
# THE PAN AM CLIPPER

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VOL. 15 OCTOBER/NOVEMBER/DECEMBER 2006 ISSUE 12

# PRESIDENT'S MESSAGE

As we publish the first Pan Am Clipper of 2007, the Pan Am Railways team is working on several exciting customer service initiatives. The most recent of these ventures is the new unit train from Omya Inc., North America in Vermont to our paper producers in the State of Maine. The train has been running for a few months and we have seen both a real improvement in transit times and a reduction in Omya cars on the system. The train has been a real collaborative effort with Pan Am Railways, Omya, Vermont Railways, Sappi and New Page, working together to make the train a reality.

The performance of our intermodal product for the Norfolk Southern over the past six months has been fantastic. This improved transit time succeeded in attracting a new international customer, Costco, which came on line in January. The Transportation department has been hard at work over the past few months rescheduling the entire railroad to improve transit times, reduce dwell times, and increase the overall velocity of the system. These changes have already improved our service and further improvements are in the works. Once all changes are made, the Transportation and Marketing departments will be meeting with customers to review the new system train schedules.

These new customer service initiatives as well as others in the works will help us continue to grow our business in the northeast region. I look forward to working with the entire Pan Am team and our customers in the upcoming year.

Sincerely,
David Armstrong Fink
President
Pan Am Railways

# ROAD TRIP

On November 30th and December 1st, 2006, Debbie Bourassa, Director of Personnel at Pan Am Railways, along with Ray Fecteau (pictured) of the Boston, Massachusetts Railroad Retirement Board (RRB) district office, went to Waterville, Maine to meet with employees about an array of issues that could affect them at some point in their railroad career.

One topic pertained to sickness benefits. Employees were instructed about proper procedures for filing claims as well as their responsibilities concerning follow-up. Specifically, Debbie and Ray reviewed with employees the paperwork that needs to be completed by the employee as well as his or her supervisor when a leave of absence is necessitated.

The information covered included:

- Railroad Retirement Sickness Benefits
- Supplemental Sickness Benefits
- The Family/Medical Leave Act of 1993 (FMLA)

Additionally, printed materials from the RRB and the Human Resources Department on a variety of subjects were made available to those who attended the meetings.

From all accounts the program was a success, and many employees have inquired about whether any visits are planned to other points on the Pan Am system. As a result, both the RRB and Human Resources traveled to locations listed below to provide any assistance we could to our valued personnel. Hopefully we saw you there!

| | | | |
|---|---|---|---|
| Dover, NH | Rotterdam Jct., NY | Ayer, MA (GMX) | Portland, ME |
| No. Adams, MA | Deerfield, MA | No. Maine Jct., ME | Billerica, MA |

Contributed By:
Debbie Bourassa


## Information

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

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1700 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.

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) is alive and well, offering car location information either through the car movement system (STARR) or the AEI database. CustomerService@panamrailways.com is now another option for customers to access car location information, etc.

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Jennifer Neveu Graphic Design

# NORTHPOINT STATION: THE NEXT PHASE

The repositioning of Lechmere Station from its current location to the north side of Monsignor O'Brien Highway has been in discussion for over twenty years. This long anticipated move drew one step closer to reality at a groundbreaking ceremony held on October 23, 2006. Under a tent at the station's future site, officials from the Cities of Cambridge and Somerville, the Commonwealth of Massachusetts, the Massachusetts Bay Transportation Authority (MBTA), and our NorthPoint development team were on hand to celebrate this momentous occasion.

Once completed, this new station will become the entrance to the NorthPoint site and the centerpiece to our next phase, "NorthPoint Station." As previously revealed, it will be part of a six parcel, nearly 2 million square foot development that will include housing, retail, restaurants, shops, parking, office, and lab. All the required roadways and related infrastructure and utilities will also be constructed during this exciting and expansive phase.

Rendering of NorthPoint Station by Neoscape

The move of the station stems from an agreement between Pan Am Railways and the MBTA whereby the "T" gets a new, privately funded, state-of-the-art station which, in turn, allows for the alignment to be in place for the planned future extension of the Green Line to Union Square in Somerville and Medford. Upon completion of the station, Pan Am will gain first-rate, developable land including the parcel where the existing station stands today. This truly is a public/private partnership where both parties come out winners.

Aerial Photo of NorthPoint taken 12/8/06
Photo by Mark Flannery Photography

The incorporation of the new station (see rendering) within this 45-acre, 5.2 million square foot project is consistent with "transit-oriented development" that is so important in today's environment. A lesser reliance on the automobile (especially as gas prices continue to escalate), reduced commuting times, and a diminished urban sprawl are consistent with the accepted wisdom of "smart growth" and in keeping with a vision that has not wavered from its inception decades ago.

As you can see in the aerial photo, the first phase of construction is progressing nicely. Even in what is considered a down real estate market, sales continue on pace with nearly forty percent of the space under agreement. Sierra (99 units) is on schedule for completion in Spring 2007, and Tango (230 units) for late Fall 2007. For more information please visit our sales center at 24 East Street in Cambridge or our web sites:

www.northpointcambridge.com
www.livingatnorthpoint.com

Contributed by:
P.D. Kingman

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# PERSONNEL NEWS

As we begin the New Year, we would like to congratulate those starting the next chapter of life: Robert Prevost, 19 years of service, Richard Michaud, 14 years of service, James Herbert, 36 years of service and William Strout, 32 years of service. They will be missed by their co-workers and friends.


Just a reminder to all railroad employees that if you have not yet been issued a photo ID, please call 978-663-6962 or stop by the Human Resources Department to have your picture taken. Thank you.

Contributed by:
Cyndi Scarano

# NO DUMPING ALLOWED

It is probably a safe bet that none of us would appreciate a neighbor, let alone a total stranger, discarding litter, junk or debris on our private property, and in all likelihood, we would want the wrongdoers punished. On a much larger scale, the railroad consists of hundreds of miles of trackage which, disgracefully, many consider their own personal garbage dump and where such thoughtless deeds create a dangerous environment for those railroad employees who work on or around the tracks. Although mostly perceived as an anonymous act, littering is really the modus operandi of a coward, and one that carries a penalty.

