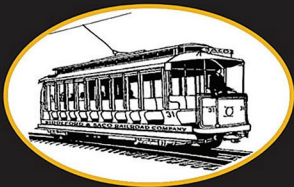


Celebrating 83 Years of Preservation — 1939–2022



**Seashore
Trolley
Museum**



**New England Electric
Railway Historical Society**

2022 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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2022 Annual Report

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Front Cover

Top: A drone view of the main campus featuring the Visitors Center with Connecticut open car No. 303 returning from a Talbott Park trip and the City of Manchester parlor car at the passenger platform.

Bottom: During summer switching moves a seldom-seen meet of cars from our Canadian collection appeared at the center of the Museum. The left-most car, **No. 610**, is a classic wooden interurban passenger car from the Montreal & Southern Counties in Quebec. Built in 1922 the car provided fast service from central Montreal to suburbs across the St. Lawrence. The line also carried freight in cars such as **No. 504**, coupled behind 610. When trains of two or more cars operated together the motors in all cars were used giving the train the power to operate at high speed. TG

Just visible behind 504 is another rugged Canadian piece, Baldwin-Westinghouse locomotive **No. 300** from the Ontario City of Oshawa on the north coast of Lake Ontario. The locomotive was used to move railroad freight cars on stretches of track where overhead wire was available to power its operation. Maine Mountain Media

Executive Report

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

The Seashore Trolley Museum continued on the road to recovery following several years of COVID-19 disruption. Once again strong special event results supplemented regular visitation. In 2022 total admissions were 30,975, an increase over our best recent pre- and post-pandemic numbers. Revenue from regular admissions was \$200,850. This figure is of extra significance confirming the prior year decision to break from our long-standing seven day per week opening schedule, remaining closed on Mondays and Tuesdays in peak season. Monday and Tuesday have been the lightest days in recent years and remaining closed provides valuable time for our track, overhead wire, and shop crews to work on the infrastructure. As needed tour groups can be scheduled among these activities or on days we are closed.

Special Events

Revenue from special events was \$118,900, just edging out museum store revenue for the entire year which was \$115,400. Donations from our members and from outside individuals or foundations remain vital and reached \$889,000 of which \$780,000 was restricted and the remaining \$108,000 was unrestricted and available to support the operating budget.

The largest special event is the annual Pumpkin Patch which, in its 24th year, hosted 4,554 guests grossing \$52,000. Second place goes to Christmas Prelude which raised \$40,000 on ticket sales of 3,150.

Our thanks to the dozens of volunteers supplemented by staff members who make all of our visitor operations on century old streetcars possible. Keeping the

cars operable requires great skill at either finding distant parts suppliers or fabricating sometimes-complex components from scratch. Cleanup of the Museum campus has been a priority in the off season. As one measure of initial success, a load of 58 tons of scrap steel was collected and sold for scrap.

Strategic Plan

In February, active members and volunteers of the Society were invited to attend an annual review of our New Direction Strategic Plan. Over 45 members took part over Zoom, in a session that lasted about seven hours with breaks and covered all 16 priority areas of our plan. We reviewed the progress made on our strategic plan priorities to date, the work that still needs to be done, and opportunities for member involvement. Progress in meeting the goals is posted on <https://trolleyuseum.org/newdirection/>.

By mid-Spring the worst of the COVID-19 pandemic was over so we were able to relax policies which had spelled out face coverings and practices such as opening windows and spacing guests on board cars.

Our Curatorial Committee has been reviewing the Society's collections of bus and rail artifacts with a goal of identifying vehicles which are duplicates or less significant and could be re-homed. Attention first went to buses with candidates



listed on the Museum's web page. Items which fail to find sufficient interest after as much as two years are then considered for disposal.

Maine Track Maintenance was contracted to finish the interior ballasted section of the new track in Fairview Carhouse. Another contractor will be hired to re-groove the south end concrete pad. Following these two projects, Track Department volunteers rebuilt the switch leading into the building, and installed rail over the south concrete pad. This project must be completed before construction of South Boston 2.0 can begin.

Social Media

Seashore's presence on popular social media continues to grow. By early May our Facebook page had garnered 12,158 likes and 12,928 followers. Our Instagram page is up to 1,802 followers.

Early in the season Seashore was recognized as the number one top museum in York County and number five top museum in Maine on Trip Advisor! We are also Trip Advisor travelers' number 59 favorite Maine destination (out of 3,368 destinations). Thanks to all who encourage our guests to leave a review on this platform.



The City of Manchester parlor car at the center of the Museum.

Young fans of television's Red Dog enjoy greeting him in person.

KO



International Exhibit

New this season was an exhibit titled “A Window onto the World” in the Museum’s Visitors Center. This exhibit features the Museum’s international transit collection and was made possible by an enterprise grant provided by the Maine Office of Tourism

We are honored to join museums nationwide in the Blue Star Museums initiative again this year. Blue Star Museums is a program that provides free admission to currently-serving U.S. military personnel and their families this summer. The 2022 program began on Armed Forces Day and ends on Labor Day. Blue Star Museums include children’s museums, art, science, and history museums, zoos, gardens, lighthouses, and more, and hail from all 50 states, as well as the District of Columbia, Puerto Rico, and the U.S. Virgin Islands.

Rail Bike Future

Late in the year we finalized a contract with a firm named Revolution Rail to offer a new activity for our visitors which would also build attendance and increase revenue. The firm operates low profile pedal powered vehicles which run on rails. The rail bikes have proven to be quite popular when operated safely on private or disconnected stretches of standard gauge track. Test runs have proven successful on our track so we have been negotiating a revenue sharing approach to offer this service throughout our operating season. Safety is of primary importance when operating rail bikes on the same track as full sized streetcars, so necessary protocols are being put in place. We hope to begin operation in 2023.

South Boston Renewal

A major development in 2021 was the launch of a project to replace and enlarge the Museum’s oldest car storage building, the Burton B. Shaw South Boston carhouse. Thanks to a very generous member donation in excess of \$1 million dedicated to this project, planning to replace South Boston began in earnest.

The original three-track South Boston housed six streetcars—but only if one

on each track was shorter than normal. As well, the front of the carhouse was wide open, subjecting the first car in on each track to weather damage unless it was tarped. The new building is being sized to hold nine full-size streetcars, three on each track. Roll-up doors will provide full weather protection on each track. The interior will feature a concrete floor including a pit under the central position and the design will be clear span with no poles between the tracks.

The South Boston name refers to the yard track that feeds into the carhouse, sourced from North Point Carhouse in South Boston. The track, about eight years old, was obtained after streetcar service ended, then was reassembled at Seashore in 1955. It will be reused feeding the new building.

Volunteers constructed the carhouse served by this track in the 1956 to 1958 period. The design consisted of four lines of wooden phone poles topped with wooden truss pieces and a corrugated metal covering. Insufficient funds prevented covering the sides, so protection from the weather was limited.

The final major structural work was done on the building in 1994. First, the phone pole vertical frames were strengthened by lashing large timbers to them at ground level, where the poles were deteriorated. Second, thanks to a generous donation from long time operations stalwart Burt Shaw, siding was added on both sides and the back of the building improving protection for cars inside. When Burt passed away several years later, the carhouse was renamed Burton B. Shaw South Boston Carhouse in his honor.

After 66 years of service protecting valuable fleet cars, the building has developed multiple structural issues. It provided valuable protection despite having been built with the lowest cost material at each stage of its development. Currently the building is leaning and structural components are having become further deteriorated. Hence replacement is the only viable option.

As mentioned above, a key goal of the

replacement project is to expand the new building to store nine full size streetcars, three on each track—a major upgrade from the three full size and three small cars in the current building. Another objective is to preserve the track fan from South Boston. As the back corner of the existing South Boston is very close to the edge of the service road (part of the former Atlantic Shore Line right of way), there is no easy way to reconfigure the road to allow lengthening the current building footprint. Similarly, there’s no way to relocate the track fan at the front to make room for a longer building.

To address these issues, the building footprint will be rotated clockwise toward the Highwood lead track. The front of the building will be near the old one and the rear will be near the intersection of the foot path to Highwood and the Riverside access roadway.

It is anticipated that the new South Boston Carhouse will house primarily operating fleet cars. To help preserve these very important cars, the building will be insulated to slow temperature and humidity changes, and installation of heat/air conditioning units is being investigated. The paved floor will make walking through the building easier.

The building will be a pre-engineered Butler building with a sturdy steel frame and corrugated steel sheets for siding and roof. The peak of the roof will be somewhat lower than that of other carhouses and the structure can support substantial snow loads.

Our special thanks to Vice Chairman James van Bokkelen for donating the funds to make the vital rebirth of South Boston Carhouse possible!

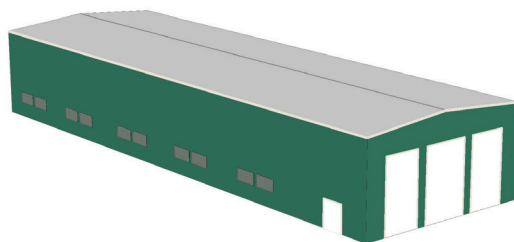
Maine Central Model Railroad

As reported last year, the Maine Central Model Railroad will be relocating to a new home at the Seashore Trolley Museum in Kennebunkport in 2022, with thanks to a very generous donation from the Wyss Medical Foundation.

This beautifully crafted model railroad



Trolley wire removal before demolition. TG



Rendering of the new South Boston.



Erection of framing advances in early December.

Curatorial Report

Mike de laVega, Curator

The Curatorial Committee continues to review the Museum's collections and consider possible acquisitions and dispositions. The committee also reviewed our Collections Management Policy, identifying the Museum's barriers to effective collection management.

In September 2022, a new Curatorial Committee was appointed by the Board of Trustees.

In 2022 17 buses were put on the rehoming list of which 12 have been removed from the property. The remaining buses will be removed in Spring of 2023. In 2021, new owners took two of these buses.

Late last fall, Katie Orlando, Mike de laVega, Bill Pollman, and Dave Rogers made an inventory of our non-accessioned PCC cars. After careful review, the curatorial committee voted to re-home or dispose of several cars on the list.

The committee voted to accession Civil Rights Washington D.C. Metrobus 6481.

Installation of a new ceiling in the ground floor of Tower C helps prepare the space for an exhibit. KO



The model railroad will be located to the right of the large tree opposite the Visitor Center. JS



layout built by Helen and Harold "Buz" Beal in Jonesport, Maine has been donated to Seashore. For decades, the couple opened the model railroad building on their property to guests from all over the world to view one of Maine's largest HO-scale layouts.

From Quoddy Lighthouse to the mountains of Maine, to the paper mills and Dragon Cement, street blocks representing Maine's urban centers and a roundhouse, tunnels, rivers and ocean, the layout has it all. Best-selling author Steven King even provided drawings of his Victorian home in Bangor to the Beal's, and they replicated it expertly.

Upon her husband's passing in 2013, Helen continued to operate the layout while looking for a model club or non-profit to take the layout. Because of its impressive size, no one could accept the donation intact.

A networking connection paved the way for this project. A number of years ago Seashore's shop forces collaborated with a Maine boat builder to construct a replica of the City of Manchester to operate on a private estate in Florida. The sponsor of that project is a good friend of Hansjoerg Wyss, a rail enthusiast and philanthropist, who had taken a keen interest in the Beals' model railroad and was leading the search to find it a new home.

In late 2020 our Florida friend suggested that we meet to discuss the possibility of the layout coming to Seashore funded by the Wyss Medical Foundation, which would build a structure and cover 10 years of operating expenses including new full-time staff and volunteers.

A design was developed by Museum friend and architect Herb Fremin and was endorsed by Wyss. Herb also helped determine how to conform with ADA requirements and with complex and often conflicting building codes. Builders and engineers were in very short supply as the construction market was red hot.

The total value of the construction, relocation, and 10-year costs would be in excess of \$3 million—the largest gift in Seashore Trolley Museum's 83-year history. By year end site preparation was underway. The Museum also created a new staff position—Construction Manager—and following a careful search brought Steve Berg on in November to help navigate the complete construction process for this project and several others at the Museum.

The building design includes a large, open space for the layout, office space for staff, a combined workshop/conference room; a retail location so the Museum can bring in additional revenue through model sales; and a mezzanine viewing gallery with elevator access that has potential to host community programming plus various internal activities. The location of the building will be across from the Museum's Visitors Center.

