



# Indianapolis Metropolitan Railway Company

Hoosier Heritage Port Authority Proposal

Appendices and Final Bibliography

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# Appendix I

## Rail Customer and Corridor Inspector Prospects Letter

Good morning, Connor.

After we first spoke of The Indianapolis Metropolitan Railway Company (IMRY) initiative to possibly restore freight service on the Hoosier Heritage Port Authority's (HHPA) Railroad Main Line, I did preliminary, on-line research of this route. From my initial, computer screen 'preview' of aerial photographs of the HHPA Line's former Norfolk Southern Railway crossing/connection area at Tipton, I was at first skeptical of being able to re-establish the rail connection with the NS, there. Without question, this rail re-connection would be essential to soliciting future freight traffic and rail-based economic development along the line.

Upon personal inspection during our joint examination of the corridor by a car on Tuesday, June 6, however, I came to believe instead that there are *multiple* possible ways to renew that physical connection, with or without a diamond crossing of the NS main line. The final determination of the viability of this assessment will, of course, lie in actual, scale plans for the connection (and rail-cross-highway and possible, renewed rail-cross-rail intersection), along with the blessings of NS Engineering and Operations, plus the city and/or state DOTs.

### Industrial Development Potential

In looking at the Industrial Development Potential of the line extending south toward Indianapolis from Tipton, there is considerable development activity that had already taken place nearer the metropolitan area in the prior 'freight incarnation' of the line, ranging from Chemicals and Metals-related Manufacturing to Warehousing and Cross-docking. Some additional activity has been taking place in the period since the line's connections with the North American General Rail Network were severed at either end, there does not appear to be much abatement of the growth taking place in this corridor extending north from Indianapolis.

There are miles of open farmland and dormant properties to either side of this rail route toward the Tipton end. Certain of these parcels could (with appropriate zoning and utilities) conceivably become valuable regional assets as sites for development of large-scale manufacturing, processing, and warehousing/distribution enterprises, as central Indiana grows. The series of small, but prospering towns strung out like pearls on a necklace along the HHPA RR and IN Route 19 Corridor, south from Tipton to Noblesville, mean that a level of utility infrastructure is already in place, there. Whether the capacities of those utilities would need to be increased for a particular rail client project would be specific to that development's needs. Notably, the rail line runs right through the heart of each of these towns, which means close access to the dense core of in-place utilities and Rt. 19.

In Noblesville, and for much of the rest of distance down through Fishers to Indianapolis, this rail corridor is well-developed, both regarding all (transportation and utility) infrastructure and available workforce near the rail corridor. There are existing industries, here, that were once served by the previous freight operators on the line. Others have grown in size to become potential rail shippers or receivers, judging by the magnitude of observed activity. In each rail prospect's case, the firms will require individual telephone contact to explore rail potential and, when indicated, personal visits with their Supply Chain decision makers.

Though a great deal of the rail-adjacent land below Noblesville is developed as commercial and light industrial, the former rail users peppered among the facilities with no rail potential are a top priority for contact. Large, Vacant Buildings and Brownfield Sites that either was or could still readily be served by rail should also be noted, and their owners contacted about cooperating to create a site or building brochures to share, specifically, with rail prospects. The presence of existing, heavy-duty infrastructure at these locations is a significant benefit for prospective rail users.

The firms working with both liquid and dry Chemicals and Fertilizers should be an early marketing focus, as these commodities are high-margin rail traffic and would, if converted to rail in this corridor to any large degree, would begin to quickly contribute to the upkeep and viability of the rail line. Metals Producers, Metal Fabricators, and Machinery Builders should be a second-tier high priority, as these can also be quite attractive-revenue rail traffic. Lumber and other Building Products, Food Products (frozen, packaged or bulk grain), and Crushed Stone and Construction Aggregates,



while not typically high revenue producers and often comparatively truck-competitive, can help round out the rail traffic base and still make positive contributions to the enterprise.

Another rail service to investigate is a possible Cold Storage / Food Grade Warehouse, from which local truck deliveries could be made to multiple destinations within the region via so-called 'milk runs.' Frozen Vegetables and Fruits and other perishable foodstuffs, such as Wholesale Cheese, destined to the heart of Indiana could similarly capitalize upon the refrigerated services offered by such a rail-served facility.

Receivers of Bulk Commodities could enjoy the cost benefits of long-haul rail coupled with short-distance truck drays that will also be attractive for NOT having to deal with the 'friction' against reliable, long-distance transits inherent with delivery via the crowded interstate system. Rail-Truck Transfer can provide freight receivers with an intangible, yet very real and appreciated Peace-of-Mind by placing their forward warehousing stock (essentially 'relocating their supply sources') right in the *back yard* of their customers for Just-In-Time delivery. The remaining delivery leg for a product from the transfer site will only face whatever local traffic that any inbound long-distance truck would have experienced in the present scheme of things.

Though seasonal in nature, these prospective Bulk Transload commodities also warrant further investigation to flesh in their potential for traveling this rail corridor. Various Highway Deicing Agents, from rock salt to magnesium chloride and/or calcium chloride, are consumed in very large tonnages each winter. Landscaping Materials in bulk, such as decorative stone, scoria (lava rock) and mulch could arrive in open-top or covered hopper cars, depending on the commodity. Bagged versions of these products could also be box car-to-trailer translated opportunities, and establishing a dedicated bagging/packaging operation could, in effect, 'anchor' these carloads to this line. Swimming Pool Treatment Chemicals and Pool Decking Lumber are additional spring and summer consumables that could be brought to the area by the carload.

