

8/21/24



THE STATE OF NEW HAMPSHIRE
DEPARTMENT OF TRANSPORTATION



21

William Cass, P.E.
Commissioner

David Rodrigue, P.E.
Assistant Commissioner

Andre Briere, Colonel, USAF (RET)
Deputy Commissioner

Bureau of Environment
June 26, 2024

His Excellency, Governor Christopher T. Sununu
and the Honorable Council
State House
Concord, New Hampshire 03301

REQUESTED ACTION

Authorize the Department of Transportation to sell the currently dismantled Flying Yankee Train, a diesel-electric powered, three-car train, manufactured by Edward G. Budd Manufacturing Company, to The Flying Yankee Restoration Group, d/b/a The Flying Yankee Association, PO Box 7257, Nashua, NH 03060-2575. The sale would be directly with The Flying Yankee Restoration Group (Grantee), for nominal consideration of \$1.00, effective upon Governor and Executive Council approval.

The Department's Bureau of Finance and Contracts has determined that the funding for the sale of the Flying Yankee be applied as follows:

04-96-96-960015-0000-UUU-402156	<u>FY 2025</u>
Administrative Fee	\$1.00

EXPLANATION

The Department purchased the Flying Yankee in 1996 from the Morrell Corporation for \$1.00. In 1998 the Department began working with the Flying Yankee Restoration Group on the restoration of the train. In 1999 Transportation Enhancement funds were awarded for continued restoration efforts. During this time, the Department maintained ownership of the train. Recognizing that other entities would be better suited to its ownership and management, on November 2, 2023 the Department issued a Request for Proposals for ownership, relocation and encouraged restoration of the Flying Yankee train. The Flying Yankee Restoration Group was the successful proposer with a plan to preserve, restore and make the train open for public enjoyment on a parcel of land in Conway, NH.

The train is being sold for \$1.00 as selection for ownership and management is dependent not on the highest bidder, but on the bidder who is most suitable to complete the original intent of the purchase, which is to restore the train.

The Flying Yankee Restoration Group is dedicated to preserving the Flying Yankee as a historic artifact and will seek to preserve, rather than restore or rehabilitate the train. Preservation is the usual goal when restoring its stainless-steel car bodies and the iconic Zephyr look is the hallmark of the train and must be retained. Restoration is the goal for the interior of the car bodies and if preservation of the original material is feasible, it will be reinstalled, otherwise the train's interior will be restored.

The Flying Yankee Restoration Group has secured land in Conway through a 50-year land lease with Profile Mountain Holdings, who owns and operates Conway Scenic Railroad. The lease has options to extend the term to 70 years. The Flying Yankee Restoration Group and Profile Mountain Holdings will jointly develop the Conway site and construct a jointly-owned 13,200-square-foot building, which will serve as a museum to house, preserve, restore, and display the Flying Yankee train inside. This museum will be the permanent home of the train.

Accessibility of the Flying Yankee train is essential to The Flying Yankee Restoration Group's preservation plan. The site in Conway was selected due to its direct proximity to a large population of residents and seasonal visitors. This prime location is within a population center, allowing for ample opportunity to promote the train and educate students, tourists, and local residents. This location will assist in preserving the Flying Yankee train and add an economic driver to the region. The museum planned in Conway will maintain regular business hours to display the train throughout the year. While they operate nearly year round, Profile Mountain Holdings, also intends to expand its presence in Conway. On adjacent land, they are constructing an event facility and display area. That development will include the promotion of the Flying Yankee train. Conway Scenic Railroad passengers will be able to de-train and visit the museum as part of their experience, ensuring a steady stream of visitors, creating prime exposure and generating revenue through admission fees and gift shop sales.

The Department respectfully requests authorization to sell The Flying Yankee train as noted above. Your approval of this resolution is respectfully requested.

Sincerely,



William J. Cass, P.E.
Commissioner

WJC/ktn
Attachment

BILL OF SALE

The **STATE OF NEW HAMPSHIRE**, by William J. Cass, Commissioner of the Department of Transportation ("Seller"), 7 Hazen Drive, PO Box 483, Concord, New Hampshire 03302-0483, duly authorized by vote of the New Hampshire Governor and Council on November 29, 2023, and for consideration paid, does hereby sell and convey, for the sale price of \$1.00, to **The Flying Yankee Restoration Group, Inc. d/b/a/The Flying Yankee Association**, PO Box 7257, Nashua, NH 03060-2575, its successors and assigns forever ("Buyer"), the following described chattels and personal property:

A diesel-electric powered, streamlined, stainless steel body, three-car train, manufactured by Edward G. Budd Manufacturing Company, B&M # 6000 (also known and referred to hereinafter as "the Flying Yankee"), acquired by the State of New Hampshire as part of the Claremont-Lebanon, STP-TE-X-000S(393), 13355 project, and as more specifically described below:

1. Flying Yankee train cars as currently located at the Hobo Railroad in Lincoln, NH including:
 - a. Car A: measuring 74'-9" x 9'-1"
 - b. Car B: measuring 58' x 9'-1"
 - c. Car C: measuring 64'-3 1/2" x 9'-1"
2. Flying Yankee trucks as currently located at the NHDOT Twin Mountain patrol shed, including four (4) plywood crates that have been built around the trucks:
 - a. One (1) crate measuring approximately 16' x 9'
 - b. Three (3) crates measuring approximately 15' x 10'
3. Flying Yankee components as currently located at the NHDOT Twin Mountain patrol shed, including a total of (5) shipping containers measuring approximately 40' x 8'.

Seller represents that, as of the time of the execution of the Historic Preservation Restrictions between Buyer and Seller, dated May 31, 2024, incorporated herein by reference, it has good and marketable title to the Flying Yankee being transferred.

Further incorporated herein by reference are the following:

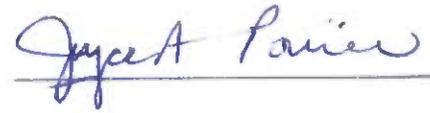
1. "Request for Proposals" for the Flying Yankee, NHDOT, November 3, 2023, and
2. "Preservation Plan, Flying Yankee, Proposal for Purchase, Relocation, Restoration, and Housing of the *Flying Yankee*," undated.

Subject to the mutual agreement of both the seller and the buyer, provisions of the requirements of these documents may be modified and/or waived.

THE FLYING YANKEE IS BEING SOLD AND TRANSFERRED "AS IS, AS SHOWN, AND WITH ALL FAULTS", EXCEPT TO THE EXTENT SPECIFICALLY PROVIDED HEREIN, THE STATE IS NOT MAKING ANY OTHER REPRESENTATIONS OR WARRANTIES, WRITTEN OR ORAL, STATUTORY, EXPRESS OR IMPLIED, WITHOUT LIMITATION, ANY WARRANTY OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE, ALL OF WHICH REPRESENTATIONS, OTHER THAN THOSE HEREIN, ARE HEREBY EXPRESSLY EXCLUDED AND DISCLAIMED.

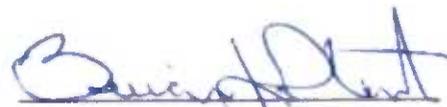
THE NEW HAMPSHIRE DEPARTMENT OF TRANSPORTATION

By: 
William J. Cass, Commissioner

Witness: 

Executed this 26 day of June, 202~~3~~⁴.

THE FLYING YANKEE RESTORATION GROUP, INC.
d/b/a The Flying Yankee Association

By: 
Brian Laplant, Board Chairman

Witness: 

Executed this 31st day of May, 2024.

**PRESERVATION RESTRICTIONS
FOR RELOCATION AND PRESERVATION OF THE
FLYING YANKEE TO THE FLYING YANKEE RESTORATION GROUP
FORMERLY LOCATED AT
94-98 RAILROAD STREET, LINCOLN, NH**

As a condition of this instrument, the Grantor, the Department of Transportation, hereby conveys the above-described property, subject to the terms of the following preservation restrictions that are hereby created in said premises, by means of the State of New Hampshire hereby reserving the following preservation restrictions, under New Hampshire Revised Statutes Annotated RSA 477:45-46, and by the State of New Hampshire and the Grantee, The Flying Yankee Restoration Group, Inc. d/b/a The Flying Yankee Association, said Grantee hereby covenanting to abide by and enforce the following preservation restrictions.

