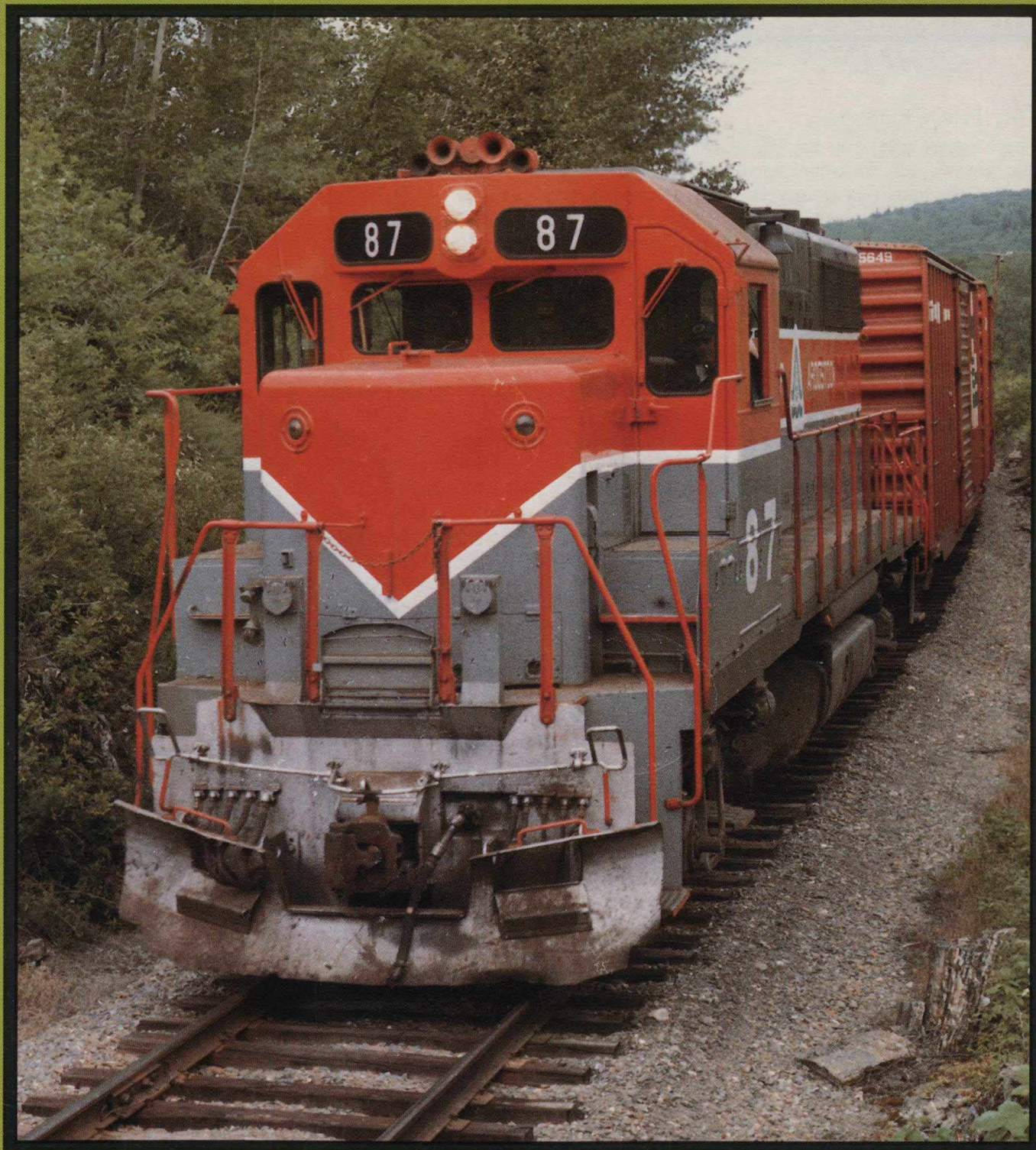

MAINE LINE

A Quarterly Publication for the Employees and Friends of the Bangor and Aroostook Railroad





Talking it over

To My Fellow Employees,

There comes a time in the life of every individual when one is faced with choices that determine the course of the rest of one's life. It may come early or later when we have acquired the wisdom to make considered judgements. I think the same kind of crossroads are faced by institutions and businesses, and I believe Bangor and Aroostook is facing the same kinds of decisions now that will determine our fortunes for many years to come.

Consider what's happening in our industry. Deregulation has created a handful of super railroads where many existed previously. The rules have changed in the way we price our service and the way we use our car fleet. Clearly, it seems, the advantage lies with the larger institutions.

But does it, really? Larger institutions are ponderous when it comes to changing directions. In terms of organization it's a challenge to keep the bureaucracy of a big company responsive to the needs of customers. To be sure, the resources of a large company are greater than those of most small ones but we have all seen some giants crash to the earth... Penn Central, Lockheed, Chrysler and most recently Illinois Continental bank. Some have been rescued with taxpayer dollars, a circumstance that does not happen with small companies. The point is that sheer bigness is no guarantee of wisdom.

I believe that a company like Bangor and Aroostook isn't obsolete in an environment of sheer size. Our size can be an advantage to us if we use it.

We have gone through two years of shrinking traffic, most of which was lost through circumstances that had nothing to do with us. The shift in energy sources by our customers from oil to forest-based energy cost us many carloads of oil and shifted the pattern of raw material supply for some of our

customers. Last year, we moved just over 53,000 cars, down nearly 30,000 cars in six years.

But there is evidence that the trend is reversing. It's a tribute to Bangor and Aroostook men and women that we have been able to survive such trauma and remain a viable company. I do not envision any quick turnaround, but I believe if we can fully utilize our human resources and our skill we can build our traffic to levels that will sustain a healthy plant and a stable workforce.

I think, sometimes, that nostalgia is the worst legacy the railroad industry could have had. Not only does much of the public think of steam locomotives and passenger trains when they think of railroads, but as railroaders, we have let ourselves become so preoccupied with tradition that we are slower to adopt new technology and new methods than other industry. It's exactly these attitudes that we must change if we are to build the kind of railroad we all want.

There are no national organizations... either management or labor... who will greatly care if we pursue tradition on into the sunset and oblivion. If we do change and build for a future for generations of railroaders to come, it is we who must do it.

We hear much of what our foreign competitors do in terms of quality and labor-management cooperation. I cannot believe that Americans are any less ingenious either in providing a quality product or service or in recognizing the mutual interests of management and labor. In the months ahead we will all have an opportunity to shape our destiny and I believe we must seize it.

Sincerely,

Walter E. Francis

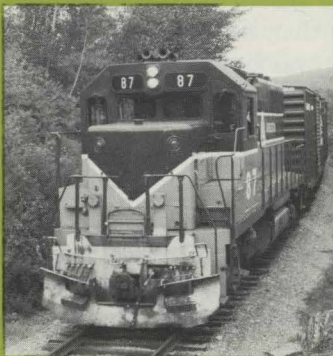
In this issue

Articles

Oakfield Operations Move
to Millinocket 4
'String Too Short to Save' 6
Safety Glasses, Hard Hats
Now Mandatory 8
Herman Wright's Long, Thin Line . . . 10
Born in a Shoe Box
but Doing Great! 13
Don Campbell's Magnificent Legacy . . 16

Departments

Mileposts 15
Moving Up 18
In the Family 19
Facts and Figures 23



About the Cover . . .

The Houlton local was photographed by well-known railroad photographer Bruce O. Nett near Timoney Crossing on the Houlton branch.

