap, Edward C.	Holbrook, Nicole
Curry, Donald G.*	Patterson, Allan*	Ellis, Arthur S.*	Jalbert, Nathan
DeLavega, Michael S. "In Memory of Roger Somers"	Poiani, Eileen* "In Memory of Benjamin Muckenhoupt, Ph.D"	Fischman, Rona*	Jordan, John*
Dell Technologies	Popov, Vsevolod*	Forman, Mark Leonard*	Kaplan, Richard*
Dibble, Ben "In Memory of John Middleton"	Reid, William S.*	Francis, Patrick E.*	Karas, Daniel & Cheryl Henry
Dillon, Richard* "In Memory of Richard Dillion"	Renfro, Lawrence*	Haney, Richard R.*	Knapp, Steven ^
Duncan, Lee*	Reynolds, Pamela	Harling, David*	Kracker, John*
Eastman, Stephen & Cristi*	Ruddell, Ronald P.* "In Memory of Mary Ann Habich"	Harrje, Gail Melholt*	Kurtasz, Peter*
Fancy, John H.	Rogers, David*	Humanchuk, Robert*	Kuula, Martin & Carmen*
Farrell, Kevin T.*	Ruggiero, Ronald D.*	Jacobs, Jonathan & Ellen*	Kyper, John S.*
Fatula, Audrey* "In Memory of John Fatula"	Sanner, Richard	Jill Cariglia "In Memory of Andrew Tsihilis"	Lagace, Raymond*
Flahive, Jean* ^	Scaffardi, Bob	Kaiser, Stephen H.	Lane, Roger*
Follansbee, David W.*	Sefranek, George A.*	Arndt, Darrell T.*	Lennon, Marty W. ^
Fontana, Mary & Richard*	Sellers, Douglas	Atwood, Chip ^	Lewis, Donovan J.*
Gannoe, Carol*	Sharratt, Tom & Sharon*	Austin, Roger W.*	Lundstedt, Tracy ^
Gebhardt, Wayne* ^	Shipman, Adams	Avy, Richard H.	Maillar, Terrence*
Gibbons, Nathaniel*	Shipman, W. Stevens, Jr.*	Babineau, Dean ^	Markham, John D.*
Grunwald, William "In Honor of John Middleton"	Skulski, Chris*	Bachelder, J Leonard*	Marnik, William M.
Guptill, Robert V.	Spellman, John T.*	Barwise, Stanley*	Martenson, Lee and Marjory*
Haberman, Charles*	Szymanski, David "In Memory of Philip Meldrum"	Blankman, Ronald J.*	Mayo, Jacob ^
Havens, Joel R.*	Taylor, Debra D. & Michael*	Borenstein, Elliot*	Mazzie, Jesse ^
Hazinski, Joseph R.*	Tello, Thomas A.* ^	Bradford, Susan*	McCracken, Christopher ^
Heiderich, Ronald Scott*	Trainer, Edward*	Briggs, Christina ^	Milliken, Brian ^
Hope, Walter and Irene*	True, Melburne*	Brousseau, Elizabeth	Miniter, John E.*
Hughes, Joan*	Trueheart, William H.*	Brown, Nancy*	Morency, Peter*
Hultgren, Joan*	Tsihlis, Stephen "In Memory of Andrew Tsihilis"	Burke, Charles ^	Morin, Arthur
Insey, David "In Memory of John Middleton"	van Bokkelen, James ^ *	Cappers, Steve & Linda*	Newman, David*
Jayne, Allan W., Jr.*	Weinberg, Theodore*	Case, Edmund*	Newsome, Pam*
Joanne Castiglione "In Memory of Martha Welch"	White, John	Chasse, Justin	Nobel, Michael "In Memory of John Middleton"
Johnson, Ralph*	Whiteman, Jeremy T.	Cogswell, Patty-linn ^	O'Hanley, Donald M.*
Jourdan, David*	Wyeth, Heuionalani*	Cross, John & Peggy* "In Honor Philip Meldrum"	Olson, Patti*
Katz, Chris		Cunningham, Eric V.	Parker, Douglas
Kelly, David & Anne*		Dave Wetherald ^	Pedersen, Jenn ^
LaRoche, Ann		DiForte, Peter J., Jr.*	Penniston, Gordon ^
Lawrence, Loring M.		Dingley, Elizabeth	Perry, Karen H.
		Dore, Christopher ^	Pesci, Stephen*
		Dreckmann, Randolph H.*	Peters, Michael V. ^
			(Donors - continued on p. 22)

Donations of \$50 to \$100

(Donors - continued from page 21)

Pitts, Charles T.
 Polimer, Joseph
 Rheame, Jonathan
 Rosenstrauch, Neil K.*
 Ross, Ernest*
 Rowan, Angela*
 Santamaria, Eric "In Honor of
 Christopher Dore's Birthday"
 Savage, Eric A., Jr.
 Seeliger, Curt J., Jr.
 Smith, G. Christopher*
 Solomon, Gary*
 Stackpole, Jessica*
 Stahl, Randy*
 Steinbach, Susie*
 Sullivan, Charles R.
 Sweeney, Chris & James
 Tallentire, Thomas L.*
 The Crowes
 Thompson, Ann ^
 Thresher, Carl H.*
 Torchio, Michael*
 Tucker, Thomas W.
 Vandergrift, Thomas
 Wanzor, Wayne ^
 Ward, Brian*
 White, Jeanne B.*
 Wong, Gregory ^
 Wong, Howard*
 Zalman, Henry

2020 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 61 volunteers who reported hours in 2020. The grand total reported was more than 14,197 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.