In the construction arena, high-density polyethylene (HDPE) corrugated drainage pipe has become the standard for new highway and other public works, residential, commercial and industrial projects (foundation and general site drainage and stormwater management) and even as enclosures/conduit for underground utility infrastructure. This flexible pipe has been used for decades to maximize agricultural land consistency and efficiency. The agricultural drainage market is 100% converted to HDPE corrugated pipe from vitreous clay tile (VCT), as the latter was rendered obsolete. The same has also become true in most construction applications. Manufacturers of flexible HDPE drainage pipe, fittings and related accessories for farms and construction might use the world's largest box car (11,000 cubic-feet) vs. private truck fleets or commercial trucking to ship their bulky, yet light-loading products to reach a new, centralized distribution yard situated on this line for their pipe and large, engineered drainage structures, such as valve and meter pits and catch basins. With perpetual farm improvements and future economic development undoubtedly yet to occur in the Greater Indianapolis area, these products *are* going to be consumed in large, ongoing quantities.

The Plan to draw rail users to this line should obviously include aggressively pursuing existing, conspicuous commodity and company opportunities as noted, but should *also* encompass exploring new leads available from various Market Studies conducted by public agencies, industrial developers and university manufacturing and transportation research institutes in the region. New traffic leads can also be generated by using the various networks of information resources available through trade associations and other organizations that relate to freight movement or construction activities that could benefit from activities planned along this rail corridor.

Lastly, while not as urgent a pursuit as renewing the Norfolk Southern connection at Tipton, the CSX Transportation connection at the south end of the corridor should not be allowed to languish or be foreclosed through loss of the contiguous Right-of-Way reaching the CSX main line. Restoring that second Class, I rail carrier access will ultimately enhance the marketability and long-term viability of the HHPA RR Main Line.

Sincerely,

---Nate

Nathan S. Clark, Jr., CTL

# Appendix II

## Central Indiana Railroad Museum Master Plan

JOINT PROPOSAL BY THE

**CENTRAL INDIANA RAILROAD  
MUSEUM**

*In partnership with the  
Indianapolis Metropolitan Railway Company*

RESPONSE TO THE REQUEST FOR PROPOSAL PUBLISHED BY THE

**HOOSIER HERITAGE PORT AUTHORITY**

SUBMITTED ON

JUNE 13, 2017

June 13, 2017

**Dear Honorable Committee Member:**

This letter serves notice of the Central Indiana Railroad Museum's (CIRM) interest, in partnership with the Indianapolis Metropolitan Railway Company (IMRY), in providing heritage railroad operations and community development along the Hoosier Heritage Port Authority rail corridor. This goes along with the mission of the CIRM to preserve history, educate the public, and create a living version of our area's transport history. This includes bringing out other museums and companies to showcase rolling stock from many different eras and regions around the country.

Attached is a proposal submitted for consideration in response to the RFP published by the HHPA and the owners of the railroad, Hamilton County, the City of Noblesville and the City of Fishers.

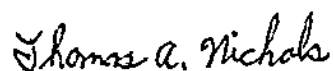
The CIRM is composed of individuals with extensive experience in passenger railroad operations and a keen interest in sharing their knowledge of the history of railroad technology and its impact on our national and regional development.

It is the goal of CIRM to provide members of all the communities along the HHPA line with a fully positive and enjoyable ridership experience, and provide them with an education of the many facets of railroad history.

The Central Indiana Railroad Museum is a 501(c)(3) non-profit educational organization. The museum's office address is 1847 Broad Ripple Avenue, Suite 1A, Indianapolis, Indiana 46220.

The CIRM and IMRY thank you for your time and diligence in considering our proposal, and look forward to working with the HHPA and owners of the line in serving the people who would choose to ride with us.

Sincerely,



Thomas Nichols  
Executive Director  
Central Indiana Railroad Museum



# INTRODUCTION

The Central Indiana Railroad Museum, hereafter referred to as “CIRM”, hereby submits this proposal in partnership with the Indianapolis Metropolitan Railway Company for operation of the Hoosier Heritage Port Authority corridor as also commonly known the “Nickel Plate” railroad.

This proposal is submitted as a joint proposal in conjunction with the IMRY. The IMRY is intended to operate as the primary corridor operator. The IMRY is a for-profit entity that would operate freight, some passenger, and various other railroad services along the line. CIRM would operate as a non-profit company providing heritage passenger service and historic railroad museum functions. It is the intention of the for-profit company to support the mission and heritage of the CIRM and the rail corridor through donations to the CIRM in support of their operations.

CIRM is a 501(c)(3) non-profit educational organization created to preserve railroad equipment and artifacts, and to educate the public regarding the history of railroads and their contribution to the development of the nation’s economy and social structures.

Founded in 2017, CIRM’s membership is composed of people from various walks of life who all share a love for trains and railroading. It is the goal of the organization to be able to operate trains along the HHPA line to provide the public with a ridership experience which will instill an understanding of the types of rail equipment used to operate and maintain a railroad during various periods of history. CIRM will adhere to the standards set by the American Alliance of Museums (AAM) for ethics and best practices in all museum functions. It will also adhere to the operational rules set forth by the primary operator of the proposal, the IRMY.

The CIRM membership offers a combined experience of nearly 200 years of railroading experience, with many members holding either current locomotive engineer certification, or having held such certifications in the past. For many of the members, this experience was gained by operating trains on the same Nickel Plate line for which this proposal is submitted.

