

Spring 1990

MAINE LINE

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



Talking It Over



To My Fellow Employees,

A manager of this company said recently in my presence that a project he was considering was a good idea, but there was no money to implement it. I couldn't resist asking him when was the last time he'd presented a good idea and been turned down because of money. The essence of the conversation was that he couldn't remember when a good, creative idea had been turned down because money couldn't be found to implement it.

It's not that we can always find the money for a lot of *worthwhile* projects. But we can always find money for a really-good idea. Managing a business is a lot like owning a home. There are always projects you want to do; but you have to extend those projects out over a period of time. That doesn't mean, though, that you wouldn't put in a new furnace or insulate your attic if it would cut your heating bill in half.

The point is it's a whole lot harder to find good ideas than it is to find the money to implement them. I'm talking about ideas that help us do our work better and with greater efficiency. It's not a matter of working harder. The B & A people I know do work hard. But we all need to work smarter and that process involves ideas.

In this issue of *MAINE LINE* you'll find a story on our Total Quality program. It includes a statement which I have always found to be true: "...most of the knowledge in a company can be found at the

worker level." Who knows more about a job than the worker doing that job? And if you want to improve work—as a process—what better place to start than with the worker doing the job?

What we want to create with Total Quality is a company-wide attitude that makes it easy for anyone with an idea for improving the way we do our work to be heard. Bangor and Aroostook, like many other small railroads, has been overwhelmed by change in the past decade. But it still has good potential for its owners and its employees.

What we need to meet the challenges we face are a lot of good ideas. Quality, in its best form, creates an environment where good ideas flourish. Quality typically drives the decision-making process downward in companies because attention in quality companies tends to be focussed on meeting customer needs; everyone is moving in the same direction.

An important part of my job is to make sure you're heard and to find the resources to put your good ideas to work.

I think you have the hardest job.

If we can tap the knowledge of all the good people who make up this company, we can all face the beginning of our second century with confidence.

Sincerely,

A handwritten signature in cursive script that reads "David Hughes". The signature is written in dark ink and is positioned above the printed name and title.

David J. Hughes
President

In This Issue

Articles

Changing How
Management Manages 4
Working Safer and Smarter 7
The Ouellette's Tough Love 10
Ex-Boxer, Pilot, Railroader
Made A Difference
"By Caring A Little" 15
Littlefield, Travis Are Honored 17

Departments

Moving Up 16
Mileposts 18
In The Family 19
Facts and Figures 27

Address all communications to

RICHARD W. SPRAGUE
SENIOR VICE PRESIDENT

Assistant Editor

DALTON R. BUDGE

Associate Editors

HENRY G. WHITE
MARGARET BERRY
JOAN H. BUTLER
FAYE ALBERT



About the Cover

Anna Ouellette, daughter of Trackman Mike and Lynda Ouellette, Frenchville is a happy five-year-old and is one of the Ouellette's four children. Two of the Ouellette's children, Aaron and Christin, are special children. Our story, Tough Love, on page 10 tells of the love, struggles and triumph of these two young people and their children.

News Briefs

Derby Crews Converting Cars For Long Logs

Crews at Derby Shops have completed the first 16 of 40 pulpwood cars that are being converted for long log movement from Portage to Great Northern Paper Company at Millinocket. The project is scheduled for completion in July.

The completed cars have actually been in use to move peeled poplar and the shipments have been successful. The idea of a car to move tree-length logs was first discussed in 1987 and the first tests on a prototype were run in 1988. BAR and Great Northern Paper Company have signed a contract for movement of long logs. Without the cars and the contract BAR would have lost more than a million dollars in freight revenue that it now enjoys.

Maine Trains Challenge Licensing Law

Railroad carmen, conductors, locomotive operators and dispatchers have completed "refresher courses" provided by the railroad in preparation for state licenses that will be required for them to perform their jobs. A state law was passed in 1988 that requires those employees to be licensed. The employee must also pay a \$135 license fee. BAR is one of several railroads operating in Maine that is challenging the law in the courts.

Drug Testing To Start in July

All railroads are now required to have in place a random drug testing program as mandated by the federal government. Only hours-of-service employees are subject to random testing. Selection of employees to be tested will be done by a computerized random selection program. Actual testing won't begin until July and BAR is required to test 25% of covered employees between July and the end of the year. Nikki Higgins, wellness coordinator, is administrator of the program and the medical review officer is Richard Sagall, M.D.

Customer Service Center Up and Operating

BAR has put together a team of nine transportation professionals at Northern Maine Junction whose sole job is customer service. The Customer Service Center combines experienced professionals, state-of-the-art technology and a commitment to make BAR the easiest transportation for a customer to do business with.

The staff can speak directly with conductors on trains. The communications capability means that BAR has the capability of quickly adapting when a customer's needs change.

There's also a new computer linkup to the nationwide rail network. For BAR customers it means instantaneous access to car location information anywhere in North America.

Wel-Con

BAR has contracted with Wel-Con, a service provider in health maintenance, to work with railroad employees in health matters. The Wel-Con representative is Nikki Higgins who has worked with the BAR Safety Group in providing first aid and CPR training and conducting health screenings.

Higgins will be working with BAR's medical officer Dr. Richard Sagall helping rehabilitate BAR employees who are injured or ill. Wel-Con will also provide first aid training and health screenings, including a healthy heart program. The goal, says Director of Personnel Shirley R. Strout, is to have a healthier, safer work force.



The right-of-way burner operated by Bryce Clark, who did much of the fabrication work on the project, was the product of a TQ Action team including Clark, Brent Brewer, Bob Cote, Aaron Picken, Fred Rolfe, and Jerry Toner. State law requires the railroad to burn its right-of-way in the spring. It has been a labor intensive process and the propane-fired burner has made it much more efficient.

CHANGING HOW MANAGEMENT MANAGES

Someone has written that most of the knowledge in a company can be found at the worker level. A quality action form submitted by Carmen Harold Goodall and Paul Shields certainly reinforces that view.

Goodall and Shields work at the Millinocket Car Repair facility where FRA and other car repairs are performed. But Millinocket is a busy yard, with cars to and from Great Northern's two mills flowing through the facility. Cars waiting for repairs not only tie up yard space but add to the switching load.

A number of the cars that normally flow to the repair facility are tagged for repair at points north of Millinocket at Sherman, Oakfield, part of the Ashland main line and on the Houlton Branch. It would make sense, they said in their action form, to put two men on the road

to take care of light repairs—a large part of the work load—where the cars were tagged. That would speed up the repair process, save switching time and relieve congestion in the yard.

The action form made its way through the quality process and was turned down by the Mechanical Department. But Shields and Goodall believed they had a good idea and bubbled their proposal up to the Corporate Quality Committee; the TQ process encourages the bubble up concept. At a Millinocket meeting of the Corporate Committee August 22, Shields made the pitch for them both. The Committee bought the idea and the suggestion was adopted.

General Car Foreman Pete Withee calls the outside repair program one of the big successes of the TQ program to date.

"It keeps cars out of

Millinocket yard," he says, "and it helps us get cars back in service quicker." The FRA inspector recently found 21 defects on cars between Millinocket and Houlton. All except two were corrected within 24 hours. The inspector told me he's seen a big difference in our response time since we instituted the outside crew."

The Shields-Goodall idea is one of 60 TQ Action ideas that have been implemented by the railroad in the year since the railroad trained most of its employees and implemented the program.

Another team made up of Engineering Department employees had an idea to make the job of burning right-of-way easier and safer. The propane burner mounted on an articulated arm will make it possible to do the burning under damp conditions. It makes the process

safer and saves time. Participating on the team were Brent Brewer, B.D. Clark, R.N. Cote, A.R. Picken, F.T. Rolfe and J.J. Toner.

As Quality Coordinator Fred Lancaster says, the adoption of so many suggestions is evidence that management is listening to employees. The ideas range from small items to big changes that save significant dollars.

At Millinocket the Quality committee—Phil Sherman, Rick Carr and Fred Rolfe—asked for a sander capable of being mounted on a pickup truck so that employees could sand their own work areas when there was ice. Engineering crews had performed the task when time permitted. They got the sander.

Advisory Groups are active at Madawaska, Millinocket, Derby and Northern Maine Junction. Lancaster says these groups are communicating and providing an opportunity for any employee to participate in the process.

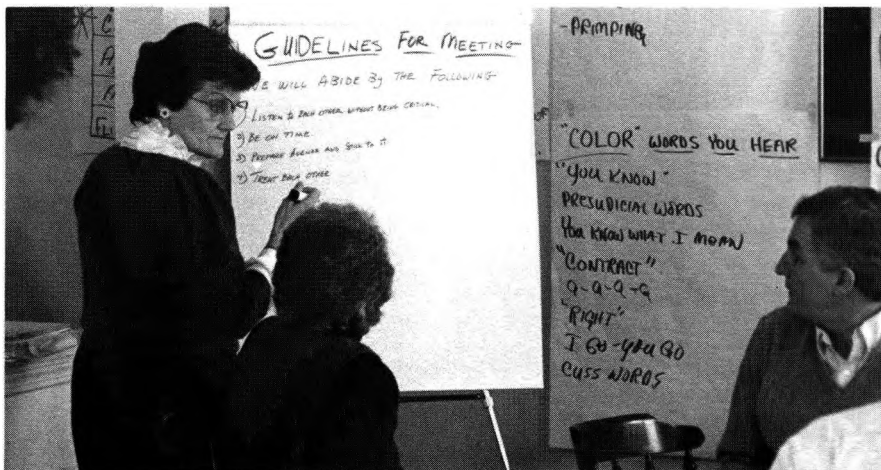
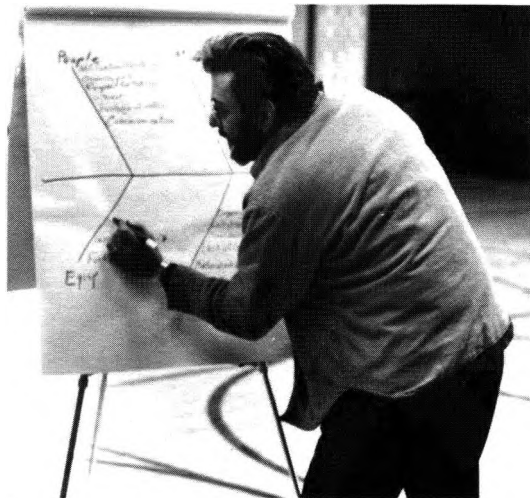
“Quality isn’t something you can conduct training in and dust your hands and say it’s done,” Lancaster emphasizes. “Quality is about changing the environment so that we listen to each other. It’s about tapping into the ideas of people who are doing the work. It’s putting the needs of our customer above every-



General Car Foreman Pete Withee, top photograph, acts as discussion leader at a TQ leadership training session. All supervision and 78% of hourly employees have received the TQ training. Nelson London and Malcolm Treadwell, center photo, listen intently during a problem-solving session. At left, Electrician Cedric Rhoda acts as scribe at a TQ training session at the Milo Town Hall. In the past 12 months 60 TQ Action ideas have been implemented by the railroad. The ideas range from small items to some that represent significant savings.



President David Hughes, top photograph, meets with engineering, mechanical and transportation employees for an information session at Presque Isle. At right, Machinist Frank Robertson, Derby, works on the "fishbone" approach to problem solving. An important part of the TQ process involves making a team contract that will create an environment that's friendly to communication and problem solving. Below, Faye Albert scribes while a team makes a team contract.



thing else except safety. It's mostly about changing the way management thinks and acts."

After training more than 80% of all employees, he thinks the job is just nicely started. Work, he says, is a process and quality has more to do with improving the process of work than changing the worker; it's inside the work process that the opportunity lies.