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News Briefs

Good news for small railroads

Bangor and Aroostook, along with other small American railroads, heard some very welcome news from the U. S. Court of Appeals for the District of Columbia June 27. The Court ruled that the Interstate Commerce Commission did not have the authority to deregulate joint line rates (involving two or more railroads) for boxcar movements. The Court also voided that part of the ICC's decision pertaining to car hire rules on boxcars.

The Court said that the ICC had failed to adequately consider the potential for abuse of smaller rail lines by large railroads in the division of joint rates and that the Commission was not deregulating car hire rules "but rather was imposing a new regulatory framework over the car hire relationship." BAR and other smaller railroads had expressed concern over the potential for damage of the smaller components of the industry by the megarailroads.

The Interstate Commerce Commission has since voted to ask the Court to reconsider its decision regarding railroad boxcar exemptions, adding that it would take the case to the Supreme Court if necessary.

Interesting agricultural statistics

Some interesting agricultural statistics have emerged during the current planting and growing season: Aroostook County has planted 14,000 acres of peas, 3,000 acres of broccoli and 200 acres of cauliflower. As a perspective for this diversified acreage, consider that total potato acreage for the entire State is 94,000 acres. The diversification from a one-crop economy promises to be healthy for the County and the State.

More and more for less and less

Higher truck user charges which were to go into effect July 1 in exchange for heavier, longer and wider trucks have been watered down by House and Senate conferees who substituted a six-cent diesel differential and a \$550 maximum registration fee that will be effective August 1. The conferees provided that DOT study the efficiency of a federal weight-distance user charge alternative as utilized by 10 states. Neither the scrapped user charge schedule, nor the replacement would, according to the Federal Highway Administration, assess rail competitive heavy trucks sufficient charges to cover their cost responsibility.

New locomotives

Two more Conrail GP-38 locomotives have been purchased by the BAR and will be renumbered Nos. 93 and 94. The units were built in 1969 and are like those (Nos. 90, 91 and 92) acquired last year. The units will be retrofitted to conform to BAR standards at the Northern Maine Junction Diesel Shop and will be painted in BAR colors.

Oakfield Operations Move to Millinocket

Oakfield literally sprang up around the railroad. Bangor and Aroostook pushed its tracks through the plantation of Oakfield in 1893. Four years later, as a result of the railroad boom, Oakfield became a town. When the Fish River Railroad was built in 1905, Oakfield became known as Ashland Junction, a division point for BAR. But the name never stuck, even for railroad people.

Nearby Smyrna Mills was a jumping off point for loggers harvesting the rich forests to the north and west. A hotel was built close by the railroad yard and the attendant railroad employment produced a bustling little community.

Oakfield continued to be an important point for the railroad for the next 79 years. In 1979, when the railroad was moving more than 81,000 cars a year, a modern field headquarters was built at Oakfield. Two years later a new bunkhouse for railroad crews was erected nearby.

Shortly afterwards, the increasing cost of world energy had such an impact on railroad customers that it sharply diminished the railroad's traffic through Oakfield. International Paper found sources of wood closer to its manufacturing facility that eliminated 8100 cars of wood and chips that moved through Oakfield. And Fraser Paper in Madawaska put a new bark burner on line that eliminated 2,000 cars of bunker C oil.

By 1983 the railroad found itself moving just over 53,000 cars and performing essentially the same work of inspection and servicing at two points, Oakfield and Millinocket, just 44 miles apart.

After several months of intensive study, the decision was made to discontinue inspection and servicing of equipment at Oakfield. The inspection and servicing work will be performed at Millinocket at enlarged and improved facilities. Train service will be changed so that Trains 211 and 212, which now operate between Millinocket and Madawaska, will operate between Millinocket and Madawaska, a distance of 159 miles compared with 115 miles.

From an operating point of view, the move will

The hills of Oakfield ring Bangor and Aroostook's yards there in this pre-1995 aerial photograph. Changing traffic patterns and lower traffic levels have made it economical for the railroad to move operations, particularly car inspections, from Oakfield to Millinocket. Target date for completion of the move is October 15.

streamline the classification process, according to Superintendent Leigh S. Milton. Milton, whose transportation proposal triggered the original study, says that the Oakfield switcher will be eliminated and a fourth switcher will be added at Millinocket.

The station service function will also be moved to Millinocket so that one agency will be serving all points from Millinocket throughout Aroostook County except Madawaska.

Besides train service personnel, four clerks are affected, nine car repairers, an electrician and a machinist.

Target date for the completion of the move is Oct. 15. Long-range savings, which will be realized by attrition, are calculated to be in the half million dollar range annually. One of the major savings will be the elimination of one third of Oakfield yard's 15.2 miles of track. Oakfield is one of the road's most expensive yards in terms of snow removal. Fixed costs on the Oakfield facilities, including utilities and taxes, amount to \$35,000 annually. Adding to the total are such items as a \$5,000 laundry bill for the bunkhouse.

The move will mean a one-time \$150,000 expenditure at Millinocket to enlarge cripple track facilities, add track to service locomotives, install lighting and hot top the car repair track area. Work started on the project in July.

"No one likes change very much," Littlefield says, "but change is a constant in the human experience."



Bangor and Aroostook power waits for inspection and refueling in this twilight photograph made at Oakfield Yard in the late 1950s. The same work will be performed at Millinocket after October 15.

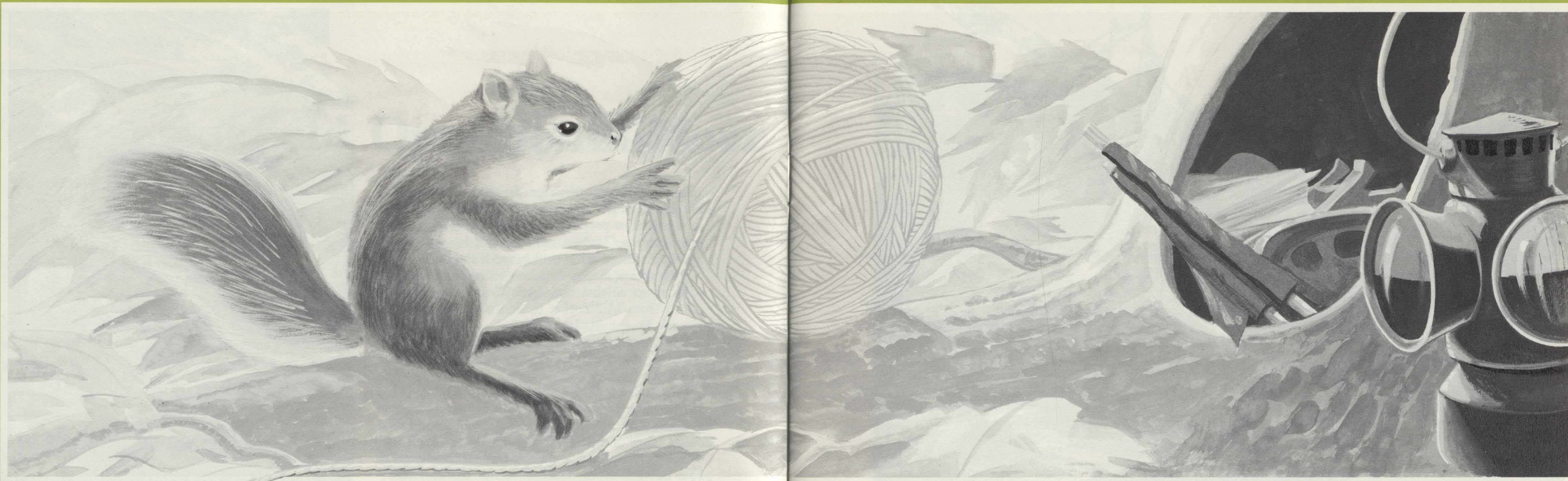


Cripple track facilities at Millinocket Yard, shown in the aerial photograph, will be enlarged and track will be added to service locomotives. Approximately \$150,000 will be spent in improvements at Millinocket. The move is expected to generate savings in the half-million dollar range annually on a long-term basis.