The Grantee covenants and agrees for itself, its heirs, administrators, successors, and assigns, by accepting these restrictions, that the said herein conveyed Property are and shall be subject to said following preservation restrictions, and to do or refrain from doing thereon or with respect thereto all acts required or prohibited by the said following preservation restrictions.

1. **APPLICABILITY:** The following preservation restrictions, to which the herein conveyed Property are subject, are as follows:
 - A. Grantor herein shall mean the Department of Transportation, its successors or assigns.
 - B. Grantee herein shall mean The Flying Yankee Restoration Group, Inc. d/b/a The Flying Yankee Association, its successors or assigns.
 - C. Property herein shall mean the Flying Yankee train cars (3) located in Lincoln, NH; and the trucks and components, located in Twin Mountain, as of the date of execution of these preservation restrictions.
 - D. All preservation restrictions contained herein shall be binding upon both the Grantor and Grantee.
 - E. The preservation restrictions specified herein shall apply to the herein conveyed Property unless the Grantor provides the Grantee with a specific written waiver for any specific act in contravention thereof.
 - F. The burden of these preservation restrictions shall run with the conveyed Property, and not the parcels from which they are moved, and shall be binding upon all owners of any interest therein. The right of enforcement of these preservation restrictions by the Grantor and the New Hampshire Division of Historical Resources (DHR) shall be as provided in New Hampshire Revised Statutes Annotated RSA 477:45-46, as they may be amended from time to time.
2. **GENERAL INTENT:** In the event the Grantor and/or Grantee and/or DHR have a difference of opinion about the meaning of a specific term or condition recited below, they shall be guided in interpretation by the following statements of General Intent:
 - A. The purpose of the preservation restrictions is to preserve the significance, integrity, and engineering and historical values associated with the Property. The preservation restrictions protect all character defining features as outlined in the NH Individual Inventory Form, LIN0009, including but not limited to interior, exterior, separated components, and appropriate setting.
 - B. All changes to the Property subject to these preservation restrictions will be in the spirit of contributing to the public purpose of protecting and preserving it in conformance with the Standards for Review, or as required by local, state, and federal legislation for the public benefit.
 - C. The preservation restrictions shall apply to all elements of the Property. Insofar as feasible, repair, replacement, alterations and removals, and additions should be made in-kind, with forms and materials that match or complement and are compatible with the historic forms and materials.
 - D. The preservation restrictions shall apply for a term of fifteen (15) years from the date of execution of the Bill of Sale.
3. **INTERPRETATION:** In the event of a disagreement between Grantor and/or Grantee and/or DHR as to the interpretation or application of the provisions of these preservation restrictions, any party may petition the other party for relief.
4. **STANDARDS FOR REVIEW:** The Grantor and the DHR shall apply the following Standards for Review in exercising any authority created by these preservation restrictions to inspect the Property subject to these preservation restrictions, and to review and approve any proposed construction, alteration, rehabilitation, relocation, demolition, change in use, sale, subdivision, or other transfer of property rights. The Grantee agrees to abide by the Standards for Review in performing any construction, alteration, rehabilitation, relocation, demolition, change in use, sale, subdivision, or other transfer of property rights affecting the Property subject to these preservation restrictions. The Standards for Review are as follows:
 - A. *The Secretary of the Interior's Standards for the Treatment of Historic Properties* (36 CFR Part 68, 1995) as they may be amended from time to time. A copy of the Standards can be found on the National Park Service website.
 - B. The New Hampshire Individual Inventory form for LIN0009, Flying Yankee (Boston and Maine Railroad No. 6000), prepared by Hunter Research, Inc., dated August 2023, will be used as baseline documentation for the Flying Yankee.

5. **INSPECTION AND COMPLIANCE:** The Grantee agrees that the State of New Hampshire, by and through the Grantor, shall have the right to inspect the Property subject to these preservation restrictions at reasonable times, to ascertain whether the terms of these preservation restrictions have been complied with. The Grantee agrees to submit to the Grantor, for the duration of these preservation restrictions, an annual stewardship report detailing the current condition of the Property, all physical work, if any, undertaken on the Property over the course of the previous year, as well as any proposed stewardship activities anticipated for the upcoming year.
6. **MAINTENANCE AND ADMINISTRATION:** The Grantee agrees to assume the total costs of continued maintenance, repair, and administration of the Property, in a manner that complies with the Standards for Review, in order to preserve the historical integrity of its features, materials, appearance, workmanship and environment, and in order to protect and enhance those significant characteristics which make the Property eligible for listing in the National Register of Historic Places. The Grantee shall maintain the Property at all times and shall keep it in a state of good repair, and shall not allow the appearance of the Property to deteriorate in any material way. Nothing herein shall prohibit the Grantee from seeking financial assistance from any sources available to the Grantee.
7. **TREATMENT OF PROPERTY/ALTERATIONS:** The Grantor and the Grantee and the DHR agree that the Property will be appropriately moved and mothballed awaiting final relocation and that no alterations shall be made to the Property subject to these preservation restrictions, without the prior written consent of the State of New Hampshire, by and through the DHR and the Grantor, its successors or assigns, except for:
 - A. Ordinary repair and maintenance to conserve historical values, significance, and integrity; or
 - B. Actions required to mitigate a casualty or other emergency promptly reported to the Grantor, its successors or assigns.
8. **SUBDIVISION AND CHANGE IN USE:** The Grantee agrees that the use of the Property subject to these preservation restrictions shall not be changed, nor shall covenants or other property be granted, sold, or transferred, without the prior written consent of the State of New Hampshire, by and through the DHR, the Grantor, its successors or assigns.
9. **EXCLUSION:** The Grantee agrees that the State of New Hampshire, by and through any of its agencies, in no way assumes any obligation whatsoever for maintaining, repairing, or administering the Property covered by these these preservation restrictions.
10. **LIABILITY:** The Grantee agrees to protect, indemnify, hold harmless, and defend at its own cost and expense, the Grantor, its agents, trustees, directors, officers, and employees, or independent contractors, from and against any and all claims, liabilities, expenses, costs, damages, losses, and expenditures, including reasonable attorneys' fees and disbursements hereafter incurred, arising out of or in connection with injury to or death of any person in or on the Property, physical damage to the Property, or the presence or release in, on, or about the Property at any time of any substance now or hereafter defined, listed, or otherwise classified pursuant to any law, ordinance, or regulation as a hazardous, toxic, polluting, or contaminating substance, or against any other injury or other damage occurring on or about the Property and arising from the Grantee's negligent acts. In the event the Grantee is required to indemnify the Grantor in accordance with this section, the amount of such indemnity, until discharged, shall constitute a lien on the Property and shall have the same priority as a mechanic's lien. Nothing contained in this section shall jeopardize the priority of any lien on the Property given by the Grantee to secure a Promissory Note or Promissory Notes. Notwithstanding the foregoing, nothing herein contained shall be construed to be a waiver of the sovereign immunity of the State of New Hampshire, nor shall it be construed to be a waiver of the statutory limitation on liability available to the Flying Yankee Restoration Group, Inc. d/b/a The Flying Yankee Association.
11. **EXERCISE OF RIGHTS AND REMEDIES:** Failure of the Grantor and/or the DHR to exercise any right or remedy granted under these preservation restrictions shall not have the effect of waiving or limiting the exercise by the Grantor and/or the DHR of any other right or remedy or the invocation of such right or remedy at any other time.
12. **CONTINUATION:** In the event that the Property is damaged or destroyed through the willful action or negligence of the Grantee, the State of New Hampshire may initiate such administrative or judicial actions as may be legally available and appropriate.
13. **SEPARABILITY:** Any portion of items of these preservation restrictions found to be contrary to law shall not invalidate any other portions or items or the whole of these preservation restrictions.
14. **EXTINGUISHMENT:** The Grantor, the DHR, and Grantee hereby recognize that circumstances may arise that may make impossible the continued ownership or use of the Property in a manner consistent with the purpose of these preservation restrictions and necessitate extinguishment of the preservation restrictions. Such circumstances may include, but are not necessarily limited to, partial or total destruction of the Property resulting from casualty, natural disaster, or other events beyond the control of the Grantee, or by eminent domain.
15. **AMENDMENT:** If circumstances arise under which an amendment to or modification of these preservation restrictions would be appropriate, Grantor, with the DHR, and Grantee may by mutual written agreement jointly amend these preservation restrictions, provided that no amendment shall be made that will adversely affect the qualification of these preservation restrictions or the status of Grantor and the DHR under any applicable laws, including Sections 170(h) and 501(c)(3) of the Code and the laws of the State of New Hampshire. Any such amendment shall be consistent with the protection of preservation values of the Property and the purpose of these