Disposing of trash and unwanted items on railroad grounds has long been a national scourge. Washing machines, dryers, tires, building materials, and household trash are just some of the items that the Railroad Police Department (RRPD) might come across while on patrol. And because this type of crime involves litter, an investigation can be a dirty job that involves sifting through bags of trash and garbage for any clue to the culprit's identity that a letter or bill might provide. Amazingly, people are often foolish enough to leave behind their "calling card", so this type of effort frequently results in tracking down the guilty party. Similarly, in cases where building materials or roofing shingles mysteriously find their way onto railroad property, by simply checking the neighborhood for renovated roofs or signs of demolition, the RRPD usually succeeds in catching these type offenders as well.

Discarded Tires on Railroad Property
Photo by Officer Michael Whiteman

A more dangerous problem involves the abandonment of stolen or scrapped motor vehicles on railroad property, sometimes on the tracks themselves. This obviously poses an extreme danger for any oncoming trains and could potentially cause an accident. Damage to railroad assets, customers' products, or even serious injury or loss of life could result from such encroachments on railroad property.

It cannot be stressed enough that those caught disposing of refuse and/or junk on railroad property can expect to be criminally charged by the RRPD and will incur a significant fine and/or a court order mandating them to clean up those areas they have trashed. Beware: No Dumping Allowed.

Contributed by:
Chief John Holland

Vegetation Growing around Tires
Photo by Officer Michael Whiteman

# OMYA
## PROMOTING A PARTNERSHIP

On November 17, 2006, Pan Am Railways and the Vermont Rail System began a new joint service for one of our largest customers as three locomotives departed from Bellows Falls, Vermont with thirty-six tank cars of calcium carbonate slurry destined for Portland, Maine.

The world's largest producer of ground calcium carbonate, Omya's largest plant in North America is based in Florence, Vermont on the Vermont Rail System (VRS). Omya's major markets include paper, plastics, paint, pharmaceuticals, and construction materials. While not as familiar to us as some other minerals, calcium carbonate is integral to the New England economy as a coating and filler in the paper industry. It is a finely ground marble that is mixed and dispersed in water for loading into tank cars. The mineral makes up four percent of the earth's crust.

Photo By Mike Clements

Our new service is aimed at bringing Omya closer to the papermaking market in Maine. Given symbol BFPO, denoting Bellows Falls to Portland, the Omya train is more than a traditional unit train. Rather than shipping a single product from a single origin to a single destination, Omya distributes assorted grades of product to many different mills. As a result, the train must be block loaded in Florence and staged in Bellows Falls in order of destination, thus eliminating intermediate switching. Once per week at Bellows Falls, Pan Am takes the traffic from VRS and runs BFPO through to Portland, stopping only at East Deerfield to change crews.

At Portland the various blocks are broken up and relayed to three different paper mills by various trains out of Rigby Yard. The return of the empties is handled in the reverse fashion with empties accumulating at Portland and delivered to the VRS interchange on Friday afternoons. The crew drops the empties, picks up the loads and starts the cycle over again.

All parties involved, from Omya to the paper mills, to VRS and Pan Am, are in agreement that the service has been a tremendous improvement. Omya's Director, Logistics, Erik Bohn says, "[The new train] has dramatically improved the consistency of the service, which is a great thing. It was relatively painless to implement with tremendous benefits for everyone." Mr. Bohn also stated that the mills should be able to reduce their inventory on hand now that the transit is on a strict schedule. This will help free up railcars in a very tight railcar market. He added, "Thanks to great teamwork, we've made them believers."

At Pan Am Railways we are focused on continuing to provide this caliber of service, which demonstrates our willingness and ability to satisfy customer needs. In the coming year we will continue to look for other innovative ways to enhance our services.

Contributed by:
Mike Clements

# COMMON GROUND

At a host of local emergency planning committee (LEPC) meetings conducted in the State of Massachusetts during the past few months, the Pan Am Railways Safety Department, together with Robert McNamara and Frederick Fraini of the Federal Railroad Administration's (FRA) Hazardous Materials Division, have been informing and educating local agencies about safe practices along the railroad.

Private Citizens regularly voice concern to elected officials and other agencies about those railroad issues they perceive as unsafe. By all accounts, the subject of hazmat (hazardous materials) garners the most attention, even though statistics prove that transporting hazmat by rail is a much safer option than via other modes of transportation. However, in keeping with the public interest, meetings are held to present the facts and answer relevant questions. These forums are mostly attended by what is known as First Responders, such as Law Enforcement, Fire Departments and Hazmat team leaders, although Dispatchers and School Administrators also participate.

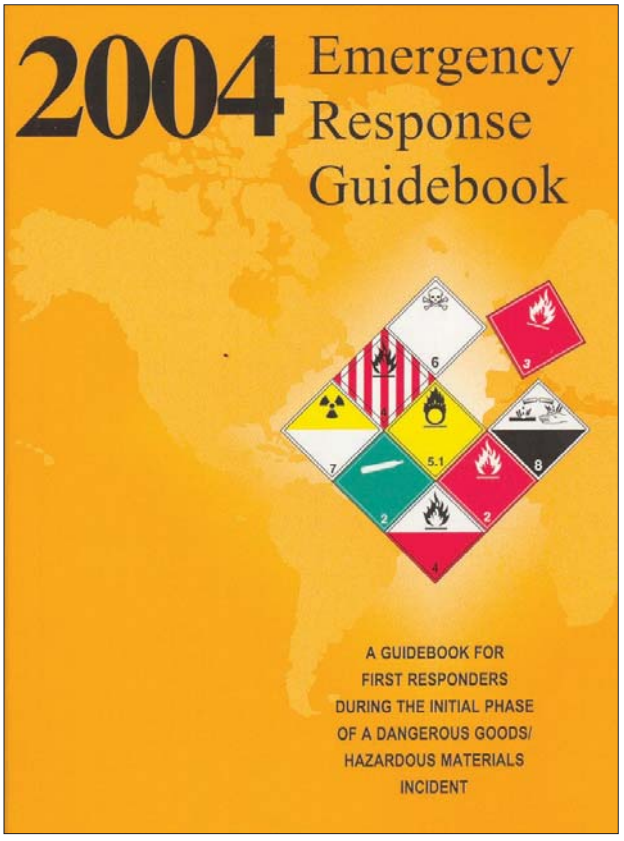
Recognizing the need for a more widespread, thorough exchange of information, the FRA and Pan Am Railways decided to team up at the LEPC meetings. First, the FRA puts on a comprehensive power point presentation on hazmat safety and how it interfaces with communities and the environment nationwide. A typical session involves, for example, general inquiries about the rail industry, types of shipments, safety standards, and security, and both Mr. McNamara and Mr. Fraini willingly elaborate on any aspects of particular interest.