We were faced with a new situation and had the choice of trying to maintain the status quo with a dwindling traffic base or making an adjustment that would increase our productivity and improve service to our customers. When we made the improvements to our Oakfield facilities in 1979 and 1981, we were annually moving 81,000 and 73,000 cars, respectively. The additions were made based on what we could reasonably predict. When circumstances changed we had to make hard decisions and I feel this was a good move."

When the move to Millinocket is complete, it will improve productivity, car utilization and service to customers on the railroad's Ashland main line. A carload of chips from Skerry, destined for Millinocket, now moves to Oakfield where it is switched out and inspected before going to Millinocket. It takes two days. Under the new concept, the move is accomplished in one day providing better service for the shipper and, in effect, cutting in half the car requirement.

But the most important result is that the railroad has adapted to changing conditions with minimum impact on its people and in a creative way.



String Too Short to Save

There's a hoary and honorable railroad tradition of squirreling materials away for a time when you might need them. Older BAR agents reminisce about hiding reefer cars for their potato customers during WW II when the RS cars were like little nuggets of gold. Section foremen, particularly those who treated their piece of iron as if it were their own, are especially ingenious at hiding materials away from prying official scrutiny.

Station agents have been great packrats, too. When various agencies were closed, hundreds of pounds of obsolete business forms were carted to municipal dumps.

It's a little like the ball of twine tucked away in the attic labeled "string too short to save."

You can never tell when you might need it.

Over the years the railroad has operated system-wide scrap drives.

But, as a well-known politician once remarked, "a million dollars here and a million there and pretty soon you're talking about real money." Obviously the dollars tucked away as inventory in various nooks and crannies aren't in that league.

And since the Stores Department instituted its fixed stock inventory procedures in 1982 following the system-wide Operation Clean Sweep scrap drive, the problem has distinctly diminished.

But it's hard to break old habits and the people who manage the railroad's inventory of materials are concerned that the practice of squirreling not get a foothold again. What's at stake is the management of an asset of the railroad. If inventory in the field is kept at a level where there's just enough to meet needs but not enough so that dollars are tied up in unneeded inventory, it's working. Dollars invested in excess materials aren't available for improvements to the railroad and the jobs those improvements create.

Over the years, scrap drives unearthed materials that had been hidden away (and sometimes forgotten). So after 1982's Operation Clean Sweep, the Stores people set up a new system called fixed inventory stock balance to address the problem. As a result of the cleanup, field forces were asked to bring in from the field to their various work locations all surplus materials. The materials were then physically inventoried and the dollars...over \$300,000... credited to the using departments.

Under the new plan, those items are charged to the using department when they are used and replaced, so all materials in field locations are actually in inventory. Once a year, all field materials are physically counted.

The Stores people think the system is working pretty well and the system provides a useful control. But if history teaches any lesson it's that it tends to repeat itself. And given the ingenuity of railroad people to have the tools and materials to meet practically any emergency, it's likely that there's still "some string too short to save" stashed around the system.

Those little caches of treasures may be a nice security blanket and give you a nice warm, fuzzy feeling, says Harold F. Bell, director of purchases and materials, but they also increase the costs of doing business and rob other vital railroad projects of valuable resources.

"What we're talking about," he says, "is a watch-the-pennies-and-the-dollars-will-take-care-of-themselves concept. I think the system is effective, but, knowing railroad people, I think we have to remind ourselves every now and then how important proper inventory procedure is."

Safety Glasses, Hard Hats Now Mandatory

Some days are just plain better than others.

July 20 was a pretty good day for a 29-year-old trackman at Millinocket named Ted Leet. Or a bad one, depending on your point of view.

When he was driving to work on that warm Friday morning he had no way of knowing that he had a violent rendezvous with the boom of a track crane lifting a 1300-pound piece of rail.

But at 1 p.m. in the shimmering heat waves at Millinocket yard, Trackman Ted Leet was making fast the chain to a piece of rail when the operator inadvertently lowered the boom and it fell, striking Leet's hard hat with a force that sent it spinning 50 feet and knocked him to the ground.

Ted Leet rested for a while and then went to work again. He thinks the hard hat saved his life, an opinion shared by his foreman Fred Rolfe.

Is Ted Leet a believer in hard hat protection? You can just bet he is.

If an accident can ever be said to have happened at the right time, then Ted Leet's meeting with the crane happened at a time when it made a dramatic statement about head protection. It followed by a month a system-wide rule



Trackman Ted Leet, Millinocket, points to the scar on his hard hat left by the boom of the Pettibone crane which struck him July 20. Leet feels that without the hard hat he might well have been killed in the accident. Under new rules, hard hats and safety glasses are required for all field forces.

requiring head protection and safety glass eye protection for all field forces.

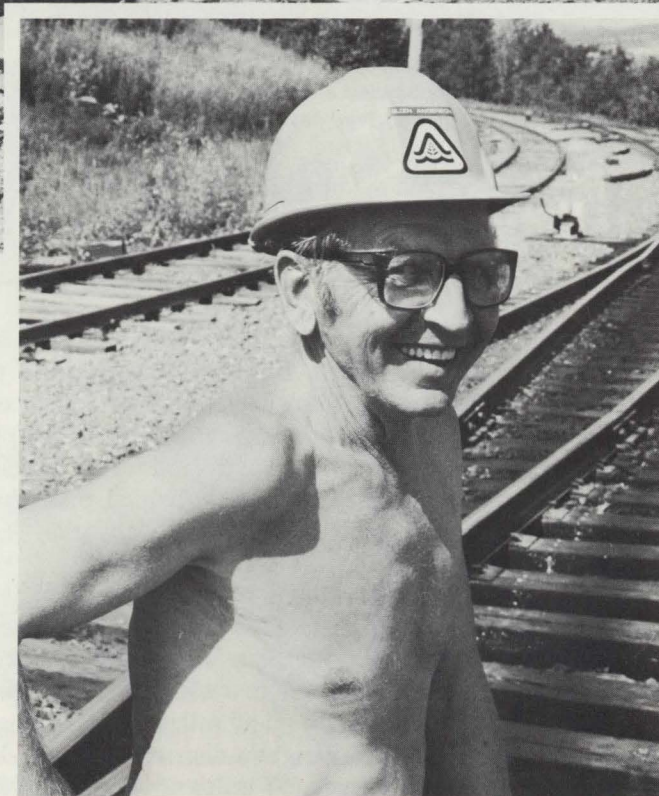
One characteristic common to almost all of us is a natural resistance to change... even when it's good for you... and Ted Leet thinks that his close brush with the Pettibone crane may help overcome that tendency.

Another believer in hard hat protection is Section Foreman Eldon Anderson, Madawaska, who wore one even before it was required headgear.

Compliance among crews has been good, according to departmental safety officers, even though there are jobs where the unfamiliar hard hat and glasses seem awkward.

Linwood W. Littlefield, senior vice president, said that he's pleased with the positive response among the railroad's field forces and hopes that the accent will remain on cooperation. "The new rules are for the welfare of our people," he says. "It was expensive to put into effect and the bottom line is that wearing safety glasses and hard hats is now a condition of employment."