After the building is complete, a professional model railroad moving company will help set up the layout in its new home, and add the new sections needed to allow proper width aisles. Museum volunteers and a future Model Railroad Club for all ages, housed at the Museum, will help with the new sections. Trolley lines will be laid in some of the layout's streets to connect the model railroad to the Museum's mission.



Rendering by architect Herb Fremin of new home of the Maine Central Model Railroad.

Conservation Report

*Dave Rogers, Restoration Shop Director
Brian Tenaglia, Assistant Shop Director*

The nature of what the shop has been doing has shifted over the past several years. In adopting a more proactive than reactive posture, Brian Tenaglia (who has taken on the role as Shop Foreman), has been exposing damage to the operating fleet caused by deferred maintenance, some of which dates back to when the cars were in service prior to arrival at Seashore.

This is what has led to the complete disassembly of one of **Dallas Stone & Webster Standard 434's** trucks. Major work is underway, continuing into 2023. The bolster was sent to the Grafton and Upton Railroad where former Seashore Trustee Randy Stahl's staff assessed damage and repaired it as needed. Substantial parts, some of which were clearly "keep it running" measures by Dallas have been reproduced by local steel fabricators and will get their final machining at Seashore prior to installation. We are interleaving this work with several other major projects, so all keep making progress to completion.

A great deal of foundational work has been undertaken on the **Portland-Lewiston Narcissus** to prepare for the next level of progress on this longtime project. The southern yellow pine side sills that took up residence on the woodshop for much of the winter in 2021 have finally reached the point where they could be installed. The badly corroded I-beams that run the length of the car on either side of its center-line have had the rotted parts cut out and new I-beam steel welded in place.

This will provide the landing place for the new crown pieces that have been fashioned out of the three-inch ash which

was splined together to create the large piece of lumber needed to fashion these crown pieces. They will make up the floor structure at the extreme ends of the car. Much of the vertical members that connect the roof to the floor and create the framework for the operator's compartment dash windows are complete and awaiting installation.

After a frenetic period of activity on **Lexington & Boston single truck car 41** in the spring of the year, work on the car has moderated. It was a major project for Randy Leclair and once he left the Museum's employment, momentum has flagged. The controllers have been completed and are in the car awaiting installation. It is our desire to get the car down on its truck but our resources are stretched trying to get the operating fleet up to the level we need to support more robust guest traffic. Our efforts to hire qualified staff in multiple disciplines such as welding or machining have been similar to what the rest of the country is experiencing. Except for high-tech, it is an employee's market, and we keep looking for opportunities to improve our position.

Bay State Street Railway double truck car 4175 has come back into focus as it has received some welcome funding and much preparatory work is waiting to be integrated. Some work has been done on reassembling the trucks but toward the end of the year weather becomes a factor. Much of the interior wiring for things like lighting has been completed with our thanks to volunteer Rick Whetstone for his diligence on that. We do have a volunteer machinist in Kevin Drye who represents a great deal of opportunity for 4175 and 434. His skills are high, but his time is limited. He has been helping us organize the metal shop in between machining tasks. We hope to get 4175 far enough so we can move it from its long time location. Having cars

stranded in any location is a real impediment to our work. Having a service pit in the new iteration of the South Boston carhouse should help out quite a bit. We are very excited for the completion of this new building, not just for our shop needs but for what it represents for the entire museum.

Connecticut Company closed city car 1160 made it through the 2021 season but right at the end offered up some very dramatic fireworks in one of the controllers that needed some holistic attention. After much examination it is believed that repair upon repair of the arc chutes resulted in structural anomalies that reduced the effectiveness of the arc-suppression coils. The problem: How does one completely remanufacture a component that was made almost entirely of asbestos? Brian took on the lion's share of this project. He sourced a material that had all of the characteristics of the original asbestos material that we would need to fabricate non-hazardous replacements for the original arc chutes.

An additional challenge was that material was not something we could fabricate into the shapes we needed here on site. His solution was to create a CAD (computer aided design) drawing of the pieces and send them and the raw materials along for fabrication. With that complete and the proper elements in hand, Bill Catanesy went to work putting these parts together to form a brand-new assembly. They are a thing of beauty and hope they will allow the 1160 to go back into fleet service in 2023.



Donald Curry (left) puts his 68 years of shop experience to work on 4175.



James van Bokkelen fabricates a rail joint component.

Eastern Mass. Street Railway sub-urban car 4387 behaved admirably for the regular operating season. Minor bits here and there... re-caning a seat cushion, replacing a cracked piece of glass, etc. It made it through the bulk of Christmas Prelude as well. We had made some adjustments and modifications to the air piping underneath which included re-establishing a method to dry the air heading to the controller underneath. On the final Sunday of the second weekend of Prelude, the temperatures really dropped and the car did not want to leave Riverside. A very brief application of heat from a propane torch in the right spot and it sprung to life and ran fine for the remainder of the day.

The **City of Manchester parlor car** had a slightly more productive season in 2022 than in 2021. It was scheduled for one event which was an October wedding. In 2021 the motors were in a condition where the car had to be towed to Talbott park for wedding duty and allowed to glide back to the Visitors Center under its own power. Added to this was that the chairs native to the car were in such poor shape, we had to borrow chairs from another parlor car to create a passable situation. In 2022 we had plenty of time to dry out the motors to a point where the car could make the round trip to Talbott Park under its own power. Coupled with a generous donation from a member to reupholster all of the chairs from the car, it made quite a presentation, and the happy couple was... well... happy!

Speaking of Prelude, **Manchester, NH wood interurban 38** served as a place for children of all ages to visit with Santa and Mrs. Claus. As previously mentioned, the final day of Prelude was very chilly. Fortunately, the shop was able to provide supplementary heat via a small, catalytic propane heater. It did get us thinking that

the 38 needs a bit of attention if we can manage it this season. Some of its varnish is failing. One of its 600-volt switches is acting up and we should probably try to get its own heat running as a better overall solution for Prelude duty in 2023.

Boston Type 5 5821 gave good service as needed during the 2022 season but when the season ended a closer examination of its undercarriage revealed some of the same kinds of damage in Dallas 434... substantial corrosion to frame elements and basic structural components of the car. It will not see service in 2023.

The **Boston & Maine four-wheel inspection car 500** keeps seeing incremental work. It worked well on Member's Day as it ran groups of five or six from the platform to Talbott Park and back for almost every run. The work this year has been mostly volunteer as it has no funding left (except the amount it raised for itself on Member's Day that should be sufficient to paint it). A new volunteer, John Ware, has been working wiring the horn, lights and the 500 "number box" mounted on the roof. Other wiring will continue into the spring but volunteers will also need to figure out why not all of the exhaust is making its way to the back of the car via the exhaust system. It makes for a somewhat noxious ride when the car is moving slowly.

As we approached operating season several fleet cars needed work to be ready. **Wheeling, West Virginia curved-side 639** needed attention in multiple areas. The most notable were the replacement of worn brake shoes and a badly leaking motorman's valve. In order for its sliding doors to work batteries are required and a means to charge them. The original equipment will not be an easy fix but in order to make the doors operational we devised a system using lawn tractor

batteries and a smart charger. The operators were diligent in plugging the charger at the end of each day to assure it would be ready for the next day. As soon as we get a bit ahead of the operating fleet, we will return our attention to resurrecting the period equipment. There is also a significant amount of rotted wood and other weather related damage that has built up over the years, mostly in the window components. It will require the complete rebuild of multiple windows. That work will be completed prior to our opening in 2023.

Nagasaki 134 in its green and cream livery. KO



Rebuilt luxury seating in the City of Manchester.



Boston & Maine inspection car 500 awaits new side panels. KO



New precision cut pieces are spliced into the *Narcissus* platform. KO

Connecticut open car 303 is another car that is suffering from deferred maintenance but it did get a major servicing of its “flip-over” bench seats. Years of banging them from one direction to the other took its toll on many of the tenons that hold everything together. Our master woodworker, Seth Reed, expertly disassembled every back that needed care and through careful repair or remanufacture of the various seat elements got every seat working as it should again. Most of the benches needed this treatment.

Shop Facility: As we continue to upgrade our various technologies we have made a few additions to the shop. The first three cameras have been added to the first floor so we can keep a better handle on the goings on in the shop. This is especially important on weekends when the staff is typically not on hand to monitor activity for things like safety and if tools that leave the building are finding their way back. We have replaced the previous older generation of thermostats for our five heating zones with WiFi equipped upgrades. This allows us to monitor data like zone run time as well as remotely control the temps. In the past, we had a temp and setback for Monday to Friday and a separate setting for weekends. Things like Monday holidays and the like were not easy to adjust for. Now it is easily managed from a cellphone or any computer or tablet. This, in conjunction with our brand-new heating plant, should help us reduce our fuel consumption into the future.

We are also phasing in more LED lighting. As older fluorescent or incandescent bulbs/fixtures fail they are being upgraded to more efficient LEDs. We also completed, with the help of Dick Coots and John Mercurio, the most recent phase of tightening up the building for winters. Dick and John fabricated and painted storm sashes for our windows. This included not only windows that face out

but also the windows that face the Visitor’s Gallery. The added value here is that all those windows were cleaned in the process giving our guests a proper view into the inner workings of the shop.

Volunteer Role: As we take what steps we can protect our valuable shop resources, Wayne Russell continues to scan our cache of hard copy files. This is a critical activity as we can see three significant advantages from this. We protect this unique and, in some cases, irreplaceable data from loss. We make it accessible remotely so a trip to the shop is not required to access it. And it is accessible to multiple interested parties at the same time. It is not uncommon for two or more people to partner on the same project simultaneously. If one takes the hard copy file, it is not available to others.

I have called out several volunteers for their contributions on various projects but there are always more. We are glad to have Nick Ouellette giving us a couple of mornings a week. It is also great to see Arthur Morin working his way back into our workload. Of course there are others who spread their time around the whole museum and not just the shop. The “Jims” (Hamlin and Mackell) chip in all over the property including with us. We have seen new faces in 2022 that you can expect to see listed in next year’s report. We keep an ongoing list of tasks for our volunteer work force with the goal of always having something for volunteers to do when they join us for a day. Of course, many tasks happen ad-hoc as well and are not logged but the items we did catalog in 2022 numbered 150. That is a 50% increase over 2021.

We are always conscious of the other teams from the office, the store, operations, track, trustees, yard crew, overhead wire, buildings, and grounds. Thanks, as always, to the dedicated individuals who make up these groups!

We never seem to get as much done as we’d like to but we get as much done as we can. We are anxious to keep moving forward and adding to the progress of over 80 years!



A new heating system in the shop uses less fuel while putting out more heat. DR



Newly cast and machined motor axle bearings for the *Narcissus*. DR



Left: Newly fabricated crown pieces will form the cab floors at each end of the car.

Right: Rick Whetstone and Seth Reed reupholstering a streetcar cross seat. DR



Narcissus Project Progress

Phil Morse, Narcissus Project Manager

Restoration

The *Narcissus* restoration work is summarized in the Conservation Report on page 4.

PLI Employees' Reunion Scrapbook

On November 11, I picked up the professionally conserved, 88-page Portland-Lewiston Interurban (PLI) Employees' Reunion Scrapbook (1938-1941), at the Northeast Document Conservation Center (NEDCC) in Andover, MA.

The incredible scrapbook was made by Charlie Heseltine. Heseltine gave the Scrapbook to his friend and electric railway history colleague, O. R. Cummings. O. R. passed the Scrapbook to Seashore's Library. Great thanks to the staff at NEDCC for the amazing work they did in conserving and photographing the contents.

Throughout 2023, I will be releasing blog posts that describe various items contained in the scrapbook; such as newspaper clippings, more than 200 photographs of the construction and operation of vehicles of the electric railroad, various employees, and buildings. The high-resolution digitized files of the contents of the scrapbook will be used in creating future exhibits, displays, and education programs related to the *Narcissus* and PLI; the "Finest and Fastest Electric Railroad in All-New England."

To read the blog posts, go online to: www.narcissus1912.blogspot.com

New Morrison Hill Station Exhibit

The installation of the new exhibit panel on the back wall in the 1915 Portland-Lewiston Interurban waiting station will happen early in 2023. This exhibit includes PLI-related subsections and the



Phil Morse and John Mercurio spread the word about the *Narcissus* and its most famous passenger, President Teddy Roosevelt. PM

Theodore Roosevelt Maine Heritage Trail (TRMHT) connection to the *Narcissus* at Seashore.