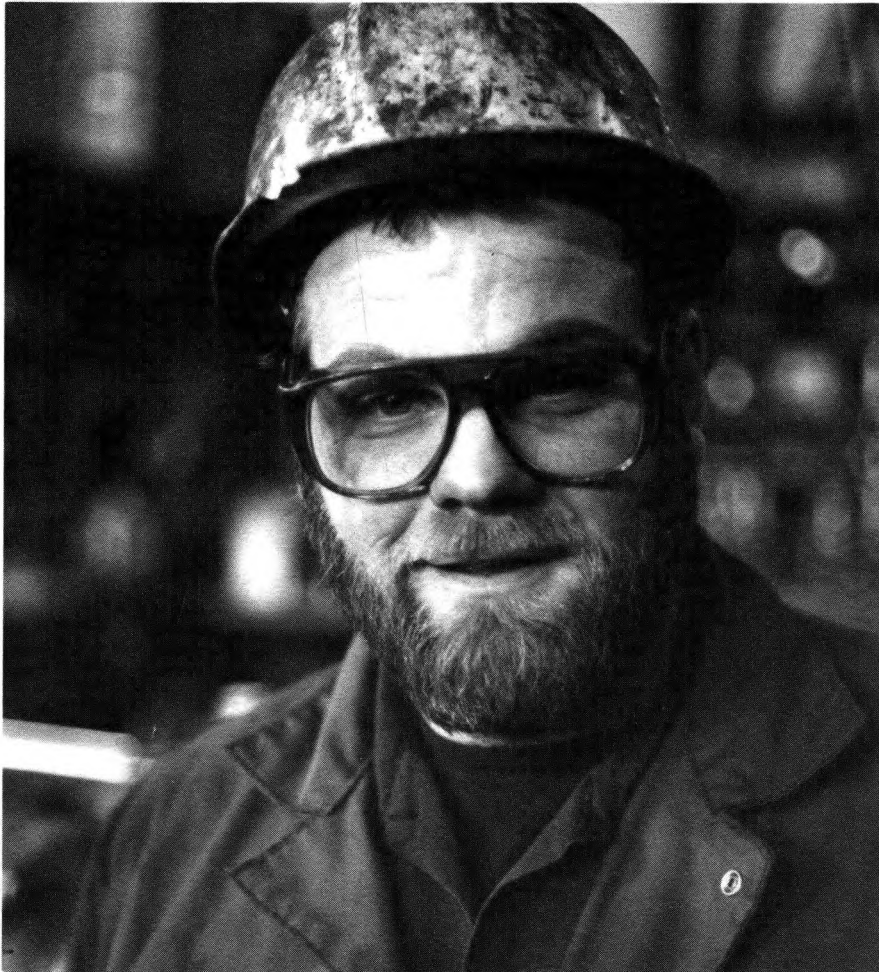
One of the barriers to making a quality company is the mindset that says "we do it this way because that's the way we've always done it." The TQ training calls it learning to think outside the box and it's what the successful Action Teams have been able to do. Changing that attitude will probably be accomplished a piece at a time. There's almost 100 years of history to overcome in an industry that sets great value in tradition. But, as Lancaster points out, quality doesn't mean throwing out the ideas that still work. It does mean questioning some time-honored methods that have been set in concrete.

The employees who have been involved in the TQ process—particularly on Action Teams—like the sense of participation and accomplishment and the challenge of making something better. But the secret of making Quality part of BAR's culture probably lies in making regular quality meetings part of the job—not something that we fit in if we can find time.

There really aren't any arguments against building a quality company. It means a better environment for everybody—being listened to, trust, being valued for your mind and not just doing what you're told.

But the real bottom line is that quality is the best job security all of us can have.

WORKING SAFER AND SMARTER



One of Dave Lavin's jobs at the Northern Maine Junction Diesel Shop is to rebuild locomotive trucks. The trucks are replaced every 10 years or so and the railroad does about 12 a year. It was a four-person job that involved a lot of lifting. Lavin applied some "outside-the-frame" thinking to the problem and devised ways that allow him to do the job alone in from 80 to 100 manhours.



David Lavin feels about steel the same way a skilled cabinet maker feels about good wood. A neatly-welded jig that he's fabricated from rough stock has a form and beauty that provides him a quiet pleasure.

That's part of the reward of his work as a machinist at BAR's Northern Maine Junction Diesel Shop. The other major satisfaction is finding ways to make his work easier and safer. The stocky, outspoken Lavin is a man, his supervisors will tell you, who thinks "outside of the frame." When he's confronted

with a problem, he doesn't confine his thinking to routine approaches.

One of Dave Lavin's jobs at the busy shop is rebuilding locomotive trucks as replacements for BAR's fleet of 34 active locomotives. A diesel locomotive is a long-term investment and its life is measured in millions of miles. Many of its major components are routinely replaced to extend its useful life. Even locomotive trucks, the massive frames and springs which house the wheels and bear the weight of the unit

Above, Lavin inserts a pin into the outside hanger, a process that once involved two men, a lot of lifting and patience. Chief Mechanical Officer Marvin McBreairty says the workers always know more about their jobs than anyone else.

Everything about locomotive trucks is heavy and unwieldy. The biggest challenge Lavin faced into redesigning the work process was to eliminate manual lifting. The heart of his process is this much-modified A frame hoist. Used with his special jigs and electric hoists there's no need for an extra back or another set of hands.

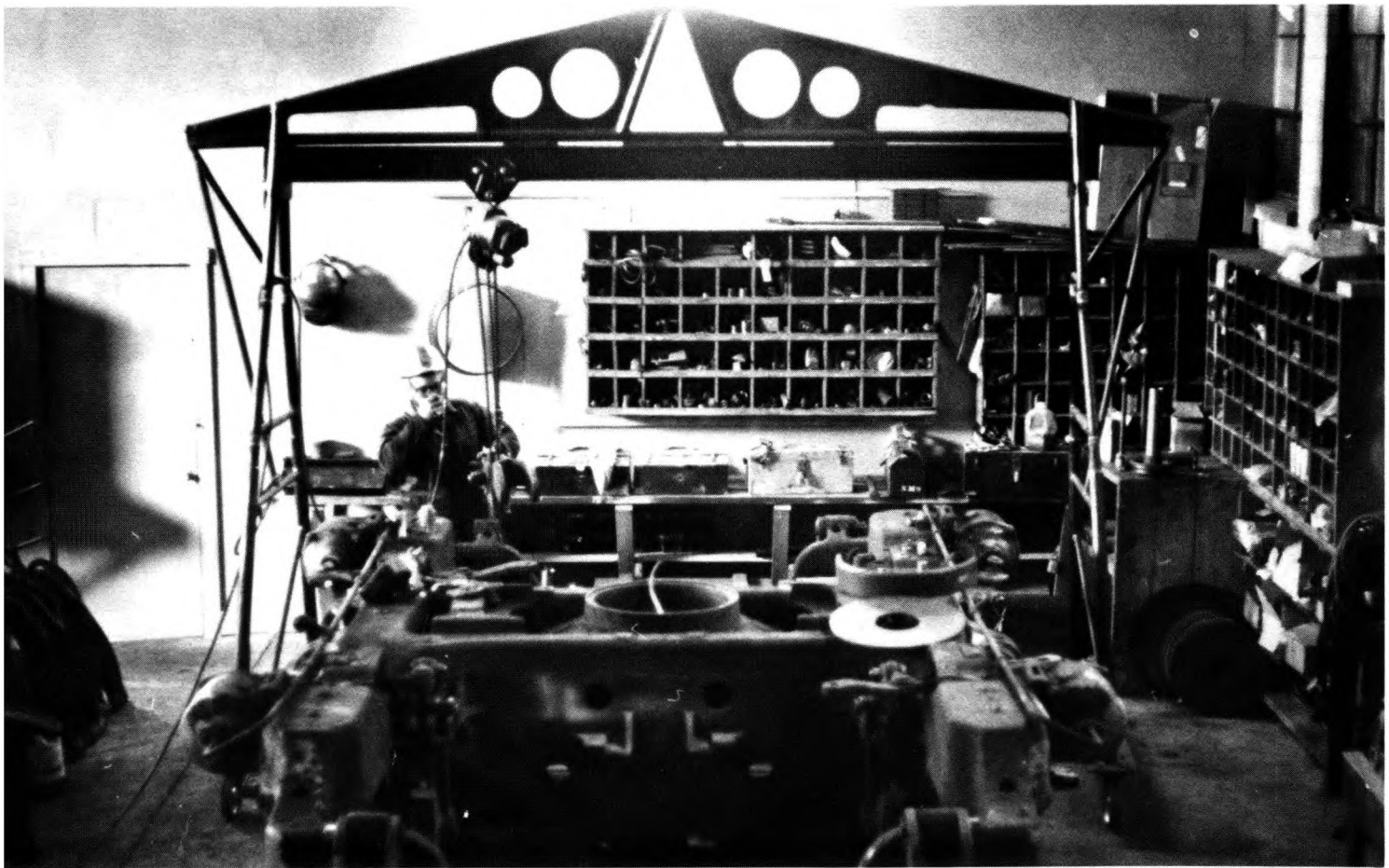
are rebuilt. Trucks are replaced when inspections indicate wear beyond operating standards—usually every 300,000 to 400,000 miles or about every 10 years.

The rebuilding involves replacing components like bushings, air brake cylinders, springs—almost everything except the major castings. It's not a complicated assembly but it's massive and heavy.

The work has traditionally been performed by a two-man

crew—sometimes three or four if there was a deadline for the work. The Diesel Shop is the distribution point for BAR's motive power and it's a busy operation. As BAR trimmed its work force to meet the deregulated competition, it wasn't always possible to come up with a four-man crew to rebuild trucks, or even to free up two machinists to rebuild the 10 to 12 trucks BAR uses each year.

The bulk of the rebuilds are



part of Dave Lavin's job and he set about to find a way to do the job by himself. The biggest challenge, he says, was to devise ways to lift the heavy parts; the rebuilding process had always involved a lot of lifting and holding.

The first step was to have a large A frame hoist built at Derby Shops. There's not much that's small or light in a locomotive truck and the lift, with its wheels for mobility, solved that part of the challenge. But there were still those jobs that needed another pair of hands to hold a part or just to steady it while a partner inserts a pin.

Lifting was no longer a problem, Lavin says, but the positioning of parts for assembly was. He solved the problem by making a series of jigs that fitted the irregularly-shaped components so that each could be lifted and held in place by the power hoist. Another useful jig enabled Lavin to hold and insert the bushing into the inside side hanger using a Porta-power tool. Before Lavin redesigned the process, the bushing was driven in with a sledge hammer.

By the time he'd finished thinking and making his jigs, Lavin could do the entire rebuild—a job that takes from 80 to 100 man hours—by himself. In the process he redesigned the procedure for locomotive truck rebuilds.

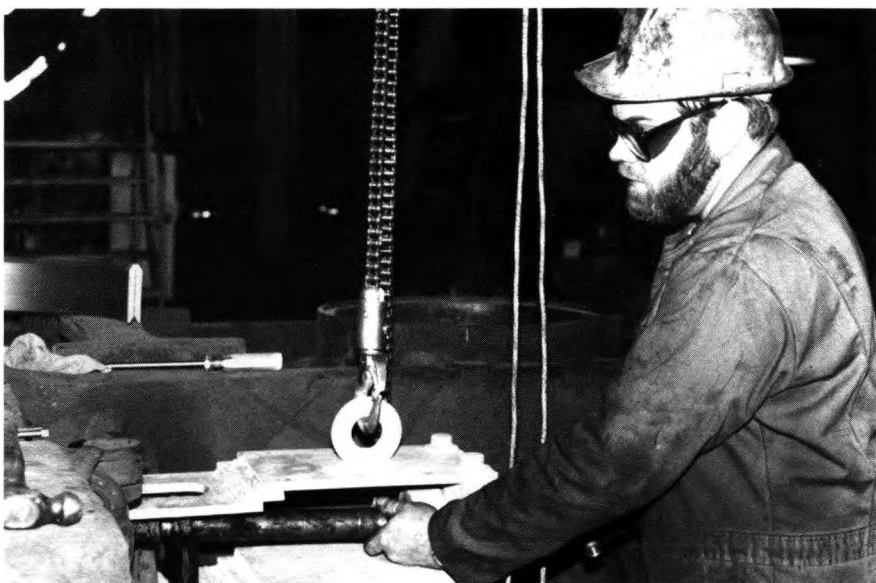
Chief Mechanical Officer Marvin McBreairty thinks Dave Lavin's improvement of the work process is a good example of BAR tapping its rich human resource base.

