



# THE PAN AM CLIPPER

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# PAN AM CLIPPER CONNECTION

## INTRODUCING GORDON LONG

This quarter we thought that our readers would like to hear from Gordon Long, Vice President of Operations for the Pan Am Clipper Connection. Gordon has overall responsibility for all airline operations of the Pan Am Clipper Connection including flight crew members, maintenance functions, dispatchers, ground personnel and customer service representatives. In addition, he participates in the decision making process for the development of new markets, negotiating agreements with new customers for long term charter programs and the development of enhanced marketing and sales programs.

I was raised and educated just outside of Wenatchee, Washington, best known for its world famous Red Delicious Apples, where I grew up on a small farm. I enjoyed deer and elk hunting, snow skiing in the Cascade Mountains and camping and water skiing along the Columbia River. After completing one year of college, I was drafted into the United States Army during the Vietnam War era. During the first eighteen months of duty, while stationed at a small missile base outside of Newport, Rhode Island, I took flying lessons and obtained my private and commercial ratings. After being transferred to Fort Lewis, Washington, I completed my pilot training in the Pacific Northwest. Upon discharge from the Army in 1975, I returned to Newport and began my aviation career as a commercial pilot for a small commuter airline.



It was while working in Newport that I met and married my wife Robin in 1978. After completing my education and obtaining a degree in Business Management at Rhode Island College, in early 1984 I was transferred to Louisville, Kentucky where I was the Director of Flight Operations for a company operating twelve CASA 212 aircraft in cargo configuration under contract for United Parcel Service. In the fall of 1986, I was transferred to Riverside,

California and appointed the General Manager for Arlington Leasing, d/b/a “American CASA/National Air”. During the next 10-plus years I served in a multi-tasked role, including overseeing flight operations utilizing the CASA aircraft in various locations throughout the United States, and the development of a repair station and aircraft parts distribution system that supported the numerous CASA aircraft worldwide. While residing in Riverside, my two daughters were born, Stephanie in 1989 and Megan in 1995.

In February of 1999, Guilford Transportation Industries, now Pan Am, purchased Arlington Leasing. That April, the company, its employees and my family were relocated to the former Pease Air Force Base in Portsmouth, New Hampshire. While getting my family settled and a new home under construction in Barrington, I oversaw the creation of Boston-Maine Airways with two CASA aircraft operating in cargo configuration. In the summer of 2000 the company purchased three (the first of many) Jetstream aircraft that would be used for the development of scheduled airline service. Presently Boston-Maine Airways, d/b/a Pan Am Clipper Connection operates seven Jetstream in scheduled service in the North East and three Boeing 727 aircraft in charters throughout the United States, Caribbean and Central America.

Please visit our website at [www.flypanam.com](http://www.flypanam.com), or call Toll Free 800-359-7262.

Gordon Long  
Vice President-Operations  
Pan Am Clipper Connection



# EMPLOYEE BENEFIT PROGRAMS

**A**s we read and hear every day in the news, it becomes more and more apparent that working individuals need to take an active role in saving for their future. Pan Am Railways has been focusing on how to make the savings process easier and more beneficial for its employees.

In January, Pan Am raised its employer match to 20%. This means that for every dollar an employee contributes, Pan Am matches that dollar with twenty cents. Having the extra 20% bonus to invest will make a substantial difference in the long term.

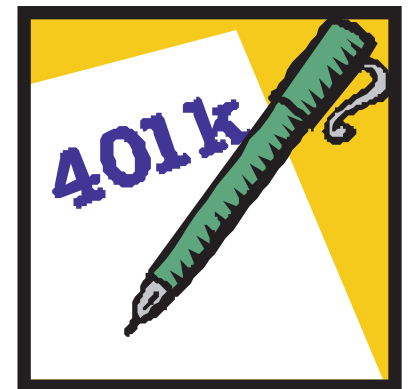
The month of September has been a 401k focus for Pan Am Railways employees. Representatives from Smith Barney traveled throughout the system to answer questions and assist interested employees with their own personal elections. Employees found the meetings helpful and informative.

September also marked the beginning of some new funds being offered. The investment committee's decisions were two-fold. 1) The committee wanted the employees to have a wider selection of funds to choose from and 2) From their analysis, the committee hopes the new funds chosen to replace some of the past funds will be better performing.

Beginning in October, employees will be automatically enrolled in the 401k at a 4% rate. Pan Am Railways' hope is that those who are not participating will begin to see the benefit of a 20% match coupled with the need for future planning. The committee, by no means, wants employees to feel that an automatic enrollment of 4% is a recommendation for any individual. Rather, the committee's hope is that as employees begin to personally see the benefit, the employee will choose to increase his or her deduction. Today's experts recommend individuals contribute the maximum to a 401k Plan.

If an employee has any questions regarding Pan Am Railways' 401k Plan, they can speak with Joe McLaughlin, Citigroup Smith Barney, at (800) 343-7913 or Larry Franchitto, Pan Am Railways' 401k administrator at (978) 663-1058. Begin to take an active role in your future and you will quickly see the reward for your effort.

Contributed by:  
Cynthia S. Scarano  
Human Resources



## Information

Pan Am Clipper is published four times a year by Pan Am Railways.

Editor  
Kathleen Gregory  
Iron Horse Park  
N. Billerica, MA 01862  
(978) 663-1130

## Address Change?

Let us know your new and your old address.  
Fax it to 978-663-6907 or send it to the Editor, Pan Am Clipper.

Front Cover: Local BK-1 switching at Bucksport Mill.

Photo by Dwyann Williams  
(see pages 6-7)

If you have a story idea, fax it to us on a single sheet of paper at (978) 663-6907 or send it via MEMO to the Editor.

## Pan Am Railways on the Internet

The Pan Am Railways web site ([www.panamrailways.com](http://www.panamrailways.com)) is alive and well, offering car location information either through the car movement system (STARR) or the AEI database. [CustomerService@panamrailways.com](mailto:CustomerService@panamrailways.com) is now another option for customers to access car location information, etc.

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# ONE MAN'S WASTE IS ANOTHER MAN'S TREASURE

In a previous issue of the Pan Am Clipper, reference was made to Perma Treat's well-earned reputation in the rail industry for delivering a wide array of top quality products from railroad ties to switch and bridge timbers, plus an assortment of quality lumber from construction to top quality grade classes, all the way down to landscaping products. One might ask what happens to the waste produced in the manufacture of these products; the answer would be, THERE IS NO WASTE! Here at Perma Treat our philosophy is that everything has a utilitarian purpose, and we pride ourselves in the knowledge that, typically, not a single byproduct – be it a tree or a railroad tie - is squandered.