Theodore Roosevelt Maine Heritage Trail

As the *Narcissus* project sponsor, in 2010, I felt the need to learn more about Roosevelt's visit to Maine when he was a passenger on the *Narcissus* on August 18, 1914. That initial research piqued my curious nature to want to learn more about Theodore Roosevelt and his connections throughout Maine. That seed of curiosity was planted, clearly established roots over time, and began to blossom. One of the blossoms was produced in 2019, with the publication of the multi-award-winning book, *Teddy Roosevelt, Millie, and the Elegant Ride*, by Maine author, Jean Flahive. The *Narcissus* is the "Elegant Ride." All proceeds from the paperback, ebook and audiobook benefit the *Narcissus* project.

Another bud developed in 2016 but took a little longer to blossom. The public release of the Theodore Roosevelt Maine Heritage Trail: Connecting Maine Communities project took place in 2022. Insight into TR's deep relationship to the State of Maine is what this trail provides, by tracing and describing each of the more than 35 communities in Maine that have connections to TR. Kennebunk and Kennebunkport are two of the communities and both include the *Narcissus*.

To read the blog posts on the TRMHT, go online to: www.narcissus1912.blogspot.com.

Maine Social Studies Teachers State Conference

I was a presenter at the State of Maine

The *Narcissus* in Lewiston in 1933 followed by a Birney providing local service. SL



Council for Social Studies Teachers Annual Conference held on November 7. The topic was the Theodore Roosevelt Maine Heritage Trail and included some history on the *Narcissus* and its current restoration. More than 70 teachers from throughout the state visited the Seashore display. Thanks to Seashore volunteers, Ann Thompson and John Mercurio for staffing the Seashore tables. In April 2023, we planned a display with tables to provide hands-on activities for students who attend the Homeschoolers' State of Maine Convention.

High School Intern

Baxter Academy in Portland is a public charter high school that specializes in STEM curriculum. The school provides internship opportunities for upper-class students who use Solidworks (a 3-D CAD software program). Knowing that Solidworks is instrumental in the restoration of the *Narcissus*, inspired me to speak to Ernie Eaton, who is the project manager overseeing all aspects of the restoration of the *Narcissus*, including all the Solidworks activity. I asked Ernie if he might consider taking on a high school intern to assist in the Solidworks projects that were upcoming. He was open to the idea. I then reached out to Seashore's Executive Director, Katie Orlando, to explain the opportunity and seek her authorization to learn more about the internship.

I connected with Mary King at Baxter Academy, who oversees the internship program and she connected me with teacher Jonathan Delorme. Correspondence between Ernie, Mr. Delorme, and Baxter Academy junior, Logan Rudolph, resulted in Logan beginning his internship with Ernie later in January 2022.

Ernie created a short video with Logan that summarizes Logan's work with computer modeling *Narcissus* components using Solidworks. To read the post and view the video, go online to: www.narcissus1912.blogspot.com and in the search box, type: High School Intern. While working with the *Narcissus*, Logan learned that he and his family live very close to what was the Portland-Lewiston Interurban (PLI) substation and passenger waiting room in West Falmouth.

Sabattus Fifth-Graders Classwork and Homeschooler Group Visit

In March, I received a request from 5th-grade teacher Jennifer Rinko, who teaches at the Oak Hill Middle School in Sabattus, Maine. Her classes were writing informational essays on topics that had a Sabattus connection. Sabattus had an electric railway service for several years early in the 20th century and also was the home to the body of the *Narcissus* from 1934 until 1969. Ms. Rinko used the book, *Teddy Roosevelt, Millie, and the Elegant Ride* as one of her classroom resources related to Sabattus history. She requested that I respond to some students' questions pertaining to the *Narcissus* and to trolleys operating in Sabattus. I enthusiastically responded to 31 questions. The participating students responded in kind to my answers. I included Seashore's education Committee on the results of the correspondence.

Sales of the "Millie" book, also generated interest from a homeschoolers group of families in the area. In August, a lead parent in the group contacted me about organizing a field trip to the Museum to tour the *Narcissus* in the restoration shop and to have an opportunity to meet and ask questions of Jean Flahive. That very successful tour by 27 students took place on September 16. Thanks to Maine author Jean Flahive, Ann Thompson of the



Education Committee, Bill Marnik (Operations tour guide), and John Mercurio, as well as staff in the restoration shop, and volunteers in the operating department.

The Education Committee will use the Sabattus school project and the homeschoolers' field trip experience as they continue to advance the development of educational programming for the Museum.

Outreach

In August, I attended the Maine Communities Foundation's event in Portland introducing new President/CEO, Deborah Ellwood.

The Androscoggin Historical Society moved from Auburn to a beautiful new location at 93 Lisbon Street in Lewiston. I attended their open house event in September. I was scheduled to be a guest presenter at the historical society in May 2023.



Above and Left: More precision-cut patches in the *Narcissus* frame fabricated by master woodworker Seth Reed. PM

Education Department

John Mercurio, Education Coordinator

The Education Committee has been busy working on multiple projects during 2022. The following are the highlights:

Children's Booklet

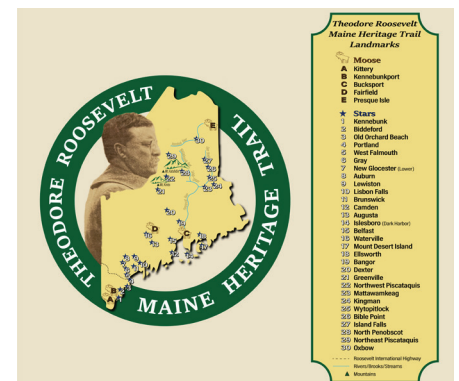
Work continued on the development of the multi-page booklet geared to grade school children. *Living With York County Trolleys 150 Years Ago—A History For Children* consists of images and descriptions organized by topics, such as recreation, weather, transport of people, mail and goods, and accidents. The interactive publication will be available to teachers and students as well as for store purchase. The document is in final formatting. The next step will be to determine the publishing cost.

Docent Training

Providing training of docents is a committee priority. A class was held during the year, which was well attended by both new and seasoned volunteers. The class covers the Museum organization, how to be a docent, and docent tours of the campus and the heritage railway. Participants gave positive and constructive reviews. Four classes were scheduled for 2023: May 27, June 23, July 29, and August 18.

Youth Engagement

A summer youth camp was developed last year. It is designed to foster a strong relationship with local youth who frequent the Museum on a regular basis. The one-day event consists of a tour of the campus, including the shop, carhouses (especially the new South Boston), the model railroad building, and the heritage railway. The camp is educationally based describing how things work such as track, overhead, streetcar systems, and more. The hope is that the program will result in a youth becoming a volunteer. Ann Thompson, the Museum's education



Teddy Roosevelt had many links to Maine. PM

consultant, has been actively promoting Seashore at fairs, art, and garden festivals, and many other local events. There has been considerable interest from families and educators regarding Seashore's educational opportunities. She continues to work on "hands-on" projects, especially for kids 8 to 11.

"Story Time" took place on Wednesday mornings, and continues to be popular. Volunteer readers select stories that are appropriate for youngsters up to the early grade levels.

Washington, D.C. Metrobus 6481

Phil Morse updated the bus's tri-fold brochure by using heavier stock, seeing the brochures will be placed in the bus and subject to climate conditions. The earlier brochure was first created in 2010 when the classroom lesson plan, "A Seat for Everyone," was posted on the Museum's website. The Civil Rights portion of the lesson plan was installed in the interior of bus at that time. The 6481 has been relocated to the new Bus Display Area, where visitors will be able to step inside and view the interior exhibit materials and take a brochure. The 6481 is a perfect representative to be a messenger that carries historical content related to the civil rights movement in the U. S. and mass transportation.

Women and Transit

Ann Thomson, while researching women working in the industry, found the story of Ethel Littlefield who was the proprietor of the Littlefield Bus Line that operated between South Berwick Maine and Dover, New Hampshire in the 1940s. Ann gathered much information including expanding local service, and government hearings, all of which could be used in conjunction with Women's Operator Day, a Seashore event in which all operating positions are filled by women for a day.

Narcissus and Education

Phil Morse, the *Narcissus* restoration sponsor, developed and released the Theodore Roosevelt Maine Heritage Trail project. During the development, Phil reached out to many historical societies and libraries of the communities (over 35) in Maine where Teddy visited, passed through, or was indirectly connected. Several have connections with the Portland-Lewiston Interurban and *Narcissus*. Many organizations

responded enthusiastically and provided information about Teddy. This project generated interest in Seashore and in the *Narcissus* restoration.

Last year, starting in January and ending in June, Logan Rudolph, a junior at Baxter Academy for Technology and Science, was an intern working with Ernie Eaton at Seashore in the Donald G. Curry Town House Shop. Ernie is the *Narcissus* project manager, who is using 3-D CAD software, Solidworks (donated by 3DS Dassault Systems), to create models of all the components of the car. The project enhances the Museum's commitment to and reputation in promoting S.T.E.M. projects.

Sabattus Success

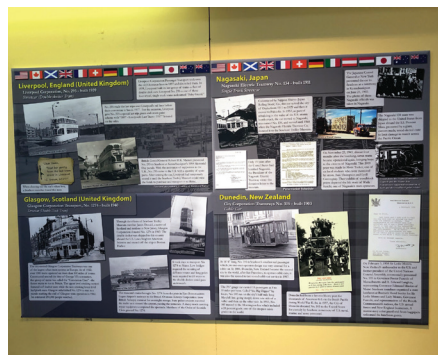
Through Phil Morse networking, a relationship has developed with Jennifer Rinko, a Sabattus fifth grade school teacher, who developed a curriculum about local trolley service, what trolleys were, and the *Narcissus*. The teacher has confirmed much student interest, so they were invited to submit questions to Phil, resulting in some about trolleys, how they worked, where they ran, plus others about personal streetcar experiences at Seashore. An example of one of the curriculum units:

[4-Rounds: included 31 questions from six students which included questions about (Phil's involvement at Seashore, etc.), *Narcissus*, Portland-Lewiston Interurban, Millie (main character in the book, *Teddy Roosevelt, Millie, and the Elegant Ride*), trolleys in general, and trolleys serving Sabattus]

Over all, we are finding students are not only interested, but quite inquisitive regarding streetcar history. This success is one to build upon and highlight to other teachers and homeschoolers.

Homeschoolers

A group of homeschoolers visited the Museum on September 16th as noted previously. The visit was quite successful.



A new exhibit features Seashore's international collection with maps, photos, and text.

According to the group coordinator Kristen, "It was wonderful....Everyone was able to get out of it as they wanted." The families were escorted by Ann Thompson and an operator to the restoration shop where they were able to view the *Narcissus* and ask questions. The group was excited to meet "Millie" author, Jean Flahive back at the visitors center.

Promoting Seashore's educational opportunities to homeschoolers will continue at their convention in Augusta, in April, 2023. Phil Morse placed an ad in the convention program. A brochure describing Theodore Roosevelt's connection to many Maine communities and the *Narcissus* will be part of the convention package. Ann Thompson and John Mercurio will work on Seashore's display in addition to Phil.

Social Studies Teachers

Phil Morse, Ann Thompson and John Mercurio attended the State of Maine Social Studies Teachers Conference, November 7th, which hosted over 100 teachers. They staffed the Museum's vendor booth, where over 40 teachers joined a raffle for Theodore Roosevelt related books signed by the author and a Ken Burns signed poster. Opportunities that were developed at the conference:

- Working with "Portland by Foot" a walking tour provider.
- Outreach to discuss possible collaboration with Birchwood Brewery of Gray, Maine, which brews an IPA named "Interurban" based on the Portland Lewiston Interurban.
- Sale of several "Millie" books which led to conversations regarding lesson plans available on the Museum's website.

The Committee will continue its mission to be a historical-educational resource for schools, communities, and other Museum departments regarding electric railways and related fields.



Lowell Operations

Fred Hessler, Superintendent of Railway Operations—Lowell

For the Seashore Trolley Museum members who also operate New Orleans car No. 966 at the Lowell National Historical Park, the 2022 season was one of rebuilding, both in the sense of numbers and individual skills. During our two-season hiatus due to Covid-19 and the shut-down of trolley service at the LNHP, we not only lost valued members of our team to death and age-related infirmities but we all suffered from inactivity, isolation, and the lack of ability to operate trolley cars. In response, our emphasis this season was on recruiting and training new members and re-honing our operating knowledge and skills.