preservation restrictions; shall not affect its duration; shall not permit any private inurement to any person or entity; and shall not adversely impact the overall historical values protected by these preservation restrictions. Nothing in this paragraph shall require Grantor or Grantee to agree to any amendment or to consult or negotiate regarding any amendment.

16. **OTHER CONDITIONS:** The Grantor and the DHR agree that the Property may be temporarily be stored in its current location until October 31, 2024, or until the Grantee is prepared to relocate it to its final location, whichever comes first. **If the Grantee is unable to relocate the Property by this date, the Grantor may, at its sole discretion, elect to continue storing the Property or terminate this agreement.**

TO HAVE AND TO HOLD the said Property, with all the privileges and appurtenances thereunto belonging to the said Grantee and its assigns forever.

THE NEW HAMPSHIRE DEPARTMENT OF TRANSPORTATION

By: 
William J. Cass, Commissioner

Witness: 

Executed this 26 day of June, 2024

THE FLYING YANKEE RESTORATION GROUP, INC.
d/b/a The Flying Yankee Association

By: 
Brian Laplant, Board Chairman

Witness: 

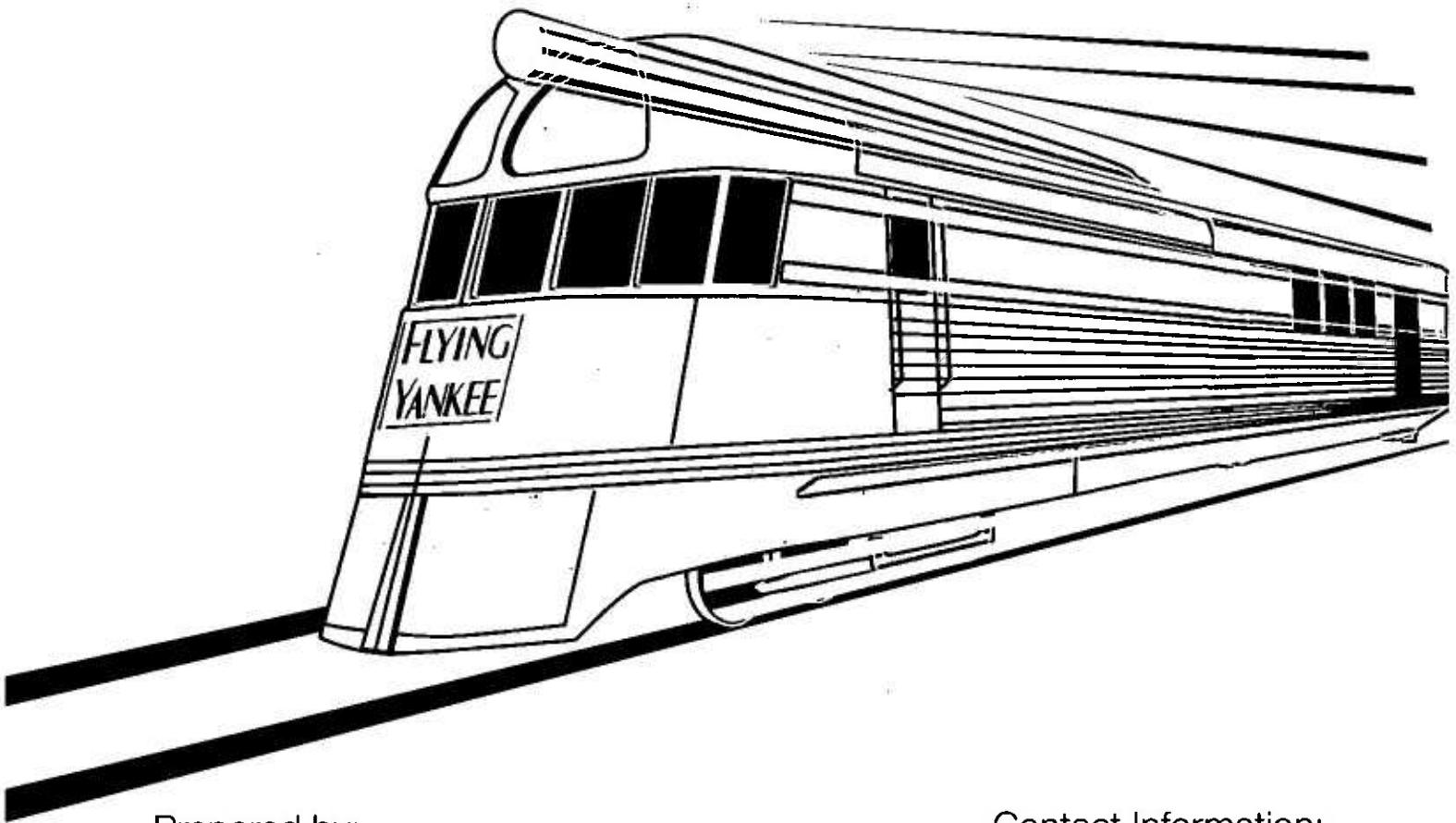
Executed this 31st day of May, 2024

Preservation Plan

Flying Yankee

Proposal for:

Purchase, Relocation, Restoration and
Housing of the *Flying Yankee*



Prepared by:
The Flying Yankee Association
PO Box 7257
Nashua, NH 03060-2575

Contact Information:
Brian LaPlant, Chairman
b.laplant@flyingyankee.org
Phone: +1 (603) 490-1043

FLYING YANKEE ASSOCIATION

www.flyingyankee.org

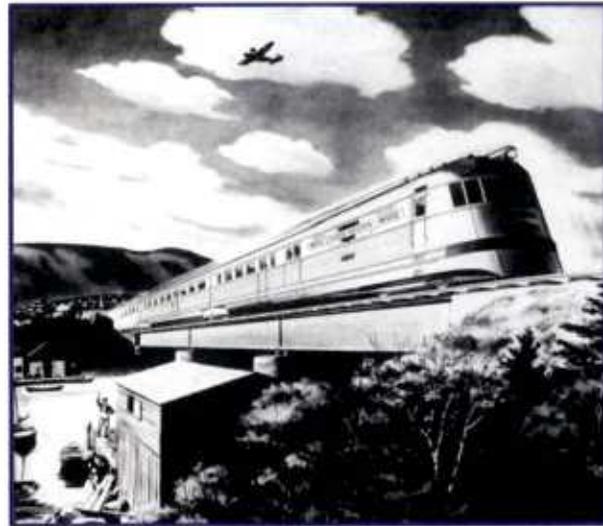
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Executive Summary

The Flying Yankee Association (FYA) is pleased to present its plan for preservation of the historic 1934 *Flying Yankee* trainset in response to the Request For Proposal (RFP) issued by the New Hampshire Department of Transportation (NHDOT) on November 3rd, 2023. This plan results from several years of work by the FYA to generate the best possible future for the Train and strictly adheres to the criteria defined in the RFP.