It all starts with that portion of the tree too small and heavily branched to produce ties or lumber – the tree top. Our forestry department commonly builds an allowance into the log contract for these tops to be converted into firewood, thereby reducing the overall cost of the log before it ever reaches Perma Treat. Yet once the log is delivered, the value of the “waste” actually starts to escalate. From the moment the log hits the debarker, the machine that removes the bark from the outside of the log, the waste is converted into mulch. The mulch we produce, which will be discussed in a future issue of The Pan Am Clipper, is but one of many valuable byproducts turned out by Perma Treat. For now, however, the focus will be on “waste products”.

The outside cuts of wood that are removed to make a round log into a rectangular tie are called “slabs”. These slabs are very versatile to consumers. By simply running the slabs through our automated wood chipper, the chips have an instant application in the landscape products market. In doing a fencing job, or even log cabin siding, the slabs present a means to an end, and are often marketed as a blocking and spacing material for many local construction firms.

As further evidence of the slab's versatility, the smaller block ends that are produced when a railroad tie is trimmed to a predetermined length constitute a viable fuel source. They can be sold immediately as firewood, and are in very high demand this year. Clearly many consumers appreciate the convenient, high BTU value that impacts their fireplaces, wood stoves, wood fired boilers and furnaces. One customer has even paid ferry passage for our truck to transport loads of slabs over to Long Island!

Another waste product having infinite market potential is sawdust, that which is created anytime a saw blade cuts through a piece of lumber. Farmers and horse owners make use of sawdust regularly in their everyday operations, while plant/tree nurseries and orchards frequently sprinkle it on their crops, especially blueberries and strawberries. Naturally, when scattered throughout the growing plot, sawdust can also afford protection for the next season's yield.

In conclusion, rather than squander any product that goes through our facility, we reinvent it by turning that waste into a valuable and marketable product that local businesses and homeowners truly appreciate. When a product that has gone through the treating process is declared out of specification by railroad standards, it is not necessarily rendered worthless and, in all likelihood will be ‘recycled’, for example, by being promoted as a construction grade or landscape product. And if by chance it does not sell, it will simply be ground into a fuel product to be burned at the Perma Treat facility in Maine where it will produce energy to provide steam for the kilns which, in turn, produce high grade lumber, which, again, we will focus on in a later issue.

Contributed by:  
Donald G. Ponko



Bundled slabwood being loaded for delivery as firewood to one of many local customers. Photo by D.G. Ponko

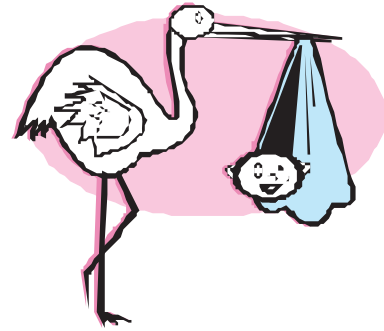


Longtime customers such as Middlesex Livestock Auction located in Durham, CT continue to utilize Perma Treat products in their daily business. Photo by D.G. Ponko



Congratulations to Dave Dunn (32 years of service), Archie Sears Jr. (40 years of service), Roger Sanders (30 years of service), James Ashe (37 years of service) and Hal Dwyer on their retirement from Pan Am Railways.

We would also like to congratulate Beth Brow and her husband on their new baby boy, and Jay Magyar and his wife, Terry, on their baby girl.



## WELCOME

We welcome Mr. Edwin G. Motte to our Pan Am Railways team. Ed is our new Vice President of Transportation, bringing with him strong leadership skills, a solid background and a wealth of experience in operations. His vast knowledge in the area of operations was acquired throughout his career with Consolidated Rail Corporation (Conrail) where he was given increased responsibility with each promotion. In his status as Division General Manager, Indianapolis Division, he managed a 3,000-mile rail network with 1,760 employees and 650 customers, and was responsible for train operations, engineering, communications, risk management and customer service. Following his tenure with Conrail, Ed created Motte Consulting Service, Ltd., serving as its president. Ed's first-rate management, operations and leadership skills moved him in the direction of the United States Department of Transportation, Federal Railroad Administration – Region I, where he was the Deputy Regional Administrator. Ed is well suited for his new position of Vice President of Transportation for Pan Am Railways. He will be involved with the entire spectrum of the railroad, including safety and customer contact. We wish Ed well in his new duties with Pan Am Railways.

# NORTHERN MAINE JUNCTION

Located in central Maine just west of Bangor lies Northern Maine Junction, which has long been a gateway for shipping products to and from eastern Maine and the Canadian Maritimes to the rest of the continental USA. Historically it was the junction between the former Bangor and Aroostook Railroad (BAR) and Maine Central Railroad Company (MEC). It is here that traffic from points east, such as Halifax, Nova Scotia and the Maritimes, via the New Brunswick Southern Railway Company Ltd. (NBSR), is combined with traffic generated in east central Maine on Pan Am Railways, and forwarded westward on the Pan Am system.

Northern Maine Junction is the base for several Pan Am trains. The BAMA/MABA (Bangor-Mattawamkeag/Mattawamkeag-Bangor) trains operate east to Mattawamkeag, Maine (Keag) to interchange with the NBSR, and return. Along the way they serve the Lincoln Pulp and Paper mill at Lincoln, Maine. The BA-2 train handles traffic to and from Bucksport and the Verso Paper mill there. There is a local that exclusively switches this mill. Another local serves customers between Northern Maine Junction and Bangor.

Westward traffic from all these trains is sorted into blocks that will assist in timely movement, such as blocks for other railroads:

- CSXT via the Barber (Worcester, MA) or Rotterdam Junction, NY interchanges
- CPRS (Canadian Pacific Railway) / NS (Norfolk Southern Corporation) via the Mechanicville/Mohawk (NY) interchange
- SLR/CN (via the Danville Junction interchange)
- and locations along Pan Am such as Shawmut, Rileys, and Portland, ME; Lawrence, Lowell, and the Boston, MA area, etc.

These westbound cars are handled to Waterville, ME, via train NMWA (Northern Maine Junction-Waterville), and, in turn, connect to trains headed to the proper destinations. This train returns as WANM (Waterville-Northern Maine Junction) with the traffic for eastern Maine and Canada, continuing the cycle.