It is the intent of CIRM to operate trains along the line to support the mission of the HHPA and its owners by involving communities all along the line in the operations of trains, as well as through educational outreach programs held at area schools, cities and towns. It also is the intention of the CIRM to bring outside museums to the HHPA corridor to host railroad type events that would attract a ever growing “rail fan” tourist base along with educating the public about railroading from across the national spectrum.

## OVERVIEW OF THE PROJECT TEAM

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The Central Indiana Railroad Museum project team consists of individuals who have either direct experience working on the HHPA District rail line as volunteers with the former operator of the line, or in working with other rail museums or operating railroads.

Given that CIRM is a new organization, these individuals will serve as an interim board of managers for the museum pending a vote by members to elect a permanent board.

The CIRM team consists of:

**EXECUTIVE DIRECTOR - TOM NICHOLS:** The executive director will be responsible for the overall management and oversight of the organization. With over 15 years of railroad experience, five of which was in the role of chairman of the railroad operations group with the former operator, Tom is well prepared to serve as the executive director of the CIRM board of managers. His railroading experience includes 12 years as a conductor and brakeman, and five years as a licensed locomotive engineer. Tom also worked for 7 years as a crew caller, and 6 years as a crew training officer. A graduate of Indiana University, Tom is a professional church musician by trade, serving as director of music, and principal organist and choir director for a 2,000 member congregation in Indianapolis. In this role, he has over 20 years of experience in budget management, and in the supervision and scheduling of volunteers.

**CHAIRMAN/SAFETY OFFICER - JASON HARDISTER:** The safety officer will be responsible for development and implementation of the safety and hazardous materials plan for the museum. As an Indianapolis firefighter with 13 years of experience, Jason will be working in the role of the museum's safety officer, and will provide technical expertise and training to museum staff regarding fire safety, fire control and hazardous materials handling within the museum. He holds certifications as an EMT, hazmat technician/instructor, and safety officer. Jason's work in the military as a Naval Reserve damage control specialist (DC3) has also given him extensive knowledge in system control electronics. He has six years of experience as a locomotive engineer and brakeman, and has significant experience working with maintenance issues of locomotive and coach air brake systems. Jason has experience in the operation of rail maintenance equipment and hi-rail trucks. Jason served as an at-large trustee for the Indianapolis Metropolitan Local 416, which had oversight of the Indianapolis Firefighters Museum.

**TREASURER - PAUL BRANKLE:** The treasurer will be responsible for all financial management issues of the organization, including the development of annual budgets, management of investment and bank accounts, maintenance of records, and filing needed reports and tax statements. As a Certified Public Accountant (CPA) with over 14 years of experience, Paul is well qualified to manage the museum's finances and bookkeeping functions. He will also work to construct and manage CIRM's grant applications. Paul currently works as an accountant and financial business analyst for a major Indianapolis firm, and has ten years of experience as a railroad brakeman.

**MUSEUM CURATOR - RALPH BELL:** The museum curator will be responsible for management of collections, development and implementation of museum programs and events, excursion planning, ticket sales, and museum staffing. With over 20 years of experience as a docent, conductor and scheduling manager for the prior operator of the line, Ralph is highly qualified to become the curator of the CIRM facilities. He has extensive experience in designing and organizing school charter trips, and greatly enjoys passing on his knowledge of railroad history to young people. He has experience in excursion ticket sales and reservation systems.

**DIRECTOR OF RAIL OPERATIONS - JAY HARMON:** The director of operations is responsible for the supervision and management of all museum railroad operations functions, and communication with the IMRY pertaining to intended museum operations on the corridor. His responsibilities also include crew training and certification, scheduling and maintenance of equipment, compliance with FRA regulations, and maintenance of required railroad records and operating logs. With over 25 years of experience operating trains on the Nickle Plate line, Jay has served as director of operations and road foreman of engines for the prior operator. He is qualified locomotive engineer, and served as a designated supervisor of locomotive engineers (DSLE) for 16 years before becoming director of operations. He has extensive experience with the operation of both diesel-electric and steam powered locomotives, and the mechanical inspection of locomotives and passenger cars. He also has over 30 years of experience as a heavy equipment operator, and operates a farm in Boone County, Indiana. Jay holds a Class A CDL license and is a Class II Heavy Equipment Operator.

**ASSISTANT DIRECTOR OF OPERATIONS - KIRK DEMAREE:** The assistant director of operations is responsible for implementing the orders and directives of the director, and supervising all day to day operational functions. With over ten years of experience operating trains on the HHPA District line, Kirk

has worked as a brakeman, conductor, locomotive engineer, designated supervisor of locomotive engineers (DSLE), and served for five years as assistant director of operations under Jay Harmon. He also served for three years as logistics support officer for the prior operator of the line, where he was also responsible for managing locomotive mechanical inspections. He holds a bachelor degree in education from Indiana University, and has worked as a school teacher, and as a computer consultant and systems analyst with over 35 years of experience working in the information technology field for both government agencies, US military, and private companies in the Washington, DC area. He operated an internet service company in Tipton, Indiana for 14 years. Kirk served for ten years on the Cicero/Jackson Township Plan Commission, five years as President.