"Workers always know more about their jobs than anyone else," he says, "and if they're encouraged to put that knowledge to work, they can make great contributions."

Someone once wrote that ideas are the ultimate power. Dave Lavin would probably agree.



Hoists and jigs make it possible for one worker to do a job that once required at least two and sometimes more. At left, Lavin inserts a rivet into a brake cylinder tube prior to fastening the assembly by pressing it over a mandrel. Lavin devised a way to use seamless tubing available over the counter instead of buying the entire assembly at a cost of \$128 each, a savings of nearly \$100. Below, Lavin uses a Porta-power tool and a jig of his own design to press a bushing into the truck assembly. The previous procedure was for one man to hold the part while his partner hammered it in. Lavin thinks his way is safer and faster.



Breakfast in the Mike Ouellette household may seem frantic to a stranger but actually it is well organized with both parents helping. Lynda Ouellette helps Christin with breakfast while her father enjoys a moment of closeness with his daughter. The Frenchville church in the background is symbolic of the role faith plays in the Ouellette home.



THE OUELLETE'S TOUGH LOVE

When Mike Ouellette and Lynda Daigle were married in 1975, they were just two young people sharing the same dreams of other couples starting the journey of life. They wanted a family, a home, a future with some kind of security. Mike, a square, muscular man with a quick smile, was a Viet Nam vet and had been working for the railroad for five years. Lynda, a lithe, blonde woman with great reserves of energy, was one of a family of nine and she looked forward to children of her own.

What they couldn't know was that their dream would be shattered. When Aaron was born in 1977, Mike and Lynda thought a special gift had been given them. He was a beautiful baby with Lynda's delicate features and his father's vigorous coloring. The couple had an apartment and their life together seemed incredibly rich to them.

But their world was soon to be torn apart. Before Aaron was three months old, he became mysteriously and desperately ill. The child, which

seemed such a miracle to the young parents, ran a high fever and was in great pain for several days. Local doctors were unable to diagnose the illness and it abated after several days. But, after that, the Ouellettes began to notice a sudden change in the child's responses. Where Aaron had been lively and alert before his illness, he was now docile and unresponsive.

Within months the Ouellettes knew something was terribly wrong with their son and they began a medical odyssey of doctors and medical centers that was to stretch out over five years and cost many thousands of dollars. Their slim resources dwindled. The home they'd talked about became a forgotten dream and they would stay in their newlywed apartment for the next eight years.

In the meantime Christin had been born in 1980 and she was a beautiful, healthy child. After she had the first baby shots—the so-called DPT shots—the nightmare started all over again, and

the baby began to exhibit the same symptoms as her brother.

In 1981, an anonymous gift of \$1,000 enabled them to take Aaron to Boston Children's Hospital. They borrowed a motor home, parked in the hospital parking lot and spent the long days waiting and talking with doctors while Aaron and Christin underwent a series of tests at Boston Children's Research Center in 1983. After all the years of searching, the result was inconclusive. The specialists told the Ouellettes they could find no medical reason for Aaron and Christin's condition. By this time, Aaron had worsened and was severely handicapped; he could neither walk nor speak. Christin could walk but was non-verbal and had frequent seizures.

There was the pain of watching the terrible change in their children. But there was also the challenge of just surviving from day to day.

Throughout the ordeal Mike Ouellette kept his sense of humor. "When a medical bill collector would call, I'd tell them, you be patient; it's not your turn yet."

Caring for two severely handicapped children was a staggering burden. But self-pity and looking to someone else for solutions wasn't part of their culture or their personal makeup.

As Mike says, "We could either feel sorry for

ourselves or we could start each morning by saying this is a new day and we'll squeeze what we can from it."

With that attitude, they began to look around for other parents of handicapped children to start a support group that would provide guidance and help. The nearest program for handicapped children was 47 miles away in Caribou. But they did find a handful of parents and they began to share their experiences and their small victories. They met at first at the Christian Life Center in Upper Frenchville and the effort evolved into the Handi-Children's Center with a support group for parents and a three-day a week summer program for the children. It was incorporated May 18, 1981.

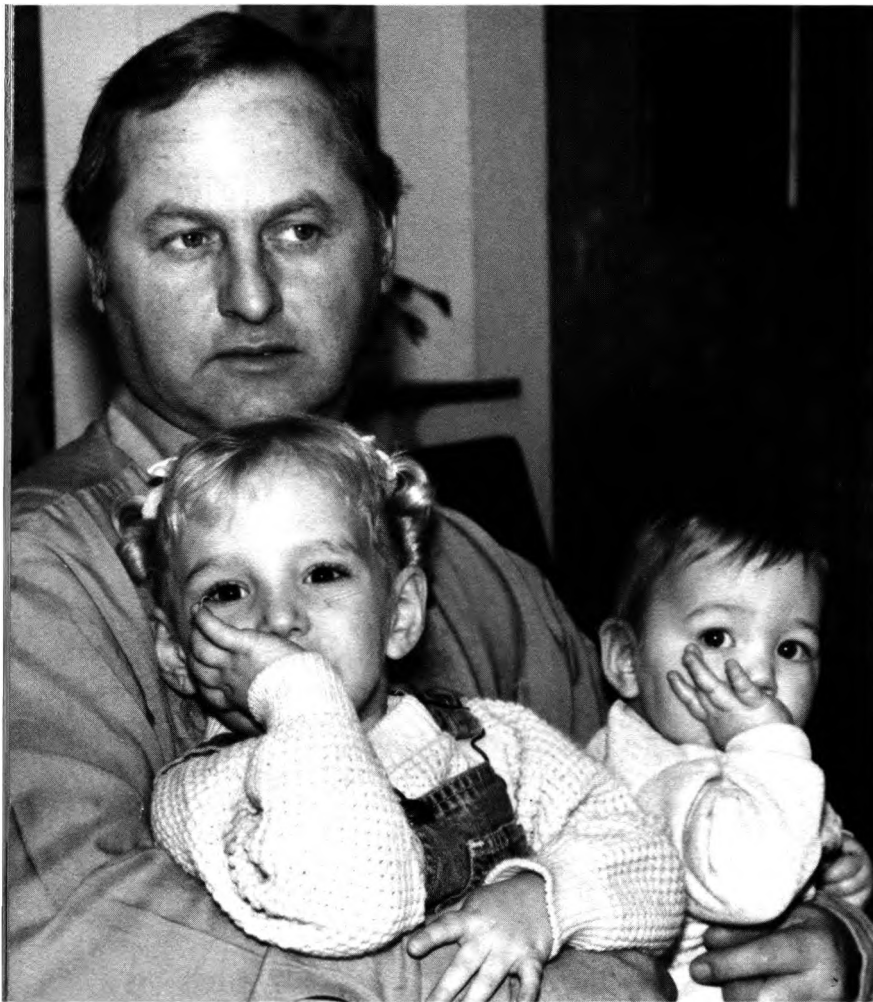
It was a hand-to-mouth program financed mostly by raffles and food sales and nourished with love and hard work. The emotional reinforcement it provided the parents worked a minor miracle, Lynda Ouellette says. To be able to share experiences and feelings with other parents was a kind of escape valve.

A grant from the Department of Mental Retardation helped the skinny finances. The Center operated out of the church until 1983 when Fraser Paper offered the Center quarters in Madawaska and made a donation of money that started them toward the goal of matching funds to hire a



A sympathetic Anna holds her brother Aaron's hand as his mother administers medication. There's a lot of love in this home. Mike says Christin is an affectionate little girl who's very responsive.





"These special children love unconditionally," Lynda says, "and you never forget that. When I'm really tired, and the kids smile at me I think to myself, I must be doing something right." Mike, pictured holding Anna and Adam, says that he and Lynda have had to learn to sense each other's need for private time. "There are times," he says, "when just finding an hour for yourself is a big thing."

teacher/coordinator. The program has grown to include physical and speech therapy as well as programs that promote verbal skills, motor skills, play skills and integrated day care. It now serves eight children and is partially funded by United Way of Aroostook.

Both parents shared the task of caring for their children. While the Center was the focus of Lynda Ouellette's great energy, Mike and a friend began to build a fuel oil business. He was still junior enough with the railroad so that he was furloughed in the winter. Within four years he had grown the business so that it was grossing a million dollars a year by the time he sold it to Irving Oil Co. in 1988.

In 1985, the Ouellettes received their first help from the state in terms of home assistance. Anyone who's cared for an invalid or a severely handicapped person understands how precious the privilege of an hour or two to run errands is. After coping along for eight years, it marked a turnaround for the courageous couple. But the

ordeal had tempered them and they were no longer awed by the bureaucracy nor by the medical establishment.

In 1985 a chance event put all that has happened to their family in a very different light. They learned that the DPT shots that Aaron and Christin had as babies were probably the cause of their children's handicaps.

"We might not have made the connection between shots and the illness," Lynda says, "but one night Mike was watching Ted Koppel on NIGHTLINE and heard a discussion about DPT and a book that had been written about it called *A SHOT IN THE DARK*. We read the book and it was like reading about your own life. We became convinced that it was that rare reaction to normal shots that had caused the terrible changes in our children."

But despite the anger they felt at their discovery, their lives began to turn around in 1986. Anna was born that year; she is now a normal, active four-



In the beginning the challenge for the young couple was just in surviving every day. But their faith and their love for their children helped them build a life. Aaron, seated at left, and Christin, right, both attended the Handi-Center and are now in the public school system. Below, youngsters play at the Center founded by the Ouellettes and parents of other handicapped children along the St. John Valley.



year-old with a sunny disposition. Adam is not quite two but promises to be a lively, healthy boy. Neither have had the baby shots. The risk for the Ouellettes is simply too great.

Aaron and Christin no longer attend the Handi-Center. They are mainstreamed into the public school system. But the care remains and it's shared by the whole family. Getting ready for school is the normal household multiplied by a factor of, say, 50. Christin is subject to seizures which cause her to lose consciousness. They are so frequent that she leaves for school wearing a football helmet to protect her head if she falls. Aaron will live his life out in a wheelchair.

Watching the frantic activity that heralds another day, one might think the burden is simply too much for anyone to bear for long. Every marriage has tensions. But the Ouellettes have learned to sense each other's needs when one partner needs space. Sometimes they quarrel—just like other married couples.

"There are times," Mike says, "when just finding an hour for yourself is a big thing."

But there is faith in the neat little home that overlooks the St. John River in Frenchville. And a great abundance of love. Listen to Lynda: "These special children love unconditionally and you never forget that. When I'm really tired and maybe down, and the kids smile at me I think to myself, I must be doing something right."

The Ouellettes have been married for 15 years. By any definition, they have been hard years. Statistically, many parents of severely handicapped children end in divorce. But the heartbreak and the tough times seem to have strengthened this marriage and forged the character of these two people into something very tough but very loving.

Mike Ouellette puts it this way: "You learn to eliminate a lot of the little things that people complain about in their lives."



Carman George Hodge, pictured above inspecting the pads and journal box of a tank car in Searsport, is a man who has made a difference. Going the extra mile has been a way of life for him and he regularly checks out the trains he's inspected at crossings as they move back toward Northern Maine Junction. He views his job as "matters of common sense and caring a little."



EX-BOXER, PILOT, RAILROADER MADE A DIFFERENCE BY "CARING A LITTLE"

George Hodge's battered pickup truck is parked near the Muskrat Road crossing on U.S. Route 1 in Prospect. The anemic winter sun bathes the scene in watery light and the wind rocks the vehicle and whistles at the windows. It feels as though it's coming from the arctic icecap. Hodge is waiting for the Searsport local to go past on its homeward journey. With one ear cocked for the approaching train, he talks about his job as carman gang leader. Taped to the dashboard of the disreputable truck is a postcard-size picture of Christ.

"That's my friend," he says with a private smile.