All of this activity is overseen by Dwyann Williams, the local Pan Am Railways Area Manager. His job is to coordinate the safe and efficient movement of crews and trains, and respond to the needs of our local customers. Dwyann is the point man for solving the daily issues required to maintain good service. He can generally be found at Northern Maine Junction, but spends a significant amount of time east of there on the Pan Am rail system.

In addition to having regular contact with Pan Am crews, it would appear he has developed a comfortable rapport with the wildlife indigenous to the region. There is a certain bear that calls Northern Maine Junction home, and although not quite on a first-name basis, Dwyann and the bear are no



Verso paper mill at Bucksport  
Photo by Dwyann Williams



Station sign on former subway to cross under tracks  
Photo by Dwyann Williams

longer shocked when their paths occasionally cross! In all seriousness, though, the reality is that not all hazards are typical, and it is incumbent upon all Pan Am personnel to be mindful of their own safety and that of their co-workers, especially in rural, sparsely populated areas where the possibility of encountering wildlife, dangerous or otherwise, is highly probable. Working safely means keeping alert for all of nature's hazards, weather and wildlife.

At one time most of these functions were carried out at Bangor, where a major yard and engine facility were situated along the Penobscot River. To better serve the needs of our customers, the duties of this facility were moved westward, to either Waterville and South Portland, Maine, or East Deerfield, Massachusetts. The Bangor yard area has since been converted into a riverfront park which plays host to an annual folk festival each August. Since Pan Am trackage still runs through this locality, cooperation between the railroad and City of Bangor is central to the festival's success. Tens of thousands of people visit Bangor during this event, and safety is of the utmost importance, for the visitors as well as Pan Am personnel. To that end, Dwynn Williams, along with the Railroad Police Department and David Nagy, Director of Safety for Pan Am Railways, pool their efforts with the city officials to ensure a win for the festival while allowing Pan Am Railways to operate trains. There is just no getting around it, Dwynn Williams is definitely a Transportation Department "man for all seasons".



Train MABA  
Photo by R.A. Blanchard

Contributed by:  
Steven D. Belforti



Local NM-1 Making up NMWA train  
Photo by Dwynn Williams

# GRAFFITI IS NO WORK OF ART

In all certainty, every one of us is familiar with graffiti. Graffiti is referred to as the application of media by humans on publicly viewable surfaces. It is also defined as a drawing or writing scratched on a wall or other surface. When done without the property owner's consent, it is vandalism.

Graffiti "artists" who deface the property of others are referred to as "taggers". The weapon of choice for most taggers is usually spray paint, and their handy work is often reflective of their own personal qualities or opinions. Sometimes it takes the form of a message to the masses. The more often a tagger vandalizes property, the more recognizable his style becomes.

A common target of taggers has always been railcars. No doubt, the fact that the cars travel across the country gives these wrongdoers the opportunity to reach a wider audience to showcase their message and style for. Whatever the motivation, it is still a crime and is punishable by law.

Tagging has become a serious national plague, so bad, in fact, that New York City passed a law that forbids the sale of spray paint to anyone under the age of eighteen, and further requires that storekeepers must keep cans of spray paint in locked display shelves.

Recently, the Portsmouth, New Hampshire Police Department charged four juveniles with the crime of vandalism for tagging railcars in the Portsmouth rail yard. The offenders had also tagged numerous public and private properties throughout the city. The Railroad Police Department (RRPD) obtained cost estimates to remove the graffiti from the railcars and forwarded that information to the District Court. As a result, the juveniles were ordered to reimburse the railroad for all costs associated with the graffiti removal and were instructed to submit letters of apology to Pan Am Railways (shown here, with names removed).

Remember that graffiti is not just an eyesore, it is a criminal act. The RRPD will continue to work with state and local law enforcement to stop the illegal act of tagging. Vandalism of railroad property will not be tolerated and those caught will be charged to the fullest extent of the law.

Contributed by:  
Chief John P. Holland

## Letters of Apology from Recent Offenders

*Dear Pan Am Railways:*

*The stupidity of how my friends and I hurt you is unfathomable to me now that I think through my actions. I would not want anyone to deface my property, and I realize that this is exactly what I have done to you. I say this honestly because I have thought about my actions, not simply due to the trouble I have gotten myself into. I have also been thinking about how much effort is actually put into trying to keep stores, businesses, and Portsmouth in general attractive. We are lucky to have the amount of history that we do have around us, and it really is not right for kids to think that they can mark any thing and anywhere without a thought. Please know that I really am sorry. I will not ever tag again.*

Dear Pan Am Railways:

I'm dreadfully sorry that you had to be a victim of my stupidity. I wasn't thinking and this experience has changed my life for the better. I was just a crazed teen not thinking about how my action might hurt someone. Once again, I am extremely sorry for what I have done.

To Whom It May Concern:

I am sorry that I have defiled one of your trains with my graffiti. I am sorry that I have cost you money for something I chose to do. It won't happen again. I am working my hardest to pay back every cent.



Photo by Jeffrey Cheney



Photo by Jeffrey Cheney

# GMX WAREHOUSE “THE PAPER EXPRESS”

**A**nother member of the Pan Am family is the GMX Warehouse at Ayer, Massachusetts, which is presently offering a number of options and programs that afford shippers the ability to reduce overall transportation costs. This program, called the “Paper Express” is geared to the paper mills we serve in Maine and Eastern Canada. The concept involves the use of the economies of rail boxcar service from the mills to the warehouse. At that point a number of choices become available to ship the paper to the final destination.

Our intermodal service, providing third morning service to Chicago in concert with the Norfolk Southern, offers shippers the capability to reach customers throughout the United States on a regular and consistent basis. Trailers and containers are loaded at the warehouse and pulled about one hundred yards to the ramp and loaded on flatcars. The activities that encompass the unloading of boxcars and reloading containers and/or trailers function on a 24-hour basis. Pre-loading is available, thus eliminating trucks waiting to be loaded, which results in added cost to the shipper. Our intermodal train operates seven days per week with a cut-off time of 5:00 PM.



Photo by Joyce Flynn

A recent development presents the opportunity for customers to have containers loaded from the warehouse and trucked to East Coast ports in New York and New Jersey for export.

The eastern Massachusetts region features a variety of truckers that do not want to go to Maine to pick up a load, but will go to Ayer to do so. This rail-truck combination also offers great access to customers in southern New England, New York and New Jersey. New York City is only 222 miles from Ayer, and Hartford, Connecticut only 108 miles.