Compared to a life or an eye, wearing the head protection and glasses seems like a small inconvenience.



Spiking, an activity that's very common among section crews, is one that requires eye protection. The hard hat and eyeglass rule is increasingly common among all U. S. industries. Fred Rolfe's crew at Millinocket now have a good evangelist for hard hats and safety glasses in their co-worker Ted Leet.

Section Foreman Eldon Anderson, Madawaska, is a long-time believer in hard hat protection and wore one long before it was required by the safety rules.



Roadmaster Herman Wright is responsible for 178 miles of mainline track, 37 miles of sidings and 233 switches. It takes a special kind of person to do that job, plus a commitment that goes beyond a 40-hour week. Chief Engineer Vinal Welch calls him a "crackerjack roadmaster" and calls his ability to motivate and lead key elements in his success.

Herman Wright's Long, Thin Line

When Roadmaster Herman Wright, Jr. fell from a car while working with the spreader crew last March it marred an accident-free safety record that spanned 40 years in some of the most high-risk occupations in railroading.

The outpouring of cards and phone calls during his convalescence surprised the Engineering Department supervisor but it didn't surprise the people who work with him, or the B and A shippers in northern Aroostook County. Herman Wright is something of a legend among the independent railroaders and railroad customers in Maine's St. John Valley.

In fact, if Herman Wright hadn't followed his father and grandfather, Frank Wright, into the rail-

road business, he had the makings for a successful political career. But the same qualities that would have helped him get elected to public office... a genuine warmth and sensitivity to people and the ability to motivate and lead... are precisely the same qualities that have helped make him what Chief Engineer Vinal J. Welch calls, "a crackerjack roadmaster."

There may be some counterpart to the roadmaster's job in other industries, but it would be hard to find. Herman Wright and his two colleagues, Roger Casey and Brian Baker, are responsible for maintenance on many miles of the railroad's trackage. In Herman Wright's district there are 178 miles of main line track, 37 miles of sidings and 233 switches.

The switches are significant because they must be kept clean of snow and ice in winter and maintained just as regularly in the warm weather. To accomplish this task, Wright has just 19 men and he must use them with great skill and planning.

In 1978 when he took over the job, he had 28 men to do the same work. When the extra gang crews like the tie crews, the ballast crew or the surfacing crews are on his district, he's responsible for them, too. Even with the high production crews, Herman Wright and his little band of trackmen and foremen are a long, thin line stretched over 178 miles of main line. Keeping that important trackage in sound condition presents all the challenge a man wants in his lifetime.

"I knew what I was getting into when I took the job," he says, flashing a grin that has made him friends the length of the B and A. "Dad was a roadmaster for 22 years and when I was a kid I rode the motorcar with my grandfather, and I've done a lot of different railroad jobs myself."

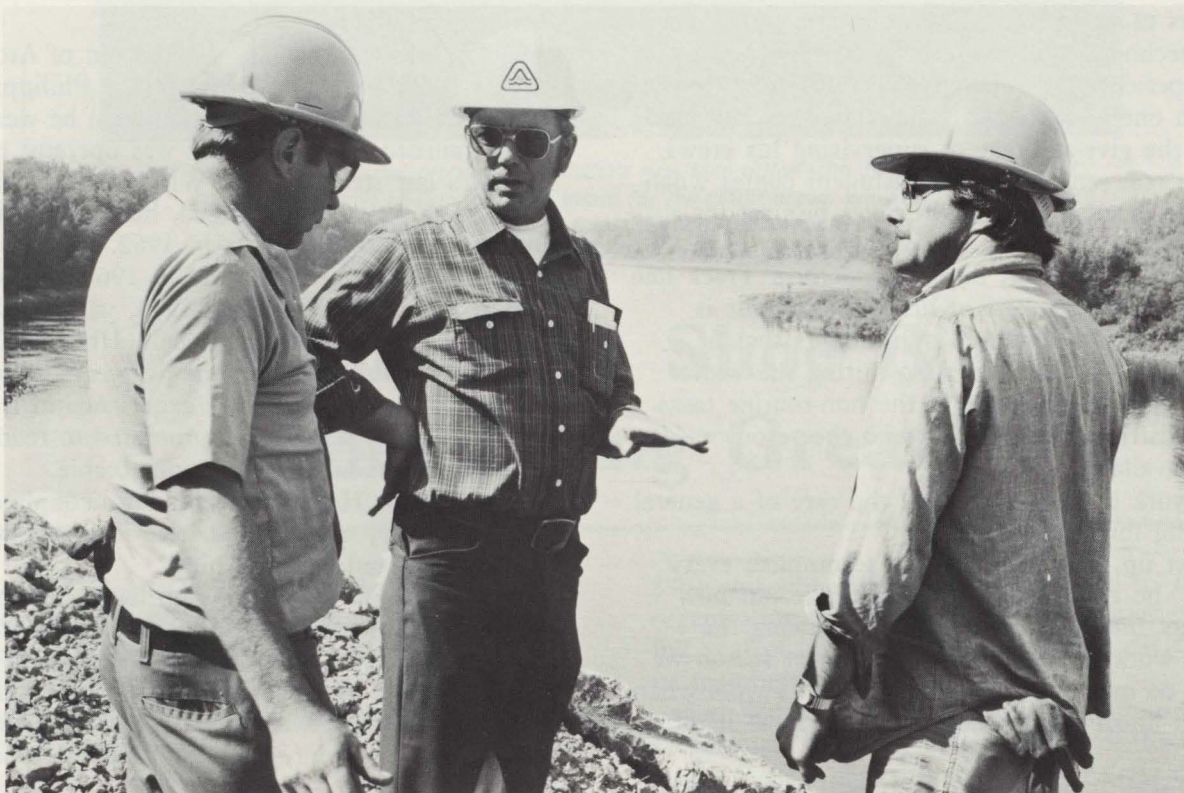
Being a roadmaster is no 7 to 4 job. Herman Wright is getting into his truck at his year-round home at Long Lake every morning before most people are awake. He leaves home between 5:30 a.m. and 6 every day and will cover perhaps 75 to 100 miles visiting crews, looking at track and fine tuning the never-ending maintenance chore. If he has one of



Because of the length of his district, Herman Wright spends a great deal of his time in the cab of a hy-rail truck. Radio helps him keep in touch with the men throughout his 178 mile district and the hy-rail allows him to visit crews on the work site.

the extra-gang crews in his district, it will often be 5 or 6 p.m. before his work day is finished. Before the alarm rings for a new day he can count on having received a phone call from the dispatcher or one of his own men. But that's all part of it and Herman Wright thrives on it.

At 56, he's one of the youngest 40-year employees on the railroad and looks a good 10 years younger. There's a certain kind of person who's born into the world with so much energy it's all they can do to



During a day which may start at 5:30 in the morning, Herman Wright will visit his widely scattered work crews, inspect the progress of various projects and even talk with shippers. Here he discusses progress of a riverbank stabilization project between Madawaska and Fort Kent with Equipment Operator George LaBonte, right, and Trackman Paul Raymond.



A Burro crane unloads riprap which is being installed on the side of track along the St. John River.

contain it. Those who learn to channel it creatively do a good share of the world's work. They also become executives, astronauts, doctors. And roadmasters.

There's no lessening of the restless energy after 40 years of railroading, but his people skills as well as his technical skills have been finely honed by that experience. It's obvious from watching him through one of his 12-hour days that he thoroughly enjoys the give-and-take of supervising his crews. But the real sense of accomplishment comes when he's able to attain one of the goals he's set for himself.