The words might have sounded self-conscious coming from someone else. But it was somehow not a surprising sentiment coming from this blunt, bear of a man. He found his own way through a troubled childhood. He has, he admits, strayed from a sober, righteous life. Hodge was a talented amateur boxer and attracted trouble in his youth. But he made his way back, not chastened so much as wise.

George Hodge has lived life on his own terms, caring little for the opinions of others, but always faithful to his own unique drumbeat. He may be a truly sovereign man.

His friends will tell you that he lives his life with a fierce intensity.

But on this winter afternoon he is parked—in his personal vehicle—near this rural crossing on the Searsport Branch "because it's a good place to

look at the train." That means that the train is up to speed and if there's anything wrong with the tank cars—like smoke from a journal box or a brake beam dragging—this is a good place to spot it.

No one told George Hodge to check the train a third time. In fact, telling him how to do his job would be the most superfluous instruction one could imagine and would certainly earn a hairy-eyeball response.

No one who knows him doubts that Hodge has a true, entrepreneurial spirit. He pretty much sets his own hours and, in the 14 years he's held the job, none of his bosses has even mentioned the subject. That's because they have all known that he never quits for the day until the job is done and that he usually works more hours than he puts on his time card.

"I told Harold Hanson (former VP-maintenance) that if anyone said they saw me at home at 2 p.m. on a summer day, he should believe 'em," he chuckles. "But I love this job and I love working. Besides, it all comes out even."

George Hodge got his first taste of railroading as a skinny 15-year-old working as an oiler for the old New Haven in Boston. His youth had been spent in and out of orphanages and the bustling Boston rail yards in wartime, 1943, were places of incredible excitement and adventure for a boy. His railroad career lasted until he was old enough to enlist in the Army in 1945.

He worked for a brief time on the section in West Seboeis and Millinocket in the early 50s. But it wasn't until 1965 that he came back "for good," he puts it, as a carman. In the last 24 years he not only sharpened his skills as a railroader, he's developed an extraordinary sense of responsibility for his internal customers. Those customers, he'll tell you, are the train crews who move the cars he inspects and repairs.

His customers are the reason he's waiting at this windswept crossing, so that Carman Gang Leader Hodge can have one final look at the train he's helped put together.

Minutes later, when the Searsport local rumbles past at 40 miles an hour, Hodge is out of the truck and standing at the crossing. He checks each car as it flashes past for any sign of problems. As the last car passes, he uses his radio to tell Engineer Charlie Adams that his train "looks okay."

When pressed, Hodge will admit that his preoccupation with safety may go beyond the extra mile. But it paid off in a public relations sense a year ago. The incident didn't exactly involve safety; but his timely appearance prevented the railroad from being blamed for starting a grass fire.

Hodge was making a once-a-week run watching the train at a couple of crossings when he came upon an out-of-control grass fire being filmed by a

local television news crew. He arrived just at the reporter was doing an on-camera commentary explaining that the fire had been caused by a Bangor and Aroostook freight train that had just gone past.

George knew that the train hadn't just gone past because he was ahead of it. No one ever said that George Hodge was bashful about expressing an opinion, and he marched up to the filming crew and announced in a loud voice that the train hadn't even gone by yet because he was still waiting for it. Things got very quiet for a minute or so while the reporter regained her composure. When the piece aired on the evening news, the railroad was not mentioned.

He views his job as "matter of common sense and caring a little." But his customers, the train crews who depend on his critical eye and his willingness to go the extra mile for safety consider this outgoing man something of a treasure.

It's a considerable distance from an orphanage to a family man who's respected and well regarded by fellow workers for his skill and integrity. Hodge has been a boxer, a pilot, and has come perilously close to the line that separates the high spirited from the wastrel. He approaches the final milepost in his railroad career with the same enthusiasm for his job...his life...that he had 25 years ago.

George Hodge has made a difference.

MOVING UP

The railroad has announced thirteen new appointments. Brent D. Brewer becomes manager work equipment; Gloria J. Brooks becomes manager network communications; Richard D. Carr becomes general yardmaster; Gary L. Dunham becomes manager locomotive maintenance; James S. Garrity becomes manager stations and customer service; Stephen C. Hamlin becomes director purchases and materials; Allen P. Hearn becomes director of claims and security; Timothy Herbold becomes civil engineering assistant; Fredrick R. Lancaster becomes quality coordinator; Paul F. Lewis becomes superintendent motive power; Daniel W. Morrill becomes trainmaster; Victor A. Peavey becomes manager contract shop and Rodney W. Stanhope becomes superintendent train service.

Brewer is a native of Houlton and attended local schools and Northern Maine Vocational Technical Institute. He joined the railroad in 1976 as a trackman and has also been a machine operator, carman, bridge painter, carpenter, machinist and mechanic. Brewer is married to the former Anne McGillicuddy and they have two children.

Brooks joined BAR in 1973 as a key punch operator. She has also been data technician and accounting clerk. Brooks is a native of Palmyra and attended Higgins Classical Institute and Plus School of Business. She lives in Brewer with her husband Robert. They have three children.

Carr entered railroad service in 1972 as a brakeman. He has also been conductor and yard-

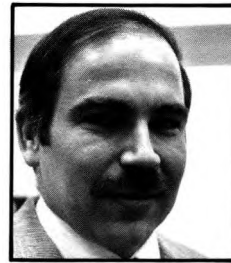
master. He attended Stearns High School in Millinocket and East Coast Aerotec. He is married to the former Rayna O'Roak and they have two children.

Dunham has been laborer, carpenter, carpenter/plumber and mechanical supervisor-special projects since joining the railroad in 1973. He was formerly employed by PCI Corp. and K & H Foster Company. Dunham is a native of Milo and attended local schools, the University of Maine at Farmington and Eastern Maine Vocational Technical Institute. He is married to the former Deborah Ashley and they have two children.

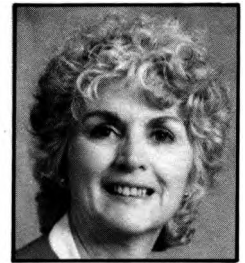
Garrity is a native of Brewer and joined the railroad in 1967 as a demurrage clerk. He has also been rate clerk, safety supervisor and assistant to vice president-operations. He is a former member of the Brewer Police Department. Garrity is married to the former Karen Hersey. They have two children.

Hamlin entered railroad service in 1965 as night watchman. He was also acetylene cutter, machine operator, storekeeper, supervisor of stores and assistant director purchases and materials. He is a native of Milo and attended local schools, Husson College, the University of Maine and received an associate degree in business management from Beal College. Hamlin is married to the former Cheryl Bell and they have two children.

Hearn joined the railroad in 1957 as a laborer. He was subsequently night watchman, acetylene cutter, machine operator, clerk, yard foreman,



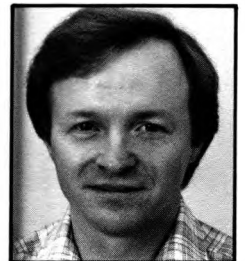
Brent Brewer



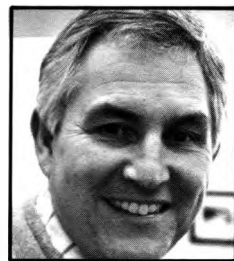
Gloria Brooks



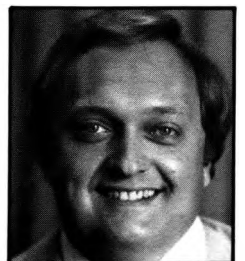
Richard Carr



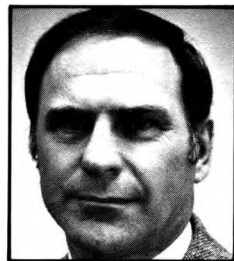
Gary Dunham



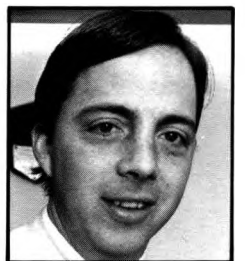
James Garrity



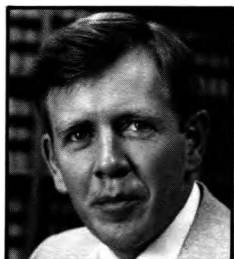
Stephen Hamlin



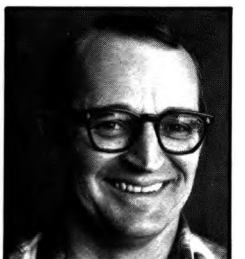
Allen Hearn



Timothy Herbold



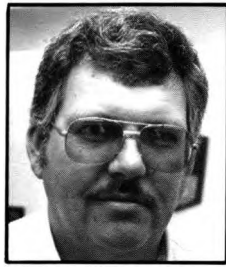
Fredrick Lancaster



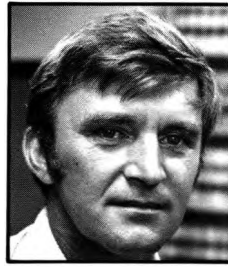
Paul Lewis



Daniel W. Morrill



Victor Peavey



Rodney Stanhope

administrative assistant and field supervisor. He was born in Milo and attended local schools, the Maine Municipal Police School and the Maine Criminal Justice Academy. He is married to the former Althea Sweet. He has two children.

Herbold was born in Salt Lake City, Utah, and attended John Bapst High School, the University of Vermont and received his BS degree in civil engineering from the University of Maine. He was formerly employed as a construction foreman by H. E. Sargent, Inc.

Herbold is married to the former Jennifer Higgins and they

have three children.

Lancaster entered railroad service in 1980 as an assistant engineer. He was born in Bangor and attended local schools and the University of Maine where he received his BS degree in civil engineering in 1979. He was formerly employed by the Maine Air National Guard and the Maine Department of Transportation. Lancaster is married to the former Joann Cunliffe and they have two daughters.

Lewis was born in Milo and joined the railroad in 1956 as an electrician apprentice. He was later electrician foreman, assistant diesel supervisor and

diesel supervisor. Lewis is married to the former Elaine Buck. They have three children.

Morrill entered railroad service as a student operator in 1953. He was later an operator, yard clerk, relief yardmaster, yardmaster and general yardmaster. He is a native of Milo and was educated in Milo schools. Morrill is married to the former Tanya Merrow. They have two children.

Peavey, a native of Bangor, joined BAR in 1972 as lead man. Prior to his appointment he was a machinist at the Derby Contract Shop. He was formerly employed at T. M. Chapman's in Old Town. Peavey is married to the former Crystal Heald and they have two children.

Stanhope joined the railroad in 1955 as a fireman and subsequently became bus driver, locomotive engineer, road foreman of engines, assistant trainmaster and trainmaster. He attended Bangor High School and Higgins Classical Institute. Stanhope is married to the former Geraldine Frost. They have three children.

LITTLEFIELD, TRAVIS ARE HONORED

Honors for outstanding achievements have been conferred on two retired Bangor and Aroostook executives. Linwood W. Littlefield has been made a 33rd degree Mason. And Walter E. Travis has received the President's Award from United Way of Penobscot Valley.

Linwood W. Littlefield, retired Vice President-Operations, is one of five Maine men to receive the highest honor of Scottish Rite Freemasonry. Littlefield received the 33rd degree of the order at ceremonies held at Benedum Center, Pa., at the yearly meeting of the Supreme Council.

The 33rd degree is conferred on those members of the 32 degree who have made outstanding contributions to Freemasonry or who have shown in their communities leadership reflecting exemplary citizenship and brotherhood.

Littlefield has been active in the Masonic order for much of his life and has held local and Grand Lodge offices. He has also been active in public service.

He was employed by Merchants Dispatch Transportation Corporation from 1942 until 1951 and by BAR from 1951 to 1986 when he retired as senior vice president.

Walter E. Travis, retired BAR president, has been honored by United Way of Penobscot Valley with the President's Award for his leadership of the Compass Project. Compass is a major needs assessment survey which indicated the most critical human needs in the community and their importance to survey respondents. A task force of 38 private and public sector leaders was appointed to supervise the project under Travis' leadership. The plan is regarded as a comprehensive blueprint of community needs and priorities.