In addition to the truck and intermodal choices, we also reload boxcars from the warehouse. The warehouse is a 117,000 square foot facility with the ability to unload eight railcars at a time. The great access to major highways such as Route 495 and the Massachusetts Turnpike is very important to the success at Ayer. We have tailored rail service from the mills to Ayer in terms of hours rather than days to make the program much more attractive to our shipping patrons.



Loading a Boxcar  
Photo by Joyce Flynn

Direct cross docking is another option available to accommodate our customers' requirements.

Curtis Sampson is the Terminal Manager at Ayer, Massachusetts. He can be reached at 978-772-0897. Joyce Flynn coordinates the paperwork and scheduling of trailers and boxcars and can be contacted at 978-772-7183. Mike Bostwick, Vice President-Sales for Pan Am Railways, is available to develop overall programs with the rail-warehouse-truck combinations. He can be reached at 978-663-6938.

Contributed by:  
Richard M. Willey



Loading bales of pulp to truck  
Photo by Joyce Flynn

# SAFETY AT THE BALLPARK

## A HOME TEAM ADVANTAGE

Well, summer has officially come to an end. So, too, has our national pastime; although, for some, it ended earlier than hoped. Those of you that enjoyed watching the Toronto Blue Jays AA affiliate, New Hampshire Fishers Cats, play ball may have noticed that efforts to protect the public interest while taking in a game were quite evident. Pan Am Railways, with the cooperation of the Fisher Cats and New Hampshire Operation Lifesaver, teamed up to inhibit public trespassing on railroad property at our Manchester, New Hampshire yard by fans en route to and from the Fisher Cats Ballpark, officially named [MERCHANTSAUTO.COM](http://MERCHANTSAUTO.COM) Stadium.

By means of a grant, New Hampshire Operation Lifesaver partnered with the Fisher Cats and Pan Am Railways to promote a rail safety mindset both inside the park and along Pan Am property at the Manchester yard, for the purpose of further educating the public on the hazards of interfering with trains, tracks and the property on which they run.

Within the ballpark the Fisher Cats organization placed signs along the concourse informing their fans to stay off and away from the railroad tracks that are adjacent to the stadium. Announcements were also made during the game to reinforce the message and reach those who may have missed any of the numerous signs.

Outside the ballpark, in order to discourage such acts, Operation Lifesaver and Pan Am Railways strategically placed signs at those points where trespassers were known to be crossing the tracks on the way to and from a ballgame. Relevant messages such as: “Don’t Get Caught In a Rundown - Tracks are for Trains, NOT for Games”, “Make It All the Way Home - Keep Off the Tracks”, “Stay Off the Tracks - Cross only at Authorized Crossings”, and “Walking on Train Tracks Is a Major League Error! Stay Away! Stay Alive!” were displayed prevalently so that the fans would take heed and be governed accordingly.

For added emphasis, Pan Am Railways’ safety officers as well as the Railroad Police Department (RRPD) were visible at many games during the Fisher Cats season to enforce the safety directives and personally dissuade any potential offenders from crossing the tracks.

Although the signs and announcements in and around the ballpark proved to be an effective deterrent and kept fans from encroaching on railroad property at that venue, the crusade will remain a high priority for all of us as we continue to educate the public year round that trespassing on railroad property at any locale is a serious problem that can lead to serious consequences.

Contributed by: David A. Nagy, Executive Director of Safety



Photos by Kurt Bruce

# STANDING THE TEST OF TIME

## THE EVOLUTION OF WATERVILLE SHOPS

**F**or nearly a century and a half, the Waterville Shops have withstood several major transitions ranging from steam to diesel, and passenger to freight, not to mention four changes in ownership. Due in large measure to their advantageous location and enduring self-sufficiency, throughout their rich history the shops have upheld a certain cost-efficient status in the City of Waterville, remaining operational while countless others have been forced to close. And since those early days, the shops have evolved into their modern role as the nucleus for locomotive, AWE (automotive and work equipment), and car repairs for Pan Am Railways.

On October 28, 1862, the Maine Central Railroad (MEC) was established, representing a unified company that stretched from Danville Junction to Railroad Street in Bangor. Situated almost at the midpoint of the 110-mile line sat the Waterville Shops, originally built by the Androscoggin and Kennebec Railroad. Expansion on the shops began in 1863 after Androscoggin and Kennebec was consolidated under the MEC.

As the Maine Central prospered, the City of Waterville concurrently began to emerge as the home base for the rail line's facilities center. In 1872, twenty-two acres of land were acquired east of College Avenue for construction of a yard, engine house and turntable. The opportunity for employment and productivity that the shops provided launched a new epoch in the city's history, and would henceforth prove to be its primary source of industry. Along with the upswing in the shops' output, the city's valuation and the number of people settling in Waterville also experienced an upward trend.

By 1885, the sustained growth of the Maine Central prompted the company to consider moving its facilities center down the line to Portland, where it was thought that construction of a more modern shops might take place. Such a move would have effectively closed the Waterville Shops and stripped the burgeoning town of its vital economic core. News of the plan inspired the townspeople of Waterville to rally in protest in an effort to save their shops, and ultimately convinced Maine Central to expand on the Waterville site rather than construct new shops in Portland. Hundreds of jobs were preserved, many belonging to the citizens of Waterville; and subsequently, the town continued to thrive around its industrial center. Actual expansion on the shops commenced in the spring of 1886; and by the summer of 1887 they were fully operational.

The Maine Central continued to flourish during the early 1900's, and as the rail line approached its peak mileage of 1,358 in 1906, a second phase of expansion was introduced. The yard nearly doubled in size with the construction of a new sand house, wreck crane house, boxcar repair shop, oil storehouse, and an engine house with 35 stalls and an 80-foot turntable. By 1911, the number of employees at the shops was climbing as well. A bridge was constructed in 1918 that extended the shop tracks to the east across the Kennebec River. A building for repairing locomotive boiler tubes and a supplementary transfer table were added to the expanding yard in 1925 and 1926, respectively.

The Great Depression of the 1930's had a devastating effect all over our country and in 1933 nearly forced the Waterville Shops to close. Nevertheless, a very small crew was kept on to repair those locomotives that had been stockpiled in the yard, thus preserving the shops' continuity in both the railroad's and the city's history. The 1940's and World War II set off a dramatic shift in prosperity which was mirrored in the shops' workforce and elevated production levels. The 40's further advanced the transition from steam to diesel that had begun in the 1930's with the arrival of "The Flying Yankee", the first diesel locomotive to come through the Waterville shops. Diesel locomotives continued to incrementally replace steam until June 13, 1954, which marked the final trip of the "470", the last steam locomotive to run on the Maine Central.