**CORRIDOR OPERATIONS LIAISON – JENNIFER DODGE:** The corridor liaison is responsible for the communication and management of all train movements onto the HHPA corridor between the IMRY and the CIRM. This also includes scheduling, organization of train consists, issuance of track authority warrants and forms, and maintenance of movement records and required FRA documentation. With 8 years of experience working on the railroad as a brakeman, dispatcher, assistant chief dispatcher and chief dispatcher, Jennifer has extensive knowledge of FRA rules and regulations regarding train dispatching and required record keeping. She also coordinated crew training and certification classes, and maintained FRA records of crew licenses and qualifications. Jennifer also has experience in restaurant management, and operates an animal rescue facility in Boone County, Indiana.

**CHIEF MECHANICAL OFFICER - DAN ROXBURY:** The chief mechanical officer is responsible for all maintenance of equipment, including planning and implementing an annual maintenance budget, submitting purchase orders for parts and materials purchases, supervising and training employees, inspecting equipment and certifying equipment readiness. With over 15 years of experience operating trains on the Nickel Plate line, Dan has worked as a brakeman and locomotive engineer with the prior operator of the line. He also served as chief electrician, and has extensive knowledge of locomotive electrical systems, as well as coach electrical and air conditioning systems. He has worked on conversion of Budd coach electrical systems from 36v DC to 460v AC. Dan has designed and installed “hot start” electric engine heating systems on three 1950’s vintage locomotives. He has also managed the FCC radio licensing and narrow band radio conversion for the prior operator. Dan studied Electrical Engineering at Tri-State College, and has 38 years of experience in electrical systems engineering and motor control.



**ROAD FOREMAN OF ENGINES - WESLEY VICKERY:** The road foreman of engines is the primary supervisor of all locomotive engineers and student engineers, and is responsible for the training and certification of train service employees in order to meet FRA regulations, and the maintenance of associated training and certification records. With over 10 years of experience operating trains as a brakeman, conductor, remote control locomotive operator, locomotive engineer and dispatcher, including 3 years employed with a Class I railroad, Wesley brings valuable real-world knowledge to the project team as our RFE, responsible for supervising all CIRM locomotive engineers and DSLE's. He also holds certifications as an ISO auditor and hoist operator.

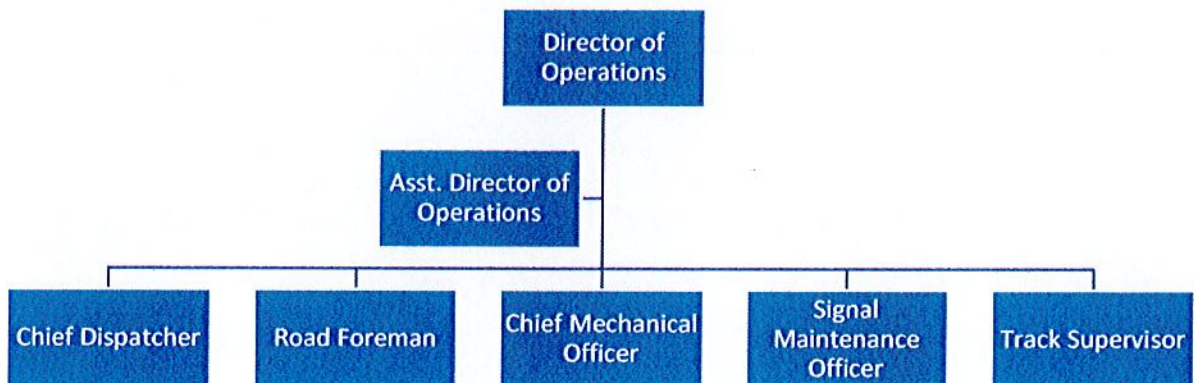
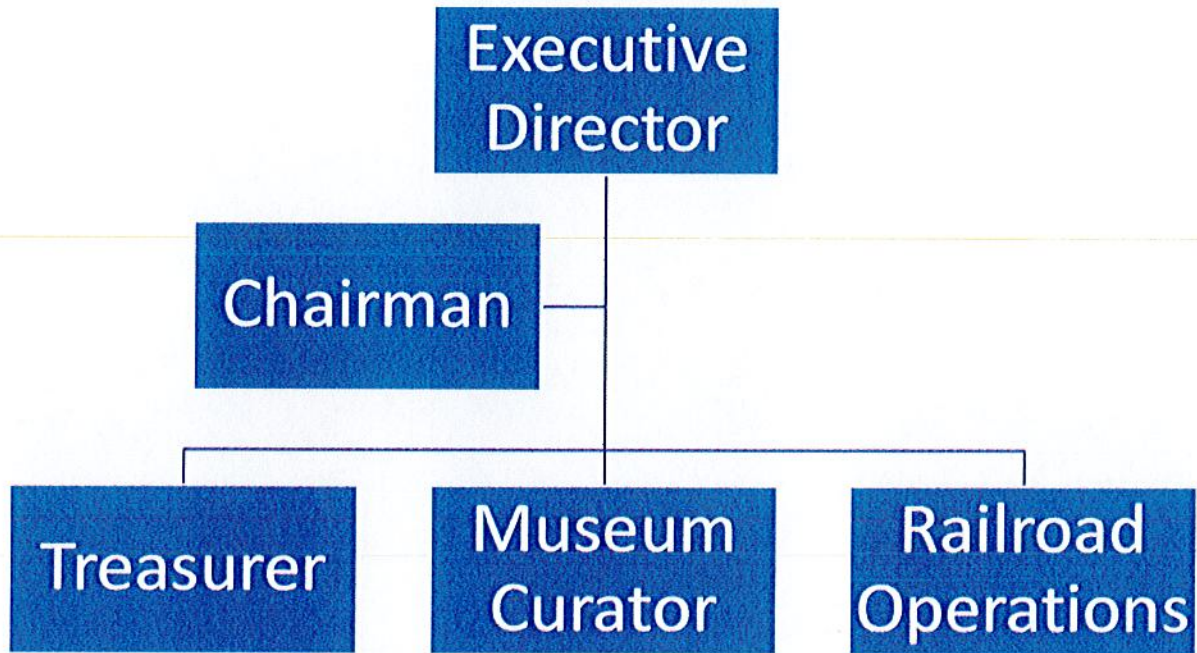
**SIGNAL MAINTENANCE OFFICER - TIM TAYLOR:** The signal maintenance officer is responsible for the maintenance and certification of all signal equipment on the line such that such equipment meets all FRA and DOT requirements, and for the maintenance of records and documentation for such equipment. With over 14 years of experience as the signal maintainer for the prior operator of the line, Tim is fully qualified in the certification, maintenance and operation of railroad signal systems. He provided technical support to the City of Noblesville and the City of Fishers in the upgrade and installation of new signal facilities. He is also a qualified locomotive engineer. Tim is currently employed as an aircraft maintenance specialist for a major airline in Indianapolis.