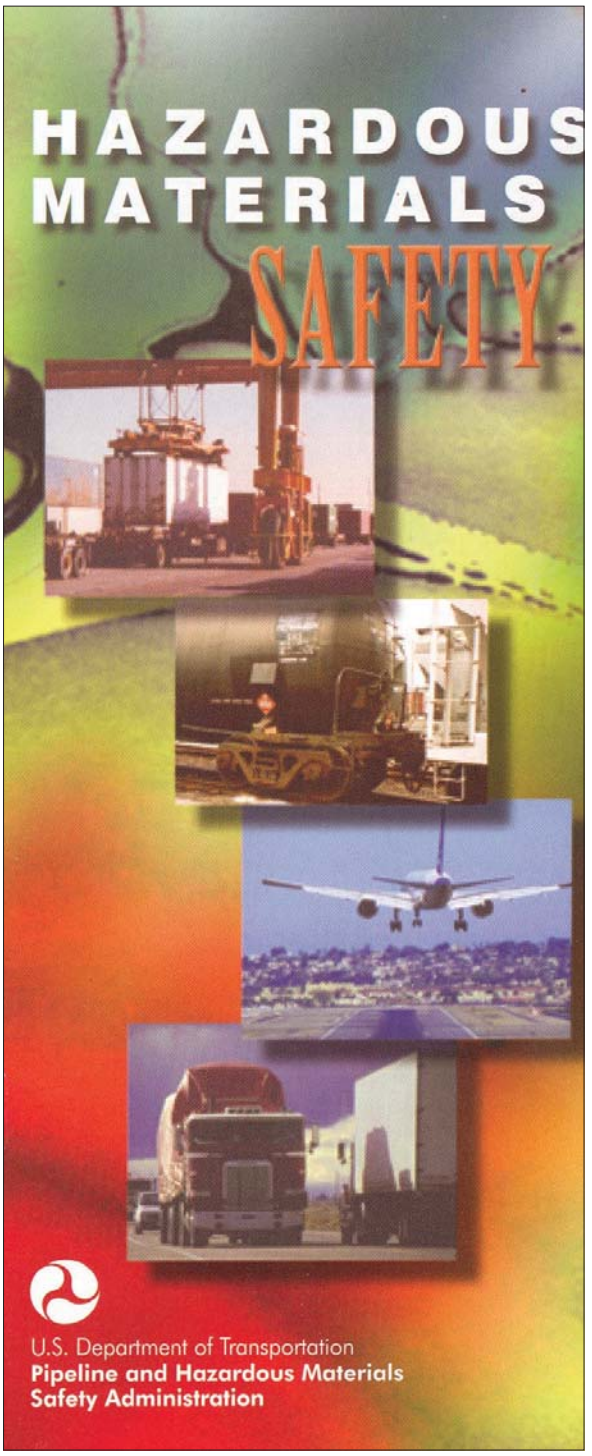
Once the FRA portion of the program is complete, the railroad's Safety Department then fields questions, usually posed by First Responders, relative to key contact information, how our operation will function in the event of a crisis, and how a hazmat incident might impact communities along the Pan Am rail system. Ensuring that the channels of communication between the railroad and the local emergency personnel are kept open will facilitate the best outcome in any emergency situation.

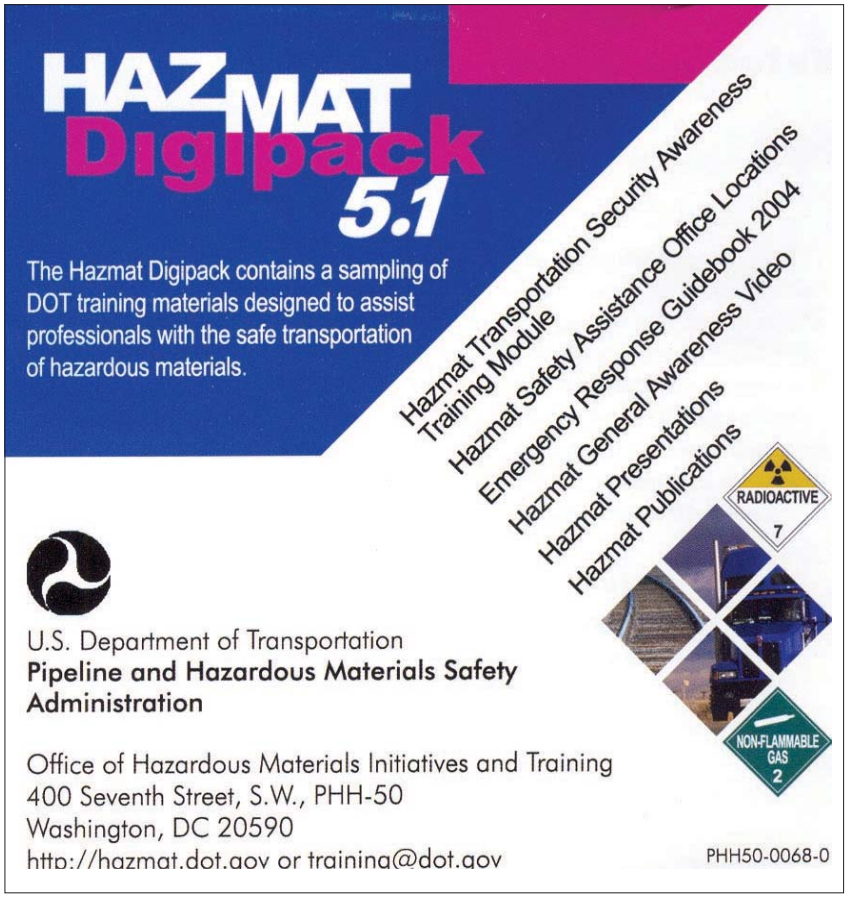
As the meeting adjourns, we offer our business cards in case questions come up later, or for those who may wish to talk one-on-one. This practice has worked out quite well as the Safety Department has received many follow-up calls subsequent to these sessions.