Along with the decline of steam locomotives, passenger service steadily waned throughout the 1950's. Post-World War II prosperity led to the construction of interstate highways and a dramatic upturn in the number of automobile owners across the country. This meant fewer riders for passenger trains. The shifting transportation

landscape was further affected when a significant number of boilermakers, upholsterers, and blacksmiths that had been responsible for the maintenance of the passenger coaches at the shops chose to retire from the work force, and younger workers opted to relocate away from Waterville. The workforce shrank from its peak numbers of the 1940's, but from the 1950's on, there was a steady number of employees while the shops were under Maine Central control.

Eventually, the shortage of commuters would compel the Maine Central to discontinue passenger service and shift its focus exclusively to the freight side, specifically Maine's pulp and paper industry which accounted for the largest segment of the railroad's traffic base. Now exclusively a freight operation, throughout the 1960's and 70's the Waterville rail yard itself underwent only a few significant changes in structure, including reconstruction of the west end, a new heating system that drastically reduced the total amount of fuel consumption, and a rebuilt paint shop.

It was in the early 1980's that Guilford Transportation Industries, now known as Pan Am Railways, purchased the Maine Central, and the shops continued their evolution under this ownership which has carried into the 21st century.

Today the Waterville Shops is teeming with activity in its capacity as the hub for all locomotive and freight car heavy repairs here on Pan Am Railways. Our Car Department puts every car through a series of repairs that includes straightening and reinforcing the doors and panels, and then finishing them with the Pan Am paint scheme. Each car spends about six days in the shops before it is sent back out into service on the line. One and two-man facilities previously scattered throughout the state are presently consolidated at Waterville, now home base for multiple road truck crews that make the running repairs on equipment and machinery in the field during the summer months. Likewise, many other functions formerly disbursed throughout the state are conducted solely through Waterville, thus strengthening the role of the shops within Pan Am Railways.

The geographical benefits reaped from the shops being situated at the end of the line afford Pan Am Railways self-sufficiency in repairing and manufacturing parts on site, thereby eliminating the shipping expense that would otherwise occur if those parts had to be purchased from down the system. What's more, the shops are equipped to do any essential repairs on all of their own machinery. New technology has facilitated the process of repairs and manufacturing, which translates into a more cost-efficient operation. All cranes are now pendant-controlled and can be operated by merely pushing a button. Drop tables enable workers to make repairs to the underbodies of locomotives without having to lift the engine in the air as previously required. Two-quart hand pumps have been replaced by airless painting systems that paint at a much faster rate with better quality, leading to increased productivity in the paint shop.

Contemporary technology also allows our supervisors at the shops to access the company mainframe through DSL-equipped computers in order to electronically bill cars, order parts or log spare parts, which results in greater overall efficiency. Unmistakably the modern shops, with a labor force possessing specialized skills and a complement of highly effective equipment, is a tremendous asset to Pan Am Railways.

In 1991, Waterville became one of three locations where Pan Am Railways opened Vehicular Repair Facilities, along with Billerica and East Deerfield, Massachusetts. In that same year, the Association of American Railroads (AAR) granted Quality Assurance Certification for the Wheel, Axle, and Brake Shops. In 1998, the AAR granted the same certification to the Freight Car Heavy Repairs, and Bolsters Shop. The shops are inspected by the AAR annually and their certification is consistently renewed.

Because of the many modifications made throughout its existence, the Waterville Shops have been able to effectively withstand the test of time and remain in productive operation right up to the present day. Currently the Waterville Shops is staffed twenty-four hours a day, seven days a week, year round by an able staff of Pan Am Railways employees and managers.

Contributed by:  
John Thayer



“The Flying Yankee”. First diesel locomotive to reach Waterville. (Photo from [www.wikipedia.org](http://www.wikipedia.org))



The Old 470, the last steam locomotive to run on the Maine Central Railroad. Final trip Portland to Bangor on June 13, 1954. It now sits in the front of the Waterville shops, given to the city of Waterville on MEC's 100th anniversary—October 28, 1962.



Two boxcars recently finished in the Pan Am paint scheme.



A car with the Guilford Rail logo sits next to a car with the MEC logo in the Waterville yard, indicative of the change in ownership over the years.

The Waterville Shops from overhead, 1948.



# LOCOMOTIVE AUXILIARY POWER UNITS (APU'S): EVERYBODY WINS

Over the years, an often asked question has been: “Why do locomotives have to idle during the winter months?”

Unlike your automobile that utilizes anti-freeze to prevent the water in the engine cooling system from freezing, the locomotive diesel engine does not use any anti-freeze. Due to the extensive vibrations of the locomotive diesel engine, regardless of the type of locomotive, a locomotive diesel engine is extremely prone to internal and external water and oil leaks. If the locomotive’s cooling system contained anti-freeze, and if the engine developed an internal water leak, the anti-freeze would cause considerable, costly damage to the crank shaft, bearings and turbocharger.

Thanks to today’s advanced technology, the APU was developed and sold to numerous railroads throughout the United States and Europe. The locomotive APU system was a joint design accomplishment by the distributor, EcoTrans Technology of London, Ontario; the engine manufacturer, Kubota; and the railroad technical assistance of the CSXT mechanical engineering department.

The primary function of the APU is to conserve fuel while reducing noise and emissions, yet reduce wear and maintenance of the locomotive engine and rotating equipment. As an example, for the fuel conservation, a 3000 HP locomotive consumes approximately five (5.0) gallons of fuel per hour at idle. When the APU equipment shuts down the locomotive engine, the APU engine will only consume one-half (.5) a gallon of fuel per hour. This equates to a 4.5 gallon savings of fuel per hour per each locomotive that is equipped with an APU system.

The following overview may help to clarify how the APU operates:

- The APU system consists of an 1800 RPM, four cylinder turbocharged diesel engine that is manufactured by Kubota. The diesel engine drives a 60 hertz 240-volt single phase generator that is designed to power the water and oil heat exchangers.
- When the locomotive idles more than thirty minutes and the APU senses that the locomotive is not being operated, the APU will automatically shut down the locomotive engine.
- Several minutes after the locomotive shuts down, the APU will automatically turn off the locomotive headlights, ditch lights and cab lights.
- The locomotive engine and the APU will remain in the shutdown mode. If the locomotive cooling system water temperature drops below 60 degrees, the APU engine will start and circulate the water through a heat exchanger. The cooling water will be heated to a temperature of 100 degrees.
- At the same time the cooling water is being circulated and heated, the locomotive lubricating oil is simultaneously being circulated and heated to a temperature of 50 degrees.
- When the locomotive water and lube oil is heated to the prescribed temperature, the APU engine will shut down. As required, the APU engine will automatically start and repeat the heating process.
- When the locomotive battery voltage drops below 72 volts, the APU engine will activate and charge the batteries to 74 volts. Once the batteries are charged to the recommended voltage of 74 volts, the APU engine will turn off.