The "Zephyr" trains, designed and built by the Budd Company, were a radical departure from typical passenger trains of the 1930s. As the second "Zephyr" train was constructed, the *Flying Yankee* introduced New England to some of the most advanced technology of the day, bringing considerable light to the region amid the Great Depression. The Train became known for its speed and modern comforts. It was an extremely important asset of this era and must be preserved as a historical artifact. To that end, The Flying Yankee Restoration



Group Inc. a non-profit 501c3 was organized in November of 1996 by the late Robert Morrell for the purpose of raising funds and overseeing the restoration of the Flying Yankee. In 2021, a new Board was assembled to provide a new path for preservation. The organization adopted "The Flying Yankee Association" (FYA) as its public name. The revised mission statement focuses the goals of the organization on preservation, operation and public access. The Board studied earlier restoration efforts to gain knowledge about obstacles and challenges previously faced. Strengthened with a deep understanding of this history, the FYA worked to develop the most effective restoration plan for the Train. Expertise and resources have been broadened beyond the immediate members of the Board by forming meaningful relationships with eight organizations (Project Partners and Project Resources) that will each support preservation efforts in a unique way. A permanent home in Conway, New Hampshire has been secured along the route that the train ran during the 1940s, through a 50-year land lease (70 years with extensions) with Profile Mountain Holdings (PMH), parent company of Conway Scenic Railroad. The lease was signed in December 2023. As part of this lease a building will be erected on this site to house the train. The train will be moved to this location and undergo preservation, restoration, and rehabilitation in this protected environment over the next several years. During this period FYA will apply the Secretary of the Interior Standards (SOI) for the

Treatment of Historic Properties and will cooperate with interested state departments and agencies. The organization will also complete the process of getting the train on the National Register of Historic Places, making the Flying Yankee the only Zephyr train to receive this recognition. The goal, with the help of Project Partners and Project Resources, is to bring the train back to an operating status in a condition as original as possible. After restoration the FYA will enter into an operating agreement with PMH, where they will assume responsibility for operating and maintaining the train. The Flying Yankee will again ride the rails through the beauty of the White Mountains of New Hampshire. Operation of the train will be limited to a special event schedule where the train will operate only a select number of days annually. Throughout the restoration phase and the operating phase, FYA will work independently and with PMH to maximize public access. The museum created at the Conway site will tell the story of this important train's career and its impact on passenger train travel in New England.

Our Proposal

Preservation & Restoration

The FYA is dedicated to preserving the *Flying Yankee* as a historic artifact. To ensure adherence to the various approaches detailed in the SOI Standards for the Treatment of Historic Properties and the associated guidelines, the FYA has retained Hunter Research, a Project Partner, to create and implement procedures and documentation that set forth the path



needed to preserve the *Flying Yankee* while following SOI standards. The proposal from Hunter is submitted to NHDOT as a separate file. When feasible, the FYA will seek to preserve rather than restore or rehabilitate. Realistically, a combination of all three is the likely outcome when restoring it to operation. Preservation is the goal when restoring its stainless-steel car bodies. The iconic Zephyr look is the hallmark of the Train and must be retained. Restoration is the goal for the interior of the car bodies. If preservation of the original material is feasible, it will be reinstalled. Otherwise, the *Flying Yankee's* interior will be restored. The FYA will replace material in kind back to the appearance and function of the late 1930s using appropriate materials. Rehabilitation standards are likely to be followed for mechanical work. If feasible, the FYA will seek to preserve and restore any original material. Rehabilitation will occur if the other two standards cannot be reasonably met. The SOI Standards Compliance section later in this document outlines specific details of the approach.

Location for the *Flying Yankee*

The FYA has secured land in Conway through a 50-year land lease with Profile Mountain Holdings. The lease has options to extend the term to 70 years. This leasing arrangement details how the FYA and PMH will jointly develop the Conway site and construct a jointly owned 13,200-square-foot building. This building will serve as a museum to house, preserve, restore, and display the *Flying Yankee* inside. This museum will be the permanent home of the Yankee. PMH will use its portion of the building for the repair and maintenance of its growing passenger car fleet.

The FYA and PMH will share the building's operating expenses.

FYA/PHM Building Conway NH

Manufacturer – Lester Buildings

Materials – Wood post frame construction with aluminum roofing and sides

Dimensions – 225 feet in length, 60 feet wide and 24 feet tall.



Operation & Maintenance of the *Flying Yankee*

PMH and FYA have also agreed upon a Letter of Intent (LOI) that describes how the two organizations will work together to restore and operate the *Flying Yankee* (The LOI is submitted to NHDOT as a separate file). During the first year of FYA ownership of the Train, a permanent agreement will replace the Letter of Intent. PMH will work with the FYA to restore the train, with PMH providing expertise, staff, equipment, and coordination where the FYA lacks necessary skills or certificates. Once restoration is complete, PMH will operate the train on a limited schedule. They will provide staff to operate the train, provide ticketing services, and assume liability while moving passengers. PMH will also perform routine maintenance and required inspections on the train. PMH will retain all revenue generated from this planned operating schedule in exchange for these services. The FYA will be responsible for funding major repairs and non-routine maintenance.

Public Access

Accessibility of the *Flying Yankee* is essential to the FYA's preservation plan. The site in Conway was selected due to its direct proximity to a large population of residents and seasonal visitors. This prime location is within a population center, allowing the FYA ample opportunity to promote the Train and educate students, tourists, and local residents. This,

in turn, will assist in preserving the *Flying Yankee* and adding an economic driver to the region. The Museum planned in Conway will maintain regular business hours to display the Train throughout the year. PMH also intends to expand its presence in Conway; they currently operate nearly year-round.

On adjacent land, they are constructing an event facility and display area. That development will include the promotion of the Train to PMH clients. Conway Scenic passengers will de-train and visit the Museum as part of their experience, ensuring a steady stream of visitors to the *Flying Yankee*, creating prime exposure and generating revenue through admission fees and gift shop sales. In addition to public access to the Train in Conway, PHM, and FYA have discussed moving the Train to the busy North Conway yard for display during peak tourist visitation weeks.

Relocation

Method

Transporting railroad equipment is a complicated ordeal that requires significant coordination of transportation companies and rigging experts. Members of the FYA have experience performing such moves. A high-level analysis of transporting the Train has been completed by the FYA. A



“Relocation Package” has been assembled that contains the anticipated information needed to begin the process of transporting the Train to Conway, NH. This Package is submitted to NHDOT as a separate file. While the Package is detailed, the FYA requires access to the Train to perform Site Visits with contractors to finalize plans and contracts. Committing to contracts and plans without access to the Train for final measurements and planning is not possible nor advisable.

The Train and its components will be transported by truck using previously established methods for moving the Train. Members of the FYA have experience with trucking and lifting railroad equipment. Several Board members have experience with rigging on a smaller scale and with coordinating trucking and rigging companies to perform such moves. One recent large move involving an FYA Board member included the simultaneous movement of two 100+ year-old old locomotives separated into five overweight components and trucked over 100 miles. This involved coordination of large cranes and specialized trailers on both ends of the movement. Another board member has extensively dealt with trucking and rigging companies to move many streetcars, streetcar components, and track components over several decades.

In the past thirty years, the Train has been relocated three times. The first two movements used a dolly attached to the bolster on one end of each car body, with a truck under the opposite bolster pulling each car. When lifting each car body, spreader beams were placed across the width of the car body on existing jacking pads or each pick was performed using car body end castings. Trucks previously supporting the car body were then lifted from appropriate pick points, secured to trailers, and transported independently. The third and most recent movement placed each car body onto trailers, which were then towed to their destination again using jacking pads and end castings as pick points. This third time, contents of the Train not inside it were placed into shipping containers and moved via truck to their destination along with the trucks from the Train.

A high-level analysis of moving the train is completed and the FYA is modeling the upcoming move of the car bodies after one of the previous two established methods, dolly

and truck vs. trailer. The trucks and containers will be transported by trailer. The FYA is now performing a more focused analysis to finalize the details of the remaining questions – contractor(s), exact cost, and route. The selected contractor(s) shall handle all necessary permits. The FYA and selected contractor(s) shall work jointly to determine appropriate points on each load to secure it for movement. Access to the Train and its components are required for the final determination of this analysis. Commitment to contracts without this access is not advisable.