Wright's supervisor, Superintendent of Track Leo Fournier, says that one of his real strengths is planning. And Herman Wright admits that he spends a lot of time scheming during the winter months how to get some of the non-routine tasks on his district accomplished with the resources he has available.

His work is plotted with all the care of a general preparing for a campaign.

"You set up goals you want to accomplish every season," he explains. "Then you figure out how you'll get the work done without allowing the regular work to suffer. Given the short season we have to do maintenance, it really makes a week when you can finish one of those jobs and cross it off the list."

Of course, it takes more than skill at getting the most out of his people to get the work done on Roadmaster District 3. There's a lot of practical knowledge and railroad know-how that go into the

making of a roadmaster. But Herman Wright has paid his dues and learned his craft by doing a lot of different jobs. He went to work as a trackman at the tender age of 16 under Foreman Nathan Lewin at Perham. He transferred to Caribou under Guy Pettengill in 1945.

Wright was the last man drafted out of Aroostook County in WW II and served in the Philippines. The day after he hung up his uniform he went back to the railroad. In 1947-48 he was operator of the railroad's last steam shovel. When a new diesel-powered shovel was purchased, he operated that until he gave up his rights in 1962. He was made ditcher foreman in 1955. And in 1966 he became section foreman at Phair. In 1973, with 29 years of solid experience under his belt, Herman Wright was made patrol foreman. The five years he spent in that job fleshed out his long experience in track maintenance. When he was promoted to roadmaster in 1978, his credentials were impeccable.

If you follow Herman Wright for a couple of days it becomes very evident that here is a man whose work is food and drink to him.

From a visit to a shipper who has a drainage problem to inspection of the bank stabilization project along the St. John River to checking the 25-man tie crew at Van Buren, his enthusiasm doesn't flag. At 56, when some people are looking forward to retirement, Herman Wright is planning next year's work.

Henry Ford once wrote that "work must provide more than a living; it must provide a life."

He could have had Herman Wright in mind.



BAR Clerk Carl Williams, pictured in BARCO's new Milo office with Theresa Leeman and Sharon Perdue, is chairman of the board for the credit union. Williams says that BARCO's growth was partly brought about by deregulation in the banking community and BARCO's aggressive marketing policy.

Born in a Shoe Box but Doing Great!

BARCO Federal Credit Union observes its 23rd Birthday in September with assets of \$9.1 million, 3800 members and a growth rate of a million dollars every three to four months.

That's not bad for an organization that was literally born in a shoe box.

George Willette, a Bangor and Aroostook operator, kept his records in a shoe box and did the accounts on his kitchen table during BARCO's first precarious months of life. The beginning assets were

\$361 and when the books were closed in 1961 the organization was \$46.46 in the red. But after the first full year of operation BARCO paid a dividend to its members.

Carl Williams, clerk in the Purchases and Stores Department at Derby and chairman of the board for BARCO, says that the credit union grew even during the recent recession and, with the recovery, is experiencing vigorous growth. Williams credits the expansion of BARCO to the changes in the



The voices of Office Manager Lori Shields, standing, and Alice Rush are familiar ones to BARCO members.

banking community brought about by deregulation and to the aggressive marketing policy waged by the credit union's board of directors.

"When BARCO was started, Bangor and Aroostook had 1300 employees," he explains. "When railroad employment began to shrink, we included Canadian Pacific and Aroostook Valley Railroad employees in Maine. Then regulations on credit unions were changed reflecting the deregulation process in all of banking and we were able to take in other groups to maintain our strength and grow."

Thanks to deregulation in banking, BARCO was able to take in members like the school district in Milo-Brownville and churches and clubs in the area after it opened its full-time office there.

There was concern, Williams says, that the credit union would lose its railroad identity and the personal touch that members have enjoyed by taking on a broader-based membership. But that hasn't happened. The guideline used in the marketing effort of BARCO has been that it would seek its growth along the tracks of the railroad and that's preserved its flavor as a railroad institution.

Board membership also reflects railroad influence in its philosophy and direction. Five of the seven BARCO directors... Williams, Ronald Condon, John Rowe, Robert Engelhardt, J. Charles Hickson and Sidney Andrews... are BAR employees. And the remaining two... Eugene Rideout and Harold

Grant... are former railroad employees.

As a result of the new banking environment, there are fewer credit unions in the state as well as fewer smaller banks. Of Maine's 150 credit unions, BARCO ranks 25th in assets. Williams thinks that BARCO is serving a lot of members who were once customers of the state's commercial banks. With deregulation and mergers, many banks became less interested in the small savers and borrowers. These people, Williams thinks, are now being served by credit unions like BARCO which offer all of the personal banking services including checking (share drafts), mortgages at 13½ percent with no points and personal loans.

Because BARCO is really owned by its members and is governed by an unpaid volunteer board, it



Bookkeeper Jean Cyr, seated, and Clerk Diane Lombard are also familiar faces to those BARCO members who visit the credit union's headquarters in Millinocket.

returned to its members nearly \$422,000 in dividends last year. The credit union now has something like \$5.2 million in loans out to its members. Auto loans account for a significant percentage, but the credit union makes loans for anything that banks do. Of course, a credit union must have savers as well as borrowers and Williams says BARCO members are increasing their savings.

Williams thinks that the effectiveness of the board and the continuity of that management has been a large factor in BARCO's success.

"It takes real dedication to be a credit union director," he says. "It's a working position, not just a title and, on average, our directors devote 15 to 20 hours a month on credit union business. They're good workers and it's a good board."

Contrary to the rules when BARCO first saw the light of day, children of railroad employees are now eligible for credit union membership and that has insured another generation of railroad-related growth for BARCO. And in a world where larger banks seem less and less interested in small accounts, the credit union's place in the life of the average family has taken on a new importance.



Loan Officer Carol Mackin and Jeri Reardon, standing, complete the staff at Millinocket. BARCO has grown from assets of \$361, when it was founded in 1961, to assets of \$9.1 million.

Mileposts

35 YEARS

Lawrence B. Randall
Paul R. Robertson

30 YEARS

Lloyd E. Black
Gerald E. Therriault
Galen C. Wiggin

25 YEARS

Homer R. Johnson
Robert E. Wiseman

20 YEARS

Dana D. Thurlow

15 YEARS

Hazen E. Gartley
Leonard G. Goodine

10 YEARS

Dale G. Anderson
Timothy J. Blanchette
Robert L. Butler
Richard R. Carey
Stanley G. Carter
Rayno N. Cote
Louis A. Ellison
Norman C. Goodine
Joel C. Green
Wayne G. Harvey
Gary P. Hill
Basil L. Huff

David R. Ireland
Garry W. Jandreau
James P. Johnston
Douglas J. Kelshaw
Jeffrey T. Lawler
William E. Lovell
Paul J. Michaud
Rodney Ouellette
David I. Pike
Donald R. Sinclair
Maurice B. Sprague
Daniel B. Stewart
Jerry J. Toner
Jay D. Turner
Jared H. Weston
Gary M. Willette
Arthur H. Woodard

Don Campbell's Magnificent Legacy

Don Campbell died July 13 after a four-year battle with cancer. I will miss his booming laugh and his tough honesty. For 23 of his 76 years Don had been a car repairer at Bangor and Aroostook's Derby Shops. But he'd been a lot of other things in his lifetime, too. Woods cook. Diesel mechanic. Chief commissary steward, USN, for Admiral Bull Halsey's flag allowance. Bear hunter. Naturalist. And friend to any kid who needed one.