The general consensus among all who attend these meetings is that the format is a success. And having the benefit of the expertise of both the FRA and Pan Am Railways officials reinforces the belief that the welfare of the public as well as our employees is our top priority. We believe this dialogue has cultivated good public relations with the communities served by Pan Am Railways and look forward to continuing this productive relationship with the FRA by taking our mutual message to some of the other states we serve.

Contributed by:
Dave Nagy


2004 Emergency Response Guidebook
A GUIDEBOOK FOR FIRST RESPONDERS DURING THE INITIAL PHASE OF A DANGEROUS GOODS/ HAZARDOUS MATERIALS INCIDENT


HAZARDOUS MATERIALS SAFETY
U.S. Department of Transportation
Pipeline and Hazardous Materials Safety Administration


HAZMAT Digipack 5.1
The Hazmat Digipack contains a sampling of DOT training materials designed to assist professionals with the safe transportation of hazardous materials.
Hazmat Transportation Security Awareness Training Module
Hazmat Safety Assistance Office Locations
Emergency Response Guidebook 2004
Hazmat General Awareness Video
Hazmat Presentations
Hazmat Publications
RADIOACTIVE
7
NON-FLAMMABLE GAS
2
U.S. Department of Transportation
Pipeline and Hazardous Materials Safety Administration
Office of Hazardous Materials Initiatives and Training
400 Seventh Street, S.W., PHH-50
Washington, DC 20590
http://hazmat.dot.gov or training@dot.gov
PHH50-0068-0

# WIND SHEAR! WIND SHEAR!

[Note - Wind shear: the amount by which the speed of the wind varies at different altitudes, often causing difficulties for aircraft.]

Prospective Boston-Maine pilots as well as those engaged in their annual refresher course can expect to hear this warning repeatedly over the cockpit loudspeaker during their training at our Sanford Flight Training facility.


Our two full motion B727 simulators in Sanford, Florida are not used so much to train pilots on how to fly a B727, as to educate flight crews about normal and emergency operating procedures. Pilots are able to prepare for scenarios that are unsafe to replicate in actual aircraft by utilizing these simulators. These situations include loss of flight control surfaces, engine failures, and flying in adverse weather conditions.

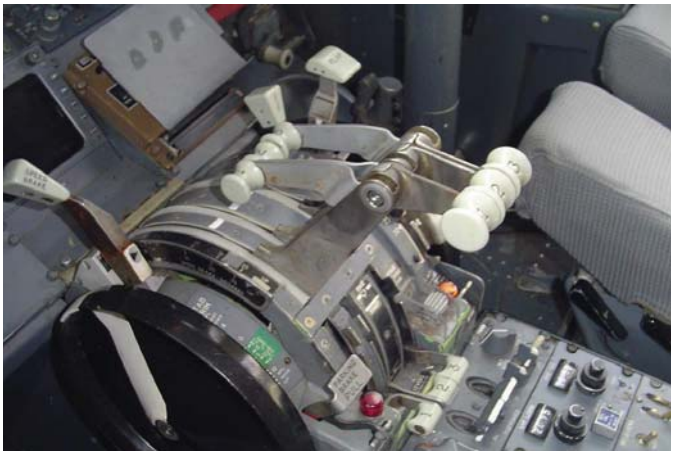
As weather is a contributing factor in approximately twenty-five percent of aircraft accidents, it is imperative that our flight crews be properly tutored to fly in various conditions. One such circumstance involves wind shear. Ever since the Federal Aviation Administration (FAA) mandated specific training on wind shear recovery procedures, airlines have substantially reduced the accident rate caused by this type of occurrence.

All commercial aircraft are required to have wind shear alert and guidance equipment. This equipment gives aural and visual warning of actual wind shear conditions for both improved and decreased performance conditions.

Within the wind shear category alone, an instructor has the ability to program into our Sanford simulators mock scenarios of incidents attributed to wind shear that actually occurred on other airlines. Two of the more infamous events attributed to wind shear that are preprogrammed in our system transpired in Dallas (1985) and New York City (1975), and, hopefully, provide pilots with enough data to prevent history from repeating itself.

During annual recurrent training, in addition to learning how to recognize wind shear, our pilots are taught wind shear escape maneuvers required for both takeoff and approach encounters.

Some of the more common weather conditions that an instructor can reproduce in our simulators are, among others: crosswinds, rain, turbulence, lightning, and icy runaways. Our flight crews are required to be familiar with all of these weather conditions and how to best act upon each of them.

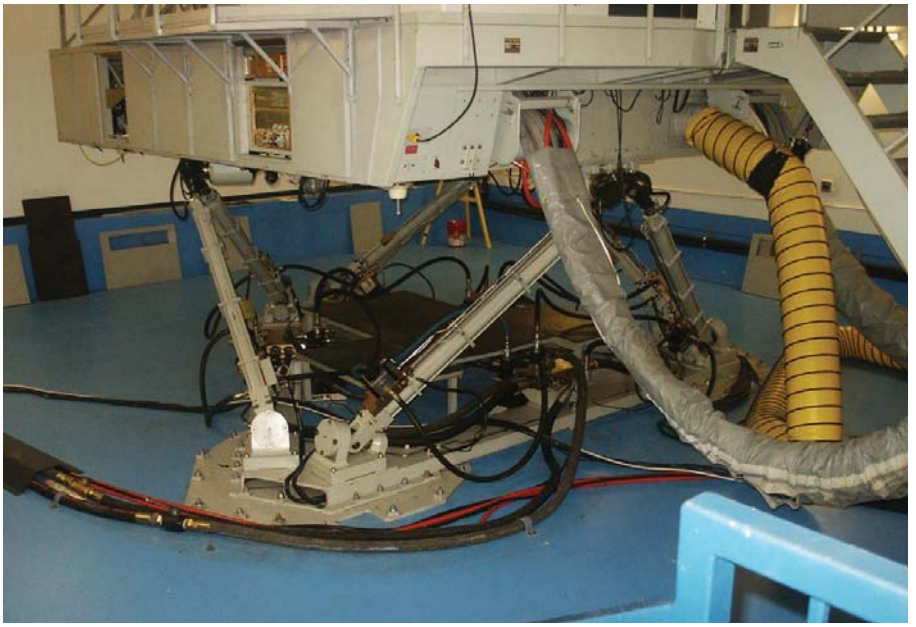


Cockpit Photo by Andy Zompa

Flight simulators are an essential element in individual pilot training as well as flight crew instruction. It is no understatement that they save time, money and, most importantly, lives.