Schedule

The FYA is currently negotiating with three companies that have responded to the Relocation Package. The FYA is trying to determine the best and most economical form of trucking that is best for the Train. Each component is expected to move in an “as-is” condition. The Train and its components must be relocated from the current site within forty-five (45) days of executing a Bill of Sale with NHDOT. The FYA prefers to move the Train's components only once, if possible. This reduces both cost and risk. Accordingly, the FYA have discussed this issue with Patriot Rail. They have indicated a willingness to allow the Train to remain in Lincoln until the end of 2024. Documents are being drafted to secure this option. The FYA may need a similar discussion with NHDOT District 1. The FYA wishes to bring the trucks and containers to our new site as soon as it is ready. Once the trucks have passed CSRR inspection and are placed on track, the FYA would bring the car bodies to the site and unload them directly onto their trucks. The Trucks and Containers shall be relocated first. This is to facilitate the placement of the Train immediately on its trucks upon arrival in Conway, providing a successful inspection of the trucks. This inspection shall be performed by both FYA and CSRR personnel.

Site Cleanup

Each site has varying materials to be removed after the relocation of the FY. The FYA has identified the material at each location and removal methods:

- Site 1: Lincoln, NH
After the three (3) car bodies have been removed from Hobo Railroad property, remaining blocking previously supporting the Train and any other remaining material shall be removed. The FYA may offer the blocking to Patriot Rail. If accepted via written notice, this material shall be considered disposed of. If Patriot Rail declines, FYA personnel shall remove all remaining materials under the proper authorization. If FYA personnel are unable to remove the materials, the FYA will hire contractors to remove the material.

- Site 2: Twin Mountain, NH

After the Trucks and Containers have been removed from State property, any remaining material from the truck crates, shipping container blocking, and any other material shall be removed. FYA personnel shall remove all remaining materials under the proper authorization. If FYA personnel cannot remove the materials, the FYA will hire contractors to remove the material.

As stipulated by the RFP, the FYA shall provide the State of New Hampshire with a \$10,000 deposit when the Bill of Sale is executed. Upon successful completion of site cleanup and approval by NHDOT, this deposit shall be returned.

Overall Cost

Selecting contractors to perform the steps necessary to relocate the Train is a thorough task that requires careful selection. The FYA is currently communicating with four (4) companies that have responded to the Relocation Package to determine the most cost-effective contractor. Two quotes has been received to date at a cost of \$55,000 and \$180,000. This method selects one contractor as the "Prime Contractor," who will organize the full relocation independently of all three major components (car bodies, trucks, containers). While easier for the FYA, this method is much more expensive, as indicated here. The FYA is simultaneously researching holding the role as the Prime Contractor, which is far more cost-effective. FYA personnel have experience in transporting railroad items and are confident about performing this task if it is the most cost-effective option. The FYA and responsive contractors are currently discussing details at this time.

Application of SOI Standards

Our Approach

The Secretary of the Interior Standards (SOI) is a critically important document that will assist in properly guiding the preservation and restoration of the historic *Flying Yankee*. The FYA's most important goal will be preserving the *Flying Yankee* in terms of function, technology, and aesthetics. If preservation is not possible, restoration alternatives consistent with the train's historic materials and finishes will be



implemented. If a need arises to perform work to mechanical systems that do not conform to preservation or restoration standards, SOI rehabilitation standards shall be consulted. To understand and apply the various Standards, the FYA will consult with the New Hampshire State Historic Preservation Officer (SHPO) (New Hampshire Division of Historical Resources).

The FYA has retained Hunter Research, a Project Partner, to provide training, documentation systems, and policies to ensure proper interpretation and application of the SOI standards. Hunter Research meets the requirements of a 36 CFR 61 qualified professional.

Location

The Flying Yankee Association recognizes the significance of location and how it contributes to maintaining the historical integrity of the *Flying Yankee*. Unlike a static building where the integrity of location can easily be determined, the Train is a vehicle intended to move from location to location and served Massachusetts, Maine, New Hampshire, and New York state during its twenty-two-year career. The permanent location for the Train will be established in Conway, New Hampshire, along the former Boston & Maine Railroad's Conway Branch to Intervale, New Hampshire. The *Flying Yankee* traveled this line starting in May of 1944 after passenger volume from World War II forced the Train off its Boston, Massachusetts to Bangor, Maine route. This new route took it north from Boston to Dover, New Hampshire, then to Conway, North Conway, and through the scenic Crawford Notch up to Littleton, New Hampshire. The Train was renamed the *Mountaineer* and traveled this route until February of 1945. Conway, New Hampshire, as the site for the Yankee's permanent home, has very strong integrity of location, as the Train traveled these very rails during its history. Operating the restored Train over portions

of these rails is planned if the Train is successfully restored to an operating condition. This contributes significantly to the Train's integrity of location.

Setting

The location in Conway supports the integrity of Setting. The *Flying Yankee* shall be placed on its trucks, on rails connected to the former Boston & Maine Conway Branch it used to travel on in the mid-1940s. In addition to a location directly in Conway on the Conway Branch, the Train can and shall be moved on the same rails to the former Boston & Maine North Conway yard for display during the peak



summer and fall tourist seasons for display. The *Flying Yankee* had visited this Yard before and stopped at the North Conway Station to board and discharge passengers. Today, this Yard is used to display other historic equipment, including several Boston & Maine artifacts displayed as such. This Setting is like no other in New Hampshire and is an effective historical backdrop to the Train. Displaying of the Yankee in the North Conway yard, where it stopped many times and was likely lightly serviced, enhances the integrity of the setting dimension. The FYA will coordinate operations and staffing with CSRR to facilitate this type of display.

Design: Car Body Exterior

The design of the car bodies will remain as they were manufactured. No doors, windows, vents, panels will be removed or altered. The primary function of each car and its sectional layout will be preserved as it was manufactured. The train shall appear as it did historically with the appropriate paint, lettering, and insignias. Exterior lighting housings shall be retained historically in terms of location, position and function. Upgrades to the actual light produced may be considered. The FYA shall carefully research light fixtures to determine suitable replacements if necessary that best or exactly match originals when feasible. If replacement is considered, original lighting systems will be carefully documented and retained in storage prior to replacement. The Leslie Typhon A200 horn, which is in storage, will be retained and placed as it was in 1938. That year Boston & Maine removed the original horn set (two A75 and single A125 horn). The exterior stainless-steel skin of the train and its roof will be preserved by inspections, minor cosmetic repairs and routine cleaning and sealing. Research will be completed to ensure materials used will not degrade or damage the long-term condition of the exterior skin and roof. The diaphragms between the cars no longer exist. The FYA will research other "Zephyr" trains and the Yankee's limited set of builders' drawings to design and manufacture replacement

diaphragms and components. The Chicago Museum of Science & Industry, a Project Resource, will play an important role in this decision as well as others as custodians of the first “Zephyr”, the *Pioneer Zephyr*, and a large archive of historic documents related to the train.

Design: Car Body Interiors

The FYA shall restore the car interiors to their late 1930s era. Original types of finishes, materials, fabrics, lighting, and colors will be researched and reapplied to maintain historical accuracy. Visitors will experience only the *Flying Yankee* when inside the train – nothing else. The Train’s “B-Car” has received nearly a full interior restoration. This work shall be reviewed to determine if it is consistent with the design of the original interiors.