Travis joined Bangor and Aroostook in 1971 after service with the Lackawanna and the Delaware and Hudson. He became executive vice president in 1973 and president in 1975. He retired in 1988.



Walter Travis



Linwood Littlefield

Mileposts

10 YEARS

Carroll F. Allen
James G. Chasse
Winston G. Dunton
Robert G. Engelhardt, Sr.
Douglas D. Lavin
Thomas A. Lapointe
Mark J. Porter
Joey G. Potvin
Stephen C. Raleigh
Gary Smith
Gerald Voisine
Raymond W. Welch
Kermit E. Wilcox

15 YEARS

Dale G. Anderson
Robert L. Butler
Richard R. Carey
Robert N. Cote
Louis A. Ellison
Norman C. Goodine
Joel C. Green
Wayne G. Harvey
Gary P. Hill
David R. Ireland
Gary W. Jandreau
James P. Johnston
Douglas J. Kelshaw
Ronald E. Larson
Jeffrey T. Lawler
William E. Lovell
Wayne C. Lunn
Richard F. Mayberry
Michael G. McCluskey
Paul J. Michaud
Kevin M. O'Connor
Rodney Ouellette
David I. Pike
Cedric E. Rhoda
Donald R. Sinclair

Maurice B. Sprague
Daniel B. Stewart
David P. Theriault
Jerry J. Toner
Jay D. Turner
Jared H. Weston
Gary M. Willette
Richard D. Wilmot
Arthur H. Woodard

20 YEARS

William L. Daniels, Jr.
Robert M. Ellison
Lomen E. Fournier
Leonard G. Goodine
Eugene A. Huntington
Reno A. Nadeau
Arthur L. Richards
Richard L. Simpson
Murray S. Varney, Jr.

25 YEARS

Philip A. Barden
Chester J. Bragg, Jr.
Thomas R. Brissette
Carvel O. Brooker
Durward F. Brown
Harold L. Call
Wade A. Canney
Gerald F. Carey
J. Walter Delong
Melvin W. Goodwin
Richard E. Havey
George A. Hodge
James R. Hopkins
Carleton F. Lane
Jon L. Lyons
Cecil C. Porter
Donald W. Smith
Robert H. Spencer

David C. Spruce
Dana D. Thurlow
Richard S. Williams
Carroll W. Witham

30 YEARS

Faye L. Albert
Roland Fournier
Owen P. Goodine
Lauris M. Hodsdon
Lawrence H. Wade
Robert E. Wiseman

35 YEARS

Calvin P. Bachelder
Vernon A. Cunningham
J. William Dow
Jack A. Grass, Jr.
Vernon E. Holyoke
Charles E. Johnston
John T. Lent
Gerald E. Therriault
Richard E. Thompson
Galen C. Wiggin

40 YEARS

Leo R. Bustard
Ronald T. Clark
Nelson W. Cote
Gedeon M. Dionne
Harold C. Garcelon
Philip F. Kittredge
Yvon G. Levesque
Donald J. Morton
Lawrence B. Randall
Paul R. Robertson

45 YEARS

Herman L. Wright, Jr.

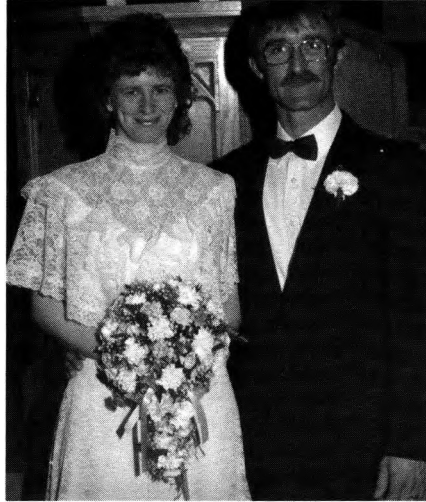
IN THE FAMILY

Mechanical & Stores Department

Our congratulations to **Melanie R. Larson** of Houlton and Carman **Paul M. Shields Jr.** of Smyrna Mills on their recent marriage. The wedding took place at the Military Street Baptist Church in Houlton with a reception following in Fellowship Hall. Melanie is the daughter of Mr. & Mrs. **Wendall Brown** of Houlton and is a graduate of Houlton High School. She is employed at Andy's IGA. Paul is the son of Mr. & Mrs. **Paul M. Shields Sr.** and is a graduate of Oakfield High School. He began employment with the railroad in 1976. Following a wedding trip to the Bahamas, the couple are at home in Oakfield.

Our sympathy to Carman Helper **Lawrence H. Wade** and family on the death of his father, **Roland H. Wade** of Orrington; Carman Helper **Thomas M. Fortin** and family on the death of his father, **Marcel Fortin** of Brunswick; and to Machinists **Philip Hodsdon** and **Lauris Hodsdon** on the death of their father, **Guy K. Hodsdon** of Carmel.

Our congratulations to Machine Operator **Nelson London** on successfully competing in a wood carving contest held at Belfast, Maine last summer. The competition is open to any Maine wood carver, with a variety of different classes. Nelson entered his "Hooded Merganser" in the Decorative Life Size Floating category which is judged on detail



Mr. and Mrs. Paul M. Shields, Jr.

of work, degree of difficulty and floating capacity, for which he was awarded a yellow ribbon for placing third. He was also awarded second prize for his "Common Loon" entry in the Floating Decorative category.

We want to express our sympathy to the families of a number of retirees whose deaths have come to our attention since our last publication.

Car Repairer Welder **Cecil R. Bartlett**, 73, of Glenburn. Bartlett retired in 1976 after 23 years service. Survivors include one

daughter, **Maria Verrill** of Bangor and one son, **Roderick C. Douglass** of Plattsburgh, N.Y.

Carpenter **Robert W. Robinson**, 74, of Hudson and Atkinson. Robinson retired October 4, 1969 after 30 years service. Survivors include his wife, **Dorothy (Cain) Robinson** of Atkinson; four sons, **Veda** of Meridan, Conn., **Ralph** of East Corinth, **Dale** of Atkinson, and **Arthur** of Bangor; two daughters, **Ruth Day** of Crosby, Miss., and **Lettie Norton** of Hermon; two brothers, **Ray** of Hermon and **Ralph** of Brewer; one sister, **Lottie Pettie** of Portsmouth, N.H.

Assistant Mechanical Superintendent **Frank E. Baker**, 95, of Oakfield. Baker retired March 31, 1958 with 47 years service. He is survived by one son, **Henry Baker** of Sumpter, S.C.; one sister, **Helen Baker Danforth** of Oakfield; four grandchildren and 12 great-grandchildren.

Sheet Metal Worker **Frank E. Morris**, 84, of Milo. Morris retired December 27, 1971 after 44 years service. He is survived by his wife, Retired Clerk **Annie (Waterhouse) Morris** of Milo; a daughter, **Betty Brown** of Bangor; two brothers, **Stuart Morris** of Clearwater, Fla., and **Gordon Morris** of Fort Williams, Ontario; and two sisters, **Annie Harnden** and **Alice Morris**, both of Saugus, Mass.

Painter **Lewis L. Harris**, 82, of Milo. Harris retired August 6, 1971 with 49 years service. He is survived by his wife, **Nathalie D. Harris**; one son, **Murrel L. Harris**; a brother, **Garfield "Gip" Harris**; and two sisters, **Ida Esler** and **Frances Stanchfield**, all of Milo.



Signalman Donald J. Morton, left, of Ashland, is congratulated on his retirement by Manager Communications and Special Projects G. S. Duncan. Morton joined BAR in December of 1949 as a signal helper. He also worked as cook. He was born in Houlton and attended Oakfield schools. He served in the U.S. Army during the Korean War and was previously employed by Pratt & Whitney. He has been pastor of the Masardis Pentecostal Church since 1963. He is married to the former Evelyn Wright and they have five children.



Machinist Carroll A. Robinson, Jr., left, accepts a service plaque from Supt. Motive Power Paul F. Lewis. Robinson has retired after 32 years of railroad service. He joined BAR in 1956 as a fireman. He was born in Dexter and attended local schools. He served in the U.S. Navy during WW II. He is married to the former Rosemary Lawler. They have four children.



Supervisory Agent H. Fred Armstrong has retired. He began his railroad career in 1944 as an operator-clerk. He was born in Passadumkeag. He is married to the former Janet Brackett. They have three children. Shown with Armstrong are his wife, Janet, and Superintendent Transportation Rodney W. Stanhope, right.



President David J. Hughes, left, congratulates Locomotive Engineer Eugene D. O'Brien on his recent retirement. O'Brien entered railroad service in 1945 as a fireman. He is a native of Vanceboro and attended local schools. He served in the U.S. Army from 1945 to 1948. He and his wife, Wopke, reside in Millinocket.

Transportation Department

Retired Engineer **Glenwood E. Newcomb**, 81, died Aug. 17, 1988, at a Belfast Hospital. He was born in Newburgh, June 1, 1907, the son of **Ralph** and **Susan (Newcomb) Newcomb**. He was retired as an engineer with the B&ARR after 33 years of service. He was a member of the Odd Fellows Lodge of Searsport. He is survived by his wife, **Carolyn (Mingo) Newcomb** of Stockton Springs; one son, **Ralph** of Stockton Springs; one daughter, **Nancy Morrill** of Stockton Springs; one brother, **Kenneth** of Hampden; one sister, **Virginia Beedy** of Orlando, Fla.; seven grandchildren, seven great-grandchildren, nieces and nephews. Graveside services were held Aug. 24 at Sandy Point Cemetery, Stockton Springs with the Rev. **Charles Heslam** officiating.

Retired Conductor **William S. Derry**, 90, of 10 Waumber Rd., Cape Elizabeth died Dec. 23, 1988, after a brief illness. He was born at Hermon, the son of **John B.** and **Isawood (Kimball) Derry**. He attended elementary schools in Hermon and graduated from Bangor High School. Mr. Derry retired in 1963 as conductor for the B&ARR Co. where he had been employed for 45 years. His wife, **Cecilia (Collins) Derry**, died in 1966. Surviving is one son, **Harry B. Derry** of Cape Elizabeth, with whom he lived. Funeral services were held at the Conroy-Tully Funeral Home, Portland. Interment in Pine Grove Cemetery, Bangor.

Retired Conductor **William T. McDonald**, 65, died Jan. 25, 1989, at a Bangor Hospital, after a long illness. He was born in Sherman, Aug. 14, 1923, the son of **James** and **Dora (Kelley) McDonald**. He was employed 31 years by the B&ARR Co. until his retirement in 1984. He is survived by his wife, **Helen (Provost) McDonald** of Carmel; five stepchildren, two step-grandchildren, several cousins. There were no funeral services.

Retired brakeman **Albert F. Tobin**, 80, died Feb. 5, 1989 at a Woodstock, N.B. hospital. He was born in Debec, N.B., the son of **James E.** and **Agnes (Kelly) Tobin**. He was a long-time member of the United Transportation Union. He is survived by his wife, **Wilda (Anderson) Tobin** of Debec; two sons, **Paul** of Las Vegas, Nev.; and **Robert** of Spokane, Wash.; two daughters, **Marilyn Pond** of Woodstock, N.B., and **Doris Savoy** of St. John, N.B.; one brother, **Thomas P. Tobin** of Woodstock, N.B.; two grandsons, several nieces and nephews. Funeral services were held at Scott's Funeral Home Chapel, Woodstock, N.B., with the Rev. **Hedley Rogers** officiating.

Retired Engineer **Remi P. Albert**, 87, died Feb. 15, 1989, at a Madawaska nursing home. He was born in St. David, May 13, 1901, the son of **Denis** and **Elise (Daigle)**

Albert. He was employed by the B&ARR Co. for more than 40 years. He was a Fourth Degree member of the Knights of Columbus. He is survived by his wife, **Corinne (Cyr) Albert** of Madawaska; one son, **Ronald J.** of Saco; one daughter, **Ann M. Daigle** of Decanto, Fla.; six grandchildren, several nieces and nephews. Funeral services were held at St. Thomas Aquinas Church.