I suppose in terms of worldly fame Don's life didn't make much of a dent. But when he died, his friends in the little town of Dover-Foxcroft filled the chapel to overflowing. During his last illness, they drove the 40 odd miles from Dover to Bangor to visit this indomitable man . . . young and old alike. During those visits, he'd come alive, joking and catching up on the activities of his neighbors. Through the terrible pain he suffered he could always manage a joke or express interest in someone else.

He once told me: "The patient has a responsibility to his friends and family to make them feel good. If he does that, then he'll feel good."

He never wavered from that belief. Even when disease was consuming his body, it did not touch his great heart. He could always comfort someone else.

Don's death didn't make the columns of the New York TIMES, but it left an empty space in Dover where he'd been selectman a couple of times, president of the Sebec Fish and Game Club and political activist for conservation causes. Most of all he was a man who always had time to help anyone in need.

Don Campbell came off the farm and out of high school into the Great Depression. His life and philosophy were tempered and shaped by hard work in the lumber camps and in the cities where he also worked. He believed that a man ought to do for himself, that he should neither apologize nor make excuses. He brought to the railroad the habit of hard work and took a mischievous delight in solving problems while diverting attention away from the process.

He threw himself into work and play with an almost singleminded intensity. All his life he loved the big, full-voiced hounds from the Appalachian country of the South and followed them hunting bobcat and bear in his native Piscataquis hills. At 65, after he'd retired from the railroad, he went into the forest, felled trees and sawed them into

lumber for a house. With his own hands, he built a house at the top of a long hill outside of the village of Dover-Foxcroft where he and his wife, Helen, could see the undulating hills beyond Charleston Hill as far away as Passadumkeag Mountain.

His garden was world class and he took enormous pleasure in sharing it. He once told me it cost about \$100 in seeds and fertilizer to raise his flowers and fruits and vegetables.

"Now I don't know," he drawled, "how you could take \$100 and make as many presents with it or have as much fun as you can growing a garden."

He was a passionate believer that man should live in harmony with the natural world.

"If you're not in harmony with people or with nature," he said, "you're going to find some rough edges in life."

It seems silly to suggest that the last four years of his life when he was so ill were among his finest. But he had honed his life's store of wisdom and used it to squeeze all the juice out of the time he had left.

Don used humor to cope with his sickness and with adversity.

After his second cancer surgery in Boston he was making such remarkable recovery that the surgeon said he could go home early if he'd promise to rest a lot.

"Don't you worry none," he told the doctor. "Back home in Dover I'm known as the laziest man in town."

I liked the expressions left over from his days in the Maine lumber camps and his conversation was spiced with them. If he was traveling, he'd speak of packing his "little Kennebec" and leaving. A Kennebec was a straw suitcase favored by lumberjacks of the time.

To the end of his life Don Campbell looked it in the eye without flinching. When he knew he was dying, he could talk about it without feeling sorry for himself. He was still interested in other people and in life around him.

In his last years he was able to focus his life and distill all that was good in it. Don Campbell's death didn't attract much attention outside of Piscataquis County. But he left a magnificent legacy for all those whose lives he touched.

He showed us how to spend time as though it was gold and precious jewels.

And he showed us the example of dignity and courage in facing a new horizon.

R. W. S.



Don Campbell

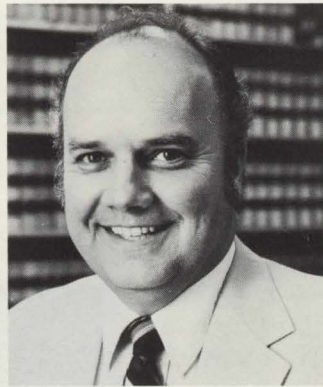
Moving Up



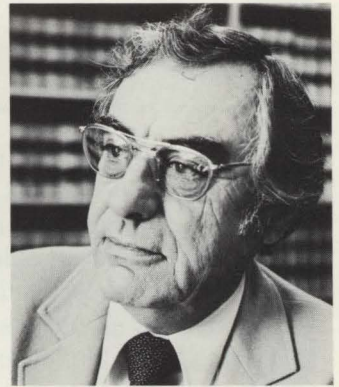
Linwood W. Littlefield



Dalton R. Budge



Robert G. Engelhardt



Harold R. Mountain

The railroad has announced the promotion of four employees.

Linwood W. Littlefield has been appointed senior vice president of the company. Littlefield has been vice president-operations for the railroad since 1973.

He began his career with Merchants Despatch Transportation Corporation, serving in various positions from 1942 until 1951 when he became associated with Bangor and Aroostook. He was named manager of car service in 1967 and manager of operations and maintenance in 1970.

Littlefield attended Hermon schools, Husson College and the Atlantic Summer School of Advanced Administration of Kings College at Halifax, Nova Scotia. During WW II he served with the U. S. Army in the European Theatre from 1944 to 1946.

He is a former chairman of the Railroad Owned Refrigerator Car Committee, past chairman of the Car Efficiency Committee of the New England Shippers' Advisory Board, a member of the Northeast General Managers Association and past chairman of the operating committee, a member of the New England Railroad Club and served for several years as a member of the committee on car service of the Association of American Railroads.

Littlefield is active in civic affairs and has served as selectman, a member of the charter commission and the school committee. He is an incorporator of the Bangor Savings Bank and the Eastern Maine Medical Center.

He is married to the former Eula McGown. They have three daughters.

Dalton R. Budge, administrative secretary at the General Office at Northern Maine Junction Park, has been named assistant editor of MAINE LINE. Budge is a native of Springfield and attended Lee Academy.

Prior to his railroad employment in 1981 he had

held various positions with Pilots Grill, Stanley J. Leen Company and the U. S. Army Corps of Engineers.

He is a past president of the Hermon Rescue Squad, a former director of St. Mary's Credit Union and a former Cub Scout Master in Hermon.

Budge is presently secretary of the Maine Operation Lifesaver Committee and is a loaned executive to United Way of Penobscot Valley.

Robert G. Engelhardt, Pittsfield, has been named supervisor sales/service.

Engelhardt is a native of Portland and attended local schools. He was employed by Bangor and Aroostook in 1979 as a computer programmer after employment with Maine Central Railroad, Ametek, Inc., Maine Blue Cross-Blue Shield and Irving Tanning Company.

Engelhardt is a member of the Data Processing Management Association, a director of BARCO Federal Credit Union and is active in United Way of Penobscot Valley.

He is married to the former Simone Lemieux. They have three children.

Harold R. Mountain, a 24-year employee, becomes manager materials and motor vehicles.

Mountain is a native of Dexter and attended local schools and Lowell Technological Institute. He entered railroad service in 1960 and was assistant manager purchases and stores until his appointment.

Mountain is a member of the National Association of Purchasing Managers, member and past director of the Purchasing Management Association of Maine, a member of the Northeast Railroad Purchases and Stores Group and a member and past president of the New England Railroad Club.

He is married to the former Janis Houston. They have three children.

In the Family

Transportation Department

1st Lt. *William S. Adams Jr.*, son of Engineer and Mrs. *William S. Adams Sr.*, Houlton, was recently promoted to his current rank while serving as the district administration officer for Headquarters, 1st Marine Corps District, Garden City, L.I., N.Y.

Maria Annett, daughter of retired Conductor and Mrs. *Fred Annett*, Houlton, was chosen "Staff of the Month" for the Southern Aroostook Association for Retarded Citizens. She is employed at the Park Street Group Home as a counselor.