The hiatus did give us an opportunity to develop a training document, “Operations Manual for NPSI 966 at The Lowell National Historical Park,” which was distributed to all current operators and new trainees. This document was primarily authored by Bill Marnik and pulled together various pieces of information on the car, itself, as well as the Lowell NHP trolley system and the differences in operational techniques compared to Seashore. The document is a supplement to the Lowell NHP Operations Manual.

We again met with our counterparts at the NHP for an annual safety meeting in May where the two documents were discussed along with other items of particular interest concerning operations for the

coming season. We were fortunate that we did not have to institute any special procedures to deal with Covid-19 other than keeping windows open and having cleaning materials available, which materials were provided from Seashore. Masks were available on all cars in case they became necessary and/or our riders wanted to use them. While not needed, a plan was in place to provide for social distancing within 966 if it should be required.

Prior to the start of the operating season, 966 was given a comprehensive maintenance review by a team of Lowell volunteers aided by Brian Tenaglia from the Seashore shop force. Training for the team members was provided at Seashore using procedures developed by Brian. With this knowledge and additional assistance, the team was able to complete the pre-season checklist of maintenance items on 966 during the months of May and June. Local sources for common expendable materials were used while other materials were provided from the Seashore shop. Additional tools for the toolbox were procured as needed to support the work effort. End-of-season maintenance items were also completed prior to 966 being placed at the rear of

the car barn for Winter storage.

While the safety meeting was held in May, operations did not start until late June and continued through Columbus Day, October 10th. During the season we were originally scheduled to operate a total of 35 days. However, when there was construction by the High School and another day when the temperature-humidity index was too high, trolley service was suspended. Bottom line is we were tasked to operate on 29 days but despite the Herculean efforts of our Crew Caller, Bill Marnik, we were only able to muster a crew for 21 of them, an 83% completion rate.

During the season our operators provided 398 hours of volunteer service to the NHP, carried 1696 riders and received \$328.41 in fare box donations. The fare box donations were turned in to the National Streetcar Museum at Lowell. Ridership was considerably less than previous years mainly due to the canal boat tours not operating.

Our efforts to recruit new operators started to bear fruit during the season as we had four Seashore-trained operators express interest and three of whom actually started the training process at Lowell. Our agreement with the NHP requires us to provide candidates who are licensed at Seashore with at least one year’s experience and who are willing



Inside the exhibit is Paul Castiglione, the face of Seashore in Lowell since the beginning. KO



New Orleans 966 shown in 2015 pre-pandemic when it ran regularly in Lowell. Normal operations were to resume in 2023. TF

and able to undergo an additional 20 hours of hands-on operations training at Lowell. Once the minimum hours have been completed, they are subject to a road test by Lowell management prior to being licensed at Lowell. While none of the current candidates were able to complete the requirements this season, their training hours will carry over into the next one and we hope to add them to the ranks of licensed operators early in the 2023 season. Adding them to the roster of qualified operators should help spread out the workload and assure we can meet all of our scheduled operating days. We intend to continue efforts in 2023 to recruit and train additional operators.

For those who may be interested, here are the details:

11 qualified volunteer operators
3 new volunteer operators in training
1 other potential new trainee

21 days actually operated
5 days missed due to crews not available
1 day service cancelled due to temperature-humidity index being too high

5 days service cancelled due to High School construction project
966 did not operate during Lowell Folk Fest this year as there were no canal boat rides

Average days each operated: 4.5
Maximum days operated: 12
Minimum days operated: 0

Top 3 of 11 operators responsible for 57% of days operated

My thanks and sincere appreciation for the volunteers who helped us run 966 this past season and to our counterparts at the Lowell National Historical Park for their support and guidance. A special thanks to those members who went above and beyond as operators, maintenance workers and/or crew caller especially Bill Marnik, Tom Tucker, and Stan Ames.



Library Department

Karen Dooks, Chair

The Library Committee returned to a more normal schedule during 2022. Business meetings/workshops were held regularly alternating with workshops in person. Cataloguing of loose pictures continued throughout the year.

In January shelving was ordered and installed in a climate-controlled storage unit that had been rented in Kennebunk to store the valuable collection of Street Railway Journals that had been moved into the garage at the Library's Arundel House facility. Mark Sylvester created labels for the collection of packed boxes and numbered them so that they would be in chronological order and accessible in the storage unit. The move was made and since that time other valuable materials have also been moved into the unit.

With a new library/archive building being on the strategic plan, the committee started to work with Steve Berg, Construction Manager for the Museum, on plans for a new Library. The first order of business was to decide on the square footage needed. The committee had a general idea from past plans and studies what might be needed, but to be sure an archival consultant was found. He examined the current physical collection and made recommendations. Steve Berg then sent out a request for proposals to several

architectural firms in December. Once an architect has been selected to begin the design process and present renderings for a building design, the work of applying for grants and fund raising can begin.

The committee opted out of going to the Amherst Railway Society's railroad model show in Springfield, MA in January due to lingering concerns about a Covid-19 surge. However, plans were then made to attend the Amherst show in 2023.

A book sale was held on Members Day in August which brought in \$364. The past couple of years the lack of adequate computer support has really hindered the ability of the committee to bring in money from book sales. Devon Hubner, a new member and IT professional, has volunteered to assist the Library Committee in understanding and better securing and organizing the computer system in the Library.

Our restoration shop staff continues to use the large scanner in the library. Going forward the committee will be working on ways to work better with the shop and the Curatorial Committee in the preservation of materials.

The Library Committee for the year 2022 consisted of the following members: Karen Dooks (Chair), Mike Frost, Kenyon Karl, Herb Pence, Ed Ramsdell, Lloyd Rosevear, Mark Sylvester, Leo Sullivan, and Ann Thompson.

Below left: Eastern Mass. St. Ry. 4387 came to the Museum in 1946 after running in and around Stoneham, Mass. It poses here in front of Highwood 76 years later. KO

Below: Two classic streetcars from major Midwest cities: Twin Cities 1267 and Cleveland 1227 clearly show the different configuration used in different cities. Both cars have undergone extensive restoration since coming to the Museum. TG



Overhead Department

Rob Drye, Superintendent

The Overhead Department completed a number of jobs in 2022 that, together, have a positive effect on the overall state of repair. Many of them were done in preparation for the demolition of the old South Boston carhouse.

Working from north to south:

The Main Line required only minor maintenance work. The messenger wire was re-lashed to several insulators. Some drop hangers were repaired or replaced after an incident in April.

Highwood yard got a new span wire along with several replaced clamps and hangers. Sags in track 1 and 2 were corrected.

Butler Grove's backbone wires were transferred to the steel poles installed in 2020, completing the steel pole transfers.

The Visitors' Center loop was reworked in several ways, with transfers to a new pole, replacement of poles, and new support setups to replace poles that were part of South Boston yard. The poles on the Visitors' Center platform, both of which had started to lean, were finally attached to the anchors set in the flower pots on the platform. "Sidewalk arm" fixtures, including some parts made by the

shop, were used to allow the poles to be put under tension. The wire over the loop was raised about 15 inches as a result. The wooden "keep off the tracks" pole by the Mobilift shed was relieved of its support duties when the backbones were transferred to a steel pole installed a long time ago. Every pole supporting the Visitors' Center loop was either replaced or reworked in 2021 and 2022.

Removing the wire from South Boston carhouse required us to place several new poles to take the load of poles that were to be removed. Span wires were transferred to the new poles. Much of this work required re-aligning the frogs in the loop area, sometime several times.

The final removal of the South Boston yard took place after the cars were removed. The "spacer" in the barn ceiling that had served as the overhead was removed first. Line car 4 was the last powered car to leave the barn. One of the supporting poles collapsed as the yard wire was removed, and several others came down with very little force. Most of the parts recovered were not suitable for re-use.

This year's overhead crew consisted of Overhead Superintendent Rob Drye and "intern" (his term) Michael Drye, assisted from time to time by James Van Bokkelen and Derek Dearborn, among others.



Ground level signal mechanism at the derail. DD



A completely rebuilt signal mechanism ready for installation and operation of a signal arm. DD

From the line car tower the overhead components look larger than from the ground. RD



Rob and Mike Drye pause while making adjustments to overhead wire near the Visitors Center. KO

Signal Department

Derek Dearborn, Signal Superintendent

With the 2022 season behind us, and a new one about to begin, we have decided to take a moment to reflect on all that has been accomplished by our department over the past year. At this point, 2022 has been our most productive year in recent history, and we are very excited about all we have contributed to the Museum. It is for this reason we think it is worth a detailed review.

Starting in January of 2021, McKay crossing was on its way to completion with the addition of the second flasher pole. Having the ability to work steadily through the winter allowed the completion of this project prior to opening day in the spring.

Throughout this same time period, the semaphore blade and operating mechanism for the 34 Signal was in the process of being completely stripped apart and restored. This work kept us busy until early spring, when our focus shifted towards bonding and track circuit maintenance.

In March we decided to walk all of our track circuits and inspect our bond wires and track connections. After discovering several worn out bonds we made quick work of replacing them. The old bonds were removed and new ones were installed. Track circuit maintenance is very important, and is a vital part of keeping our signal system safe and dependable. With this completed, the Seaward cutover was next on our list.

After having a few reasonably warm days, the Seaward case was fully point

checked, any unfinished wiring was completed, and the case was cut over into the system. This not only allowed the installation of two new signals, but also expanded the system north by one block. This massive accomplishment took even us by surprise as we didn't foresee things going so well that we could finish this task before opening day. As stated in the May 2022 report "It is very meaningful for us to have succeeded at this, as this great new location was the most recent contribution from Chet Bishop, one of the founders of the system."

With the completion of the Seaward cutover, our focus then became the installation of the semaphore. Early into the operating season, the railing, deck, and ladder was restored and installed, which allowed us to mount the mechanism on the mast. The signal was completed and tested, and then placed into service for everyone to enjoy.

Shortly after the success of the semaphore, modification of the north loop case began, in preparation for a new signal on the shop lead. These wiring changes improved the safety of the existing switch repeater circuits as well as prepared the way for the future signal.

This work took us into the fall, when it became necessary for us to move three stacks of signal masts, and roughly 10 to 15 signal cases in storage along the future Bennett Street carhouse site. This relocation of our equipment was a necessary part of the track department's plan to extend a siding. In three long and tiring days we succeeded at this mission, and could go back to work on the north loop case.

By late November we were ready to run new conduit and cables, and add a new

junction box case south of the platform at Morrison Hill. Once this work began, the foundation for the new shop lead signal was also installed. The majority of the digging and trenching was done by our highly skilled machine operator, and we were able to get all of this work finished before the ground had the chance to freeze.

This last minute progress allowed us to completely finish the installation of the shop lead signal, as well as add the CC Box (Circuit controller box) to the derail. (A CC Box is an electro-mechanical device bolted to the head block of a switch or derail found within a signal system, and checks the position of that switch or derail.) With all of this work done, the new signal could be put into service right before the end of the year.

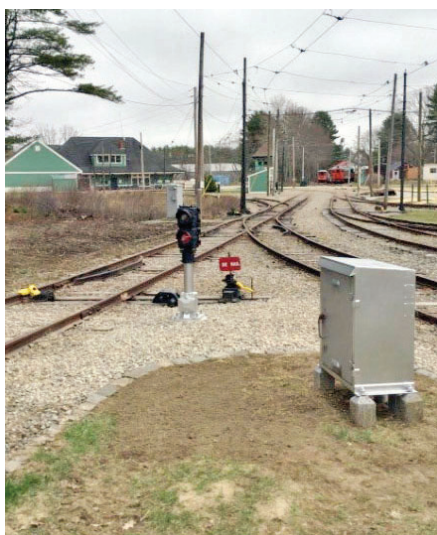
This signal dramatically improves the safety of all moves off the shop lead onto the Main Line, by serving as protection against the Shop Switch lined incorrectly, or the derail still set in the derailing position. At this time it is important to remind everyone that it is mandatory to keep the derail in the derailing position when the shop switch is lined for main-line moves. Permissive signals cannot be displayed on the Main Line without the shop case and switch properly lined, and the derail set in the derailing position.

In summation, it is with much excitement that we get to share so many achievements from the past year, and hope everyone is enjoying our hard work. We look forward to sharing more success in the future, and are very thankful to all who have contributed to our department.

Here's to another great season!



A rebuilt semaphore approaching McKay crossing.



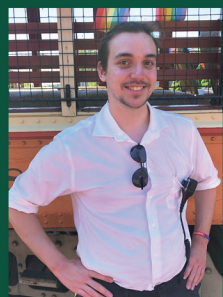
Signal and derail protecting shop lead.