The impact of the pandemic no doubt resulted in fewer hours being donated at the Museum, given the lockdown and quarantine restrictions which kept many volunteers away.

In 2020 the State of Maine recognized volunteers who have volunteered at least 250 hours between March 20 and February 21 during COVID-19 on the Maine Volunteer Roll of Honor and awarded a certificate to each.

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

Morse, Phil
 Schantz, Jim

500 to 1,000 hours

LaRoche, Tom
 Mercurio, John
 "Colonel" Tirrell, Brendan
 van Bokkelen, James

250 to 500 hours

Bates, Richmond
 Crawford, Bill
 Dooks, Karen
 Drye, Rob
 Fontaine, Stephen
 Frost, Mike
 Glickman, Todd
 Gilman, Eric
 Hessler, Fred
 Karl, Kenyon
 Kirkpatrick, Dana
 Mackell, Jim
 Moriin, Arthur
 Pascucci, Rich
 Stavrand, Sue Ellen
 Stephenson, Donald
 Sylvester, Mark
 Vardaro, Dan

100 to 250 hours

Aitkenhead, Paul
 Bennett, Jeff
 Cappers, Steve
 Coots, Rich
 delaVega, Mike
 Jayne, Allan
 Maloney, Fred
 Morin, Arthur
 Osgood, Peter

Ouelette, Nick
 Pence, Herb
 Peters, Mike
 Rheame, Jon
 Tirrell, Rita
 Wolf, Rick

50 to 100 hours

Frost, Donald
 Jobel, Brad
 McMahon, Jay
 Miner, Jon
 Osgood, Peter
 Prichard, Liam
 Taylor, Keith
 Tebbetts, James

Up to 50 hours

Alexander, Gerry
 Chadbourne, James
 Cosgro, Matt
 Grindrod, Bob
 Grube, John
 Hagerty, Marie
 Lane, Richard
 Lane, Shea
 Lennon, Mike
 Locke, Kathy
 Mcallister, Caitlynn
 Pantazi, Nick
 Russell, Wayne
 Smith, Peyton
 Tello, Tom
 Tirrell, Jim
 Whiteman, Jeremy

2020 New Members

The Society welcomes the following 81 new members who joined in 2020:

Adams, Katie - Alfred, ME
 Bean, Nicki - Arundel, ME
 Beard, Michelle & Jeffrey - Chelmsford, MA
 Beaudry, MD - Canadia, NH
 Benack, Raymond - Ogunuit, ME
 Blagojevic, Laura & Nikola - Eliot, ME
 Blitt, Alexander - Kennebunkport, ME
 Bremer, John - Somerset, NJ
 Browns, James W - Minot, ME
 Cadorette, Michael - Lyman, ME
 Carpenter, Phillip & Rachel - Arundel, ME
 Conley, Casey & Lauren - Dover, NH
 Consalvo, Jen & Frank Gruber - Kennebunkport, ME
 Cradock, James - Portland, ME
 Crook, Keith - Salem, MA
 Cyr, Shaun - Biddeford, ME
 Dalida, Paul - Dunstalbe, MA
 Driano, Arandea - Seattle, WA
 Duclos, Jennifer - Plymouth, MA
 Dureault, Jacquelyn - Westford, MA
 Emry, Christopher - North Olmstead, OH
 Farrell, Jodie - Kennebunk, ME
 Fenlason, Andre - S. Hampton, NH
 Fitzpatrick, Bruce - Nashua, NH
 Foley, Kate & Kevin - Framingham, MA
 Fontana, Mary & Richard - Norwalk, CT
 Frost, Donald - Kennebunk, ME
 Gallagher, Leo - York Beach, ME
 Geschwendt, Kate & David - Dover, NH
 Gildart, Laurie - Kennebunk, ME
 Golini, Donald - Kennebunkport, ME
 Grillo, Enrico - Penobscot, ME
 Grube, John - Boston, MA
 Harrington, Kylee - Saco, ME
 Hatch, Lisa & Dana - Buxton, ME
 Helm, Zac & Maggie - Kennebunk, ME
 Herr, Gregory - Byfield, MA
 Hrehovcik, Joshua - Kennebunk, ME
 Huber, Christine - Saco, ME
 Ickes, Erik & Kelly - Durham, NH
 Iovanella, Kristen - S. Hamilton MA
 Johns, Lucille - Wells, ME
 Kastelic, Laurie - Bosque Farms, NM
 Kimball, Mary & Damon - Kennebunkport, ME
 Lawler, Natasha - Kennebunk, ME
 Lennon, Debra - Kennebunkport, ME
 Liu, Tonghua - Saco, ME
 Luzzi, Michael & Amy - Windsor, CT
 MacGreyor, Karen - Kennebunkport, ME
 Magnoni, Naomi - Winchester, MA
 Mastis, Linas - St. Clair Shores, MI
 Mayfield, Melissa & Brian - Kennebunkport, ME
 McDonald, Pat - Barre, VT
 Meehan, Sean - Hanover, MA
 Meleky, Ted - Atlanta, GA