Yardmaster and Mrs. *Hilton Hersey* of Oakfield have announced the engagement of their daughter, *Melanie Joy Hersey* and *Wally McGary*, son of *William* and *Elinor McGary* of Smyrna Mills. Hersey graduated from Southern Aroostook Community High School in Dyer Brook in 1982 and from D'Lor Beauty School in Brewer in 1983. She works for Gladys Golden Comb in Oakfield. McGary is a 1981 graduate of Southern Aroostook Community High School. He is employed by Hannington Bros. and Co. in Wytopitlock. An August 18th wedding is planned.

Retired Conductor and Mrs. *Delmont Cummings* of Houlton are announcing the engagement of their daughter, *Debra Ann Raymond*, to *David Barry Powell Jr.* of Salem, Mass. He is the son of *David B. Powell Sr.* of Salem. Debra was graduated in 1981 from Houlton High School and is a third class radioman with the U.S. Navy.

She has just completed a tour of duty in Naples, Italy. David attended Salem High School and enlisted in the Navy in 1977. He is serving with the Command Task Force 67 in Naples.

Retired Conductor *Olin G. Collier Jr.*, 56, died June 19 at a local hospital. He was born in Smyrna Mills, June 29, 1927, the son of *Olin* and *Edna (Grant) Collier*. He was a resident of Oakfield, a World War II veteran and a member of the American Legion Post No. 52. He retired from the Bangor and Aroostook Railroad after 37 years of service and was a member of the United Trainmens Union. He is survived by his wife, *Helen (Bishop) Collier* of Oakfield; two daughters, Mrs. *Walso (Debrah) McManus* of Smyrna Mills and *Julie* of Oakfield; three sons, *Jerome* and *Marvin*, both of Oakfield, and *David* of Merrill; two sisters, *Phyllis Giachetti* and *Betty O'Hara*, both of Millinocket; five grandchildren, several nieces and nephews. A Mass of Christian Burial was held at St. Agnes Catholic Church.

Retired Engineer *Thomas W. Lee*, 62, of Merrill died June 28 at a Houlton hospital after a short illness. He was born in Merrill, March 20, 1922, son of *Forrest* and *Virginia (Splan) Lee*. Besides his mother, *Virginia Lee*, he is survived by his wife, *Althea (Crandall) Lee* of Merrill; two sons, *Verne* of Bellows Falls, VT, and *Jasper Lee* of Satellite Beach, FL; three daughters, Mrs. *Elaine George* of Sacramento, CA; Mrs. *Linda Hightower* of Stuttgart, GA, and Mrs. *Patricia Schlott* of Penn Hills, PA; 16 grand-



General Yardmaster George B. Clark, Oakfield, retired June 30 after 36 years of service with the Bangor and Aroostook. He entered service in 1948 as a brakeman and also qualified as conductor before being promoted to yardmaster. He is a veteran of service in the U. S. Army during WW II. He is married to the former Patricia Crane.

children, several nieces, nephews, uncles, aunts and cousins. Funeral services were held in the Smyrna Mills Methodist Church. Burial in the Merrill Cemetery.

Retired Clerk *Edgar E. Carter*, 81, of Searsport, died at a Belfast hospital July 13. He was born in Hampden Sept. 10, 1902, the son of *Clarence* and *Carrie (Rutman) Carter*. He was a member of Eastern Star Grange No. 1, of Hampden, was Past Master of Mariner Masonic Lodge of Searsport; Past High Priest of the Royal Arch Chapter of Searsport; Past Commander of Palestine Commandery of Belfast; a member of the Past Officer's Association; a member of the Red Cross of Constantine of Bangor; a member of the Scottish Rite Bodies of Rockland and the Maine Consistory of Portland and a member of Bethany Chapter O.E.S. of Stockton Springs. He was employed by the Bangor and Aroostook Railroad for more than 45 years. He is survived by his wife, *Alice (Hodgkins) Carter* of Searsport; a daughter, *Ellen Snow* of Brooksville; three grandchildren, six great-grandchildren, two nieces, one nephew and several cousins. Funeral services were held at Young's Funeral Home, Searsport with officers of the Mariner Masonic Lodge officiating. Burial in Lakeview Cemetery, Hampden.

Retired Conductor *George A. St. Pierre*,



Oliver Dwellley, a veteran Mechanical Department employee, has retired after 24 years service with the railroad. Dwellley served with the Air Force during WW II and entered railroad service in 1950. Pictured with him is Chief Mechanical Officer Harold Hanson.



Dr. Kevin Morrill, right, son of General Yardmaster Daniel Morrill and Mrs. Morrill, was the second ranking student in his class at the West Virginia School of Dentistry and receives congratulations from Dean W. Robert Biddington after he received several major awards at the University's convocation and awards program.

56, of Van Buren, died July 15 after a long illness. He was born in Van Buren, Feb. 22, 1928, the son of Louis and Mary (Dube) St. Pierre. He is survived by his wife, Jeannine (Poitras) St. Pierre of Van Buren; one son, Roger St. Pierre of Lewiston; one brother, Gilbert of Van Buren; two sisters, Mrs. Eva Umel of Bangor and Mrs. Jim B. (Simone) Dillon of Tampa, FL; one grandson, Marc George St. Pierre of Lewiston. He was employed as a brakeman and conductor for more than 33 years. He was an Army veteran of the Korean Conflict and was a member of the American Legion Post No. 49 of Van Buren. A mass of Christian Burial was celebrated at the St. Bruno Catholic Church, Van Buren. Interment in St. Andre Cemetery, St. Andre, N.B.

Kevin Morrill, son of General Yardmaster Daniel Morrill and Mrs. Morrill, graduated as second ranking student in his class at the West Virginia School of Dentistry. Kevin received numerous awards including the West Virginia Alumni Association award for outstanding clinical performance and professionalism and the West Virginia Faculty Award; awards from the American Academy of Gold Foil Operators, American Academy of Oral Medicine, American Academy of Oral Surgeons and Dentsply International.

He has been selected for general practice residence in the U. S. Air Force. He and his wife, Carolyn, will be stationed at Offutt Air Force Base in Nebraska.

Mechanical & Stores



Machinist Homer R. Johnson has retired after 25 years service with the railroad.

Machinist Homer R. Johnson, Derby, retired July 2. He was born January 8, 1922 at Dover-Foxcroft, and attended local schools, having graduated in 1939.

He entered service with the railroad Sept. 1, 1959 as a machinist and worked in that capacity until his retirement. Former employment includes the South Portland Shipyard 1941 to 1942; self-employed - trucking 1942 to 1950; Faycott Machine 1950 to 1957; and Maine Leather in Dover, 1957 to 1959.

He is a member of the Antique Car Club, the National Grange, East Dover Grange, and the International Association of Machinists.

He is married to the former Vella Harrison and he has two children, Joan Hume, Guilford, and Zelma Connors, Palmyra.

Mechanical department employee John Schacht and his wife Karen are parents of

a son, Joseph Todd Schacht, born July 5. Joseph Todd is the grandson of Senior Vice President and Mrs. Linwood Littlefield.

Mechanical department employee Lewis Marks and his wife, Susan, are parents of a daughter, Anastasia Marie Marks, born June 28. The grandparents are Supt. of Transportation and Mrs. Leigh Milton.

We extend our sympathy to the family of retired Car Repairer Donald Campbell, 76, of Dover-Foxcroft, who died July 13 at a local hospital after a long illness.

He was born in Sangerville, April 1, 1908, the son of Fred S. and Marie (Perrault) Campbell. He was a graduate of Foxcroft Academy in the class of 1927. He also graduated from Diesel Engineering Institute in Elmhurst, New York, and New York Trade School in New York City where he studied carpentry.