The marriage of **Dennis Kingman Jr.** and **Kathleen Ryan** took place at the home of her parents, Retired Conductor and Mrs. **Michael Ryan**, Island Falls. An outdoor double ring ceremony was performed by **John Kingman**, grandfather of the groom. Dennis is the son of Mr. and Mrs. **Dennis Kingman Sr** of Burlington. The maid of honor was **Debbie Littleton**. The best man was **Todd Chamberlain** of Brewer. Mrs. Kingman was graduated from Island Falls



Clerk/Operator **Paul R. Robertson** has retired after more than 40 years service with the railroad. He joined BAR as a trackman and later worked as chief car distributor and agent. He is a native of Sherman Station and is a graduate of Island Falls High School. He is married to the former **Denice Stevens**. They have three sons. Shown with Robertson are (L-R) Chief Dispatcher **Phil Kittredge**, Dispatcher **John Rowe** and Clerk/Operator **Ted Clark**.



Freight Car Foreman and Wreckmaster Bernard W. Ricker, right, is congratulated by CMO Marvin J. McBreairty on his retirement from the railroad. He entered railroad service in 1957 as a B&B painter and later worked as a laborer, car repairer, machinist, engine cleaner, carman welder and foreman. He is a Milo native and attended local schools. He is a veteran of the U.S. Army and was formerly employed by Milo Auto Company and American Thread Company. He is a member of the American Legion and the Masonic Bodies. He is married to the former Josephine Bishop and they have two children.



Trackman Richard N. Dee (left) accepts his retirement pin from Roadmaster Herman Wright. He joined BAR in 1953 and has also worked as truck driver, night foreman and section foreman. He was born in Fort Kent and attended local schools. He served in the U.S. Navy during WW II.

High School and has worked at Millinocket Lake and in the Bangor area. Mr. Kingman was graduated from Howland High School and the University of Maine, Orono, as a wildlife biologist and now works for Balsam Environment Consultants, Inc., as industrial hygiene technologist. The newlyweds reside in Orrington.

Mr. and Mrs. **Joseph W. DeLong II** were married on July 7 at St. Louis Church, Fort Kent, with the Rev. **Mike Doucette** officiating. The bride is the former **Pamela Nadeau** of Auburn, daughter of Mr. and Mrs. **John K. Nadeau** of Fort Kent. She is a graduate of Fort Kent High School and Northern Maine Vocational Technical Institute. She is employed by A. L. & H. Engineering Corp. Inc. of Lewiston. The bridegroom is the son of Conductor and Mrs. **Walter DeLong** of Grand Isle. He was graduated from Houlton High School and NMVTI. He is employed by Rupert Edwards and Son Builders of Falmouth. The couple will reside in Auburn.

Julie Ann Collier, daughter of **Helen B. Collier** and the late Conductor **Olin G. Collier Jr.**, exchanged wedding vows with **Daniel W. Sanders**, son of Mr. and Mrs. **Walter J. Sanders Jr.** on Aug. 18 at St. Mary of the Visitation Church, Houlton. Rev. **Thomas M. Murphy** performed the double ring ceremony. The bride is a 1989 graduate of Southern Aroostook Community High School. The bridegroom is employed by his father. Following a wedding trip to York Beach and New Hampshire, the couple are at home in Oakfield.

Retired Train Dispatcher **Lloyd G. Currie**, 72, died March 19, 1989 in Dover-Foxcroft.

He was born May 9, 1916, the son of **Daniel G.** and **Josephine D. Currie**. He is survived by his wife, **Lillian** of Houlton; one son, **Lloyd A. "Tony" Currie** of St. Louis, Mo.; one brother, **Daniel Currie** of Avon, Conn.; three sisters, **Elaine Elliot** of Guilford, **Evelyn Currie** of Machias, and **Gail Knowles** of Florida.

Retired Sup. Agent **Alvin S. Knox**, 95, died Oct. 4, 1989 at a Belfast nursing home. He was born in La Grange July 4, 1894, the son of **Charles** and **Ida (Cates) Knox**. On Dec. 26, 1915 he entered railroad service for the Bangor and Aroostook Railroad as a telegraph operator. He later served as Ass't Agent at Norcross and Station Agent at Schoodic, Bradford, Davidson and Searsport. He was supervising terminal agent for the B&ARR at Searsport from 1944 to 1958 when he retired after a total of 43 years service. He was a Mason, a member of the Searsport Lions Club and a member of the First Congregational Church. He was predeceased by his wife, **Addie (Kinney) Knox** and his two sons, **Charles** and **Earl**, all formerly of Searsport. He is survived by one brother, **Vernon Knox** of Searsport; two sisters, **Gertrude H. Hoskins** of Milo and **Doris M. Pascussi** of East Lynn, Mass.; two daughters-in-law, **Grace Knox** of Littlefield and **Patricia Knox Nichols** of Searsport; five grandchildren and four great-grandchildren, several nieces and nephews. A graveside service was held at Mount Hope Cemetery, Searsport, with the Rev. **James Barclay**, pastor of the First Congregational Church of Searsport, officiating.

Retired Conductor **Donald C. McNally**, 79, died Apr. 8, 1989, at a Presque Isle

hospital. He was born in Ashland March 11, 1910, the son of **James Miles** and **Elizabeth (Smith) McNally**. He attended Ashland schools and was a 1927 graduate of Ashland High School. He was employed by the Bangor and Aroostook Railroad for 40 years, retiring as a freight conductor. He is survived by one son, **Michael McNally** of Ashland; three step-daughters, Mrs. **Gary (Gladys) Hartt** of St. Francis, Mrs. **Ernie (Joan) Blier** of Westfield, Mass. and Mrs. **Nancy Kelso** of Sarasota, Fla.; two brothers, **Jack McNally** of Summerton, N.C. and **Robert McNally** of North Creek, N.Y.; and three sisters, Mrs. **Jean Hall** of Golnta, Calif., Mrs. **Ora Lawrence** of North Easton, Mass. and Mrs. **Helen Clark** of Holliston, Mass.; 12 grandchildren and nine great-grandchildren. He was predeceased by his wife, **Dorothy (Rossignol) McNally**. Private funeral services were held at the Stimson-Ouellette funeral home, Ashland, with the Rev. **Kenneth McNally**, a nephew, officiating.

Retired Superintendent **Earl C. Shields**, 60, of the Wiscasset Road, Pittson, formerly of Ludlow, died Nov. 27, 1989 at an Augusta hospital. He was born at Houlton May 7, 1929, the son of **Charles** and **Ruby (White) Shields**. He was graduated from Oakfield High School in 1947. He served two years in the U.S. Army as a radio operator. For the past 30 years he had been employed by the Bangor and Aroostook Railroad as an operator and dispatcher. He became a member of the American Association of Railroad Superintendents in 1987. For several years he was a member of the Episcopal Church of the Good Shepherd, Houlton, where he served as treasurer and

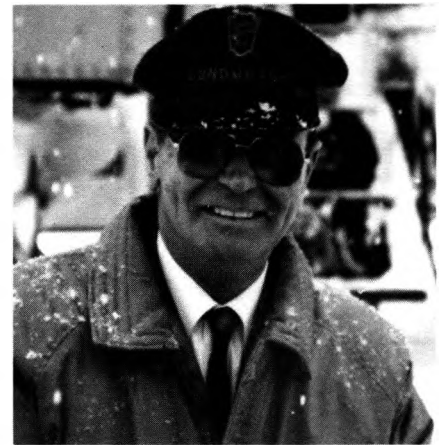
recently he attended Christ Church Episcopal, Gardiner. He is survived by his wife, **Elizabeth (Branscombe) Shields** of Pittston; one son, **Matthew L. Shields** of the U.S. Army; two daughters, **Ruby Shields** of Topsham and Mrs. **Kenneth (Elizabeth) Wyman** of Auburn; two brothers, **Leighton Shields** of West Seboeis and **Paul Shields** of Oakfield; three sisters, **Dorothy Gaudet** of Brunswick, Mrs. **William (Norma) Crandall** of Oakfield and Mrs. **Beverly (Cora) Clark** of Houlton; two grandsons, several nieces, nephews and cousins. He was predeceased by two brothers, **Floyd** and **Charles Shields**. A funeral service was held at the Father LeClaire Chapel at the Maine Veteran's Memorial Cemetery, Augusta.

Retired Engineer **Perley A. Duplisea**, 91, died Oct. 22, 1989 at his residence in Hermon. He was born in Crystal, Jan. 31, 1898, the son of **Charles** and **Stella (Noyes) Duplisea**. He was employed by the Bangor and Aroostook Railroad for over 45 years and belonged to several Masonic organizations. Surviving are his wife, **Frances (Staples) Duplisea**; one son and daughter-in-law, **Wayne** and **Rita Duplisea**, all of Hermon; one daughter and son-in-law **Mildred (Duplisea)** and **Richard Higgins** of Brookfield Center, Conn.; two sisters, **Ella Cousins** and **Minerva Stockford**, both of Thomason; and one brother **Emerald Duplisea** of Glenburn. Private funeral services for the family were held at Brookings-Smith funeral home, Bangor, with Rev. Dr. **Louis A. George**, area minister of American Baptist Churches of Maine, officiating.

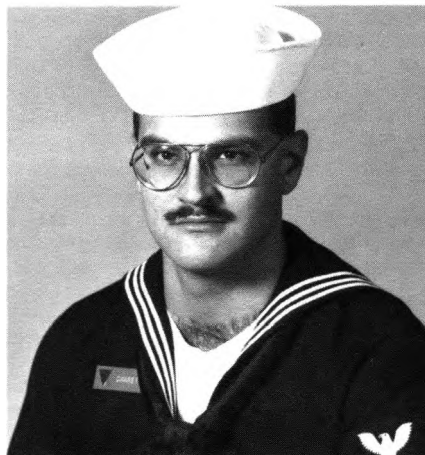
Retired Engineer **Joseph T. West**, 93, died Dec. 29, 1989, at a Manchester, Conn. hospital. He was born Nov. 2, 1896 at Portage Lake, the son of **Frank** and **Elizabeth (Goodblood) West**. He was

employed by the Bangor and Aroostook Railroad as an engineer for 40 years. After his retirement in 1962, he was employed by the Office of Sergeant of Arms for the United States Senate, a position appointed by the then Sen. Margaret Chase Smith. He also served on the advisory committee of the Sen. Margaret Chase Smith Library in Skowhegan. Mr. West is survived by one daughter, **Sue West** of East Hartford, Conn.; several nieces and nephews. He was predeceased by his wife, **Kathleen (McCluskey) West**. A funeral mass was held at St. Mary's Church with the Rev. **Thomas Murphy** officiating.

Michael and **Brenda Bolduc** are the proud parents of a daughter, **Nicole Therese**, born Dec. 20 at Central Maine Medical Center in Lewiston. Grandparents are Clerk/Operator **Delsie** and Mrs. **Charette** of Fort Kent and Mr. **Lionel** and the late **Therese Bolduc** of Lisbon.



Conductor Wilfred J. Deane, Limestone, retired in December after a 37-year career with BAR. He joined the railroad in 1952 as a brakeman. He was born in Fort Fairfield and attended local schools. He served in the U.S. Navy during WW II and is a member of the Veterans of Foreign Wars and the Knights of Columbus. He is married to the former Jean LeFrancois. They have three children.