Design: A-Car (Power Car)

Significant portions of the “A-Car” car body have received restoration work. The A-Car contained a cab, engine room, baggage section, galley, and a coach section. The cab and engine room shall be addressed below. The baggage section housed the steam generator that originally provided heat to the Train. This unit no longer exists and is discussed in the Mechanical Section below. In previous restoration attempts, the baggage area had an audio-visual rack added to mount television and video equipment that was once planned for the Train. This equipment and any related modifications shall be removed. Behind the baggage area was a galley for food preparation. It has been removed. The FYA shall reinstall the galley with the original layout using resources made available by Project Resource MSI. In the remainder of the car behind the galley lies a 28-person seating section. The seats are not currently in the car, they were removed during previous restoration attempts, reupholstered, and placed into storage. The FYA intends to restore this area to its original state, including original flooring, overhead luggage racks, fabric window treatments, ceilings, and lighting. Initially, at the end of this car, there was a restroom room and a locker alcove. The locker area has been altered to accommodate electrical panels and climate controls. If feasible, the FYA desires to return these two sections to their original function. All preservation and restoration work will be researched and documented before execution to ensure accuracy and design integrity. The Mechanical Systems section discusses the heating, cooling, and electrical systems for the Train.

Design: B-Car (Passenger Coach)

This 60-seat car was almost fully restored by Claremont & Concord Railroad in 2001. The car has been outfitted with seats, flooring, lighting, and overhead luggage racks, and all other fixtures to return it to its historic appearance. The FYA understands the seats to have been reupholstered using period-correct fabric. Food trays originally used in the train and used by passengers are understood to exist, their condition still needs to be discovered. Other treatments during the 2001 restoration shall undergo review to determine authenticity.

Design: C-Car (Lounge Car)

This car originally had a 32-seat general passenger section and a 12-seat lounge. The car currently lacks all interior material and furnishings; the frame lies bare. Some internal structures have been altered in previous restoration attempts. The FYA shall research the original layout of the car and return it to its initial configuration.

Design: Mechanical Systems

The heating, air conditioning, braking, fuel, electrical, plumbing, and lighting systems will require significant research before implementing any of these systems to maintain design integrity. If the train is to operate again, all these systems must operate reliably. Rehabilitation standards will likely come into effect when working with these systems. Essentially, many of these systems will not be seen by visitors, and outcomes generally will not affect the train's aesthetics or historic appearance. During these considerations, the state SHPO and Hunter Research will be of particular use to help balance historical considerations with performance and safety. Many of these systems or their components no longer exist, and replacements will be required. Some procurement work was performed in previous restoration attempts. New fuel tanks based on the original tanks were fabricated. A custom brake system was designed and purchased. Both the tanks and brake system are in storage awaiting installation. The main and auxiliary generators were rebuilt. Electric heat was installed in only the B-Car, using the original steam heating element over the new electrical heating units. Purchase records show air conditioning equipment was purchased for the train and that electrical systems were installed solely on the B-Car. As built, the train had no waste-holding systems for the restrooms. The operation may require the fabrication of holding tanks and associated plumbing if the bathrooms are to be used.

Ultimately, the FYA plans to return the train to operation. All mechanical systems must operate reliably; however, that does not signify historic systems must be replaced. This means the research must carefully be performed to balance all three considerations - historical accuracy, performance, and safety.

Design: Power Plant

The Train was powered by a very early piece of technology, an eight-cylinder Winton Engine Company 201A diesel engine, which is a rare and historically important piece of technology. The 201A stands as the first commercially successful diesel engine put into wide use. The engine began the transition away from steam-powered trains and led to many of the modern diesels now seen in use across the country. Where there are very few surviving Winton engines in existence and even fewer available to the public, decisions made about the engine will be critical. *Trains Magazine*, a well-established rail publication, has designated the Winton



201A engine the most important diesel engine of all time due to its role in developing the modern diesel engine. The engine in the Train may not be the original 201A. In 1947, the Boston & Maine Railroad replaced the original block and crankshaft with corresponding components from switcher #1103, also equipped with an 8-201A. The FYA is unsure if this replacement block remained in use until the Train's retirement. During annual maintenance, the engine was taken apart, and parts were replaced as necessary. During the late 1990s, the engine was almost entirely remanufactured. All new components were reverse-engineered and a number of spare components were also manufactured. The engine is currently in storage with the crankshaft and liners installed. Preliminary inspections indicate that the engine remains in good condition. Further review is required to determine the engine and engine component condition and presence.

Operating the Train with the 201A would be a significant historical achievement as crucial as the *Flying Yankee*. It would be the only publicly known operating 201A. There is a risk of damaging the engine in operation if it fails. However, the risk of failure exists with any diesel engine. Retaining the engine is important in terms of design integrity. Due to the lightweight building techniques used by Budd, the engine itself is a structural component of the A car. Removing it weakens the framing of the car and weight distribution of the Train, affecting systems throughout it. The Wisconsin Great Northern Railroad, a Project Partner, is installing a successor engine to the 201A, a six-cylinder EMD 567C engine in their Mark Twain Zephyr. When the MTZ was purchased, the 201A engine was missing, eliminating the option of retaining the original engine. To prepare the power car for the new engine, considerable changes were made to the structure of the car, including removing the existing engine bed. The photos below show the Flying Yankee engine compartment in August of 2021 and the Mark Twain engine compartment with alterations needed to accommodate the EMD 567C. The changes required to the car body and structure to perform this "repower" are significant.



Flying Yankee 2021

Mark Twain Zephyr 2022

The 8-201A weighs approximately 12,000 pounds while the 6-567C weighs nearly 18,000 pounds, an over 50% increase in weight added to the frame. If this replacement route is pursued on the Train, an understanding of what modifications could be safely made must be determined. Additionally, the 567 is taller than a 201A. The General Pershing Zephyr, the last Zephyr train produced had an early EMD 567 V12 engine. The roof line of the power car is different than any of the early Winton powered Zephyr trains. Alterations to the *Flying Yankee's* power car roof line might have to be made to accommodate the replacement engine, disrupting the historic look of the Train. The FYA will work with the WGN to review the Mark Twain repower project this coming year to better understand the possibilities and implications of such a task. The FYA will also examine the General Pershing which survives at the National Transportation Museum in St Louis.

To determine the future of the engine, the 201A and its components shall be removed from storage for assessment. Three viable options currently exist:

1. Restoration of the Winton and operation of the Train using it.
2. Repowering the Train with a more supportable engine and operation of the Train using it.
3. Reassembly of the Winton and placing it in the Train, rendering both on static display.

Design: Trucks & Traction Motors

The Train is equipped with four trucks rebuilt in 2007 by a New Hampshire shop. This rebuild included many replacement components, such as wheels. The trucks are stored in

crates and have not been available for inspection. Design integrity is believed to be satisfied when the bolsters and other main components are original. The trucks shall be inspected once removed from their crates.



Rebuilt Yankee Trucks

The two traction motors were also rebuilt and stored. One motor appears to be complete, and the other is missing several minor items but appears to be largely intact and rebuilt. The traction motors are the original General Electric 721C motors. The ideal option is to review the motors and complete their rebuild as needed. One alternative is to locate an alternative motor that fits the power truck and has parts readily available. This has proven difficult in previous restoration attempts and would not maintain design integrity. Using the original motors would retain design integrity and is the desired solution. If replacement is necessary, they will be constructed for use on the original power truck to maintain design integrity.



Yankee GE 721C Traction Motors

Design: Code Compliance & Safety

ADA compliance will be the primary code that will require much review. The Train is eligible for the National Register of Historic Places, which allows for some flexibility regarding requirement compliance; however, ensuring the Train is fully compliant may require alterations of the Train that impact its design integrity. The FYA will consult with the New Hampshire State Historic Preservation Officer (New Hampshire Division of Historical Resources) and Hunter Research to conduct reviews to determine how to best balance accessibility while maintaining historically accurate elements.

Previous work performed on the Train may require review for code adherence. Materials and systems must be examined to determine if their use is safe. The FYA shall also assess emergency egress. As a historic train, the doors and windows do not meet modern safety standards. Careful consideration will be required as egress is reviewed. Other operational alternatives that can improve egress must be considered, such as staff training, staff count, and staff assignments during operation. Any changes to openings create a loss of design integrity. The FYA will review all of these issues and make determinations on revisions in coordination with NH SHPO and Hunter Research.