Boilermaker Wayne Plummer installs the APU fault alarm beacon near the roof line of locomotive 345. Photo by Mike Slaney



Electrician Cameron Gallo installs an auxiliary electric cab heater in the cab of locomotive 345. Note the Engine Shutdown Timer (EST) at top of photo. Photo by Mike Slaney



Sheetmetal worker Harvey Johnston (left) and Boilermaker Wayne Plummer (right) prepare to install an APU into locomotive 345. Photo by Mike Slaney

- The locomotive cab is equipped with an auxiliary electric cab heater. Should the temperature of the cab fall below 55 degrees, the APU engine will switch on and heat the cab to 60 degrees.

Despite its diversity, the APU is not designed to start the locomotive engine; the train crew is required to do so when they report for duty.

Pan Am Railways has begun the process of gradually introducing APUs to its locomotive fleet, and our ultimate goal is to equip our entire fleet of locomotives with this highly efficient device.

Contributed by:  
Michael J. Walsh



Electrician David Dyer prepares an APU for installation into locomotive 345. Photo by Mike Slaney

Telegraph, The (Nashua, NH)

August 17, 2006  
Section: Amherst

Device making life quieter near train yard

PATRICK MEIGHAN  
Telegraph Staff

Carol Rioux loves what she doesn't hear when she steps out of her Gillis Street home in Nashua. As is usually the case, there was a locomotive engine parked in the nearby Crown Street train yard Wednesday. She knew it was there because she could hear it. But unlike in the past, she could only barely hear it.

"It's like it's not even there, it's so quiet," Rioux said. Contrast that with just a few months ago, when Rioux would take her cell phone down to the train yard and call city officials to make a point. She'd yell into her cell phone over the noise, "What you hear in the background is what we have here 24 hours a day when these trains are idling." But that was before PanAm Railways, formerly Guilford Rail System, attached a device called an auxiliary power unit to the engines. The device is a long-term fix to the problem of noise and emissions from idling trains, said company president David Fink. "In Nashua, we've had one on and off for the past three months," Fink said. On Monday, PanAm demonstrated the filter to Rioux, other Crown Hill area residents and Nashua officials such as Kathy Hersh, the city's community development director. Rioux has served as the point person in the neighborhood regarding the issue. "For over a year I've gotten calls from residents in the Crown Street area about noise from the rail yard," Hersh said. The company had always been responsive, moving trains when it could, but PanAm had to maintain the yard, which meant keeping locomotives idling, she said. During a meeting with Fink several months ago, Hersh brought up the issue of the noise. Fink noted that the company had been retrofitting the trains with filters, and when he heard about the concerns in Nashua, he moved the city up on the priority list, Hersh said. Noise from idling trains had been a problem in towns in Massachusetts, particularly after one town tried to take action against the company, Fink said. "Nashua had never been an area that had been brought to my attention," he said. Before the filters were installed, engines had to idle to keep the battery charged. The device allows the engines to be shut off while charging the battery, thus cutting down on noise, emissions and fuel costs, Fink said. "For us neighbors here on Gillis Street, it's been long overdue," Rioux said. Lynn Laughton said when she used to wash dishes with her window open, her kitchen would fill up with diesel fumes, but that doesn't happen anymore. "At 2 a.m., you'd wake up and that was all you could smell," said Enid Ricard, another resident of the street. Rioux said she's worked with the city since the fall of 2004 on the problem. Trains often were left idling over the entire weekend, especially in cold weather, she said. To make matters worse, buildings had been torn down and equipment moved from the former Triangle Pacific Corp. site, which had served as a buffer between the trains and Gillis Street, Rioux said. She praised the railway company for its response to the problem and willingness to work with residents and city officials. "It speaks well about the company that they're recognizing problems and trying to improve things along the tracks," Rioux said.

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# THREE CHEERS FOR THE BLUE AND WHITE GO PAN AM!

Falling leaves and dropping temperatures bring us the first signs of fall;  
But more importantly, they bring us college football!  
Tailgate parties and crazy fans;  
Thousands of pom-poms and big school bands!

**L**et's face it...America loves football! And so does Pan Am.

For quite a few years now Pan Am has been transporting numerous college football teams, alumni and fans across the country in crisp autumn weather to take part in America's favorite fall weekend pastime.

Flying alumni and fans to the big game is sure to be a blast! The "tailgate party" is usually in full swing by the time the aircraft is boarded, and the revelry continues from take-off to landing.

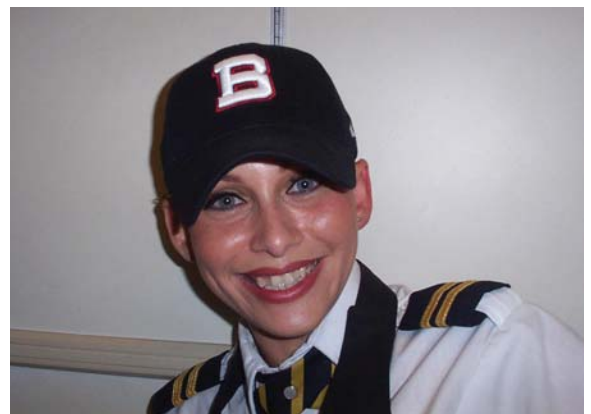
However, flying the actual teams is quite a different experience. The ride to the game is generally "all business" as hours of preparation have been put into this week's game. And surprisingly enough, just as much thought is put into the flight to the opponent's city. Players line up quietly to board the aircraft; most have already fallen into their pre-game rituals and mental preparation mode.

Upon boarding the plane, players move quickly to their seats, which were in all probability pre-assigned by their coaches. For many teams, the task of assigning seats is just as critical as determining the opening play of the game. Who knew all this could be so complex?