**TRACK SUPERVISOR - PETE MCCORMACK:** The track supervisor is responsible for track inspections and maintenance of the line according to FRA regulations, including the identification of defects and supervision of required repairs. With over 25 years of experience in railroad maintenance of way operations, Pete is a fully qualified track inspector, and has served as track supervisor for the prior operator of the line. Pete is also a qualified locomotive engineer, with over 20 years of experience operating trains on the HHPA District line. He is qualified as a physical engineer (PE), and worked for 20 years as supervisor of road and bridge construction projects.



ORGANIZATIONAL CHART

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## FUNDING AND FINANCIAL PLAN

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CIRM intends to fund the operation of the railroad through a combination of the following sources:

- Donations obtained from fund raising events involving the public.
- Donations from businesses and corporations as museum sponsors.
- Economic development block grants from state and federal sources.
- Economic development grants from county and local sources.
- Ticket revenues from operation of train excursions.

The annual goal from fund raising activities will be \$250,000.

The annual goal for donations from businesses and corporate sponsorships will be \$350,000.

The annual goal for gross revenues from ticket sales obtained from operation of excursion trains will be \$750,000.

The total projected funds from donations, sponsorships and ticket sales will be \$1,350,000.

The annual goal for funds obtained from grant programs from all sources will be \$500,000. It is the intent of CIRM to use grant funds for maintenance and repair of the rail line, and for maintenance and rehabilitation of railroad equipment.

It should be noted that it is the tentative agreement of the CIRM and IMRY that IMRY would retain primary control and operations over the HHPA corridor. However, the IMRY would do every possible thing to prioritize CIRM trains and charge the industry-standard operating fee per-train-mile when operating over the corridor. This is to help the IMRY facilitate repair and share the overall burden of work over the corridor between the two operators.



## PROPOSED USE OF THE LINE AND EXCURSIONS

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CIRM and intends to use the entire 39 miles of the HHPA District rail line for train excursions, which will be both local/regional in nature, and with some special excursions utilizing the entire line for a single event. While the IMRY will be the primary operator of the corridor, it is the agreed upon point that IMRY will do everything it can to accommodate CIRM operations. This includes building passing sidings where freight or passenger services can pass one another along the corridor.

It is a goal of CIRM and IMRY to work with the HHPA and owners of the line to re-establish a connection to the national railroad network via Tipton, Indiana.

CIRM plans to **schedule and host a steam locomotive train event** in coordination with the owners of the **Flagg Coal #75 0-4-0** steam locomotive (or similar equipment) at the earliest date possible, with scheduled operations along several points of the HHPA line. This equipment is available for rental, and due to its relatively small size, can be transported by truck and placed on the rail for operation. This event will provide an opportunity for area railfans to ride a train and see an operating steam locomotive even before any connections might be restored between the HHPA line and the national railroad network. CIRM plans this as a major fundraising event, which will help the organization meet its annual goal for donations and sponsorships, as well as to build interest in the restoration of railroad excursions to communities along the line.

CIRM plans to operate the following excursions on a weekly or monthly basis:

- Pizza Train: Noblesville to Tipton
- Dinner Train: Tipton to Arcadia/Cicero
- Dinner Train: Noblesville to Cicero/Tipton
- Dinner Train Fishers to Indianapolis
- Dinner Train: Tipton to Noblesville
- Saturday Special: Noblesville to Cicero/Arcadia/Atlanta/Tipton
- Saturday Special: Tipton to Atlanta/Arcadia/Cicero
- Weekend Caboose Train operating at Forest Park, Noblesville
- Weekend Caboose Train operating at Fishers Station, Fishers
- Weekend Caboose Train operating at Tipton Pizza Shack
- Weekend Caboose Train operating at Cicero/Arcadia/Atlanta

CIRM plans to operate the following special event trains in conjunction with the IMRY:

- FairTrain from Noblesville/Fishers to 39<sup>th</sup> Street Indianapolis
- Pumpkin Train at 249<sup>th</sup> Street with Hamilton Heights FFA (from Noblesville/Tipton)
- Iron Horse Golf Tournament (Golfers play two courses, Noblesville/Tipton, train ride)
- Youth Rail Camp (summer program for young railfans at Forest Park, Noblesville)
- Veterans Day Train (Veterans ride free, fund raising event for local veteran charity)
- National Train Celebration (weekend rides to all points along the line)
- Fireworks Special: 4<sup>th</sup> of July train Noblesville to Cicero
- Santa Train (train to operate at Tipton/Atlanta/Arcadia/Cicero/Noblesville/Fishers to distribute gifts to children who would otherwise not receive presents. Coordinate with local FD units.)
- Polar Express Train: Revenue train operating between Noblesville/Tipton and Noblesville/Fishers

In addition to these excursions, CIRM will offer passenger train service on a charter basis for school day trips, and for private/corporate charters. CIRM will contact local and regional schools, colleges, and universities to market and advertise the availability of charter services.