Materials

The Train retains its most extensive and historically significant material, the stainless steel of which it is constructed. Any repairs or restoration work needed to be made to the car shall use the same material or similar material if the original type cannot be located, and repairs shall be performed in the same manner they were originally made if feasible. Other materials used in the interior (fabrics, flooring, lighting, paint, seating) will be carefully researched to allow for in-kind replacement of materials if needed.

Workmanship

Most of the workmanship used to build the Train remains common practice. The heating and cooling, electrical, and plumbing systems are not expected to present issues when maintaining the integrity of workmanship. Maintaining the diesel powerplant is a relatively linear task with little room for variation. Few people who worked with operating 201As are still alive; however, knowledge of diesel engines is widespread, and locating the skill to maintain either a 201A or modern replacement is not expected to prove a significant challenge. The FYA shall review shot-welding, the welding method used to construct the Train of 18-8 stainless steel, and how it has evolved since the 1930s. The FYA is working with PMH, owners of several Budd-built cars, and has reached out to several shops and institutions potentially knowledgeable of this manufacturing method, such as the Naval Sea Systems Command (NSSC) at the Portsmouth Naval Shipyard. The shipyard, under the guidance of NSSC, maintains an apprentice training program in welding and welding

techniques. 18-8 steel is still a very prevalent type of material. The FYA will learn how stainless welding has changed since the 1930s and make use of the original methods when feasible.

Association

Establishing the Train's association with its original owners, the Boston & Maine and Maine Central Railroads, is a critical component of the education of the train history. The Train is located along a former route that accomplishes this. Restoring correct lettering and insignias on the car body will aid in this task. The museum established at the site in Conway will highlight the operational history of the Train and its long association with these two railroads and regions.

Feeling

The FYA will restore and preserve the Train to the appropriate appearance, showcasing the late 1930s. To capture that correctly, period materials and colors will be used to recreate the passenger experience. Luggage racks, window curtains, seats, and correct furnishings will assist in that task. Items not present in that period, such as modern television monitors and video, will be removed as they are best suited for the Museum building.

Project Partners and Resources

The Flying Yankee Association has created unique partnerships that will assist in the preservation of the Train in the future. Specifically, relationships have been developed with organizations that will participate in and support the conservation of the Train. Each Project Partner has agreed to be actively involved in the project, while Project Resource organizations will provide knowledge and information to support the project.



Project Partner: Conway Scenic Railroad (CSRR): With its long tradition of restoration and running excursions on historical routes in New Hampshire, the CSRR offers insight, experience, and a means to allow the *Flying Yankee* to run on one of its historical routes again. A Letter of Intent has been signed with PMH (CSRR parent company). That letter describes the support CSRR will provide the FYA during the restoration as well as its role in operating and maintaining the train after restoration. The FYA has also entered into a lease agreement with CSRR for land to construct a jointly owned Museum building to house both a restoration space and a museum for the Yankee, detailing its operational history and its significant role in the development of high-speed passenger service in New England. (See Supplemental Information) *Point of contact: David Swirk, President & General Manager, CSRR, dave@conwayscenic.com*



Project Resource: Boston & Maine Railroad Historical Society (BMRHS): During its twenty-two-year service, the Train used various names based on its routes but was always part of just one railway - the Boston & Maine Railroad. The BMRHS remains the primary keeper of historical data, photographs, and articles regarding the Flying Yankee. They will be an essential partner in providing historical data to the FYA. *Point of contact: Rick Nowell, Archivist BMRHS, rnowell3@gmail.com*



Project Partner: Wisconsin Great Northern Railroad (WG&N): Situated in Trego, Wisconsin, the WG&N is rebuilding a sister “Zephyr” train also built in the 1930s, the *Mark Twain Zephyr*. Although a complete rebuild and not a restoration, the WG&N has numerous hours of experience with the streamliner’s frame and reconstruction needs. Further, the WG&N is in the process of installing a replacement engine in the MTZ. The WG&N has pledged its support to the FYA’s efforts and therefore is a vital asset when restoring the *Flying Yankee*. *Point of contact: Greg Vreeland, President WG&N, greg@spoonertrainride.com*



Project Resource: Museum of Science and Industry, Chicago: The Museum is home to the *Flying Yankee*’s sister streamliner, the *Pioneer Zephyr*. This preserved train was the first “Zephyr” type train to operate in the United States and set a speed record for travel between Denver and Chicago. The *Flying Yankee* is nearly identical in most aspects. The *Pioneer Zephyr* and MSI’s archives will serve as a valuable research source for the FYA. *Point of Contact: Kathleen McCarthy, Director of Collections and Head Curator, Kathleen.McCarthy@msichicago.org*



EFFECTIVE GRANTS, LLC
A PAPER TRAIL OF LOVELINESS

Project Partner: Effective Grants LLC: This consulting group in Boston aids non-profit organizations seeking grant funding. Specifically, they will help organizations search for appropriate grants and then assist in navigating the application processes. If grant money is awarded, they will assist in any post-award requirements or reporting. They have agreed to work with the FYA in raising funds. *Point of contact: Sharon McDonald, President Effective Grants LLC, ssmcdonald@effectivegrants.com*

HUNTER RESEARCH, INC.

Historical Resource Consultants

Project Partner: Hunter Research: Hunter is a historical resource consulting firm. They provide a wide range of related services to organizations and groups seeking help with restoration and preservation projects. The company has well established working relationships with the state historic preservation offices (SHPOs) in the Middle Atlantic and Northeastern United States, understanding their review processes and reporting requirements. They meet the requirements of a 36 CFR 61 qualified professional. They will assist the FYA in setting up a documentation and reporting system to be used during restoration and preservation work. They will also monitor activity for compliance with SOI standards. *Point of contact: Patrick Harshbarger, Vice President, PHarshbarger@hunterresearch.com*



Project Partner: New Hampshire Preservation Alliance: This non-profit organization assists individuals and communities throughout the state of New Hampshire achieve their preservation goals. They provide a unique role in bringing together vetted contractors, consultants, craftspeople, services, and organizations that adhere to a preservation ethic to help in preservation and restoration projects statewide. They can also assist with sourcing potential grants for various projects and assist in the application process. *Point of Contact: Andrew Cushing, Community Preservation Services Manager, ac@nhpreservation.org*



Project Resource: Illinois Railway Museum: This non-profit museum formed in 1953 has one of the largest collections of railroad equipment in the nation. The extensive collection has several Budd built stainless steel passenger cars from the Chicago Burlington & Quincy from the same era as the *Flying Yankee*. Their information and restoration expertise will prove valuable to the FYA and have already provided assistance with Museum building design. *Point of Contact: David Diamond, General Manager, ddiamond@irm.org*

Supplemental Information

Mission Statement

To protect the Flying Yankee as an important piece of New England's railroad history. To restore the Flying Yankee to an operational condition with as much of the original configuration intact as feasible. To make the Flying Yankee accessible to the public through display and operation in a way that does not compromise preservation or public safety.



Board of Directors

The current FYA stands apart from previous inceptions of the organization. Three of the nine board members have extensive experience with historic railway preservation. In addition, members with business, management and media experience are involved.

Chairman	Brian LaPlant
Vice Chairman	James Van Bokkelen
Treasurer	Bob Kotsonis
Secretary	Andria LaPlant
Marketing Director	Jacob Eidsmoe
Webmaster	Tom Rymes
Director	Alden Burns
Director	John McNamara
Director	Tommy Robichaud

Funding Restoration & Operation

Fundraising Approach: Once the Train is relocated to Museum in Conway, a condition assessment shall be performed, and a restoration plan will be developed. A funding plan shall also be developed to address short-term and long-term funding needs. Work on the Train shall proceed as funding becomes available, the speed of work is

determined by funding. With the establishment of a Museum building, the Train shall be protected, and progress will not be set back based on funding availability.