P.O. 1st Class T. A. Charette

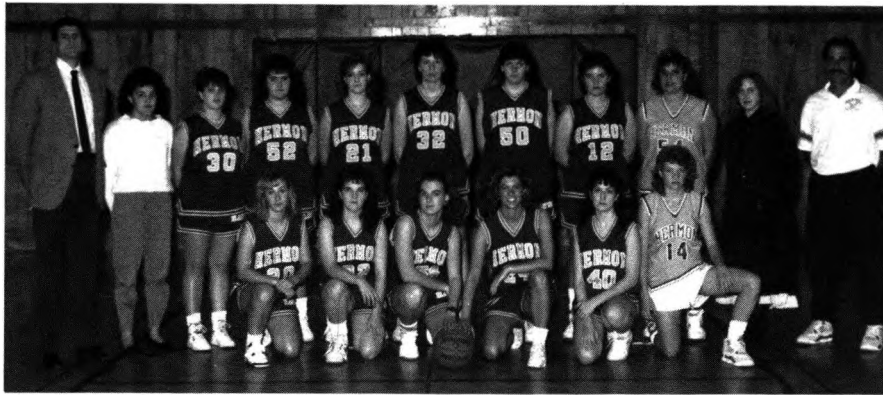
Petty Officer Third Class **Thomas A. Charette**, son of Clerk/Operator **Delsie** and **Angie Charette** of Fort Kent, was named January Sailor of the Month at the Naval Air Station, Dallas, Texas. Charette was cited for his work while assigned to the station's supply department as an aviation storekeeper. The award is presented by the Air Command's commanding officer in recognition of outstanding performance, behavior and appearance. This selection places Charette in consideration for Sailor of the Year. Thomas and his wife, **Julie**, live in Grand Prairie, Texas.



B&B Foreman Edward H. Burton, right, is presented a service plaque by Supt. Maintenance and Structures Aaron R. Picken. He entered railroad service in 1947 as a trackman. He is a native of Oakfield and attended local schools. He served in the U.S. Army during WW II and the Korean War. He is a member of the American Legion.



Locomotive Engineer Kenneth D. Chaney of New Sweden has retired. He entered railroad service in 1952 as a fireman. He was born in Caribou and attended local schools. Shown with Chaney is Trainmaster Jon L. Lyons.



Members of the 1989 state championship Hermon High School basketball team and the 1990 Eastern Maine Maine runners-up were (kneeling, 4th from left) Victoria Reynolds, granddaughter of Retired Senior Vice President Linwood and Eula Littlefield and (No. 50, standing) Michelle Hamlin, daughter of Director Purchases and Materials Steve and Cheryl Hamlin.

General Office Building

Michelle Hamlin, daughter of Director Purchases and Materials **Steve and Cheryl Hamlin**, and **Victoria Reynolds**, granddaughter of Retired Senior Vice President **Linwood and Eula Littlefield**, are enjoying another successful season with the Hermon Hawks basketball team. Last season the team won the Class B Eastern Maine championship over the Houlton Shire-towners and went on to defeat Gorham, the Western Maine champs, for the State Class B title. Michelle has been a leading scorer for the team throughout her high school career, while Victoria very adeptly handles the playmaker's position. Both Michelle and Victoria are seniors at Hermon High School.

Our sympathy to Administrative Assistant **Joan Butler** on the death of her sister, **Sarah Swett** of Houlton. Sarah was the wife of Retired Superintendent of Track **Graden Swett** of Houlton.

Linda Wigin of Levant, wife of Janitor/Clerk **G. C. Wigin**, has become the first woman promoted to the rank of senior master sergeant by the Maine Air National Guard. She is a member of the 101st Air Refueling Wing in Bangor.

Wigin is superintendent of the 101st Civil Engineering Squadron's production control and material control branches which form the center of the squadron's activity and mission operations.

She is a 1986 graduate of the NCO Academy in residence at McGhee-Tyson in Tennessee. Wigin began her career with the Air Guard as a state employee in 1968 and joined the Guard ranks in 1974. She was promoted to the full-time position of production control specialist in 1974.



Sr. M/SGT Linda Wigin

Accounting & Data Processing

Retired Traveling Auditor **Eugene H. Rice**, 83, died October 28, 1989 at his home in Hampden. Mr. Rice was employed by the

Bangor and Aroostook Railroad for 42 years, retiring in 1971. He is survived by his wife, **Mary** of Hampden; one sister, Mrs. **Margaret Wright** of Bangor; one brother and sister-in-law, **Robert and Rose Kendrigan** of Rahway, NJ; one sister-in-law, Mrs. **Louise Perry** of Hampden; several nieces and



Conductor **Oscar W. Erickson**, left, has retired after serving 42 years with the railroad. He entered service in 1947 as a trackman and was subsequently a brakeman. He was born in New Sweden and attended local schools. He is a veteran of WW II and is a member of the American Legion and the Masonic Bodies. He is married to the former **Virginia Rasmussen**. They have five daughters. Shown with Ericson is Vice President Operations **David M. Kruschwitz**.



CMO **Marvin J. McBreairty**, right, presents a service plaque to Carman Gangleader **Leo R. Bustard** who has retired after 40 years of railroad service. He joined BAR in 1949 as a carman helper. He is a native of Oakfield and attended local schools. He served in the U.S. Army during the Korean War. He is married to the former **June Mitchell** and they have two daughters.



General Foreman Mechanic Lawrence S. Veysey, seated, is congratulated on his retirement by Supt. Maintenance and Structures A. R. Picken. He entered railroad service in 1962 as a mechanic and spent his entire railroad career at Houlton Shops. He was born in Fosterville, New Brunswick and attended local schools. During WW II he served in the Canadian Army. He was formerly employed by Allied Sales in Houlton. He is married to the former Rhoda Cropley and they have 10 children.

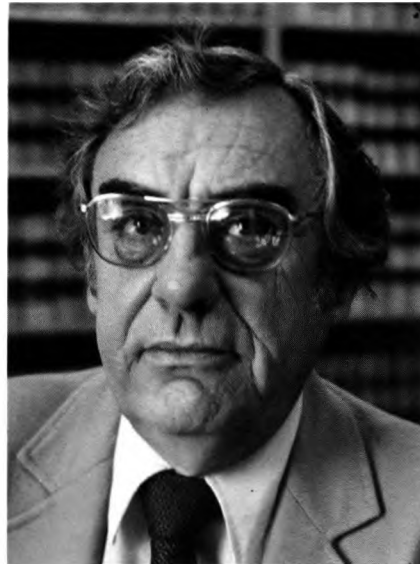


Section Foreman Richard Michaud, left, has retired after 34 years service in the Engineering Department. He joined BAR in 1954 as a trackman. He is a native of Wallgrass Plantation and attended local schools. He served in the U.S. Army during WW II. Roadmaster Herman Wright is shown presenting Mitchell with his retirement pin.

nephews. Services were held at St. Matthew's Catholic Church, Western Avenue, Hampden, with the Rev. **George W. Hickey**, pastor, celebrant.

Retired Invoice Clerk **Mildred Wallace White**, wife of the late **Gordon R. White**, died November 25, 1989, at a Bangor healthcare center. She was born in Hampden, January 5, 1898, the daughter of **John E. and Lillian (Colson) Wallace**. She worked for the Bangor and Aroostook Railroad for 49 years, retiring on August 20, 1966. She is survived by one cousin, **Waverly M. Alexander** (ret.) of Brewer, and other distant cousins. Graveside services will be held in the spring at Locust Grove Cemetery, Hampden. Arrangements by Brookings-Smith, Bangor.

Kimberly A. Call, daughter of Revenue Clerk **Harold** and **Mary Call** of Kenduskeag, and **Peter J. Hikel**, son of Mrs. **Vesta Levesque** and the late **Elias Hikel** were married Nov. 10 at the Veazie Congregational Church by the Rev. **Paul Sanford** of Kenduskeag. **Lauren Knocinsky** of Windham was the maid of honor and **Bill Nelson** of East Millinocket was the best man. The bride is a graduate of Central High School and Beal College. She is currently attending the University of Maine and is employed by the University of Maine System as an employee benefits assistant. The bridegroom is a graduate of Stearns High School and Eastern Maine Technical College. He is employed by A. J. Cole and Sons as an injection specialist. The couple spent their honeymoon on a cruise to the Bahamas and reside in Bangor.



Director Purchases and Materials **Harold R. Mountain** has retired after 29 years service. He joined the railroad as a clerk and was later assistant manager-purchases and stores and manager materials and motor vehicles. Mountain attended Dexter schools and Lowell Technical Institute. He served in the U.S. Army during WW II and was formerly employed by **Faycott Company** and **Prudential Insurance Co.** He is a member of the **New England Railroad Club**, **New England Purchasing Group**, **National Association of Purchasing Management** and **Purchasing Management Association of Maine**. He is married to the former **Janis Houston**. They have three children.

Engineering Department

Our sympathy to the families of a number of our retirees who passed away since our last publication:

Hiram E. Childers, Hampden, was born in Cincinnati, Ohio, June 28, 1923. He was a supervisor for 23 years with the Baltimore and Ohio Railroad prior to his employment with BAR. He retired October 1976 with 15 years service. Childers was a Navy veteran of WW II.

He is survived by his wife, **Betty Ann**; two sons, **Thomas** of Phoenix, Ariz., and **Peter** of Hampden; three daughters, **Mary Ann Marciniak** of Houlton, **Anita Hubert** of Littleton and **Susan Mortensen** of Shaw AFB, S.C.; a sister, **Jane Brannon** of Sorrento, Fla.; and nine grandchildren.

Timekeeper **Bert Wise**, Liberty, was born in Marysville, New Brunswick, Canada, Sept. 2, 1892. Wise was employed at the Engineering Dept., Houlton as a timekeeper for many years. He retired from the BAR in 1957 with over 40 years service. He held the Boston Post Gold Cane as the oldest resident of Liberty.

He was predeceased by his wife, **Lillian (Smith) Wise**. Survivors include several nieces and nephews.

Section Foreman **Harold A. Nice**, Millinocket, was born June 18, 1908. He started work for the BAR on April 2, 1928, as a trackman at Millinocket and spent his entire career, 45 years, in various capacities at this location. He retired June 20, 1973.

Staff Assistant **Garth A. Noyes**, Glenburn, husband of the late **Mary M. Noyes**, was



Special Agent Harold C. Garcelon, left, is congratulated by Senior Vice President Richard W. Sprague on his retirement from the railroad after 40 years service. He started working summers while a student in 1945 and became a full-time employee in 1949. He worked as a trackman, chainman, rodman, trainman, painter, B&B helper, timekeeper, mail truck driver and assistant agent. He served in the U.S. Army during the Korean Conflict. He is a native of Oakfield and attended Houlton High School and Husson College. He is married to the former Kathryn A. Vittum and they have two sons.



Trackman Elwood S. Hand has retired from the railroad after 38 years service. He joined BAR in 1950 as a trackman and has also worked as acting foreman, flangerman, sub-foreman extra gang and foreman. He is a native of Mapleton and attended local schools. He served in the U.S. Army during the Korean War and is a life member of the Veterans of Foreign Wars. He is married to the former Alma M. Bell and they have six children. Pictured with Hand are Roadmaster Herman L. Wright, Jr., left, and Chief Engineer O. D. Anthony.

born in Lee Nov. 4, 1893. Noyes worked for 27 years in the Engineering Dept., Houlton and spent ten years in the Bangor office. He was a graduate of the University of Maine and WWI veteran.

He is survived by two sons, **Harold** of Lee and **Larry** of Brewer, and one brother, **Robert** of Madison.

Section Foreman **Harris A. Porter**, La Grange, was born in Alton, August 22, 1904. Porter was employed for 50 years with the BAR, retiring in 1969.

He was predeceased by his wife, **Hazel (White) Porter** in 1986. He is survived by several nieces and nephews.

Alva B. Jones, section foreman, Mars Hill, was born July 26, 1912. Jones went to work for the BAR on April 17, 1936, as a trackman on the Mars Hill Section and spent his entire career of 38 years in section work in the Mars Hill-Bridgewater-Robinson area, retiring July 1, 1974.

Trackman **Vincent C. Giggey**, Presque Isle, was born at Presque Isle in 1910. He had over 40 years service with the BAR, and retired in 1972.

He is survived by two brothers, **Chester Giggey** of Mapleton and **Philip Giggey** of Florida, and one sister, **Annabelle Stahlman** of Presque Isle.

Trackman **Stephen P. Albee**, Presque Isle and Bangor, husband of **Nellie J. (Wardwell) Albee**, was born Dec. 28, 1912, at Vanceboro. He was employed for 27 years with the BAR in the Presque Isle area.