Contributed by:
Richard Gazda


Simulator



Simulator

Cockpit Photo by Andy Zompa

# PAN AM SERVICES
## REFUELING THE FUTURE WITH AIR BP

Pan Am Services is pleased to announce that in 2007 we will be teaming up with Air BP. The Air BP brand will strengthen the FBO by offering excellent fuel prices, assistance with quality control, as well as marketing and networking entrée with corporate and airline businesses.

Air BP's first recorded sales of aviation spirit, as it was then called, were made under the BP brand in the Middle East in 1926. At that time, Air BP's parent company, BP plc, was known as the Anglo-Persian Oil Company, which had itself been formed in 1909 with the discovery of crude oil in the former Persia (now Iran). Anglo-Persian's annual report for 1926/27 revealed that during the financial year it had sold 2,582 gallons of aviation fuel as opposed to 1,036 gallons the previous year. The report went on to say that "while the off-take of this product is small...we anticipate that sales will show a steady increase" – clearly a conservative prediction in view of today's world!

In 1930, Anglo-Persian's aviation division came to be known as BP Aviation Service. By 1936, the company's research center in Sunbury, England completed the process of alkylation, which doubled the yield of high octane aviation fuel. At least half of the aviation fuel used by the Allies in the Second World War was produced using the BP alkylation process. In 1951, Air BP expanded to international airports in a number of European countries, Egypt, Australia, New Zealand, Iraq and Israel. It was not until 1980 that Air BP began selling aviation fuel in the United States and within three years had acquired the minority interests in Standard Oil of Ohio, including the SOHIO, Gulf and Boron brands, and in the process grew to be a major refiner/marketer east of the Mississippi. The BP parent company has since gone on to merge with Amoco, and in short order, acquired ARCO (which itself had supplied fighting grade gasoline for aviators during the 1914-18 War), thereby creating a truly nationwide U.S. refining, distribution and marketing presence.

Air BP has undergone rapid geographic expansion over the last fifteen years in particular, entering new markets in Eastern Europe, the former Soviet Union, China and the Far East as well as Latin America. A leading global marketer of aviation fuels, related products and support services, they provide aviation fuel, lubricants and related services at more than 1,600 locations in ninety countries around the world.

As of February 1, 2002, Valley Oil Company, LLC and Air BP came together under the name Air BP Aviation Services. This joint venture fused the U.S. general aviation business of BP and Valley Oil under

the Air BP brand, already the world's largest in general aviation, and has since evolved into the number one GA brand as measured by the number of branded FBO operators within the United States. Other than through Eastern Aviation Fuels, Air BP Aviation Services markets directly to customers throughout the U.S.

Even though fuel sales generate most of our revenue here at Pan Am, Air BP also strives to satisfy our customer requirements for lubricants, parts, technical services, asset support, and quality assurance.

We look forward to working hand in hand with Air BP in the New Year and are confident that Pan Am Services will be as successful as we were in 2006.

Contributed by:
Jason Brooks
General Manager
Pan Am Services

Historical Information
Courtesy of Air BP
(www.airbp.com)

Glossary:

AMOCO – American Oil Company

ARCO – Atlantic Richfield Company

BP- formerly British Petroleum; nowadays the company name is BP, with no meaning given to the letters, despite its slogan "Beyond Petroleum".

FBO - fixed base operation

GA - general aviation

SOHIO – Standard Oil of Ohio

# FLIGHT ATTENDANTS ARE SHINING STARS!

Pan Am Clipper Connection's success is largely dependent upon providing the right service at the right time to the air traveling consumer while doing it better than our competitors. Furthermore, Pan Am is committed to offering a superior service to our customers; and in meeting that objective, every member of Pan Am Clipper Connection must be dedicated and sensitive to fully satisfying the needs and expectations of each individual who chooses to fly our airline. Well developed standards of service, when consistently applied, will ensure that our customers perceive excellence and re-book with us in the future.

To most of the public, the Flight Attendant represents the face of the airline. Accordingly, all members of Pan Am Clipper In-Flight Services are pledged to convey:

- A professional presentation of Pan Am's on board product
- Personal attention to each customer
- A helpful, courteous, and responsive attitude
- A gracious and friendly cabin atmosphere
- A cooperative team spirit
- A regulation appearance
- Cohesive teamwork

The one constant stressed to all Flight Attendants throughout their initial five week orientation program is to always be wearing a smile. This may not come so naturally after being on duty for twelve to sixteen hours, sometimes since three o'clock in the morning, but it is a small gesture that can mean the most.

Some of the more tangible skills to be mastered during training involve evacuating, in sixty seconds, an aircraft that is on fire, under water, or upside down! The exercises also include: wet ditch training, sea survival, fire fighting, emergency equipment performance, deployment of an aircraft evacuation slide and jumping into the slide, opening window exits and walking on the aircraft wing, administering all types of first aid remedies, and even delivering a baby! The probability of our Flight Attendants ever having to deal with any of these situations is slight, but the knowledge that they are equipped to meet such challenges will inspire confidence on the part of our passengers.

After completing the extensive instructional course, candidates are deemed qualified Flight Attendants. However, Federal Aviation Regulations dictate that they must undergo annual recurrent training in order to be re-qualified each year.