Meuse, Sharon & Roger - Middleton, MA
 Miner, David - Silverdale, WA
 Mingione, Alison & Anthony - Montclair, NJ
 Moore, Duncan - Fairpoint, NY
 Natkin, Geraldine & Lisa - Newton, MA
 Orlando, Phil - Newbury, MA
 Palmisano, Sam & Missy - Southport, CT
 Piscitelli, Frank - Millbury, MA
 Power, Nick & Amy - Biddeford, ME
 Read, Chris - Franklin, NH
 Reed, Robert - Canterbury, NH
 Roberts, Scott - Kennebunk, ME
 Rosenthal, Jennifer & Casey - Bar Harbor, ME

Rottblatt, Maria & David - Cohasset, MA
 Tashlin, Eric - Dayton, ME
 Tracey, Lorraine - Sanford, ME
 Tu, Owen - Saco, ME
 Vallas, Thomas - Marlboro, MA
 Villa, Adam - Cambridge, MA
 Walesky, Don - Cheshire, CT
 Walling, William - New York City, NY
 Willis, Bill - Tamworth, NH
 Wilson, Marianne - Arundel, ME
 Wolff, Sophia - Kennebunkport, ME
 Wood, Sally - Portland, ME
 Woodruff, Peter - Arundel, ME



Above: A sister to Seashore's 1726, PCC 1790 is shown running in its hometown of St. Louis. The car is referred to as an All Electric as it was built without an air compressor or air operated brakes and doors. The sloping windshield and small "standee" windows along the side were standard features on most post-war PCCs. No. 1726 is scheduled for work in Seashore's strategic plan to be launched in 2021. **CF Below:** Seashore's Washington PCC 1304—in the only known photo of the car in service—is shown in its earlier livery. It is an Air Electric as it was built with a compressed air system. The car was built in 1941, five years before 1726 but has distinctly different windows and trim. Both were built by St. Louis Car Co. The car is exiting the hugely expensive DuPont Circle subway opened in 1949 but abandoned in 1962. SL





Above: Guests return from a successful Pumpkin Patch visit for a ride back on 4387.
Below: The Yard Operations crew is shifting cars. Boston snow plow 5106 moves Boston PCC 3127 with LVT 1030 waiting behind. KO



Above: A heavy machine clears the remains of the former library/multi-purpose building, on the site of a planned family picnic area. KO

Founders Legacy Society

The Society

The Founders Legacy Society, named for those (listed below) 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.

Seashore Founders in 1939: John E. Am-
 law, Horton K. Banks, Charles A. Brown,
 Thomas H. Brown, Gerald F. Cunningham,
 Lucien B. Phinney, Theodore F.
 Santarelli de Brasch, Daniel M. Twomey

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 Members

Todd S. Glickman
 Kenton T. Harrison
 Kenneth H. Kerr*
 Dr. David L. McGowan &
 Lady Susan McGowan
 John L. Middleton*
 Frederick J. Maloney
 Herbert Pence
 James D. Schantz
 Roger E. Somers*

* Deceased members



Above: Tower C framed by a particularly colorful Maine sunset. KO

Financial Report

Notes to Financial Statements

Note 1 - Nature of the Organization

New England Electric Railway Historical Society (the "Society"), the owner and operator of the Seashore Trolley Museum in Kennebunkport, Maine, and the operator of the National Streetcar Museum in Lowell, Massachusetts, (each a "Museum", collectively the "Museums") is a Maine nonprofit educational organization dedicated to the purposes of providing a source of information of a scientific and educational nature relating to the historical and mechanical use and development of electric street railways and collecting, preserving and maintaining, for study and exhibition, electric street railway cars of the various periods and all types, forms and examples of electric street railway equipment; and doing all things necessary and properly pertaining to the accomplishment of the above mentioned purposes. The Society operates a museum store as an auxiliary operation.

Note 2 - Summary of Significant Accounting Policies

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

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

Financial Statement Presentation - The Society's financial statement presentation follows the recommendations of *FASB Account Standards Update (ASU) No. 2016-14, Presentation of Financial Statements for Not-for-Profit Entities*. In accordance with these provisions, the Society is required to report information regarding its financial position and activities according to two classes of net assets: net assets without donor restrictions and net assets with donor restrictions.

Net assets and revenues, expenses, gains and losses are classified based on the existence or absence of donor imposed restrictions, accordingly, net assets and changes therein are classified as follows:

Net assets without donor restrictions - Net assets that are not subject to donor-imposed stipulations.

Net assets with donor restrictions - Net assets subject to donor-imposed stipulations that 1) may or will be met either by actions of the Museum and/or the passage of time or 2) they be maintained permanently by the Society.

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

Statement of Financial Position - December 31, 2020

	2020		
	Net Assets Without Donor Restrictions	Net Assets With Donor Restrictions	Total
For the year ended December 31, 2020			
Assets:			
Cash and cash equivalents	\$ 914,961	\$ 908,713	\$ 1,823,674
Accounts receivable	\$ 2,634		\$ 2,634
Investments	-	2,477,246	2,477,246
Prepaid expenses	45,217	-	45,217
Inventories	51,791	-	51,791
Property and equipment net	1,850,462	-	1,850,462
Total assets	\$ 2,865,065	\$ 3,385,959	\$ 6,251,024
Liabilities and Net Assets:			
Liabilities:			
Accounts payable	\$ 11,487	\$ -	\$ 11,487
Accrued payroll and taxes	16,390	-	16,390
Deferred revenue	9,006	-	9,006
Other accrued liabilities	42,073	-	42,073
Total liabilities	78,956	-	78,956
Net assets:			
Net assets without donor restrictions:			
Board designated	243,441	-	243,441
Undesignated	692,206	-	692,206
Designated - property and equipment	1,850,462	-	1,850,462
Net assets with donor restriction:	-	3,385,959	3,385,959
Total net assets	2,786,109	3,385,959	6,172,068
Total liabilities and net assets	\$ 2,865,065	\$ 3,385,959	\$ 6,251,024

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

Revenue Recognition - The Society recognizes all contributed support as income in the period received. Contributed support is reported as with or without donor restrictions depending on the existence of donor stipulations that limit the use of the support. When a restriction expires, that is, when a stipulated time restriction ends or the purpose restriction is accomplished, net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statement of activities as net assets released from restrictions.