A team usually requests flight information weeks in advance, including the size of the aircraft, seating configurations and available leg room in each aisle. The wider seats are then designated for the "big" players, while the tall players draw the seats with more leg room. Coaches customarily place themselves in seats adjacent to players they want to review plays with. Playbooks are stored in every seatback for easy in-flight access. Some players and coaches even use portable DVD players to study plays from previous games, while others simply put on their earphones, turn on their favorite song and try to rest in flight. Suffice to say, flight attendants are kept busy in flight, serving huge amounts of food and power drinks throughout the cabin. After all, these are growing boys with large appetites!



Flight Attendant Claudia Formoe wears her team's cap.  
Photo by: Gretchen Neira-Reep



Flight Attendant Gretchen Neira-Reep shows her team spirit.  
Photo contributed by: Gretchen Neira-Reep

As the aircraft touches down, a wave of silence flows through the cabin once again. Game on!

The atmosphere on the ride home can vary considerably. It's either a very quiet ride or a quite jovial ride, obviously dependent on the game's outcome.

Either way, flying for college football and all that it entails is always exciting!

So wave your blue and white pompoms and give a big cheer for Pan Am. For they may have just landed in town with your favorite team, in time for this week's kick off!

Contributed by:  
Stacy Beck



Designed by Peter Alex

## "CLIPPER ED BALL" FLIES BALL STATE UNIVERSITY

The first weekend in October, Pan Am flew Ball State University to Buffalo, New York for a game. Ball State won 55-25.

We flew them in aircraft N348PA (tail number) which is named "Clipper Ed Ball". Although the name bears no association to the university, the team was, nonetheless, so surprised and excited when we landed in this particular plane!!! This, along with the victory for Ball State, made it a very special occasion.



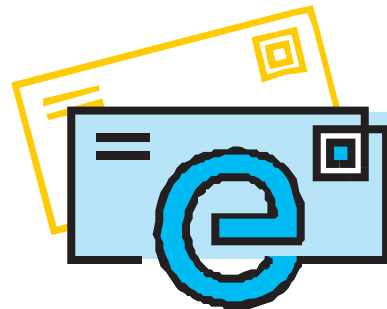
Ball State Team arriving in Buffalo



Ball State Head Coach Brady Hoke, Capt. Pete Hayden and Director of Athletics Ken Brown.

# THE FLIP SIDE OF EMAIL

**W**e live in an age of high speed and high tech, where email has replaced what is often referred to as “snail mail”. In all probability, almost everyone has at least one email address in their personal and professional life. Many have two - or more. And, it is not even necessary to actually own a computer in order to communicate by email. As long as you have an email account, a visit to the town library will gain access to Yahoo!. In the case of business email, however, most companies have adopted specific guidelines and policies governing the use of and access to company email systems. Pan Am Railways is no exception. All employees should make themselves familiar with this policy if they have not yet done so.



Life just would not be the same without email. After all, how else could all those legitimate senders sell us medication and watches at deep discounts, pass on hot stock tips, direct us to adult web sites, warn us of unauthorized access to our eBay or bank accounts, update us on our mortgage applications, help us to make a fortune while sitting around at home, or help us collect our lottery winnings and inheritances from long lost relatives? In case it is not obvious, this is a bit of sarcasm, just to get your attention.

Is every unsolicited email a scam? Probably not, but why take a chance? The problem is that so many emails, particularly those referencing eBay and financial institutions, look like the real thing, making it far too easy to be duped. They may direct you to a web site that looks authentic where you will be prompted to enter your user ID and password. Beware, though, that once you hit the “enter” key, in all probability your life will never be the same. The term “identity theft” quickly springs to mind. The only surefire solution to any ensuing problems is to cancel your email accounts. If that is not an option, the next best choice is to build a personal security shield out of common sense, a skeptic’s view of the world, and the best computer security tools and services available.

**Common Sense** implies that you never open an unsolicited email from a sender you do not recognize, and close the “Reading Pane” as some maleficent messages need only be opened in the preview window to do their dirty work. If you cannot resist the urge to open it, then at least never click on any link, and never, never, ever open an attachment. Furthermore, you should never provide any personal identification or credit card information in response to an unsolicited email no matter how urgent or important it seems.

**A Skeptic’s View of the World** is the next line of defense. Suppose, for example, your friend George sends you an email with a subject line of “Hey”, a message that says “I Thought You Might Find This Interesting”, and an attachment. Your first thought should not be “My Pal George Is Sending Me Good Stuff”. But rather, “I Should Call My Pal George to See If He Really Sent This. If He Didn’t, He Will Want to Know That His Computer Has a Virus”. Either way, George will appreciate hearing from you.

Also, as a good skeptic with sharp instincts, you would realize that if you did not enter a Nigerian lottery, how could you possibly have won a huge prize? Good question! Why would someone pay you to do test shopping and keep the merchandise you purchased? Another good question! Why would someone pay you to receive items at your home and repack and reship them out of the country? This one is easy - it is because in all likelihood the merchandise was purchased with a stolen credit card, which will leave you trying to explain it to the authorities.

**The Best Computer Security Tools and Services** include a combination of anti-virus software, anti-spyware, and anti-spam software. The problem is that many people think they can buy the cheapest product available, install it once, and forget about it. Nothing could be further from the truth. Effective protection for your system

requires the best state-of-the-art products obtainable, along with a subscription that updates the software with all the latest virus, spyware, and spam information. The subscription is essential because virus authors are hard at work continuously devising new viruses to unleash on an unprepared public. Granted, safety measures do cost money, but the alternative would be far more costly. Imagine your system being invaded by a virus or spyware that records your personal user IDs and passwords that access your bank, investment, eBay, or other online services, and then emails them or posts them to a chat room. Another possible scenario could involve you unwittingly sending virus-laden emails to your pal George and everyone else in your address book after your system has become infected!

One other aspect of security sometimes overlooked is the operating system itself. If you run Windows, security patches from Microsoft should be applied as soon as they become available. But you need to make a habit of checking for those periodic updates.

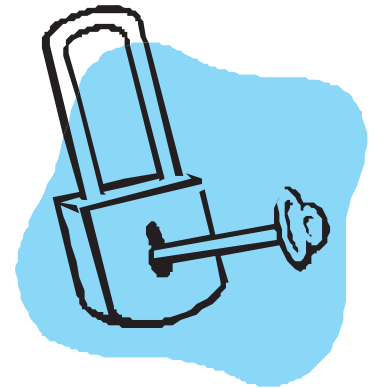
This all seems scary, right? Well, just remember to be cautious and exercise some preventive maintenance. Instinctively you would not open your door to a person unfamiliar to you, but instead ask questions through the closed door, look out the window or peephole, and maybe ignore the person altogether. When the postman delivers your mail, reflexively the junk mail gets tossed in the wastebasket. Unfamiliar email should be dealt with in the same manner.