## **DESCRIPTION OF PROPOSED OPERATIONS**

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The primary goal of CIRM is to provide quality educational programs and rail excursion experiences to children and adults in the region, and to restore a positive view of historic railroad operations to all the communities along the line. CIRM also intends to maintain a high level of communication and cooperation with both the HHPA and owners through monthly and annual reports, electronic communications and face to face meetings. CIRM also intends to establish periodic meetings and communications with leaders of the communities along the line, to both seek their input into possible service offerings, as well as to provide educational programs on a local basis.

CIRM proposes to begin fund raising efforts during the fall of 2017 and complete fund raising events by May 2018.

The availability of equipment on the line and the starting date for rail excursions will be dependent on either the reestablishment of a connection to the main railroad network at either Tipton or Indianapolis. Without such a connection, it would be possible to purchase or lease smaller switching locomotives and have them trucked into the HHPA track. Moving larger locomotives by truck would be problematic due to highway weight restrictions. It should be possible to truck in smaller passenger cars, such as cabooses or smaller wood frame cars. CIRM will determine whether it is possible to truck in larger passenger cars, or will explore the possibility of purchasing certain cars from the prior operator of the line.

Regarding reconnecting the HHPA District line to the national rail network, it is the view of CIRM that this responsibility falls to the owners of the railroad and HHPA. Although CIRM is certainly willing to provide technical assistance to the HHPA in preparing required documentation for submittal to the STB and FRA, responsibility for that process and negotiations with Norfolk Southern rests with the HHPA.

CIRM currently has the use of the NKP1 Pullman coach stored at the railyard in Forest Park at Noblesville. CIRM intends to contact the owners of other rail equipment currently stored at Forest Park not owned by the prior operator of the line, and determine if the other cabooses and switching locomotives would be available for lease or purchase. CIRM also intends to contact the Hulman family regarding the availability of the FEC 90 Flagler Car. CIRM will also contact the prior operator of the line regarding the possible purchase or lease of the Amtrak Dining Car and other passenger coaches.

CIRM proposes to utilize the rail yard facilities at Forest Park, Noblesville, as that property becomes available for lease through the City of Noblesville.

It is the goal of CIRM to begin offering limited caboose excursions on or before July 1, 2018, operating from the yard at Forest Park.

CIRM also intends to explore the possible use of facilities at communities along the line for possible station platforms and passenger assemble areas, such as the old depot building in Arcadia, or available storefront space in Atlanta. Such facilities would be used not only for passenger waiting areas, but also for educational presentations and demonstrations of railroad artifacts.

Similarly, CIRM also proposes to build station and display facilities at Tipton, Indiana, in cooperation with their EDC group. The station is to be located at Jefferson Street. A railroad display area and park is to be constructed at the north end of the line near the junction with the NS mail line at North Independence and Muncie Street.

As a goal within the first five years of operation, CIRM proposes to build a maintenance and storage facility near the Davin Wye track located south of Cicero, Indiana.

CIRM also intends to initiate discussions with the City of Noblesville regarding upgrades to display facilities at Forest Park, including design and construction of high quality display buildings to house the FEC 90 Flagler car and NKP 587 steam locomotive. It is a goal of CIRM to work with the city and the HHPA to clean up the facilities at Forest Park, and make it a state of the art museum facility.

## **LEASE TERM**

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It is the desire of CIRM to secure an agreement equivalent to the IMRY's agreement for an initial five-year agreement. This would be to operate trains along the HHPA rail corridor, with the option to extend that agreement into a ten-year agreement.

## **FINANCIAL STATEMENT AND INSURANCE PLAN**

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CIRM intends to commence a fund-raising program as soon as possible after the result of the RFP process is announced, and agrees to provide details of results of fund raising efforts to the HHPA and owners on a periodic basis. Additional funding will be found in the near future through corporate donations from the IMRY.

CIRM will obtain liability insurance in the amount of \$10,000,000.00 for coverage of operations and excursion liability, and will name HHPA and the owners as named insured parties as needed.

CIRM will obtain insurance for buildings and equipment in an amount to be determined by the recommendations of the insurance company prior to the commencement of operations.

CIRM agrees to notify the HHPA and owners as to the ongoing status of insurance policies, and of any changes made to such policies.

## **LEASE AGREEMENT AND MAINTENANCE PLAN**

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CIRM proposes to pay a flat rate per mile for use of the HHPA railroad for passenger excursions, at a rate to be determined during negotiations of an operating agreement, and in conjunction with IMRY.

CIRM proposes to provide maintenance of yard rail facilities, and to provide technical assistance to IMRY and the HHPA regarding repairs and maintenance of the overall HHPA line.