Restricted support is reported as an increase in net assets without donor restrictions if the restriction expires in the reporting period in which the support is recognized.

Revenue derived from annual membership dues is recorded over the period to which the dues relate. Life membership dues are considered income in the year received. Grant revenue is recognized to the extent expenditures are made which can be charged against the grant.

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

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

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

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

Statement of Financial Position - December 31, 2019

For the year ended December 31, 2019	2019		Total
	Net Assets Without Donor Restrictions	Net Assets With Donor Restrictions	
Assets:			
Cash and cash equivalents	\$ 893,969	\$ 1,482,533	\$ 2,376,502
Investments	-	1,807,912	1,807,912
Other receivables	-	-	-
Prepaid expenses	7,180	-	7,180
Inventories	43,694	-	43,694
Property and equipment net	1,813,992	-	1,813,992
Total assets	\$ 2,758,835	\$ 3,290,445	\$ 6,049,280
Liabilities and Net Assets:			
Liabilities:			
Accounts payable	\$ 24,478	\$ -	\$ 24,478
Accrued payroll and taxes	19,350	-	19,350
Deferred revenue	5,812	-	5,812
Other accrued liabilities	35,538	-	35,538
Total liabilities	85,178	-	85,178
Net assets:			
Net assets without donor restrictions:			
Board designated	240,345	-	240,345
Undesignated	619,320	-	619,320
Designated - property and equipment	1,813,992	-	1,813,992
Net assets with donor restriction:	-	3,290,445	3,290,445
Total net assets	2,673,657	3,290,445	5,964,102
Total liabilities and net assets	\$ 2,758,835	\$ 3,290,445	\$ 6,049,280

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

Inventories - The Society operates a museum store with related electric rail-way 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, 2020 and 2019.

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, 2020 and 2019, 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, 2020 and 2019 was \$5,826 and \$18,563, 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. The expenses that have been allocated include salaries and related expenses which have been allocated based on time and effort and depreciation which has been allocated based on how the assets are used.

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, 2020, 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, 2020.

Fair Values of Assets	Quoted Prices			
	Fair Values	Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)
Mutual Funds	\$ 2,477,246	\$ 2,477,246	\$ -	\$ -
Total	\$ 2,477,246	\$ 2,477,246	\$ -	\$ -

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

Note 4 - Investments

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

Investments	2020	2019
Equity Mutual Funds	\$ 2,477,246	\$ 1,807,912
Total	\$ 2,477,246	\$ 1,807,912

The following schedule summarizes the investment return and its classification in the statement of activities for the year ended December 31, 2020:

Investments	Without Donor Restrictions	With Donor Restrictions	2020 Total
Interest and dividend income	\$ 3,946	\$ 45,948	\$ 49,894
Realized and unrealized gain	\$ 29,305	\$ 285,807	\$ 315,112
Total Investment Return	\$ 33,251	\$ 331,755	\$ 365,006

The following schedule summarizes the investment return and its classification in the statement of activities for the year ended December 31, 2019:

Investments	Without Donor Restrictions	With Donor Restrictions	2019 Total
Interest and dividend income	\$ 4,584	\$ 53,258	\$ 57,842
Realized and unrealized gain	\$ 33,397	\$ 261,801	\$ 295,198
Total Investment Return	\$ 37,981	\$ 315,059	\$ 353,040

Note 5 - Property and Equipment

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

Property and Equipment	2020	2019
Land improvements	\$ 454,831	\$ 451,981
Buildings and improvements	2,573,018	2,573,018
Machinery and equipment	350,220	307,357
Track and wire	434,719	358,849
	\$ 3,812,788	\$ 3,691,205
Accumulated depreciation	(1,962,326)	(1,877,213)
Property and Equipment, net	\$ 1,850,462	\$ 1,813,992

Note 6 - Line of Credit

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, 2020 and 2019 was 5.25%. The line matures in September 2035. The line was not used during the years ended December 31, 2020 and 2019.

Note 7 - Endowment Funds

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 Ver-*

sion 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 net assets with donor restrictions:

- the original value of gifts donated to the restricted endowment funds,
- the original value of subsequent gifts to the restricted endowment funds, and,
- accumulations, which are defined as the continuous growth of capital by retention of interest or earnings, to the 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 held in perpetuity are classified as net assets with donor restrictions until those amounts are appropriated for expenditure by the Society in a manner consistent with the standard of prudence prescribed by SPMIFA.