Professional Fundraising: In 2022, the Board met with a seasoned fundraiser to educate themselves on how successful campaigns are developed. Identifying high net worth individuals will be a high priority for the Board. A review of prior donors was completed in 2022 and there are opportunities to renew interest with this group. A personal approach to high-net-worth individuals relying on friendships and personnel connections to obtain larger donations will be taken.

Community Funding: Funding through social media, email, crowd funding and webpage efforts will be developed. These efforts will capture a wider audience. The FYA will set up a membership system so that interested individuals can subscribe for a fee to the newsletter and participate in special events. The museum gift shop will also provide some steady source of income especially during the busy tourist season. The FYA intends to participate in the New Hampshire Lottery's Charitable Gaming program in 2024. This unique program offers revenue sharing with New Hampshire non-profits. Though the program is very competitive, participation could generate between \$60,000 and \$80,000 annually if scheduled.

Grant Funding: The FYA has linked up with Effective Grants LLC from Boston MA, a Project Partner. This company will help the FYA source grants, apply for them and provide post award management. The New Hampshire Preservation Alliance, another Project Partner, will also provide information on grants and other funding sources. Potential funding sources are also listed below.

Alstom
Amherst Railway Society
Candelaria Fund
General Electric
John H. Emery Rail Heritage Trust
Massachusetts Bay Railroad Enthusiasts
National Park Service - Save America's Treasures Grant
National Railway Historical Society - Heritage Grants
Railroad Development Corporation
Stephen King Foundation
Timken Foundation
Wabtec
Wick Moorman Charitable Trust

Long Term Fundraising: To address the long-term funding needs that come after restoration a different strategy is needed. The largest operational expense, maintenance, and inspections should be addressed through the relationship with Conway Scenic Railroad. In exchange for letting the host use the train for special runs and retaining ticket revenue, the host will provide maintenance support and cover the cost of operating the Flying Yankee. Conway Scenic has also proposed special events that could be jointly produced to add additional revenue. Other sources are also expected to provide additional funding including tours, special events and merchandise sales.

Available Funding: The FYA is able to begin their plan immediately due to the financial support of several donors. \$470,000 has been pledged to the organization to date with another \$265,000 available in matching funds. Once ownership has been transferred, additional fundraising activities shall kick off immediately.

Volunteers Recruitment & Management

Volunteer Involvement Overview

The key to success of the Train's restoration will be a feature not previously prominent during the project's past. The FYA envisions a staff largely consisting of volunteers. This is a tried-and-true option that has resulted in dozens of successful Rail Heritage sites across New England and North America as a whole.

The Board has experience leading volunteer staff in railway preservation to build and manage a staff.

Volunteer Recruitment in New England

Success at rail heritage organizations is often found behind the implementation of one simple concept – outreach. This section will analyze and discuss three real-world examples that are common across the preservation field.

In Connecticut, the Danbury Railway Museum (DRM) has experienced extraordinary success through targeted, frequent outreach. Their outreach has primarily taken two forms; outside presentations and hosting an event. The DRM contacts organizations such as local civic centers, retiree communities, local schools, and trade schools, with the goal of giving a presentation to their members. Not only has this spread awareness of their organization, but volunteers have also been successfully recruited from the presentations. The second primary form of DRM outreach is an event they call a "Volunteer Workshop". This is an event where the public is invited to the Museum for the specific purpose of learning what volunteer opportunities exist and how prospective

volunteers can get involved. This has been an extraordinary success; the first event led to thirty attendees and over fifteen new volunteers. Operation Toy Train of New York has held a similar event for several years and has experienced burgeoning success. This is a successful model, and the FYA will hold such events going forward.

In Maine, the very successful Wiscasset, Waterville, and Farmington Railway (WW&F) is almost entirely a volunteer operation. The WW&F recruits volunteers by personal connections, social media, and publicized semi-annual work sessions. During 2022, 185 volunteers donated 20,511 hours. If these volunteers had been employees working at \$10 per hour, their work would have cost \$205,000, a substantial portion of the WW&F's annual operating budget. WW&F volunteers work on train operations, maintenance, administration, and support functions.

Another Maine railroad that makes extensive use of volunteer labor is the Downeast Scenic Railroad (DSR), headquartered in Ellsworth. As a recent newsletter notes, volunteers are the key to the success of the DSR, the first tourist-passenger train to grace the historic Calais Branch Line in decades. This year in addition to operating the tourist train, DSR volunteers painted the exteriors of Combine Car #102 and Coach #155, while also overhauling and painting the ballast regulator and rebuilding four track turnouts in the Washington Junction yard.

Volunteer Management (DRM, WW&F, DSR)

The DRM has a volunteer sign in/sign out log to record the names and hours of those working onsite. This information is useful for security, seeking grants, and periodic volunteer honors-recognition programs. An additional log records the service hours of those working in train operation. The volunteers report to department heads; for example, the front desk/ gift shop, mechanical department, train operations, equipment restoration, car hosts, and tour guides. Each project has a project manager that manages volunteers, reports progress, and appeals to the Board for fund allotments from the annual budget. Complex projects requiring specialized skills are handled by contractors.

At the WW&F, train operation roles include car hosts, trainmen, brakemen, engineers, and conductors. A detailed rulebook governs advancement through these various roles, and attendance at the appropriate sessions of a Rules and Practice Class is a prerequisite to certification to any higher level. The 70+ page rulebook is similar to Federal Railway Administration (FRA) requirements. Maintenance roles are less formal and include buildings and grounds work, right-of-way and track maintenance, rail equipment restoration and fabrication, and machine shop and wood shop work. A sign-in sheet is provided for all volunteers. Each project has a formal or informal project leader guiding various aspects of the project. The formal project leaders and superintendents provide monthly progress reports to the Board of Directors.

The Downeast Scenic Railroad keeps volunteer logs for hours and work performed. They also keep logs for all invoices separate from the general accounting to have records of each project's expenditures. FRA inspections are performed annually, and the Maine DOT inspects tracks three times a year. Each project has someone that is the project leader directing various aspects of a project. Complex projects may have several people directing subprojects.

Project Management

The restoration and preservation of the Flying Yankee will be broken up into a logical series of smaller sequential projects. The Board of Directors will assume overall responsibility for all projects but will appoint one Board member as a Project Leader. That person will develop the project plan specifics and recruit other Board Members and non-board people who have a skill set compatible with the particular project. Projects plans will require Board approval. In this way the FYA will increase the number of people actually working on the Yankee and the associated projects. The Board will consult with the appropriate Project Partners so that each project plan can be reviewed and improved.

Prior to commencement, each project plan will include:

- Defined Scope
- Clearly defined Goals & Objectives
- Assembled appropriate team
- Budget
- Documentation system
- Listing of specialized resources required
- Outline of Project Deliverables
- Project Schedule.

The Projects

CONSTRUCTION : A temporary Project Group for construction of the restoration building & museum in Conway, NH.

RELOCATION: A temporary Project Group used to relocate the Flying Yankee and the storage containers to Conway, NH.

ASSESSMENT: A temporary Project Group that will complete an assessment of the train and parts inventory.

RESTORATION & PRESERVATION: A permanent Project Group that will drive the restoration of the train through a series of Annual Restoration Project Plans. These annual plans will focus on particular components or systems of the train. The timing and focus of these Annual Plans will be driven by available funding. Once restoration is complete the Project will shift to a preservation role planning and coordinating maintenance work with the Conway Scenic Railroad.

Abbreviations

CSRR – Conway Scenic Railroad

EMD – Electro-Motive Division

FYA – Flying Yankee Association

MSI – Chicago Museum of Science and Industry

WGN – Wisconsin Great Northern

MTZ – Mark Twain Zephyr

NHDOT – New Hampshire Department of Transportation

NHSHPO - New Hampshire State Historic Preservation Officer (SHPO) (New Hampshire Division of Historical Resources)

PMH – Profile Mountain Holdings

SOI – Secretary of the Interior

Supplemental Documents

Sent via email concurrent with the RFP submission as separate PDF Files.

Letter of Intent Profile Mountain Holdings

Hunter Research Support Proposal

Letters of Support

Relocation Package