# Appendix III

## Resumes for Indianapolis Metropolitan Railway Officers

# Connor Doornbos

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4349 Carrollton, Indianapolis, Indiana 46205 | 616-308-3175 | [ConnorEDoornbos@gmail.com](mailto:ConnorEDoornbos@gmail.com)

## Experience

### **HOOSIER STATE RAILROAD | INDIANAPOLIS, INDIANA | SEPTEMBER 2014 - MARCH 2017**

- Performed and supervised inspections of passenger rail equipment per federal, state, and company guidelines
- Maintained and corrected defects or issues regarding rail equipment
- Built and operated a bureaucracy for tracking paperwork, inventory, inspections, and issues
- Operated and supervised the HST (Hoosier State Train) facility and inventory
- Tracked company vehicles assigned to the HST depot
- Operated locomotives as a hostler for inspections, consist creation, repair, or equipment swapping
- Company certified for blue flag protection under CFR 218
- Certified as a QMP Inspector for/under CFR parts 229, 238, 239 and 243
- Inspected and wrote reports regarding system, railcar, inspections, and derailments
- Designed and maintained a work order, inventory, and equipment tracking system
- Operated heavy machinery and company vehicles (Semis, Forklifts, Cranes)

### **AMAZON | LEXINGTON, KENTUCKY | OCTOBER 2013 - SEPTEMBER 2014**

- Employed as a quality assurance warehouse associate for customer returns and warehouse audits
- Audited and inspected employee processed items to ensure a constant level of quality
- Analyzed and proposed new work zone layouts and procedures for more efficient workflow and space use

### **CITY OF ANN ARBOR | ANN ARBOR, MICHIGAN | MARCH 2012 - FEBRUARY 2013**

- Employed as seasonal Parks and Recreation employee
- Operated multiple types of city vehicles and equipment, including but not limited to: dump trucks, loaders, tractors, backhoes, batwing mowers, standard riding mowers, dump trailers, and others.
- Maintained assigned city land and parks during all climates

## Certifications and Training

- CDL A with Tanker Endorsement and Current DOT Medical Card
- Transportation Worker Identification Credential
- QMP Certified under CFR parts 229, 238, 239, and 243
- Blue Flag protection certified under CFR Part 218
- Qualified Passenger Rail Equipment Mechanic
- Qualified Engine Hostler

**David C. Powell**

**Address: 2754 Napoleon St., Indianapolis, IN. 46203**

**Cell: 317-459-0254**

**Email: david.c.powell@gmail.com**

### **Education**

B.A. (Business), Juniata College, Huntingdon, PA. 1978

College activities included: Student Government Senator; President, Circle K.

### **Experience**

#### Rail Expeditior / Rider

September, 2005 to present. Riding with, escorting and expediting high-value, high priority, high/wide rail shipments across the USA and Canada. Work with railroad transportation folks to keep them moving. Send digital pictures and frequent status updates to the rail shipper/customer including estimate times of delivery for unloading.

Formed my own company, Powell Rail Expediting, LLC in June 2009.

[www.powellrail.com](http://www.powellrail.com) and often hire others to assist in this service.

#### Software Trainer and Implementer

August, 2004 (off and on) until June 3, 2005 again for the Kansas City Southern RR through TCC Omaha as sub-contractor; implementing and instructing a new web-based payroll input program for conductors and engineers.

June, 2002 to September, 2002 MCS Software Trainer, Corinth, MS., and worked on the "war desk" in Shreveport for the last month for TCC Omaha, again as Subcontractor for the Kansas City Southern RR.

March to September 19, 2001. I was asked back by the NS for a special project involving further training and revenue capture by conductor's paperwork.

December 1, 1998 to November, 2000. Software Trainer, as a subcontractor with Kingsley Group, (the Contractor for Norfolk Southern RR), Trained nearly exclusively Yardmasters on the new "TYES" car movement system program implementation project. Was assigned regularly to Main Towers, and regular schedule was 14 consecutive 12-hour days, until fully implemented.

#### Regional Sales Manager

JobOptions.com September until Nov, 1998

#### Sabbatical

Beginning in November, 1994 I realized a longtime goal of travel, and visited 76 countries, and went around the world twice. (Now 78 countries and 3 times around the world)

#### Real Estate Property Manager,

Consolidated Rail Corporation (Conrail). March, 1983 until resigning on my own volition ~ October 18, 1994.

Trainmaster.

Conrail, Danville, IL July, 1981 until March, 1983

Assistant Trainmaster, Conrail.

Muncie, IN. June, 1979 until July, 1981

Transportation Management Trainee –

Conrail. June, 1978 until June, 1979

Policy Service Administrator

Maunufacturers Life Insurance Company, Philadelphia, PA. Summers of 1976,  
77

Track laborer,

Penn Central Transp. Co. Welded rail gang. Summers of 1974, 75

Factory worker

at the B. E. Wallace Co, Exton, PA. Summer of 1973

**SUSAN PAYNE**  
216 N Judith Lane  
Muncie, IN 47304  
Cell & Text (765) 744-4050  
Email: susanpayne212@gmail.com

## EDUCATION

### **INDIANA UNIVERSITY**

- Bachelors of Science with a degree in Business Administration concentration--Managerial Accounting
- Treasurer & Member for Delta Mu Delta International Honor Society for Business
- Chancellor's List, Dean's List, GPA 3.558 / 4.0

### **IVY TECH STATE COLLEGE**

- Associates in Applied Science in Administrative Office Technology with an Office Management Specialty  
GPA 3.44 / 4.0
- Technical Certificate in Secretarial Administration with an Occupational Certificate in Word Processing  
Dean's List, GPA 3.36 / 4.0