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

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

Investment Return Objectives, Risk Parameters and Strategies:

The Society has adopted investment and spending policies, approved by the Board of Trustees, for endowment assets that attempt to provide a predictable stream of funding to programs supported by its endowment funds while also maintaining the purchasing power of those endowment assets over the long-term. Accordingly, the investment process seeks to achieve an after-cost total real rate of return, including investment income as well as capital appreciation, which exceeds the annual distribution with acceptable levels of risk. Endowment assets are invested in a well diversified asset mix, which includes equity and debt securities,

that is intended to result in a consistent inflation-protected rate of return that has sufficient liquidity to make an annual distribution of 5%, while growing the funds if possible. Therefore, the Society expects its endowment assets, over time, to produce an average rate of return of approximately 8% annually. Actual returns in any given year may vary from this amount. Investment risk is measured in terms of the total endowment fund; investment assets and allocation between asset classes and strategies are managed to not expose the fund to unacceptable levels of risk.

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

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

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

Endowment net asset composition by type of fund as of December 31, 2020 is as follows:

Endowment			
For the year ended December 31, 2020			
	Without Donor Restrictions	With Donor Restricted	Total Net Endowment Assets
Donor-restricted endowment funds	\$ -	\$ 2,109,785	\$2,109,785
Board-designated endowment funds	186,566	-	186,566
Total funds	\$ 186,566	\$ 2,109,785	\$2,296,351

Changes in endowment net assets as of December 31, 2020 are as follows:

Endowment			
For the year ended December 31, 2020			
	Without Donor Restrictions	With Donor Restricted	Total Net Endowment Assets
Endowment assets beginning of year	\$ 165,281	\$ 1,880,179	\$2,045,460
Contributions and additions	2,895	2,500	5,395
Investment income	2,970	36,530	39,500
Net appreciation (depreciation)	22,058	271,312	293,370
Net assets released from restrictions	(6,638)	(80,736)	(87,374)
Endowment net assets, end of year	\$ 186,566	\$ 2,109,785	\$2,296,351

Endowment net asset composition by type of fund as of December 31, 2019 is as follows:

Endowment			
For the year ended December 31, 2019			
	Without Donor Restrictions	With Donor Restrictions	Total Net Endowment Assets
Donor-restricted endowment funds	\$ -	\$ 1,880,179	\$1,880,179
Board-designated endowment funds	165,281	-	165,281
Total funds	\$ 165,281	\$ 1,880,179	\$2,045,460

Changes in endowment net assets as of December 31, 2019 are as follows:

Endowment			
For the year ended December 31, 2019			
	Without Donor Restrictions	With Donor Restrictions	Total Net Endowment Assets
Endowment assets beginning of year	\$ 140,280	\$ 1,268,161	\$1,408,441
Contributions and additions	2,695	401,700	404,395
Investment income	3,532	35,702	39,234
Net appreciation (depreciation)	25,893	242,634	268,527
Net assets released from restrictions	(7,119)	(68,018)	(75,137)
Endowment net assets, end of year	\$ 165,281	\$ 1,880,179	\$2,045,460

Note 8 - Restrictions and Limitations of Net Asset Balances

Net assets with donor restrictions consisted of the following at December 31,:

Subject to expenditure for specified purpose or passage of time:

Net Asset Balances	2020	2019
Subject to expenditure for specific purpose or passage of time:		
Restoration of vehicle collection	\$ 781,198	\$ 775,530
Museum Development	339,042	337,102
Miscellaneous	155,934	297,634
Total	\$ 1,276,174	\$ 1,410,266
To be held in perpetuity:		
Endowment	\$ 2,109,785	\$ 1,880,179
Total net assets with donor restrictions	\$ 3,385,959	\$ 3,290,445

The sources of net assets released from donor restrictions by incurring expenses satisfying the restricted purposes or by occurrence of the passage of time or other events specified by donors were as follows for the years ended December 31,:

Net Assets Released	2020	2019
Restoration of vehicle collection	\$ 246,468	\$ 176,223
Museum Development	33,040	41,758
Miscellaneous	147,531	63,336
Distribution from endowment	80,736	68,018
Total	\$ 507,775	\$ 349,335

Net assets without donor restrictions consisted of the following at December 31,

Net Assets Without Donor Restrictions	2019	2019
Board Designated:		
Restoration of vehicle collection	\$ 56,875	\$ 1,828
Endowment	186,566	165,281
Miscellaneous	-	73,236
Museum Development	-	-
Total Board Designated	\$ 243,441	\$ 240,345
Designated - Property and Equipemnt	\$1,850,462	\$1,813,992
Undesignated	\$ 692,206	\$ 619,320
Total net assets without donor restrictions	\$2,786,109	\$2,673,657

Note 9 - Contributions In-kind and Contributed Services

The Society recognizes various types of in-kind support, including donations of materials, supplies, office expenses, and other items. Generally accepted accounting principles in the United States of America requires recognition of professional services received if those services (a) create or enhance long-lived assets or (b) require specialized skills, are provided by individuals possessing those skills, and would typically need to be purchased if not provided by donation. There were no services that met this criteria in 2020. In 2019 there were services that met these criteria and management estimates the fair value of those services to be \$500. However, most of the services received by the Society do not meet those criteria. Management estimates the fair value of the services not