He was a great outdoorsman who enjoyed hunting, fishing and gardening. He had served as a member of the Board of Selectmen of Dover-Foxcroft and was also a former president of the Sebec Fish and Game Association. He was a World War II U.S. Navy veteran, having served as chief commissary steward.

He had been retired since March 1, 1973 and had worked at the Derby Car Shops.

Besides his wife, Helen, of Dover-Foxcroft, he is survived by two sons, Louis F. of North Windham and Frederick C. of Canton, MA; one sister, Louise C. Smith of Dover-Foxcroft; two grandsons and several nieces and nephews.

Traffic & Marketing

Mary E. Tarbox of Perham, daughter of Marvin and Alice Tarbox of Perham, and Stephen W. Davis, son of Robert and Elaine Davis of Caribou, were married June 29 at the Perham Baptist Church.

Connie Anderson was the maid of honor. Bridesmaids were Carol Jordan, Sue Tarbox, and Darla Baker. Cassidy Tarbox and Melissa Jordan were the flower girls. Scott Davis was best man. Ushers were John Lancaster, Michael Tremblay, and Marvin Tarbox, Jr. Jason Tremblay was ring bearer.

The couple spent their honeymoon at Bar Harbor and the White Mountains in New Hampshire.

The bride was graduated from Washburn High School and the Northern Maine Vocational Technical Institute. She is employed at the Farmers Home Administration at Presque Isle.

The bridegroom was graduated from Caribou High School and the Northern Maine Vocational Technical Institute and is employed at Bob's Tune Up at Caribou.

Steven's mother is clerk at the Sales office at Presque Isle, and he is the grandson of retired and Mrs. Herman L. Wright, Sr. of Caribou.

Engineering Department

Carpenter Foreman *Richard F. Harmon, Milo*, has retired with over 40 years service. He entered service as a laborer in 1943 and worked as a carpenter helper, carpenter and carpenter-plumber. Harmon attended schools in Milo. He is married to the former *Geraldine Drinkwater* and they have five children, *Richard, Robert, Diane, Sherry* and *Linda*.



Carpenter Foreman *Richard F. Harmon, Milo*, has retired after more than 40 years service with Bangor and Aroostook. Pictured with him is Chief Engineer *Vinal J. Welch*, right.

Our sympathy to the family of *Melbourne E. Jackins*, Houlton, who died June 7. Mr. Jackins was born April 1, 1904, in Jackins Settlement, Hodgdon, son of *Guy A.* and *Effie (Merritt) Jackins*. He attended Hodgdon schools and gradu-



Superintendent of Track *Leo Fournier*, right, congratulates Trackman *Alton W. Simpson, Washburn*, on his retirement. Mr. Simpson is a native of Ashland and attended schools in Mapleton. He saw active service in the Navy during WW II and his railroad service dates from 1943 when he became a trackman. He has also worked as section foreman, truck driver and liner operator. He is married to the former *Dawn Down* and has two step-children, *Robert Hafford* and *Lois Hafford*.

ated from Houlton Business College, National School of Accounting and the LaSalle Extension University of Accounting. Jackins worked as a cost accountant for the railroad in the Houlton office for 28 years before retiring to work full-time with his rental business. He was a life-long member of the Methodist church and a lay leader for many years.

He is survived by his wife, *Mabel (Eacrett) Jackins* of Houlton, two sons, *Gerald* and *Eugene*, both of Houlton; a brother, *Guy L.*, retired timber agent, of Houlton; seven grandchildren, three great-grandchildren and several nieces, nephews and cousins.



Heather Corey Dee

Heather Corey Dee, daughter of Retired Supervisor *Roadway Machines* and Mrs. *Wendall Corey* of Littleton, graduated with highest distinction from the University of Maine at Orono May 12 where she received a bachelor of science degree in Electrical Engineering. She was awarded an Eastman Kodak scholarship in her sophomore year and received the *Walter J. Creamer Award* this past semester.

Heather achieved a grade point average of 4.0 for the last two semesters and graduated with an accumulated 3.8 average. She is a member of Alpha Lambda Delta, Eta Kappa Nu, Tau Beta Pi, and Phi Kappa Phi honor societies.

She has accepted a position as a member of the technical staff of Bell Laboratories at Holmdel, NJ. This fall she will attend graduate school and pursue a master of science degree in Electrical Engineering.



Sharon McAfee, wife of Engineering Department employee *Dale McAfee*, receives congratulations as a recipient of a degree from the Northern Maine Vocational Institute of Presque Isle from *Daniel Butts*. She was present at the recognition evening for graduates from the S.A.D. 29 Evening High School Completion Program and the satellite associate degree program.

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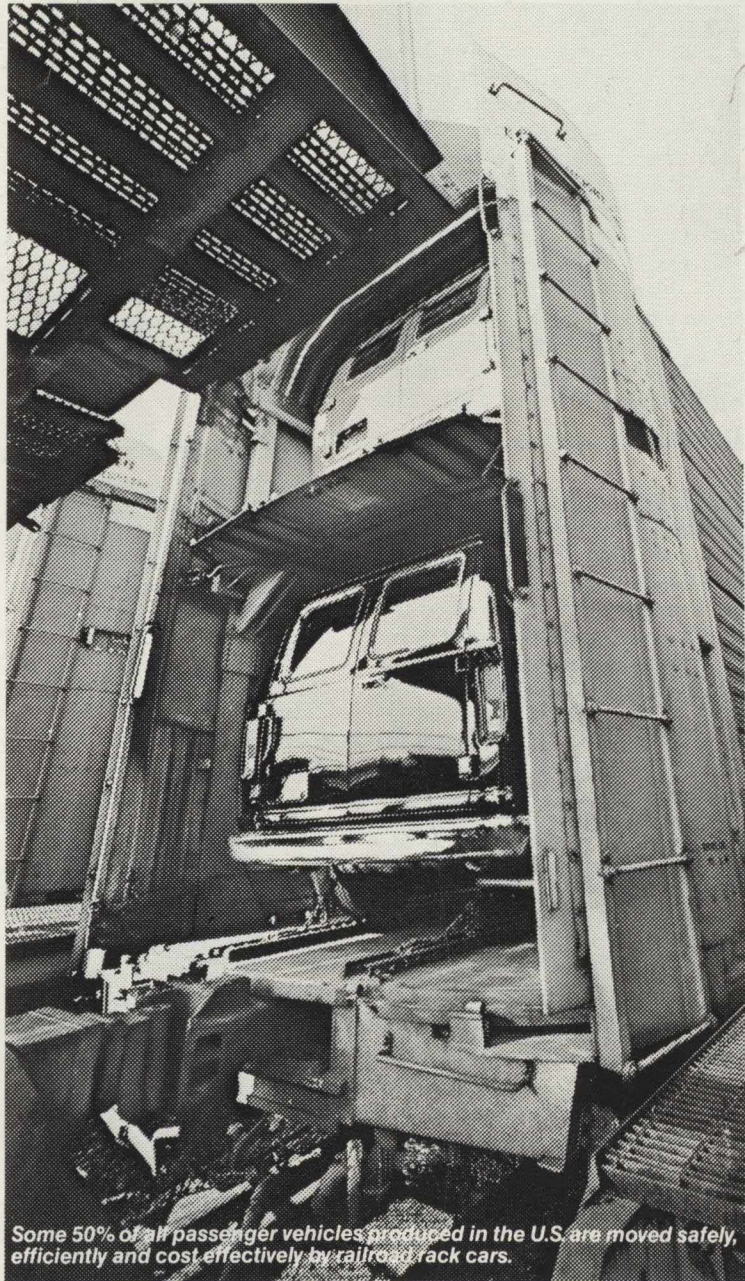
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