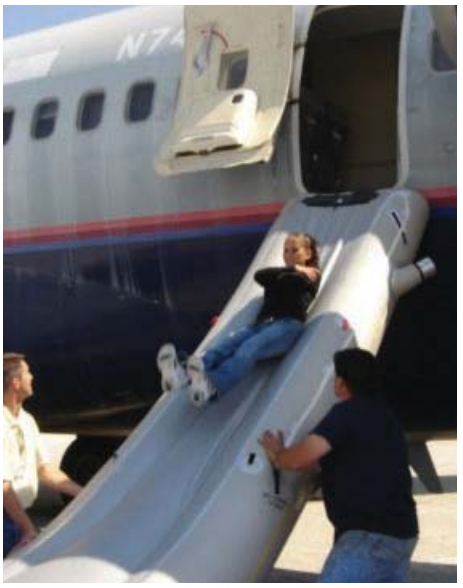
So the next time you choose to fly Pan Am, remember that our Flight Attendants are trained, highly skilled professionals willing to go the distance for their passengers.

The Pan Am Clipper Connection In-Flight Department is very proud of our flight attendants! This article is dedicated to them.

Contributed by:

Linda Jolliffe
Manager In-Flight

Sandra Stafford
Manager In-Flight Training
Sanford, FL

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# LOCOMOTIVE FLEET GETS NEW LIVERY
## THE OLD TO THE BLUE

MEC 505, our first locomotive to sport the new Pan Am Railways paint scheme, rolled out of the Paint Shop at our heavy repair facility in Waterville, Maine in November (and was featured on the cover of our 2007 calendar). The much anticipated event appears to be a hit with all that have seen the 505. Ever since the Guilford Rail System was re-branded Pan Am Railways there had been considerable speculation about how our locomotives would be painted - all Guilford charcoal, all Pan Am Blue, or a combination of both.

The paint scheme ultimately chosen by Pan Am senior management is a striking arrangement of the Guilford charcoal that has been the standard color of our locomotive fleet for more than twenty years, and the Pan Am Blue that has been a trademark color of our sister company for decades. The bold white "Pan Am" and "Pan Am Railways" lettering set against the Pan Am blue background are real attention-getters and promote a renewed enthusiasm and professionalism in our workforce.

Photo by Jose Nevarez

Although completely repainting a locomotive like the 505 might first appear to be a daunting task, it is all in a day's work for our Paint Shop employees. First, the interior engine room and the entire exterior, top to bottom are given a thorough steam cleaning. Then, before being blasted with steel shot, all breakable items such as lights are removed or covered with a blast resistant tape. Sheet metal covers are next applied to all of the cab windows. Any electrical components that could incur damage from blasting or the dust it creates are covered and the exhaust stack sealed tight to protect the turbocharger's close tolerances from possible damage. The trucks are covered with heavy canvas to prevent any of the steel blasting grit from entering the traction motors. A thorough exterior blast to remove several layers of paint takes about two full days in the Grit Room.

After all of the old paint has been removed and the locomotive is blown off, it is transferred to one of Waterville Paint Shop's two paint booths for priming. Using an airless paint sprayer, a painter sprays the interior engine room and the exterior car body with a high-solids DuPont primer prior to any colors being applied. The primer coat not only protects the steel surface from corrosion, but also provides a smooth base for the topcoats to adhere to. DuPont's Imron two-part urethane paint has been selected for Pan Am locomotives because of its ease of application, longevity and high gloss.

Once the primer has thoroughly dried and pale gray enamel is sprayed in the engine room, a coat of pure white is applied to the sides of the hood, but only where the large "Pan Am", "Pan Am Railways" and the signature Pan Am globes will go. This provides a white background for placement of the adhesive logo stencils. The blue is then sprayed right over the stencils and the rest of the hood. Next, the stencils are

peeled off to reveal perfectly detailed white logos on a brilliant Pan Am blue field.

Photo by Jose Nevarez

The mid-section of the 505 was completely masked and the Guilford charcoal gray applied to the upper and lower sections of the locomotive. In addition to the new exterior paint job, the cab interior was given a fresh coat of paint. After all the headlights, step and walkway lights were installed and safety decals and reflective FRA strips applied to the side sills, the 505 was ready to go back to work.

More than just a workhorse that pulls thousands of tons of freight for our shippers and receivers throughout the many cities and towns along the right of way, each distinctive locomotive is symbolic of Pan Am to both our customers and to the general public. The new colors enhance that symbol, and locomotives like the 505 herald the beginning of a bright future for Pan Am Railways and its employees. We anticipate that in 2007 twenty more locomotives will be re-painted with the new colors, and the entire fleet will be finished in five years.

Contributed by:
William Mayo

Photo by Jose Nevarez

Photo by Jose Nevarez

# A HISTORY OF DEERFIELD YARD

"A companion piece to "Standing the Test of Time – The Evolution of the Waterville Shops" which appeared in the July/August/September 2006 issue of The Pan Am Clipper."

**The 1800's**

Dividing Vermont's Green Mountains and the chain known as the Appalachians, the Housatonic range cuts through Massachusetts from north to south, slicing through the Hudson River and Connecticut River watersheds. Meeting the challenge of Hoosac Mountain's double peaks and five-mile base was to be crucial to the success or failure of the railroad in Western Massachusetts.

By 1841 the Western Railroad extended from Worcester, Massachusetts to Albany, New York, going through Springfield and Pittsfield. This left the rest of Western Massachusetts without service while the Boston and Worcester Railroad received two-million tax dollars to build a connecting section of the western route.

By November of that same year, facing stiff opposition from the Western Railroad, the capable businessman and most influential advocate, Alvah Crocker, gathered backers for his Fitchburg Railroad. He was successful in acquiring a charter for the new railroad and, through the passage of legislation, began construction in March of 1842.

In 1844 Crocker and his business group then added the Vermont and Massachusetts Railroad from Fitchburg to Millers Falls and a branch to Greenfield. This acquisition included the land in Deerfield that would one day become the East Deerfield rail yard, bordered by the Connecticut and Deerfield Rivers.

By 1848 there was finally a charter for the Troy and Greenfield Railroad. This project met with many obstacles - geological, environmental, financial, and political - some because it posed direct competition with the Western Railroad.

In the ensuing years, the Hoosac Tunnel was constructed, which has been previously written about in this magazine, (most recently in the 4th Quarter 2005 issue of the Guilford Xpress.)