Statement of Activities and Changes in Net Assets

	December 31, 2020			December 31, 2019		
	Net Assets Without Donor Restrictions	Net Assets With Donor Restrictions	Total	Net Assets Without Donor Restrictions	Net Assets With Donor Restrictions	Total
Support and Revenue:						
Earned revenue:						
Admissions	\$ 85,278	\$ -	\$ 85,278	\$ 249,318	\$ -	\$ 249,318
Annual membership dues	31,481	-	31,481	29,262	-	29,262
Revenue from						
auxiliary operation	46,519	252	46,771	94,460	5,879	100,339
Total earned revenue	163,278	252	163,530	373,040	5,879	378,919
Contributed support:						
Grants	-	1,000	1,000	-	100,500	100,500
Contributions & bequests	159,846	216,163	376,009	719,864	707,758	1,427,622
Contributions-in-kind	-	46,375	46,375	-	38,197	38,197
Contributed services	-	-	-	-	-	-
Total contributed support	159,846	263,538	423,384	719,864	846,455	1,566,319
Other revenue:						
Interest and						
dividend income	3,946	45,948	49,894	4,584	53,258	57,842
Realized and unrealized						
gains (losses)						
on investments	29,305	285,807	315,112	33,397	261,801	295,198
Miscellaneous income	9,362	7,744	17,106	14,111	17,957	32,068
Total other revenue	\$ 42,613	\$ 339,499	\$ 382,112	\$ 52,092	\$ 333,016	\$ 385,108
Net assets released						
from restrictions:	507,775	(507,775)	-	349,335	(349,335)	-
Total support and revenue	873,512	95,514	969,026	1,494,331	836,015	2,330,346
Expenses:						
Program services						
Curatorial and exhibits	519,319	-	519,319	458,236	-	458,236
Supporting services						
Membership	10,352	-	10,352	7,639	-	7,639
General & administrative	330,414	-	330,414	344,242	-	344,242
Fundraising	6,791	-	6,791	22,773	-	22,773
Auxiliary operation	79,784	-	79,784	111,415	-	111,415
Total support services	427,341	-	427,341	486,069	-	486,069
Total expenses	\$ 946,660	\$ -	\$ 946,660	\$ 944,305	\$ -	\$ 944,305
Other Income (Expense):						
PPP loan	\$ 85,600	-	85,600			
State grants	\$ 100,000	\$ -	100,000			
Total other income/(exp.)	\$ 185,600	-	\$ 185,600			
Change in net assets	112,452	95,514	207,966	550,026	836,015	1,386,041
Net assets,						
beginning of year	2,673,657	3,290,445	5,964,102	2,123,631	2,454,430	4,578,061
Net assets,						
end of year	2,786,109	3,385,959	6,172,068	2,673,657	3,290,445	5,964,102

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

meeting the criteria to be \$386,158 for 2020 and \$531,843 for 2019, with a total of 14,197 volunteer hours for 2020 and 20,914 volunteer hours for 2019.

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 of cases, as additions to fixed assets.

Schedule of Functional Expenses

Year Ended December 31, 2020	2020					
	Curatorial & Exhibits	Membership	General & Administrative	Fund Raising	Auxiliary Operation	Total Expenses
Salaries and related expenses	\$ 262,758	\$ -	\$ 180,489	\$ -	\$ 47,241	\$ 490,488
Professional fees	1,000	-	34,482	-	-	35,482
Utilities	9,161	-	26,372	-	-	35,533
Conservation and maintenance	150,941	-	8,592	-	-	159,533
Taxes and fees	567	-	659	-	395	1,621
Insurance	401	-	25,502	-	-	25,903
Rent and equipment rental	1,200	-	7,545	-	-	8,745
Administration	20,271	9,588	33,824	1,127	1,834	66,644
Miscellaneous	5,871	-	654	-	95	6,620
Fundraising events	-	-	-	5,664	-	5,664
Cost of goods sold	-	-	-	-	25,313	25,313
Total expenses before depreciation	452,170	9,588	318,119	6,791	74,878	861,546
Depreciation	67,149	764	12,295	-	4,906	85,114
Total expenses	\$ 519,319	\$ 10,352	\$ 330,414	\$ 6,791	\$ 79,784	\$ 946,660

Year Ended December 31, 2019	2019					
	Curatorial & Exhibits	Membership	General & Administrative	Fund Raising	Auxiliary Operation	Total Expenses
Salaries and related expenses	\$ 272,754	\$ -	\$ 148,808	\$ -	\$ 47,952	\$ 469,514
Professional fees	2,309	-	34,320	-	-	36,629
Utilities	8,115	-	32,021	-	-	40,136
Conservation and maintenance	70,249	-	24,870	-	-	95,119
Taxes and fees	120	-	600	-	665	1,385
Insurance	361	-	22,458	-	-	22,819
Rent and equipment rental	1,201	-	8,065	-	-	9,266
Administration	29,087	6,875	60,715	3,156	3,711	103,544
Miscellaneous	6,133	-	1,466	-	551	8,150
Fundraising events	-	-	-	19,617	-	19,617
Cost of goods sold	-	-	-	-	51,579	51,579
Total expenses before depreciation	390,329	6,875	333,323	22,773	104,458	857,758
Depreciation	67,907	764	10,919	-	6,957	86,547
Total expenses	\$ 458,236	\$ 7,639	\$ 344,242	\$ 22,773	\$ 111,415	\$ 944,305

Note 10 - Commitments and Contingencies

The Society maintains operating space in Lowell, Massachusetts as a small museum store and office space under an operating lease agreement for purposes of operating the National Streetcar Museum and displays. The agreement does not include a rental payment but does call for the Society to be responsible for all utilities, and is for a term of five years, ending June 30, 2012. The Society is still maintaining a presence in Lowell; however, a new lease agreement has not yet been signed. There was no rent paid for they years ended December 31, 2020 and 2019.