Signal case and signal north of McKay.

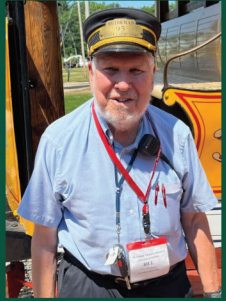
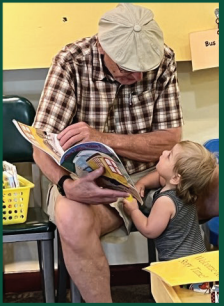
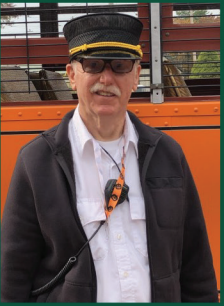
DD

THANK YOU



VOLUNTEERS

FOR A GREAT SEASON



'22



SEASHORE TROLLEY MUSEUM

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

CORPORATE OFFICE

ADDRESS

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Historical Society
Seashore Trolley Museum
195 Log Cabin Road
Kennebunkport, Maine 04046

MAILING ADDRESS

P. O. Box A
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TELEPHONE

General Offices: 207/967-2800, ext. 111
Restoration Shop: 207/967-2540, ext. 123

INTERNET

Web site: www.trolleyuseum.org

CORPORATE AFFILIATIONS

- 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
- Kennebunkport Business Association
- Maine Archive and Museums
- Maine Association of Nonprofits
- Maine Motorcoach Network
- Maine Tourism Association
- National Trust for Historic Preservation
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Chairman, Board of Trustees Emeritus



The Museum was honored with both local and national recognition encouraging people to visit us in Kennebunkport.



Administrative Management as of December 31, 2022**ADMINISTRATIVE OFFICERS**

MICHAEL DELA VEGA
Museum Curator

DANIEL VARDARO
Curator of Streetcars

CHARLES R. SULLIVAN
Curator of Buses and Trackless Trolleys

WILLIAM A. POLLMAN
Curator of Rapid Transit Cars

LEE DUNCAN
Curator of Interurbans

RICHMOND BATES
Historian

PAUL CASTIGLIONE
Curator of National Streetcar Museum at Lowell

DAVID ROGERS
Director of Restoration Shop

BRIAN TENAGLIA
Restoration Shop Foreman

DONALD G. CURRY
Restoration Project Manager

ERNIE EATON
Restoration Project Manager

ROBERT DRYE
Safety Coordinator

STEPHEN FONTAINE
Volunteer Coordinator

KAREN DOOKS
Librarian

ALISSA SCHOFF
Bookkeeper and Office Manager

KATIE ADAMS
Visitors Center Manager

THOMAS LA ROCHE
Director of Railway Operations

ROGER G. TOBIN
Assistant Director of Railway Operations

ROGER G. TOBIN
Superintendent of Railway Operations

FREDERICK HESSLER
Superintendent of Railway Operations–Lowell

CHARLES R. SULLIVAN
Director of Bus and Trackless Trolley Operations

JAMES VAN BOKKELEN
Superintendent of Track Construction and Maintenance

THOMAS TUCKER
Chief Instructor - Railway Operations

CHARLES PUBLICOVER
Roadmaster

ROBERT DRYE
Superintendent of Overhead Construction and Maintenance

DEREK DEARBORN
Superintendent of Signals

KATIE ORLANDO
Acting Member Magazine Editor

DANIEL R. COHEN
Manager of Parts Department

WILLIAM A. POLLMAN
Assistant Manager of Parts Department

JEFFREY BENNETT, DANIEL VARDARO
Team Leaders – Yard Operations and Infrastructure

JOHN B. MERCURIO
Education Coordinator

JOHN B. MERCURIO
Insurance Coordinator

CHARLES PUBLICOVER
Volunteer Dormitory Manager

CORPORATE OFFICERS EMERITUS

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:

Angelrox/Suger
Arundel Conservation Trust
Bangkok Café
Biddeford Animal Health Center, LLC
Biddeford Savings Bank
Blue Elephant Events & Catering
Brick Store Museum
Charlie Horse
City Theater Biddeford
Cummings, Lamont & McNamee P.A.
David B. Reid Accounting
Duffy's Tavern & Grill
Dupuis Hardware & Locksmith
East Coast Printers
Escape Factory
Family Chiropractic of Kennebunk
Farm + Table
Gartland Distributors
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Isaak Dahle Associates
Kennebunkport Conservation Trust
Kennebunkport Fire Department
Kennebunkport Parks & Recreation
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2022 Museum Contributors

Once again this year the Society's members and friends gave very generously despite the lingering uncertainties of the COVID pandemic. In total 381 members, supporters, corporations, and foundations donated in 2022, with total contributions of more than \$1,395,000.

- Donors with an asterisk * following their name contributed to the Annual Fund in 2022.
- Donors listed in the color green are Life Members.

The Board of Trustees of the New England Electric Railway Historical Society gratefully acknowledge the contributions of all its members and friends. The following are those who gave in 2022:

The 2022 Seashore Donor Honor Roll

Donations of more than \$50,000

Beal, Helen
 Van Bokkelen, James B.
 Wyss Medical Foundation

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

Anonymous
 Hall, Wayne & Judith
 Hoy, Lewis L. *
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 Schantz, James D. *
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Donations of \$5,000 to \$10,000

Borst, Andrew M. In memory of Craig M. Borst
 Harrison, Kenton *
 Orlando, Katie
 Tsihlis, Phillip & Jody * in memory of Andrew Tsihlis

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

Bain, Henry W.D. *
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Donations of \$1,000 to \$2,500

Aronovitch, Charles D. *
 Bownas, William T. *
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 Drobnik, John J. *
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Donations of \$500 to \$1,000

Allen, Duncan * in memory of Dwight Winkley
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 Vaitkunas, James A. *
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Bagnell, Joseph A. *
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 Kirkpatrick, Dana *
 Kramer, Stephen A. *
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 Lerrigo, George *
 Long, Charles P. in memory of Bob Hughes
 Meleky, Ted *
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 Shriver, John *
 Silva, Russell B.
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 Tello, Thomas A.
 Tobin, Roger G. *
 Turner, William & Judith *
 Van Weeren, John *
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Donations of \$100 to \$250

Alexander, Gerard *
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 Bassett, Richard C. *
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 Brody, Andrew *
 Brower, Carole *
 Carlson, Roger
 Castendyk, Devin*
 Catlin, Robert
 Chermesino, William
 Cobb, Leland D *
 Cohen, David A. *
 Cormier, Gerald *
 Dandridge, Jonathan *
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 Duncan, Lee *
 Edling, Richard E. *
 Fontana, Mary & Richard *
 Gibbons, Nathaniel *
 Gilman, Eric
 Gleisberg, Jeff & Kate *
 Haney, Richard R. *
 Harling, David *
 Harrington, George* in memory of John LaFlamme
 Hastings, Richard W.* in memory of John LaFlamme
 Havens, Joel R.*
 Hope, Walter and Irene *
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 Jacobs, Jonathan & Ellen *
 Jayne, Allan W., Jr. *
 Jentzsch, Detlef
 Jones, David
 Joynt, Michael P.
 Kaplan, Eliot M. *
 Keller, Ronald *
 Lapidos, Jack *
 LaRoche, Ann
 Lawrence, Loring M.
 Leonowich, Pam and Jacqueline *

Levis, Robert *
 Lewis, Donovan J. *
 Lilly, Jim* in memory of Bob Hughes
 Macaronas, Denise *
 Mackell, James J. *
 Macleod, Edward P. *
 MacLeod, Harvey *
 Mandeville, Robert M. *
 Marching & Chowder Society*
 in memory of John LaFlamme
 Margolis, Stephen
 Markey, Peter L.
 Marnik, William M. *
 McCarthy, Geoffrey *
 Mercurio, John B., Jr. *
 Miller, Edward C., Jr. *
 Miner, Jonathan
 Minnich, Ida Mae *
 Moore, Duncan *
 Morrison, Donald F. *
 Munroe, Russell F., Jr. *
 Murphy, Jane*
 Nawrocki, James *
 Noyes, David *
 Orłowski, Stanley J. *
 Osgood, Kenneth*
 Palmer, Theodore W. *
 Patterson, Allan *
 Petto, David & Ellen *
 Pidacks, Charles R. *
 Pittman, Edwin & Virginia* in memory of John LaFlamme
 Popov, Vsevolod *
 Reed, Howard E. *
 Reiman, Douglas *
 Robert C Smith, Chelsea Miller*
 Ruddell, Geoff
 Sanger, Donald F. *
 Santos, Stephen *
 Schultz, Eric
 Seferian, Rickworthe
 Shipman, Adams
 Simone, Peggy * in Memory of Carl L. Martin
 Skuchas, Edward G. *
 Somers, Matthew
 Stamm, C. William *
 State of Me, Treasurer*
 Trainer, Edward *
 Tsuji, Joshua*
 Vandegrift, Thomas *
 Wares, Michael*
 Whetstone, Richard *
 Whitehead, Barbara* in memory of Pinchos Andreen

Donations of \$50 to \$100

Ames, Brewster, Jr.
 Anonymous

Ashley, Thomas J. *
 Austin, Roger W. -*
 Bass, Andrew *
 Belovarac, Ken *
 Bennett, Jeffrey Hall
 Boissonneault, Simone
 Bork, John E. *
 Brewster, H. Robert *
 Brisch, Clifford *
 Brune, David
 Burckardt, Rachel *
 Cantwell, Daniel H.
 Carter, Frederic P., Jr.*
 Case, Edmund *
 Cole, Peter *
 Dalida, Paul
 Delaney, Stephen *
 Dunlap, Edward C.
 Enfield, Gordon M. *
 Englander, Gabrielle* in memory of John LaFlamme
 Entrot, Brian *
 Farrell, Kevin T. *
 Fausett, Bob* in honor of Donald Hutchinsin
 Francis, Patrick E. *
 Gebhardt, Wayne *
 Gladney, Barbara *
 Guptill, Robert V.
 Harris, Judy Schantz *
 Huoppi, Jennifer & Peter*
 Jobel, Brad *
 Johnson, David E.
 Kulczak, Michael J. *
 Kyper, John S. *
 Lebednik, Michael
 MacDonald, Laurence P.
 Maillar, Terrence *
 Mallory, William *
 Martin, Nancy* in memory of J Emmons Lancaster
 Monnie, William *
 Montano, Steven *
 Morency, Peter *
 Nawn, Matthew *
 Pence, Suzanne* in honor of my father Herb Pence
 Pierce, George
 Renfroe, Lawrence *
 Rizzo, Al*
 Roboff, Gary S.
 Rossbach, Bernard
 Savage, Eric A., Jr.
 Semendinger, Paul R. *
 Shipman, W. Stevens, Jr. *
 Silver, Leonard W. *
 Southwick* in memory of Michael Quigley
 Spadini, Rosanna*
 Spellman, John T. *
 Stafford, David *
 Stott, Don *
 Sullivan, Charles R. *
 Tallentire, Thomas L. *

Verizon Foundation
 Vitale, Louis
 Ward, Brian *
 Wasem, Ronald G.
 Whitaker, Alan J. *
 Wood, John B.
 Yee, Chester *

Donations of up to \$50

America's Charities*
 Avery, Jean & Dennis*
 in honor of Charles Publicover
 Bischoff, Nancy & Rhyner *
 Blankman, Ronald J. *
 Bockus, Dennis C. *
 Bottoms, Glen D. *
 Buckley, Michael J. *
 Campbell, Douglas W.
 Carrier, Douglas, Jr
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 Collie, Joseph *
 Cosgro, Richard H.
 Crawford, Ralph J.
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 Grube, John*
 Gueli, James V. *
 Harding, John M. *
 Hayward, Dillon
 Heggeman, John *
 Hoffman, Louis *
 Hughes, Joan *
 Johnson, Ralph
 Kaplan, Richard *
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 Lansley, Christopher
 Lauletta, Andrea*
 Leblanc, Robert C. *
 Lindgren, Leslie & Carl *
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 McKee, Thomas & Lisa*
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 Morton, Thomas J. *
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 Newton, David O. *