In the 1880's the Fitchburg Railroad ran east and west through the Deerfield Yard. The Northampton and Springfield Railroad ran north from Springfield through Greenfield, ultimately to Vermont and then to the Canadian border. They were independent of each other.

In 1883 the Northampton and Springfield Railroad came under the new Boston and Maine Railroad (formerly the Fitchburg Railroad.) At the turn of the century, approximately five percent of the 129 acres owned by the railroad at Deerfield Yard was being utilized.

**The 1900's to the Present**

With the connections now in place east to Boston and west to New York via the Hoosac tunnel, south to Springfield and north to Vermont, the Deerfield Yard began its emergence as a major interchange for the railroad. And it was in the 1920's that the yard doubled in size, utilizing about ten percent of the property.

As mentioned in last quarter's "The Evolution of the Waterville Shops" Pan Am Clipper article, at the time of World War II, the railroad's passenger and freight service had peaked. After World War II, the Federal Government began to build the interstate highway system across our country and the related infrastructures to our cities and towns. This allowed for families

to switch over from rail to personal vehicles for their daily mode of transportation and led to the eventual demise of passenger service through Deerfield Yard. Furthermore, as the highway system grew, more of the freight traditionally hauled by rail was being drawn off by an emerging trucking industry.

In order for all railroads to remain competitive, changes needed to be made. A new diesel electric engine was designed which was much more fuel efficient. With the ever rising cost of fuel, this translated into substantial savings for customers. In later years, through creative marketing such as moving containers and trailers by unit trains between terminals for trucks to disperse locally, railroads were able to recapture large portions of that lost business.

Deerfield Yard continued to grow as a major facility, undergoing regular upgrades in order to best handle the needs of the different departments of the railroad.

In the mid 1970's, the railroad redesigned and constructed a new classification yard as well as separate tracks for receiving and departing trains. The main line was moved from the middle of the yard to the south, outside of the yard tracks. All of this resulted in an enlarged capacity for the number of cars in the yard; it also streamlined the movement of trains in and through the yard.

East Looking West from Tower. Photo by Phil Corder

West Looking East from Bridge. Photo by Phil Corder

In the early 1980's, with the completion of the yard tracks, the focus was turned to the modernization of the fueling facility. At the time of construction, the existing fueling facility consisted of a wooden sand house and fueling stanchions capable of fueling only two locomotives at a time. Upon completion of the makeover in 1985, a year after Guilford Transportation Industries took over the Boston & Maine, a new concrete fuel island with tracks on either side now stood. In addition, there were now three fueling stations, three new oil and water stations, and two metal sand towers now capable of completely servicing six locomotives at a time. Today the fuel island is served by a 100,000-gallon fuel storage tank and a 5,000-gallon lube oil storage tank, while the two sand towers can potentially hold twenty tons each of sand.

Immediately upon completion of this project in 1985, the focus turned to the renovation of the existing engine house. In the end, only the shell of the building was preserved. On Tracks One and Two, new jacking pads were built into the floor for locomotives as well as for use by the car shop. These tracks also benefited from a new drop table for the removal and repair of wheels and traction motors. Tracks Three through Five were dug out, resulting in a depressed floor with the tracks set on pedestals, and ran the length of the building, which granted workers access from each side and underneath, and provided a better working environment which translated into quicker repair times. Furthermore, Tracks Three through Six today have high platforms that run the length of the building, providing easy access to work on the locomotive engines and cab areas.

Each of the six tracks has an overhead crane on trolleys that runs the length of the building, allowing for easy removal and replacement of engine parts.

On the heels of this construction, a new addition to the outside north wall of the engine house took place. The west end of this building currently houses a new computerized wheel-truing machine that is capable of truing wheels while on the locomotives, no longer requiring them to be removed and shipped out.

Engine House Looking West. Photo by Phil Corder.

The last stage of the yard rehabilitation, completed in the early 1990's, involved the construction of the new waste treatment facility. Leading to the new facility and included were the existing gravity oil separators that treat the waste water chemically to crack/treat the emulsified oil and soap.

Depending on the time of year, the yard is home to thirty Engineering Department personnel, fifty Mechanical Department Work Equipment personnel, as well as forty Operating Department personnel working in and through Deerfield Yard in a 24-hour period.

Aerial View of East Deerfield Yard. Photo by Curt Treadwell.

The construction of the new engine house and fuel island, and the streamlining of the yard tracks, has resulted in a functional fluidity between each of the railroad's departments. This translates into minimized time for Operations to reclassify their inbounds and to set up their inbound consists, which maximizes savings to customers along our line. It also decreases the interchange time between railroads: east through Maine to Canada and the Canadian Pacific Railway (CPRS); north through Vermont to the CPRS; south to Springfield and the CSX; and west to New York State and the Norfolk Southern (NS).

**The Future**

At the turn of the last century, five percent of the 129 acres of Deerfield Yard were in use. Today the yard is operating on approximately eighty-five percent of available land. Pan Am Railways, through its continued commitment to modernization and the streamlining of Deerfield Yard as a major hub, has secured the future of the railroad as the major mover of freight throughout the Northeast, Canada and points west.

Contributed by:
Jeff Rose

# OPERATING THROUGH WATERVILLE, MAINE

A small city located in south central Maine along the Kennebec River, Waterville originally "grew up" around the textile industry. The textile mills were eventually supplanted by the paper industry as the major employers. Historically, railroads have serviced the mills and other businesses in the region, connecting them to the rest of the country via the nation's rail network. The former Maine Central Railroad, now a part of Pan Am Railways has always been the major railroad presence in the area. The Waterville yards and shops were the hub of the major central Maine rail lines, and three main lines and several branch lines converged here. There was a large switching yard with its attendant crew facilities, extensive locomotive and car shops, an engineering department, and other essential facilities for the support of railroad operations.