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, 2020 and 2019 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 under this lease was for the years ended December 31, 2020 and 2019 were \$556 and \$1,667, respectively. In April 2019 the Society entered into a new operating lease agreement for a copier. Rental payments are \$142 per month through May 2024. Rent expense under this lease was \$1,136 for the year ended December 31, 2019.

Total minimum annual rentals are as follows:

	Total
2021	\$ 1,710
2022	1,710
2023	1,710
2024	570
Total	\$ 5,700

Statement of Cash Flows

For the years ending December 31	2020	2019
Cash flows from operating activities:		
Change in net assets	\$ 207,966	\$ 1,386,041
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities:		
Depreciation	85,114	86,547
Net realized and unrealized (gain) loss on investments	(315,112)	(295,198)
Changes in operating assets and liabilities:		
Other receivables	(2,634)	-
Prepaid expenses	(38,037)	25,749
Inventories	(8,097)	636
Accounts payable	(12,991)	(35,843)
Accrued payroll and taxes	(2,960)	11,498
Deferred revenue	3,194	(4,239)
Other accrued liabilities	6,535	4,102
Net cash provided by (used in) operating activities	(77,022)	1,179,293
Cash flows from investing activities:		
Purchases of investments	(441,596)	(41,253)
Sales of investments	87,374	75,137
Cash paid for purchase of property and equipment	(121,584)	(64,072)
Net cash provided by (used in) investing activities	(475,806)	(30,188)
Net increase (decrease) in cash	(552,828)	1,149,105
Cash at beginning of year	2,376,502	1,227,397
Cash at end of year	\$ 1,823,674	\$ 2,376,502
Supplemental cash flow disclosures:		
Income taxes paid (refunded)	-	-
Interest expense paid	\$ -	\$ -
Schedule of non cash investing and financing activities:		
Income taxes paid (refunded)	\$ -	\$ -
Interest expense paid	\$ -	\$ -

There were no noncash investing and financing activities for the year ended December 31, 2020 and 2019.

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

Note 11 - Liquidity and Availability of Resources

The Society has the following financial assets available within one year of the balance sheet date to meet cash needs for general expenditure:

	Total
Cash and cash equivalents	\$ 671,520
Total	\$ 671,520

None of the financial assets are subject to donor or other contractual restrictions that make them unavailable for general expenditure within one year of the balance sheet date. As part of the Society's liquidity management, it has a policy to structure its financial assets to be available as its general expenditures, liabilities, and other obligations come due.

Note 12 - Uncertainty

Starting in March 2020, local, U.S., and world governments have encouraged self-isolation to curtail the spread of the global pandemic, coronavirus disease (COVID-19), by mandating the temporary shut-down of business in many sectors and imposing limitations on travel and the size and duration of group meetings. Most sectors are experiencing disruption to business operations and may feel further impacts related to delayed government reimbursement, volatility in investment returns, and reduced philanthropic support. There is unprecedented uncertainty surrounding the duration of the pandemic, its potential economic ramifications, and any government actions to mitigate them. Accordingly, while management cannot quantify the financial and other impacts to the Society as of May 28, 2021, management believes that a material impact on the Society's position and results of future operations is reasonably possible.

The U.S. government has responded with several phases of relief legislation as a response to the COVID-19 outbreak. The initial legislation was enacted into law on March 27, 2020, called the Coronavirus Aid, Relief, and Economic Security Act (CARES Act) and later by the Consolidated Appropriations Act of 2021, to address the economic impact of the COVID-19 outbreak. The CARES Act, among other things, 1) authorizes emergency loans to distressed businesses by establishing, and providing funding for, forgivable bridge loans, 2) provides additional funding for grants and technical assistance, 3) delays due dates for employer payroll taxes and estimated tax payments for organizations, and 4) revises provisions of the Internal Revenue Code (or IRC if defined elsewhere), including those related to losses, charitable deductions, and business interest. The Consolidated Appropriations Act of 2021 continued or expanded many of the CARES Act initiatives. The Society received a loan of \$85,600 under the CARES Act which was subsequently forgiven and is included in revenue in the statement of activities in 2020. The Society received a second PPP loan of \$90,200 in January 2021 and is currently in the process of applying for forgiveness of that loan. The Society is also actively pursuing grant opportunities now available through private foundations, the State of Maine, and the federal government to help nonprofits in the restoration and preservation sectors get through this uncertain time. Further effects of these Acts on the Society's financial statements have not yet been determined.

Note 13 - Subsequent Events

Subsequent events have been evaluated by management through May 28, 2021, which is the date the financial statements were available to be issued. Other than the uncertainty described in Note 12, there were no material subsequent events as of May 28, 2021 that require disclosure in the financial statements.

Independent Auditor's Report

To the Board of Trustees

**New England Electric Railway Historical Society
Kennebunkport, ME**

We have audited the accompanying financial statements of New England Electric Railway Historical Society (the "Society"), which comprise the statements of financial position as of December 31, 2020 and 2019, and the related statements of activities and changes in net assets, functional expenses and cash flows for the years then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

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

Auditors' Responsibility

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

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

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

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of New England Electric Railway Historical Society as of December 31, 2020 and 2019, and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Cumming, Raymond & McNamee, P.A.