Ohanley, Donald *
 Olsen, James *
 Orlando, Phil
 Parker, Douglas
 Perkins, Adam & Abby *
 Petillo, John A.
 Robinson, Carol
 Rosas, Merrill*
 Ross, Ernest *
 Slaughter, Larry
 Smith, G. Christopher *
 Soares, Dossain
 Spoth, Adele B. * in memory of Edward Spoth
 Spoth, Paul * in memory Edward Spoth
 Stahl, Randy *
 Starr, Jane *
 Stepanian, Jessie
 Stern, Seth *
 Swayze, John C *
 Taylor, Robert A. *
 Turechek, Mark
 Uy, Alan*
 Van Tichelt, Robert
 Waitneight, Sawyer *
 Walton, Carlton
 Wartinbee, Ron *
 Wengen, Marcia
 White, Jeanne B. *
 Winkley, M. Dwight
 Wisniewski, Paul
 Wong, Howard *
 Wyman, Ross & Priscilla *

2022 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 64 volunteers who reported hours in 2022. The grand total reported was more than 20,755 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 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

Dearborn, Derek
Schantz, James
Van Bokkelen, James
Whetstone, Richard

500 to 1000 hours

Karl, Kenyon
LaRoche, Thomas
Mercurio, Jr. John
Morse, Philip
Tirrell, Brendan
Tucker, Thomas
Vardaro, Daniel
Wolf, Rick & Janet

250 to 500 hours

Bates, Richmond
Cappeers, Steve & Linda
Clapp, CC
Coots, Richard
dela Vega, Michael
Dooks, Karen
Drye, Robert
Engler, Eric
Frost, Michael
Glickman, Todd
Grady, John
Kennebunk High School
Kornechuk, David
Nawrocki, James
Ouellette, Nick
Publicover, William
Sanford High School Honor Society
Stephenson, Donald
Taylor, Keith

100 to 250 hours

Aronovitch, Chuck
Bourgault, Kyle
Crawford, William
Curry, Michael
Dandridge, Jonathan
Dooks, Edward
Hessler, Frederick
Hubner, Devon
Kirkpatrick, Dana
Lane, Richard

Locke, Bruce
Locke, Kathy
McGinley, Terrence
McMahon, James P.
Openshaw, Ed
Sylvester, Mark
Tello, Thomas

50 to 100 hours

Carter, Frederic
Cosgro, Richard
Gabriel, Chester
Gingell, Robert
Hubner, Brooke
Khitrenovich, Meir
Mackell, James
Mallory, William
Russell, Wayne
Tirrell, Rita
Tsihlis, Phil & Jody

Up to 50 hours

Alexander, Gerard
Allen, Duncan
Cosgro, Matthew
Dresner, Lewis
Gilman, Eric
Gueli, James
Kimball, Jenness
Pence, Herb
Ware, John
Whiteman, Jeremy

2022 New Members

The Society welcomes the following 188 new members who joined in 2022:

Agarwal, Isha - Scarborough, ME
 Alexander, Jarek - Boston, MA
 Arzberger, Eric - Arundel, ME
 Ayala, Robert - Kennebunk, ME
 Baker, Brett - Springvale, ME
 Balgach, Adam - Darien, CT
 Bartlett, Stephen & Carol - Rollinsford, NH
 Bartner, Jay - Kennebunk, ME
 Beatus, Todd - Long Island City, NY
 Belisle, John - Yarmouth, ME
 Bevacqua, Paul - Kennebunk, ME
 Bland, James - Bewick, ME
 Bolinder, Matt - Portland, ME
 Bolthouse, Daniel - Nichelson, PA
 Bourgault, Kyle - Biddeford, ME
 Brandt, Dylan - Berwick, ME
 Braunstein, Andrew - Charleston, SC
 Brisbois, David - Danver, MA
 Broydrick, Kevin - Kennebunkport, ME
 Brugmann, Adam - Saco, ME
 Bruns, George - Kennebunk, ME
 Cabralis, Marcus - Medford, MA
 Chapman, Mark - Peterborough, NH
 Clark, Kristi - Biddeford, ME
 Clark, Gregory - Biddeford, ME
 Clifford, Devin - Westwood, MA
 Cline, James & Michelle - Milford, NH
 Cole, Deborah - Kennebunkport, ME
 Collie, Joseph - Belmont, NH
 Comeau, Peter - Kennebunk, ME
 Cuskey, Colin - Kennebunkport, ME
 D'Agostino, Frank - Belmont, NH
 Deming, Sarah - Wells, ME
 Denny, Susan - Cape Neddick, ME
 Dew Silva, Chris & Alexandra - Melrose, MA
 Donato, Lazarus - Portland, ME
 Douty, Robert - Wells, ME
 Drye, Michael - Plainfield, NH
 Edwards, Hunter - Wells, ME
 Engler, Frederick - Evanston, IL
 Farris, Rachael - OOB, ME
 Finkelstein, Gerald - Arundel, ME
 Firestone, Justin - Scarborough, ME
 Flowers, Akeem - Waban, MA
 Foster, Ryan & Vanessa - Newark, NJ
 Frappier, Tim & Justine - Biddeford, ME
 Fraser-Thill, Brian & Rebecca - Cumberland, ME
 Gable, Jesse - Acton, ME
 Gallagher, Liam - Arundel, ME
 Gambardella, Wil - Orange, CT
 Garlock, Joe - Sanford, ME
 Gerding, Mark - Biddeford, ME
 Gerstenblith, Bart - Rockville, MD
 Gile, Aaron - Westbrook, ME
 Giordano, Robert - Wells, ME
 Gonzalez, Jose - Biddeford, ME
 Gorrill, Stephen W. - Whitefield, ME
 Gosselin, Ray - Kennebunkport, ME
 Gould, Courtney - Melrose, MA
 Gray, Scot - Wells, ME
 Greeley, Patrick - Arlington, MA
 Greenwood, Rochelle - Wells, ME
 Grenfell, Linda - Wells, ME
 Harrison, James A - Georgetown, MA
 Harte, Rob - North Creek, NY
 Hatch, Sophia - Saco, ME
 Hatch, Mike & Halley - Turner, ME
 Havey, Brandon - Raymond, NH
 Hayward, Dillon - Tewksbury, MA
 Henderson, Mike & Liz - Goshen, TN
 Hensley, Bill - Lewiston, ME
 Hesko, Katherine - Malden, MA

Holt, Tim - Biddeford, ME
 Housman, David & Ruth - Marshfield Hills, MA
 Hubner, Devon - Kennebunk, ME
 Hubner, Brooke - Kennebunk, ME
 Hussey, Daniel - Kennebunk, ME
 Ingham, William - Fleetwood, PA
 Johnsen, Gregory - New York, NY
 Johnson, Matthew - Lebanon, ME
 Karpas, Steven - Kennebunk, ME
 Kayser, Heidi & Sheila - Kennebunk, ME
 Kent, Michael - Newburyport, MA
 Keri, Rose - Lebanon, ME
 Kilfoyle, Dee - Kennebunkport, ME
 Knapp, Steve - Grayslake, IL
 Knight, Tom - Kennebunkport, ME
 Komarek, Matthew - Fremont, NH
 Krawczyk, Sharon - Dunstable, MA
 Krueger, Patricia - Gilbert, AZ
 Labrecque, Gloria - Portland, ME
 Lapointe, Gabe & Felicia - Lebanon, ME
 Larrabee, Jordan - Kennebunk, ME
 Lebednik, Michael - Lynn, MA
 LeBlanc, Matt - Somersworth, NH
 Lefebvre, Ben - Paxton, MA
 Leigh, Andrew - Kennebunk, ME
 Leonowich, Pam - Alexandria, VA
 List, Matthew - Mansfield, MA
 Longtin, Sean - Biddeford, ME
 Louder, David - Kensington, CT
 MacDonald, Michael - North Berwick, ME
 Maher, Connor - Scarborough, ME
 Mahoney, Elizabeth - Kennebunk, ME
 Malitsky, Matthew - Wells, ME
 Mattke, David & Kristyn - Windham, NH
 Mazzotti, Valerie - Haverhill, MA
 Mcdonough, William - Quincy, MA
 McNamara, Paul - North Billerica, MA
 Mcpherson, Scott - Kennebunk, ME
 Melvin, Meghan - Boston, MA
 Merrill, Elizabeth - Biddeford, ME
 Millstein, Jonathan - Belmont, MA
 Montano, Steven - East Greenbush, NY
 Morgan, Elizabeth - South Berwick, ME
 Morin, Dan & Tempe - Lebanon, ME
 Morrissey, Anne - Biddeford, ME
 Morse, C E - Cumberland Center, ME
 Morse, Keith - Manchester, NH
 Moulin, Bob & Becky - Biddeford, ME
 Muchie, Hope - Buxton, ME
 Muller, Zachary - Kingston, NH
 Murphy, Peter & Caitlin - Scarborough, ME
 Nawn, Andrew - Hanover, PA
 Nawrocki, James - Bath, ME
 Nelson, Heather - Sanford, ME
 O'Brien, Thomas - Burlington, MA
 O'Donal, Jake - Gorham, ME
 O'Halloran, Jeff - Lowell, MA
 Onyon, Aaron - Hallstead, PA
 Openshaw, Ed - Waldoboro, ME
 Passante, Dana & Mike - Hopkinton, MA
 Peach, Chris - Plaistow, NH
 Perkins, Adam - Berwick, ME
 Piacentini, David - South Windsor, CT
 Pidacks, Charles - Marlborough, MA
 Ponzetti, Katie - Hollis, ME
 Poore, Jennifer & Nathan - Kennebunkport, ME
 Reid, David B. - Kennebunk, ME
 Roberge, Ashley - Standish, ME
 Roberts, Deborah - Kennbunk, ME
 Ryder, Jon & Katie - Takoma Park, MD
 Saad, Gabriel - Lakeville, MA
 Salloway, Jeffrey - Lee, NH
 Scribner, Robert - Peabody, MA
 Sebotnick, Allan - Ponte Vedra, FL
 Seeley, Jeremy - Westbrook, ME
 Silberman, Alan - Douglassville, PA
 Skillman, Greg - Yarmouth, ME
 Small, Alan - Portland, ME

Small, Dion - Malden, MA
 Sousa, Nick & Jess - Sandown, NH
 Souza, Martha - Westford, MA
 Spadone, Miles & Abby - Kennebunk, ME
 Spencer, Hope - Sanbonville, NH
 St. Onge, David - Arundel, ME
 Stampis, Matthew - Kennebunkport, ME
 Stevens, David - Saco, ME
 Stevens, Chuck - West Kennebunk, ME
 Supple, Stephanie & Jeanne - Dover, NH
 Tardiff, Brooke - Arundel, ME
 Teager, Dan - Arlington, MA
 Thompson, Sarah & Justin Kearney - Biddeford, ME
 Thompson, Lou - Rye, NH
 Toppan, Andrew - Freeport, ME
 Traylor, Alfred - Windham, ME
 Turechek, Mark - Stoneham, MA
 Turner, Michael - Topsham, ME
 Turner, Herb - Kennebunkport, ME
 Turner, William & Judith - Kennebunk, ME
 Tyck, Nicole - Oxford, MA
 Unger, Mathew - Revere, MA
 VonBartheld, Jason - Simsbury, CT
 Waitneight, Sawyer - Westborough, MA
 Ware, John - Kennebunkport, ME
 Weeman, Matthew - Kennebunk, ME
 Weidemann, Matthew & Rory - S. Portland, ME
 Wheeler, Jennifer - Berwick, ME
 Whitehead, Howard - Topsfield, MA
 Wilcox, Travis - Kennebunk, ME
 Winn, Maria - Hollis Center, ME
 Wisniewski, Paul - Arlington, MA
 Woods, Benjamin - South Berwick, ME
 Wyman, Ross - Kennebunkport, ME
 Young, Blanton - Durham, NH
 Zerveskes, Troy - Durham, NH
 Zink, Ben & Alicia - Barrington, NH
 Zonay, Justin - Saco, ME



A partner in the Daniel Tiger event was Maine Public Radio which set up this tent to tell their story. KO



After enjoying a ride to Talbott Park on an open car, visitors listen to the Seashore crew member on the platform describe what they have seen, weaving in local and Museum history. KO



Photos of decorations for the annual Pumpkin Paatch event and well loaded streetcars shuttling participants between the Visitors Center and the "Patch" located along the main line. PM



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



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

Statement of Financial Position - December 31, 2022

For the year ended December 31, 2022	2022		Total
	Net Assets Without Donor Restrictions	Net Assets With Donor Restrictions	
Assets:			
Cash and cash equivalents	\$ 914,100	\$ 1,094,862	\$ 2,008,962
Accounts receivable	3,252	-	3,252
Grants receivable	-	2,660,000	2,660,000
Investments	-	2,301,129	2,301,129
Prepaid expenses	39,333	-	39,333
Inventories	35,388	-	35,388
Property and equipment net	2,856,806	-	2,856,806
Other assets	367,355	-	367,355
Total assets	\$ 4,216,234	\$ 6,055,991	\$ 10,272,225
Liabilities and Net Assets:			
Liabilities:			
Accounts payable	\$ 238,199	\$ -	\$ 238,199
Accrued payroll and taxes	5,309	-	5,309
Deferred revenue	10,905	-	10,905
Other accrued liabilities	47,197	-	47,197
Total liabilities	301,610	-	301,610
Net assets:			
Net assets without donor restrictions:			
Board designated	221,992	-	221,992
Undesignated	835,826	-	835,826
Designated - property and equipment	2,856,806	-	2,856,806
Net assets with donor restriction:	-	6,055,591	6,055,991
Total net assets	3,914,624	6,055,591	9,970,615
Total liabilities and net assets	\$ 4,216,234	\$ 6,055,591	\$ 10,272,225

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

the reporting period. Actual results could differ from those estimates.