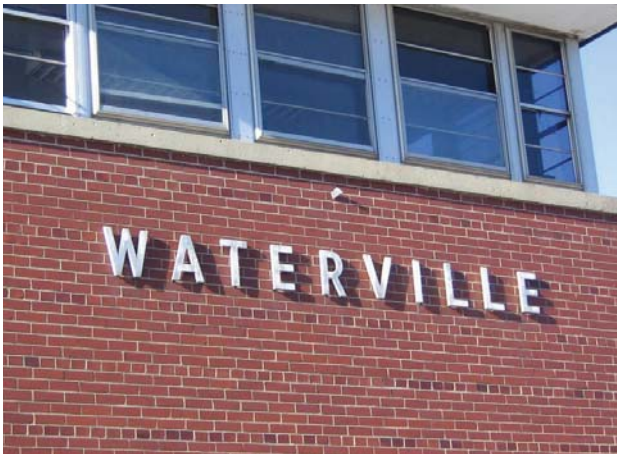


Photo by Jim Quinn.

Although over time the facilities have shrunk somewhat, currently the Pam Am yards and shops fulfill much the same purpose. Bob Coro, Trainmaster, and Jim Quinn, Area Manager, oversee the daily operations, coordinating the service to the needs of our customers. The freight yard still serves as the home base for several trains, some of which require switching to classify traffic for delivery. The locomotive and car shops are one of only two such facilities on Pan Am and the only ones capable of any major repair or reconstruction. The Engineering Department and its Bridge and Building personnel are well represented, with several crews headquartered here.

Photo by Jim Quinn.

Pan Am trains arrive at Waterville from two directions. From the east, train NMED handles the traffic generated east of Northern Maine Junction destined to Waterville and points west. From the west, trains EDNM and POWA bring traffic from the rest of the forty-seven contiguous states destined to Waterville and points east. This traffic may continue through on these trains, or be set off to be switched and classified for the local trains serving the area.

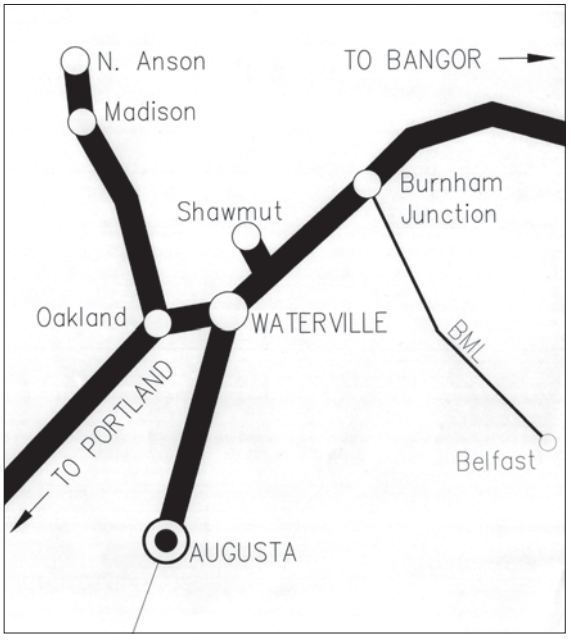
Several Pan Am trains are based here. Going east, EDNM is recrewed and handles all the traffic destined to Northern Maine Junction and east. Going west, NMED is recrewed and WAED and WAPO originate to handle the westbound traffic headed for the Portland, Maine area and further west. This traffic is blocked to allow through movement, in some cases directly off the Pan Am system.


Photo by Jim Quinn.

There are several local trains serving industrial customers in the Waterville area. The Sappi Fine Paper mill at Hinckley (Shawmut), on the Hinckley Branch, is served by its own dedicated train, as is the Madison Paper mill at Madison on the Madison Branch. As needed, another local serves the Augusta area, via the East Augusta running track, and the locations east of Waterville toward Pittsfield, Detroit, and Newport. At Waterville itself, another local serves customers in Waterville and Winslow. In addition these locals switch, classify, and make up the traffic generated from the Waterville area into trains, or through blocks for trains to pick up. There is also switching required to move freight cars and locomotives into and out of the repair shops.

Waterville is strategically the eastern "center" of the Pan Am system. Traffic from eastern and central Maine is funneled into the rail system for movement to the rest of the country. Historically the bulk of this traffic has been textiles, lumber and forest products, potatoes, and paper. Over the years the textile and potato traffic have gone away, but the paper and forest product traffic has increased. Coincidental with this change has been the paper industry's need for raw materials, especially clays and chemicals which are now brought into the state.

Though the size and configuration of the facilities may have changed over the years, Waterville is still a key component on the Pan Am Railways system.




Contributed by:
Steve Belforti

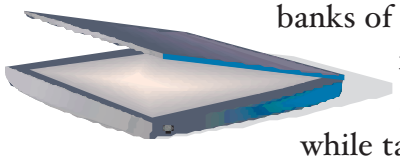
# THE PAPER CHASE

In this day of computers, printers, e-mail, copiers, faxes and multi-function machines, paper consumption, in turn, generates endless mounds of more paper, some of which ends up in filing cabinets, but most of which finds it way into recycling or trash containers.

Technology that was once thought likely to reduce paper work has, in many cases, led to greater paper usage, posing a widespread conundrum. At Pan Am Railways we have accepted the challenge to reduce paper consumption, and, by extension, the associated cost.

The first stage in this process is the distribution of reports by e-mail which allows individual users to view reports on their computer screens and print only those specific reports or pages necessary to them. This e-mail distribution method has been well received and is already showing positive results. As we seek out new options regarding the dissemination of work products, we certainly urge all employees to do the same.

Another positive step involves the scanning of documents for electronic storage or transmission. All too often we are in the habit of making photocopies for the company record, which, over time, leads to banks of file cabinets. And depending on the particular filing system used, file retrieval can be quite a time-consuming chore. Electronic filing not only saves paper, but also makes locating important documents easier and quicker while taking up way less space than bulky file cabinets. Again, all are encouraged to take advantage of this expedient and efficient technique in their daily routine, whether for file retention purposes or transmission to another party.



Soon we will be working with more of our customers to further capitalize on existing technologies by increasing the use of EDI (electronic data interchange) for the exchange of Shipping Orders and Freight Bills, a method many customers have made use of for some time.

As we endeavor to pursue efficiencies in our processes, we welcome any practical suggestions that Pan Am employees may have to effectively improve the way we do our jobs as well as cut down on the amount of wasted paper.

Contributed by:
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