**Certified Public Accountants
Kennebunk, Maine**

May 28, 2021

Museum Awards - 2020

At the year's Annual Meeting, held on July 25, 2020, key awards were presented to the following uncommon individuals:

Trustees Recognition Award

The Board of Trustees recognizes **Steve Fontaine** as recipient of the 2020 Trustees' Award. Steve began volunteering at the Museum in February 2019. He started with us for one day, and that quickly grew to two, then three, and pre-pandemic was 4 to 5 days a week. Steve volunteers in our Visitors Center office, assisting with all sorts of projects that come up, willing to learn anything new. The largest project he helped our Executive Director with behind the scenes this year was integrating our membership and curatorial databases into a new cloud-based software that has increased Museum efficiency



Steve Fontaine

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tremendously. He has spent hundreds of hours uploading documents, photos and creating curatorial summaries. Steve has been an enormous asset to the Curatorial Committee. He is a hard worker who has worked tirelessly at cataloguing curatorial pictures, write-ups and other articles. His work ethic has made him one of the most valuable members of the curatorial committee and was recently made a voting member of the committee which typically goes only to people who have been around the Museum for many years. Steve also was appointed to the Volunteer Coordinator role last spring, and completes the intake process for all of our new volunteers. In 2019, 35 new volunteers joined us. Thank you Steve for all that you do for the Museum, and for jumping in the moment you arrived!

George Sanborn Award – The George Sanborn Silent Leader Award, is given annually to a long-time volunteer who works tirelessly behind-the-scenes and contributes more time than any other member would realize, no matter what it takes. Past winners are CC Clapp of Kennebunkport (2018) and Fred Hessler of Londonderry, NH (2019). The 2020 George Sanborn Silent Leader Award recipient was **Phil Morse** of Saco.

Phil has been a Seashore volunteer for decades. He filled many roles on campus in 2020; in addition to continuing to serve as the Narcissus Restoration Project Sponsor, a heritage trolley restoration project, this season Phil spent hundreds of hours painting the Visitors Center. He led docent-guided tours back in May and June as a way for the Museum to remain open with pandemic restrictions at that time. Phil also helped re-imagine what would end up being the Museum's largest fundraiser this season, Pumpkin Patch Trolley, by donating



Phil Morse and John Mercurio

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decorations and his time to create fall-themed photo experiences across the campus. Phil also invested hundreds of hours into creating lesson plans and other educator resources to accompany the young adult book he published on behalf of the Museum in 2019, Teddy Roosevelt, Millie, and the Elegant Ride. Resources for grades 3-8 are now available online at www.trolleyuseum.org/elegantride.

Roger E. Somers Award – The Roger E. Somers Legacy Award, is given annually to a Railway Operations volunteer who exemplifies an unwavering passion to live the mission, a positive spirit, a genuine desire to mentor others, and servant leadership. The past recipient is Roger Tobin of Arundel (2019). The 2020 Roger E. Somers Award recipient was **John Mercurio, Jr.** of Biddeford. As an operator for over twenty years, John was an integral member of the trolley operating crew as a dispatcher throughout the season. Over the years, he has served as a role model and mentor to several new trolley operators. His enthusiasm is only surpassed by his concern for the safety of both Seashore passengers and volunteers. He arrives early and stays late on a consistent basis. He takes responsibilities seriously and always can be counted upon to go above and beyond. Those who visited the Museum in 2020 most likely know John; he volunteered on the trolley crew over half of the days the Museum was open last year.

Executive Director's Award – The recipient of the 2020 Executive Director's Award is **John Grady**. Member Matt Cosgro was successful in connecting "Principal Grady" as he knows him, to Seashore Trolley Museum. Having been a student at Fairgrounds Junior High in Nashua, NH when John was principal, Matt proved to be a catalyst for John's retirement activities. John jumped right in as an operator and operates at Seashore and at Lowell. John is a big help with the Pumpkin



John and Brenda Grady

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Patch Trolley activities, one of a small group that Matt and now I can heavily count on. John comes to every Pumpkin Patch event and is seen helping with whatever needs to be done, often lining right up to carry pumpkins if needed. He and Brenda lead the pumpkin painting activity for the kids every year. Additionally, John serves as one of the chairs for the Volunteer and Donor Appreciation event held annually, which involves several hours and months of work to plan and execute. Behind-the-scenes, John has been a champion for the changes and growth we've all experienced at the Museum over the past two seasons, and cheers me on often through optimistic emails or up-beat phone calls, seemingly knowing the exact moment I will need a boost. He volunteers at several events in his community on behalf of the Museum, bringing exposure for us wherever he goes. He's a self-driven volunteer who clearly does it because he believes in our mission and our work. Thank you John for being such a positive, impressive, salt-of-the-earth, passionate person, and for giving your all to the Society.

By Executive Director Katie Orlando



New Haven Open 303/615

In the late 1940s the Museum was fortunate to have received the donation of four operational open cars by the Connecticut Company in New Haven. It was a remarkable acquisition as such cars had disappeared from service almost everywhere a quarter century earlier. The cars have been loved by visitors in the more than 65 years that they have operated at the Museum. The most elegant of the four cars is Brill-built 303 (once numbered 615).

Above: Sister car 663 poses in front of the Blackstone Memorial Library near New Haven in July, 1938, filled with riders enjoying breezes generated by the car's motion to counter the summer heat. This car, now carrying its original number, 355 is preserved and operates at the Connecticut Trolley Museum, in East Windsor.

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Left: Seashore's 303 (then-numbered 615) carries a load of enthusiasts during a 1937 excursion.

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Below: At the Museum in 2020, car 303, which has been restored to an earlier era, is still carrying passengers—but this time socially-distanced and wearing masks—in its 120th year.

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