Revenue Recognition - The Society recognizes all contributed support as income in the period received. Contributed support is reported as 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.

During the years ended December 31, 2022 and 2021 the Society had contract revenue consisting of ticker admissions totaling \$319,379 and \$284,261, respectively. To best match the timing of the transfer of goods and services the Society recognizes revenue from contracts with customers at the time tickets are purchased for daily admission. There are no significant warranties of return, refund, or discount related to any contracts with customers.

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.

In 2022 84% of contributed support was from two donors. In 2021 67% of contributed support was from a single donor.

Statement of Financial Position - December 31, 2021

For the year ended December 31, 2021	2021		Total
	Net Assets Without Donor Restrictions	Net Assets With Donor Restrictions	
Assets:			
Cash and cash equivalents	\$ 947,033	\$ 1,083,390	\$ 2,030,423
Accounts receivable	302		302
Grants receivable	-	1,433,983	1,433,983
Investments	-	2,815,958	2,815,958
Prepaid expenses	36,054	-	36,054
Inventories	47,448	-	47,448
Property and equipment net	1,897,286	-	1,897,286
Other assets	367,355	-	367,355
Total assets	\$ 3,295,478	\$ 5,333,331	\$ 8,628,809
Liabilities and Net Assets:			
Liabilities:			
Accounts payable	\$ 29,351	\$ -	\$ 29,351
Accrued payroll and taxes	11,602	-	11,602
Deferred revenue	8,434	-	8,434
Total liabilities	99,102	-	99,102
Net assets:			
Net assets without donor restrictions:			
Board designated	267,722	-	267,722
Undesignated	1,031,368	-	1,031,368
Designated - property and equipment	1,897,286	-	1,897,286
Net assets with donor restriction:	-	5,333,331	5,333,331
Total net assets	3,196,376	5,333,331	8,529,707
Total liabilities and net assets	\$ 3,295,478	\$ 5,333,331	\$ 8,628,809

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

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.

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

Pledges - The Society may have certain non-binding pledges for its capital and operating funds from members and friends. These conditional pledges are not recorded until the related cash payments or asset transfers are received by the Society. Unconditional pledges are recorded when the Society receives legally binding notification of the contribution. No allowance for uncollectible pledges is considered necessary for the years ended December 31, 2022 and 2021.

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.

Other Assets - Other assets consist of certain Trolley equipment that the Soci-

ety is in the process of determining the best use.

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, 2022 and 2021, 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, 2022 and 2021 was \$13,571 and \$16,906, 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, 2021, 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, 2021.

Fair Values of Assets	Quoted Prices			
	Fair Values	in Active Markets for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)
Mutual Funds	\$ 2,301,129	\$(2,301,129)	\$ -	\$ -
Total	\$ 2,301,129	\$(2,301,129)	\$ -	\$ -

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

Investments	2022	2021
Equity Mutual Funds	\$ 2,301,129	\$ 2,815,958
Total	\$ 2,301,129	\$ 2,815,958

Note 4 - Grants Receivable

During 2022 the Society recognized grants receivable of \$1,476,017. Of this amount \$250,000 was received during the year ended December 31, 2022. During 2021 the Society recognized grants receivable of \$1,733,983. Grants receivable at December 31, 2022 totaled \$2,660,000 and \$1,433,983 respectively. The grant receivable balance is due from a single grantor. The balance will be paid to the Society on an as needed basis per the grant agreement.

Note 5 - Investments

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

Investments	2022	2021
Equity Mutual Funds	\$ 2,301,129	\$ 2,815,958
Total	\$ 2,301,129	\$ 2,815,958

The following schedule summarizes the investment return and its classification in the statement of activities for the year ended December 31, 2022:

Investments	Without Donor Restrictions	With Donor Restrictions	Total
Interest and dividend income	\$ 12,656	\$ 61,926	\$ 74,582
Realized and unrealized gain	\$ (43,543)	\$ (467,152)	\$ (510,695)
Total Investment Return	\$ (30,887)	\$ (405,226)	\$ (436,113)

The following schedule summarizes the investment return and its classification in the statement of activities for the year ended December 31, 2021:

Investments	Without Donor Restrictions	With Donor Restrictions	2021 Total
Interest and dividend income	\$ 3,856	\$ 43,599	\$ 47,455
Realized and unrealized gains	\$ 26,968	\$ 270,673	\$ 297,641
Total Investment Return	\$ 30,824	\$ 314,272	\$ 345,096

Note 6 - Property and Equipment

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

Property and Equipment	2022	2021
Land improvements	\$ 481,324	\$ 481,324
Buildings and improvements	2,686,712	2,631,424
Machinery and equipment	474,878	370,002
Track and wire	466,823	466,052
Construction in progress	894,382	-
	\$ 5,004,119	\$ 3,948,802
Accumulated depreciation	(2,147,313)	(2,051,516)
Property and Equipment, net	\$ 2,856,806	\$ 1,897,286

Note 7 - 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, 2022 and 2021 was 8.5%. The line matures in September 2035. The line was not used during the years ended December 31, 2022 and 2021.

Note 8 - 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 Version of the Uniform Prudent Management of Institutional Funds Act, and Enhanced Disclosures for All Endowment Funds* (the "Staff Position"). The Staff Position provides guidance on the net asset classification of donor-restricted endowment funds for a nonprofit organization that is subject to an enacted version of the Uniform Prudent Management of Institutional Funds Act of 2006 (UPMIFA). The Staff Position also requires additional disclosures about an organization's endowment funds (both donor restricted endowment funds and board-designated endowment funds) whether or not the organization is subject to UPMIFA.

The New England Electric Railway Historical Society's endowment consists of ten (10) individual funds established for a variety of purposes. Its endowment includes both donor-restricted funds and funds designated by the Board of Trustees to function as endowments. As required by generally accepted accounting principles, net assets associated with endowment funds, including funds designated by the Board of Trustees to function as endowments, are classified and reported based on the existence or absence of donor-imposed restrictions.

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

penditure by the Society in a manner consistent with the standard of prudence prescribed by SPMIFA.

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

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

Investment Return Objectives, Risk Parameters and Strategies:

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

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

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

In establishing this policy, the Society considered the long-term expected return on its investment assets, the nature and 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, 2022 is as follows:

- a. the original value of gifts donated to the restricted endowment funds,
- b. the original value of subsequent gifts to the restricted endowment funds, and,
- c. 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 ex-

Endowment			
For the year ended December 31, 2022			
	Without Donor Restrictions	With Donor Restricted	Total Net Endowment Assets
Donor-restricted endowment funds	\$ -	\$ 1,908,225	\$1,908,225
Board-designated endowment funds	166,839	-	166,839
Total funds	\$ 166,839	\$ 1,908,225	\$2,075,064

Changes in endowment net assets as of December 31, 2022 are as follows:

Endowment			
For the year ended December 31, 2022			
	Without Donor Restrictions	With Donor Restricted	Total Net Endowment Assets
Endowment assets beginning of year	\$ 203,057	\$ 2,361,193	\$2,564,250
Contributions and additions	-	4,495	4,495
Investment income	4,416	55,976	60,392
Net appreciation (depreciation)	(32,537)	(412,461)	(444,998)
Net assets released from restrictions	(8,097)	(100,978)	(109,075)
Endowment net assets, end of year	\$ 166,839	\$ 1,908,225	\$2,075,064

Endowment net asset composition by type of fund as of December 31, 2021 is as follows:

Endowment			
For the year ended December 31, 2021			
	Without Donor Restrictions	With Donor Restricted	Total Net Endowment Assets
Donor-restricted endowment funds	\$ -	\$ 2,361,193	\$2,361,193
Board-designated endowment funds	203,057	-	203,057
Total funds	\$ 203,057	\$ 2,361,193	\$2,564,250

Changes in endowment net assets as of December 31, 2021 are as follows:

Endowment assets beginning of year	\$ 186,566	\$ 2,109,785	\$2,296,351
Contributions and additions	1,130	50,011	51,141
Investment income	2,880	36,513	39,393
Net appreciation (depreciation)	20,152	260,456	280,608
Net assets released from restrictions	(7,671)	(95,572)	(103,243)
Endowment net assets, end of year	\$ 203,057	\$ 2,361,193	\$2,564,250

Statement of Activities and Changes in Net Assets

	December 31, 2022			December 31, 2021		
	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	\$ 319,379	\$ -	\$ 319,379	\$ 284,261	\$ -	\$ 284,261
Annual membership dues	28,516	-	28,516	31,802	-	31,802
Revenue from						
auxiliary operation	<u>123,246</u>	<u>117</u>	<u>123,363</u>	<u>145,416</u>	<u>286</u>	<u>145,702</u>
Total earned revenue	471,141	117	471,258	461,479	286	461,765
Contributed support:						
Grants	2,000	1,476,017	1,478,017	-	1,435,983	1,435,983
Contributions & bequests	143,515	893,898	1,037,413	539,737	544,610	1,084,347
Contributions-in-kind	4,817	100,863	105,680	14,452	37,051	51,503
Contributed services	-	-	-	-	-	-
Total contributed support	<u>150,332</u>	<u>2,470,778</u>	<u>2,621,110</u>	<u>554,189</u>	<u>2,017,644</u>	<u>2,571,833</u>
Other revenue:						
Interest and						
dividend income	12,656	61,926	74,582	3,856	43,599	47,455
Realized and unrealized						
gains (losses)						
on investments	(43,543)	(467,152)	(510,695)	26,968	270,673	297,641
Miscellaneous income	<u>16,266</u>	<u>3,164</u>	<u>19,430</u>	<u>14,930</u>	<u>11,889</u>	<u>26,819</u>
Total other revenue	\$ (14,621)	\$ (402,062)	\$ (416,683)	\$ 45,754	\$ 326,161	\$ 371,915
Net assets released						
from restrictions:	<u>1,346,173</u>	<u>(1,346,173)</u>	<u>-</u>	<u>396,719</u>	<u>(396,719)</u>	<u>-</u>
Total support and revenue	1,953,025	722,660	2,675,685	1,458,141	1,947,372	3,405,513
Expenses:						
Program services						
Curatorial and exhibits	<u>630,587</u>	<u>-</u>	<u>630,587</u>	<u>793,289</u>	<u>-</u>	<u>793,289</u>
Supporting services						
Membership	43,598	-	43,598	-	-	-
General & administrative	391,725	-	391,725	212,698	-	212,698
Fundraising	28,620	-	28,620	28,015	-	28,015
Auxiliary operation	<u>140,247</u>	<u>-</u>	<u>140,247</u>	<u>104,072</u>	<u>-</u>	<u>104,072</u>
Total support services	604,190	-	604,190	344,785	-	344,785
Total expenses	\$ <u>1,234,777</u>	\$ <u>-</u>	\$ <u>1,234,777</u>	\$ <u>1,138,074</u>	\$ <u>-</u>	\$ <u>1,138,074</u>
PPP Loan				<u>90,200</u>		<u>90,200</u>
Total Other Income (Exp.)				90,200		90,200
Change in net assets	718,248	722,600	1,440,848	410,267	1,947,372	2,357,639
Net assets,						
beginning of year	<u>3,196,376</u>	<u>5,333,331</u>	<u>8,529,707</u>	<u>2,786,109</u>	<u>3,385,959</u>	<u>6,172,068</u>
Net assets,						
end of year	<u>3,914,624</u>	<u>6,055,931</u>	<u>9,970,555</u>	<u>3,196,376</u>	<u>5,333,331</u>	<u>8,529,707</u>