The bottom line is that we all need to be vigilant one hundred percent of the time, though that is not always a guarantee. Even those of us who should know better get burned from time to time, but if we follow all of the above recommendations, we can greatly reduce the odds. Perhaps the simplest solution to the problem, at least with regard to email, is to delete it without ever opening it when there is even the slightest doubt about its legitimacy. Does this mean that something gets deleted that should have been read? It could, but it is a small price to pay for security.

That having been said, here at Pan Am Railways we have taken a split approach to securing email. On the server side we use Symantec Anti-Virus, the server-based version that stops viruses on inbound and outbound email; also on the server we use the Intelligent Message Filtering and Connection Filtering features of Microsoft Exchange to help filter out unwanted email. On the PC side, we take advantage of Microsoft Windows Defender, a PC-based anti-spyware product.

All of these products have the potential to do an excellent job of protecting our company email. Our ongoing effort to update, tune, and adjust these products allows us to meet the challenges placed on us by the forces of Internet evil and provide a degree of security to our network and system. The rest is up to you.

Contributed by:  
Ronald E. Jolin



# ARCHITECTS OF NORTHPOINT

As construction of Sierra, Tango, and the park continue on schedule and the sales of the 329 condominiums proceed ahead of budget, it is fitting to reflect back on how it all came to be. In order to permit this 45-acre industrial site into the 5.2 million square foot mixed use development, it was absolutely imperative that a master plan be inherently understood and implemented. A vision for the commercial, residential, and 10-acre park needed to mesh with a newly relocated MBTA (Massachusetts Bay Transportation Authority), or “T” station. Ken Greenberg, Principal of Greenberg Consultants, Inc. of Toronto was brought on board as the master planner. Greenberg, along with CBT, Childs Bertman Tseckares of Boston, who was the master plan architect, were integral parts of the team that successfully permitted the site. The master plan includes:

- 2.2 million square feet of office or lab space
  - Retail district
  - 2,700 residences
  - On-site parking
  - Creation of city blocks
- 10 acres of park with bike and walking paths that connect to the Charles River and the Minuteman bike path.
- Transit oriented location with terrific highway access as well its own Green line T station and close proximity to the Orange line and North Station. This transit emphasis is what excited Pan Am about developing the site initially and is the basis for the vision which is unfolding today.

With the mixed use plan in place and special permit granted by the City of Cambridge, it was crucial that the actual design of the buildings get underway. An international design competition that was open to architects worldwide ensued, with over one hundred firms participating. From the original list, a group of eight was chosen as finalists. These firms made presentations to a six-person jury and three were selected, each to develop a parcel. Ken Greenberg noted, “Each of the eight competitors made significant contribution to the understanding of the site’s potential. The three winners showed outstanding creativity in responding to the design challenges of the individual parcels.” As a result of their ability to design within the specified guidelines and budget, these three teams were selected:

- Behnisch, Behnisch and Partner, Inc. of Stuttgart Germany and Venice, California, in partnership with Next Phase Studios of Boston, Massachusetts.
- architectsAlliance of Toronto
- Steven Ehrlich Architects of Culver City, California in partnership with Symmes Maini and McKee Associates of Cambridge, Massachusetts.

Because the first two buildings are residential, architectsAlliance and CBT were awarded the designs. CBT designed Sierra, 99 units to open Spring 2007, and architectsAlliance designed Tango, 230 units to open Fall of 2007. Parcels have yet to be assigned to Behnisch, Behnisch, and Partner and Steven Ehrlich Architects. As commercial opportunities come to fruition, the relative expertise of these two firms in designing a building with the right mix of architectural and functional features that NorthPoint and these tenants desire will be of immense value.

As we progress to the next phase of development, the relocation of the Lechmere T station across the Monsignor O’Brien Highway into the NorthPoint site, a new architect has been engaged to design and develop this area. Handel Architects LLP,

with their experience in transit related architecture, is currently in the pre-schematic design phase that includes not only the T station, but also the three adjoining parcels that make up this “Gateway” into NorthPoint. The NorthPoint team is also discussing who should be involved in conceptualizing the next blocks beyond the Gateway that constitutes up to four more parcels.

The idea of a neighborhood environment is a constant consideration as the NorthPoint vision gradually unfolds. Residences will offer this “feel” to occupants through ground floor entryways that access directly onto the streets and park. The park with its trees, plants, and paths, along with the water feature that will also be a key aspect of treating storm water, is being designed by MVVA Landscape Architects.

Similar to any large apparatus or organism, there are many moving parts entailed as NorthPoint continues to grow. And there are many architects involved in creating this distinguished neighborhood. With the assistance of Ken Greenberg, the link from block to block assimilating the contribution of the different designers will be seen through this flowing park, and the neighborhood will gain its identity.

To learn more about NorthPoint, please visit our websites:

[www.northpointcambridge.com](http://www.northpointcambridge.com)  
[www.livingatnorthpoint.com](http://www.livingatnorthpoint.com)

or visit our Sales Center at 24 East Street in Cambridge, Massachusetts.

Contributed by:  
Philip D. Kingman



Aerial View  
Photographer: Mark Flannery Photography (8/3/06)



SIERRA Renderings  
Childs Bertman Tseckares of Boston (CBT), Architects



TANGO Renderings  
architectsAlliance of Toronto, Architects

# PAN AM SERVICES

## THE PROS WITH THE HOSE!

Since the rebirth of Pan Am in the late nineties, Pan Am Services has provided the necessary support to help manage its 727 and J-31 operation. Some of the services we provide are: fueling (both single point and over the wing), de-icing, lavatory and potable water. We also have a five tank fuel farm with the capacity to hold 100,000 gallons of Jet A. Our fleet of fueling trucks consists of...

8000-gallon Jet A truck  
6000-gallon Jet A truck  
3000-gallon Jet A truck  
2000-gallon 100LL truck  
150-gallon 100LL trailer

With the diversity of our fuel trucks we can meet all Pan Am fueling needs, whether it is 4500 gallons on a 727, or 150 gallons on a J-31. All Pan Am Services staff are specifically trained for 727 and J-31 operations, which is why we have provided safe and efficient service for the last seven years. Pan Am Services is a proud division of Pan Am Systems. Please call 1-800-424-0350 or e-mail us at [www.panamservices.com](http://www.panamservices.com) if we can be of service!

Contributed by:  
Jason Brooks  
Pan Am Services



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