Surviving besides his wife are one daughter and son-in-law, **Gloria J.** and **Arthur A. Cote**, Bangor.

Trackman **Roland Corbin**, Madawaska, was born in Grand Isle, Sept. 27, 1917. He was a WWII veteran. Corbin started work for the railroad in 1948 and retired Sept. 24.

He is survived by one sister, **Mrs. Andre (Normande) Cyr** of St. David.

Roland Jacques, section foreman, Fort Kent, was born in Fort Kent, March 3, 1899.



Mr. and Mrs. Lyle Shelley

He had 40 years service with the BAR and worked as a section foreman for 28 years, retiring June 6, 1959.

He is survived by his wife, **Irene (Deprey) Jacques** and daughter-in-law, **Mrs. Rita Jacques** of Winchester, Mass.

Section Foreman **Michael J. McCue**, Millinocket and Norcross, was born in North Amity, May 8, 1903. He was employed by the BAR for more than 44 years and retired in 1968. He was then employed by the Francis E. Elliott Post VFW for 13 years.

He is survived by his wife, **Ina (Howard) McCue**, Norcross, and one daughter and son-in-law, **Doreen** and **Bryant Larlee** of Skowhegan.

Trackman **Reginald J. Letalien**, Orono and Van Buren, was born in Van Buren on Feb. 3, 1926. He was employed by the railroad for 35 years.

He is survived by his wife, **Elizabeth Letalien** of Orono; one son, **Adrien J. Letalien** of Blackstone, Mass.; one daughter, **Mrs. Bertrand (Bernadette) Thibault** of St. Anne, New Brunswick, Canada.

Trackman **Bennie Benjamin**, Houlton, was born in Easton, April 30, 1902. Benjamin started work as a trackman for the railroad in 1948 and retired in 1962. He was a WWII veteran.

He was predeceased by his wife, **Ruth (Lunney) Benjamin**. He is survived by two daughters, **Irma MacDonald** of Houlton and **Lois Hooper** of Pine Island, N.Y.; two sons, **Merle Benjamin** of Burleson, Texas, and **Wilmot Benjamin** of Easton.

Congratulations to Clerk **Lyle Shelley** of Hermon and **Muriel Bernard** of Lowell on



Pulpwood Inspector John A. LaJoie, left in photo above, is congratulated by CMO Marvin McBreairy on his retirement after 35 years service with BAR. He joined the railroad in 1953 as a student operator and subsequently worked as operator and clerk, extra section crew, LCL truck driver and station agent at several stations. He is a native of Cyr Plantation and attended local schools, Chevrus High School in Portland and the School of Transportation, Fort Eustis, Virginia. He is married to the former Phyllis Bouchard and they have three children.



Cook Roland Fournier, above right, receives congratulations and a service plaque from Acting Roadmaster Robert P. Huston on his retirement from BAR. He entered railroad service in 1959. He is a native of Eagle Lake and attended local schools. He is married to the former Lila Michaud and they have six children.

the occasion of their wedding. A reception was held at West Enfield for family and friends. The couple resides in Hermon. Muriel has been employed as a teacher at Penquis CAP headstart in Howland and she has been transferred to Bangor.

Section Foreman **Norman Babin**, Fort Kent, has been appointed Scoutmaster for Troop No. 189. The troop has 40 boys. Babin is a 20-year veteran of the BAR.



Painter Foreman Clair O. Wilmot, above photo, has retired. He joined BAR in 1948 as a painter and also worked as a trackman and bridge inspector. He was born in Oakfield and attended local schools. He served in the Armed Forces during WW II. He is married to the former Joyce Gardner. They have five children. Shown presenting him with a service plaque is Supt. Maintenance and Structures A. R. Picken.

Now that was a night to remember!

It was January. The year was 1932 and America was in the depth of the Great Depression. Franklin Delano Roosevelt had just been elected the 32nd President of the United States. In Derby, though, the Bangor and Aroostook Shops were still busy. And one worker there, Night Watchman Sam Davis, was about to have an experience he'd remember for the rest of his life.

A few days before, Ned Hoskins had noticed a large icicle that had formed from a leak on the bottom of the 50,000-gallon water tank. According to Max E. Place, retired chief clerk who remembers the incident, the icicle was large enough and heavy enough so that it was felt that it represented a hazard. Hoskins was asked to remove the ice which he did by shooting it off with his deer rifle.

The scheme worked well and the icicle came crashing to the ground. But when it fell it struck one of the supporting legs of the tank. From what happened later, it's obvious that the impact

weakened the structure.

It was at this point that Sam Davis enters the story. Sam was making his rounds when he heard the resounding crash that the tank made when it fell from the height of 125 feet. Sam was in back of the engine house when it happened. And, again, according to Max Place, he turned and looked in horror at the veritable wall of water rushing toward him.

"Sam said later," Max writes, "that he didn't know the distance between the approaching flood and the back door of the engine house, but whatever it was he was sure he broke some kind of speed record and barely made it through the door when he heard the water strike behind him."

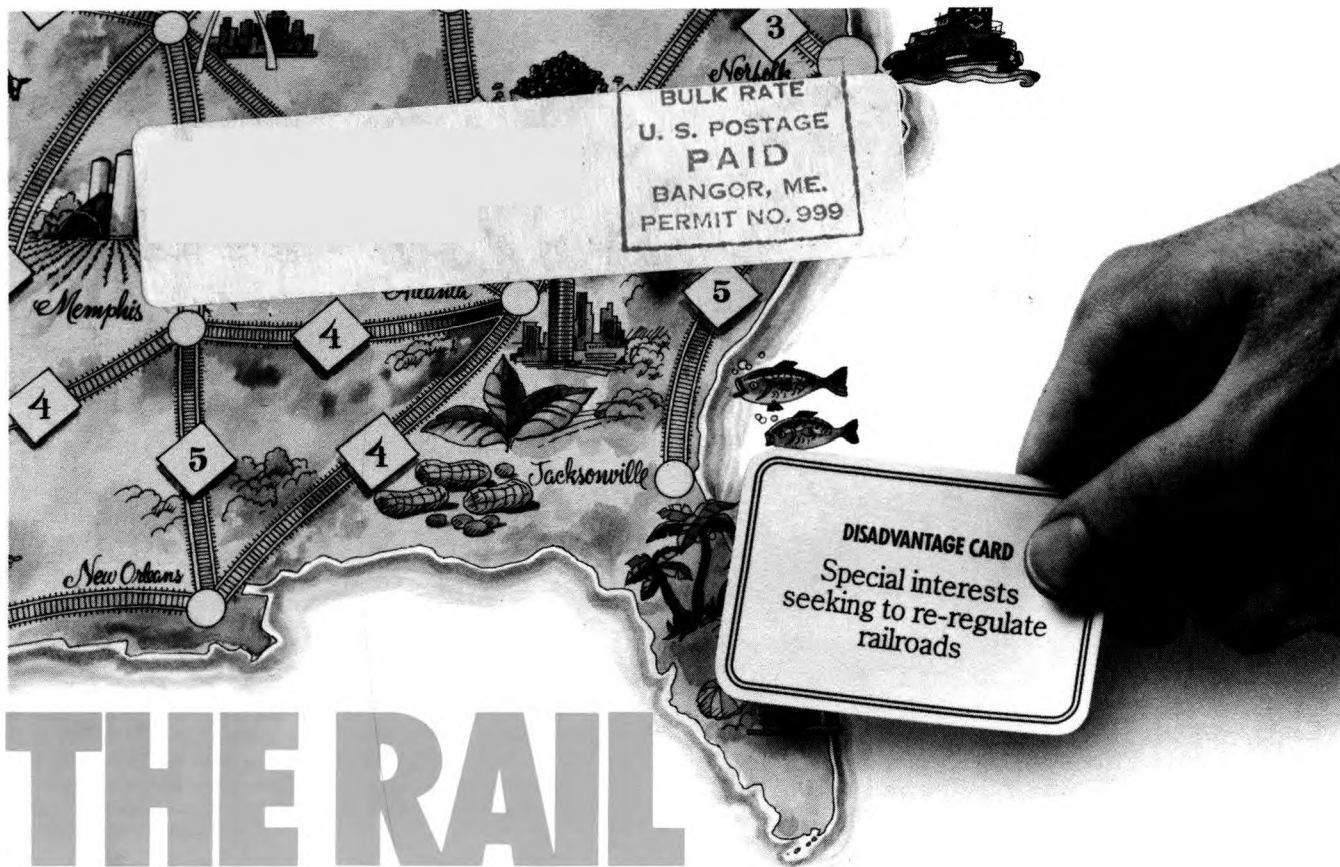
One can only speculate on the thoughts that raced through Sam Davis' mind that January night 58 years ago.

Some days you never know what fate has in store for you.

Facts and Figures

	Three Months Ended	
	1990	1989
Working Capital at January 1	\$ 3,485,500	\$ 4,921,500
We received dollars from:		
Hauling freight	5,653,200	6,617,200
Earnings from our freight cars moving on other carriers	2,006,400	2,423,900
Net proceeds from sales of scrap and other property	198,000	(8,600)
Proceeds from other sources	951,800	727,200
	<u>12,294,900</u>	<u>14,681,200</u>
Total available dollars		
We paid out dollars for:		
Wages to our employees	2,812,400	2,973,900
Benefits to employees	1,406,000	1,495,000
Materials to operate and repair our equipment and roadbed	1,321,400	1,182,300
Improvements to our equipment and right of way	343,000	3,056,700
* Cost of labor and material to improve our equipment and right of way	(116,200)	(40,400)
Lease of cars and costs for foreign freight cars on line	1,137,800	1,265,200
Reduction of our debt	91,300	80,400
Interest on our debt	95,900	108,500
Federal, state and local taxes	115,400	493,800
Dividends to our owners	137,500	137,500
Costs of other services	914,500	1,008,200
	<u>8,259,000</u>	<u>11,761,100</u>
Dollars spent on operations and improvements to our property		
Working Capital at March 31	<u>\$ 4,035,900</u>	<u>\$ 2,920,100</u>

*This figure represents costs already shown above as part of "Wages, Benefits and Materials." The \$116,200 and \$40,400 (shown above) are costs of labor and materials for capital improvements.



THE RAIL CHALLENGE:

Freight Railroads And Their Shippers Are Partners In A Tough, Highly Competitive Game. Unfair Rules Make It Tougher.

In 1980, partial deregulation under the Staggers Rail Act dramatically changed the rules of the transportation game.

It was a welcome change, since excessive regulation had forced the railroads to the brink of extinction. The railroads came back to life.

Improved track and equipment, reduced costs, and innovative marketing made railroads begin to look like winners. And so did their customers. With service quality up and rates down, the overwhelming majority of rail shippers approved of the Staggers Act.

The Game Is Still Risky. Unfair Rules Remain.

And Others Could Come Back.

While some oppressive regulations were lifted by Staggers, other unfair rules linger on. For instance: Railroads, unlike most other industries, can be targets for secondary boycotts.

A dispute on a single railroad—or even a dispute on an airline—can shut down railroads which have nothing to do with the dispute.

Or, how about an 80-year-old law applying only to railroads—the Federal Employers' Liability Act—which forces railroads and injured employees into costly court battles? It costs the railroads hundreds of millions of dollars each year. Inevitably, some of these costs are passed on to shippers, and ultimately to consumers. Railroads also contend with a government-mandated retirement system that takes the place of—and is more costly than—Social Security.

Finally, there are special interest groups trying to throw some of the bad old rules back into the game by re-regulating railroads. If that happens, we'd all lose.

It's Your Move

If the rules are fair, railroads and their shippers can win this hotly contested struggle for economic stability. And the American consumer will win, too. If existing unfair rules stay in place, or if old unfair rules return, then everybody loses in the long run.

If you think the rules of the transportation game should be fair for every player, let Congress know about it. For more information, write: Challenge, Dept. WJR-A, Association of American Railroads, 50 F Street, NW, Washington, DC 20001.

IT'S YOUR MOVE



ASSOCIATION
OF AMERICAN
RAILROADS