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

Statement of Functional Expenses

2022

Year Ended December 31, 2021	Curatorial & Exhibits	Membership	General & Administrative	Fund Raising	Auxiliary Operation	Total Expenses
Salaries and related expenses	\$ 363,407	\$ 31,986	\$ 198,440	\$ -	\$ 65,918	\$ 659,751
Contributed services	-	-	4,577	-	-	4,577
Professional fees	50,703	-	18,870	-	-	69,573
Utilities	9,422	-	43,395	-	-	52,817
Conservation and maintenance	85,372	-	40,234	-	-	125,606
Taxes and fees	3,157	-	12,433	-	1,375	16,965
Insurance	474	-	38,210	-	-	38,684
Rent and equipment rental	11,247	-	9,940	-	-	21,187
Administration	23,846	10,868	16,295	-	3,912	54,921
Miscellaneous	-	-	-	-	559	559
Fundraising events	-	-	-	28,620	450	29,070
Cost of goods sold	-	-	-	-	65,270	65,270
Total expenses before depreciation	<u>547,628</u>	<u>42,854</u>	<u>382,394</u>	<u>28,620</u>	<u>137,484</u>	<u>1,138,980</u>
Depreciation	82,959	744	9,331	-	2,763	95,797
Total expenses	<u>\$ 630,587</u>	<u>\$ 43,598</u>	<u>\$ 391,725</u>	<u>\$ 28,620</u>	<u>\$ 140,247</u>	<u>\$ 1,234,777</u>

2021

Year Ended December 31, 2022	Curatorial & Exhibits	Membership	General & Administrative	Fund Raising	Auxiliary Operation	Total Expenses
Salaries and related expenses	\$ 503,678	\$ -	\$ 47,506	\$ -	\$ 27,107	\$ 578,291
Contributed services	-	-	9,067	-	-	9,067
Professional fees	-	-	38,668	-	-	38,668
Utilities	30,194	-	13,561	-	-	43,755
Conservation and maintenance	117,934	-	-	-	-	117,934
Taxes and fees	-	-	2,928	-	-	2,928
Insurance	-	-	40,861	-	-	40,861
Rent and equipment rental	9,418	-	-	-	-	9,418
Administration	42,733	-	47,223	5,995	-	95,951
Miscellaneous	18,167	-	-	-	-	18,167
Fundraising events	-	-	-	22,020	-	22,020
Cost of goods sold	-	-	-	-	71,824	71,824
Total expenses before depreciation	<u>722,124</u>	<u>-</u>	<u>199,814</u>	<u>28,015</u>	<u>98,931</u>	<u>1,048,884</u>
Depreciation	71,165	-	12,884	-	5,141	89,190
Total expenses	<u>\$ 793,289</u>	<u>\$ -</u>	<u>\$ 212,698</u>	<u>\$ 28,015</u>	<u>\$ 104,072</u>	<u>\$ 1,138,074</u>

Note 9 - 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	2022	2021
Subject to expenditure for specific purpose or passage of time:		
Restoration of vehicle collection	\$ 840,407	\$ 857,848
Museum Development	3,196,552	2,064,158
Miscellaneous	110,807	50,132
Total	<u>\$ 4,147,766</u>	<u>\$ 2,972,138</u>
To be held in perpetuity:		
Endowment	<u>\$ 1,908,225</u>	<u>\$ 2,361,193</u>
Total net assets with donor restrictions	<u>\$ 6,055,991</u>	<u>\$ 5,333,331</u>

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	2022	2021
Restoration of vehicle collection	\$ 46,469	\$ 252,147
Museum Development	1,128,545	49,000
Miscellaneous	70,181	-
Distribution from endowment	<u>100,978</u>	<u>95,572</u>
Total	<u>\$1,346,173</u>	<u>\$ 396,719</u>

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

Net Assets Without Donor Restrictions	2022	2021
Board Designated:		
Restoration of vehicle collection	\$ 55,153	\$ 64,665
Endowment	<u>166,839</u>	<u>203,057</u>
Total Board Designated	221,992	267,722
Designated - Property and Equipment	\$2,856,806	\$1,897,286
Undesignated	\$ 835,826	<u>\$1,031,368</u>
Total net assets without donor restrictions	\$3,914,624	\$3,196,376

Note 10 - 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 2022. In 2021 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 meeting the criteria to be \$621,702 for 2022 and \$575,789 for 2021, with a total of 20,758 volunteer hours for 2022 and 19,225 volunteer hours for 2021.

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.

Statement of Cash Flows

For the years ending December 31	2022	2021
Cash flows from operating activities:		
Change in net assets	\$ 1,440,908	\$ 2,357,639
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities:		
Depreciation	95,797	89,190
Forgiveness of PPP loan	-	(90,200)
Donated stock	(690,214)	
Net realized and unrealized (gains) losses on investments	510,695	(297,641)
Changes in operating assets and liabilities:		
Accounts receivables	(2,950)	2,332
Grants receivable	(1,226,017)	(1,433,983)
Prepaid expenses	(3,279)	9,163
Inventories	12,060	4,343
Other assets	-	(367,355)
Accounts payable	208,848	17,864
Accrued payroll and taxes	(6,293)	(4,788)
Deferred revenue	2,471	(572)
Other accrued liabilities	(2,518)	7,642
Net cash provided by (used in) operating activities	339,508	293,634
Cash flows from investing activities:		
Purchases of investments	(64,335)	(41,071)
Sales of investments	758,703	-
Cash paid for purchase of property and equipment	(1,055,317)	(136,014)
Net cash provided by (used in) investing activities	(360,969)	(177,085)
Cash flows from financing activities:		
PPP loan	-	90,200
Net cash provided by (used in) financing activities	-	90,200
Net increase (decrease) in cash	(21,461)	206,749
Cash at beginning of year	2,030,423	1,823,674
Cash at end of year	\$ 2,008,962	\$ 2,030,423
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, 2022 and 2021.

Note 11 - Commitments and Contingencies

At December 31, 2022 the Society was working on finishing up construction on the South Boston Storage Barn and working on breaking ground on a new building. As part of these projects the Society has entered into various construction contracts as of December 31, 2022 with a remaining commitment of approximately \$3,000,000.

Note 12 - 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 general expenditure.

	Total
Cash and cash equivalents	\$ 692,108
Total	\$ 692,108

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 13 - 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 June 8, 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 14 - Subsequent Events

Subsequent events have been evaluated by management through August 31, 2023, which is the date the financial statements were available to be issued. There were no material subsequent events as of August 31, 2023 that require disclosure in the financial statements.

Independent Auditor's Report

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

Opinion

We have audited the accompanying financial statements of New England Electric Railway Historical Society (a nonprofit organization), which comprise the statements of financial position as of December 31, 2022 and 2021, and the related statements of activities and change in net assets, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

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, 2022 and 2021, 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.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of New England Electric Railway Historical Society and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for 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.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about New England Electric Railway Historical Society's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements, including omis-

sions, are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit 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 New England Electric Railway Historical Society's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about New England Electric Railway Historical Society's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Cummins, Raymond & McNamee, P.A.

Certified Public Accountants
Kennebunk, Maine
August 31, 2023



Left and Above: In photos that could have been taken 110 years ago, summer riders enjoy nature's air conditioning while riding a turn-of-the-century open car to a summer destination. KO



Locomotive 150 rests on the newly rebuilt track that feeds the expanded area of Fairview Carhouse. KO



Volunteer Rick Whetstone works on leveling the main brick platform at the Visitors Center. KO



Fans of the unusual Maine soft drink during the annual New England Moxie Cpmgress. KO



Veteran member Chuck Griffith grades the service road passing the site of the planned bus display. KO

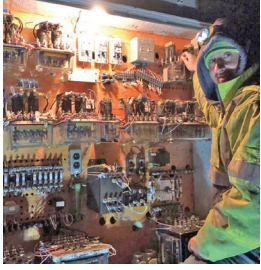


Blackpool, England, double decker 144 poses outside as the South Boston project is launched. KO

Museum Awards - 2022

At the year's Annual Meeting, held on April 30, 2022, key awards were presented to the following dedicated volunteers:

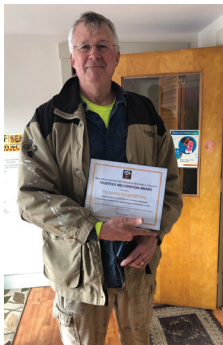
Trustees' Recognition Awards



The recipients of the 2022 Trustee's Award are **Derek Dearborn** and **Rick Whetstone**. Derek serves as our Superintendent of Signals and has done an exceptional job. He has been working hard over the past few years to get our signal system updated while continuing to add new signals in accordance with the Museum's plans. The signal restoration and rebuilding work has been incredible and our signals are a focal point of the museum experience.

Derek brings a lot of energy to his role and loves sharing his knowledge with others. He's easy-going and genuinely cares for the museum and all of the people that visit and support it. Thank you Derek for all that you do for the Museum.

Rick is a full-time, year-round volunteer and supports our facilities and grounds as well as the restoration shop. He has been an incredible asset and has helped us accomplish so much across the campus, including clean-up projects, the Tower C restoration, maintenance of gardens, and several transit artifact restorations. His smile is contagious and he tackles each project with precision and efficiency. Thank you Rick for all that you do.



George M. 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 anyone would recognize, no matter what it takes. The 2022 recipient is **Tom Tucker**, a long time member of Seashore's operating department and a veteran staff member of Lowell's trolley

operation, where he has served as an effective liaison with the National Park staff.

Roger E. Somers Legacy 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 provide leadership. This year's recipient is **Todd Glickman**. Todd has been a leading member of operations for more than 40 years, and also served as a trustee and leader in museum administration.



Executive Director's Awards

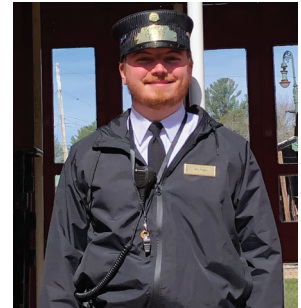
by Katie Orlando, Executive Director

The recipients of the 2022 Executive Director's Awards are the following:

Steve Cappers - Steve has been one of the volunteers within Railway Operations who contributes the most operating hours annually since the pandemic, frequently volunteering 2-3 days a week on the operating crew. His help during the early years of the pandemic helped Seashore remain open during this tough time in our history. Steve always speaks so positively about Seashore and loves sharing his knowledge with members and guests.



Eric Engler - A newer addition to our volunteer team, Eric's passion for transit and all things Seashore is felt by all who interact with him. He has a terrific rapport with our visitors, always engaging them in a positive way for the Museum. He is always willing to help with anything needed and is a sponge for Seashore history. Eric is frequently seen operating on the Friday crew and other weekend and special event days as needed. He is a member of the Yard Crew and the Young Volunteer Task Force.



Mike Frost - Mike has been a member of Seashore for many years. He serves on our Railway Operations crew and volunteers weekly. Mike is looked up to by many within Railway Operations due to his experience and calm demeanor. Mike also volunteers on the Library Committee. Mike is always

willing to help, even if the task is outside of the norm. He is a great ambassador for the Museum and many guests have commented how they appreciate the knowledge Mike has shared with them and the passion he exudes for all things Seashore.

Bill Marnik - Bill is often seen operating at Seashore as part of the Friday crew and he also operates in Lowell. Bill always has a big smile on his face and his uplifting personality is contagious. Bill is an Instructor and has mentored several new operators, helping them find success as volunteers at Seashore. He is always looking out for Seashore and shares his love for the Museum with all who will listen. Bill truly embodies the positive culture we strive to build campus-wide.





SPONSORS NEEDED SPONSORS NEEDED SPONSORS NEEDED

Major restorations at Seashore have typically been launched under the guidance of a member project sponsor who then contributes and/or raises funding to keep the project advancing. Unfortunately, in some cases the sponsor is not able to carry the project to completion. Such was the case for the two cars shown here, as they would look post restoration. Boston center entrance car 6131 (sister to 6132 in the above photo) had extensive steel work, roof work, and wiring done before the sponsor was unable to continue. Denver Birney 1 (below) benefited from extensive steel and wood structural repairs before work stopped. Both cars are still in the Shop. New sponsors are solicited for both projects to position both cars to the next phase of the Society's strategic plan. BC and FP