## EXPERIENCE

### **UNIVERSITY LOFT COMPANY, Greenfield, IN 3-13-17 to present Payroll and HR Assistant**

- Processing payroll for 170 employees
- Implantation of new timekeeping , attendance, and tracking employees hours daily and time off.
- Human Recourses assistant, interviewing, processing new hires

### **TS TECH INDIANA, LLC, New Castle, IN 9-17-13 to 12-27-16 Senior Staff Accountant**

- Tier 1 supplier to Honda Manufacturing of Indiana (produce seats for the Honda Civic)
- Daily reconciliation of production sales report with sub accounts, journal entries
- Month end reports and package posting
- Accounts receivable, accounts payable, intercompany reconciliation with 8 other TS Tech locations in North America
- Accruals, AR/AP offsets, sale adjustments, cost of quality, AR returns, chargebacks, prepare wire payments, retro pricing
- Inventory Auditor, 5S Auditor
- QAD - Manufacturing ERP, Microsoft Excel, APA online accounts payable

### **INDIANA TRANSPORTATION MUSEUM, Noblesville, IN 2-1-2014 to 3-7-16 Board Treasurer-Rail Operations**

- Board of Directors -- Railroad Operations Treasurer – Elected/Volunteer position
- Annual budget forecasting, accounts payable approval, financial reports, purchase orders
- Volunteer with the train museum since 2012, Fair Train, Polar Bear Express, photographer, docent, gift shop, tickets
- QuickBooks for Non-Profit Organizations

### **AUTOMATED LOGIC, Muncie, IN 9-17-12 to 9-16-13 Accounting Clerk**

- Temporary position through Accountemps (Robert Half International)
- Support for Accounting Analyst
- AIA billing invoices and lien waiver processing for building temperature control projects, maintain W9's, issue 1099's
- Process accounts payable, project job invoices and issue accounts payable checks
- Miscellaneous accounting duties

### **MAGNA POWERTRAIN, Muncie, IN 9-12-11 to 5-3-12 Accounting Clerk-Payables**

- Previous temporary position through Staffmark as a Finance Administrative Assistant 9-12-11 to 1-8-12 Hired fulltime
- Process all accounts payable, data entry, invoices, receipts, and purchase order (for 2<sup>nd</sup> plant-Magna Muncie East).
- Reconciliation of intercompany invoices, processing expense reports, invoices, cash advances, issue 1099's
- Sorting and mailing of checks, matching vendor check copy to appropriate invoice, filing unpaid and paid invoices
- Post accounts receivable payments in Excel and balancing to SAP record, process expense reports
- Support for the General Accountant and Finance Department, special projects, reports as needed
- SAP - Manufacturing ERP

**DYNAMERICA MANUFACTURING, LLC, Muncie, IN 2006 to 2008 (Bankruptcy-closed in 2008)**

Accounts Payable Specialist, Assistant to the Controller, and Front Office Manager

- Process all accounts payable documents, expense reports, purchase orders, petty cash, process checks, and maintain accounting records, monthly reports, auditing accounts and correspondence with vendors.
- Assist the plant Controller as needed in processing reports and other documents.
- Oversee front office operations and office supply inventory.
- Data entry of daily production information, prepare production reports and monthly Power Point presentations.

**BALL STATE UNIVERSITY, Muncie, IN from 1999 to 2006**

**OUTREACH PROGRAMS-ELECTRONIC FIELD TRIPS (Deans Office-Teachers College) at Ball State University**

Electronic Field Trip Coordinator from 2004 to 2006

*Electronic Field Trips (EFT) were live broadcasts via public and cable TV providers, satellite and the Internet.*

- Logistics--Coordinate/schedule/reserve/respond/disburse payments for all travel (flights, hotels, cars, meals, catering) for EFT staff, teachers and students, plus professional partners on all EFT location visits.
- Travel on all EFT's, manage groups and provide transportation at on site locations to teachers, students, and staff.
- Processed all the financial transactions for the EFT department such as travel authorizations and expense reports for 8 EFT staff travelers, cash advances, check requests, purchase orders and miscellaneous financial items.
- Developed registration database for schools participating in EFT programs, correspondence with teachers and schools.
- Floor director behind the camera during live EFT broadcasts to cue talent, teachers, and students.
- Correspond with EFT partners on travel logistics, hotels, schedules, and meals. (Professional partners were: Best Buy, National Baseball Hall of Fame, Space Center Houston, National Parks-Grand Canyon National Park, Carlsbad Caverns National Park, (SERC) Smithsonian Environmental Research Center, Smithsonian National Museum of the American Indian)

**CENTER FOR INTERNATIONAL PROGRAMS at Ball State University**

International Admission Assistant from 2002 to 2004

- Processed application materials for international students applying to the University.
- Data entry of all student applications and maintaining student files, once completed sent files for admission review.
- Prepared acceptance and denial letters to international student applicants, verification of transcripts and bank statements.
- Correspondence via email with international student applicants, BSU staff and faculty regarding admission status.
- Supervision of Ball State student assistant.

**INDIANA ACADEMY FOR SCIENCE, MATHEMATICS, AND HUMANITIES at Ball State University**

Data Processor/Receptionist Outreach Programs and Academy Admissions from 1999 to 2002

- Receptionist duties, answer phone and email questions from prospective academy students and parents.
- Process and the data entry of student applications for Admissions, plus help students complete the application process.
- Developed database and data entry into various registrations and mailing databases for the Electronic Field Trips and Outreach.
- Generate correspondence, application status letters, reports, and mailing labels for mass mailings.
- Created new office forms and developed a new application review tracking system.
- Supervision of 6 Ball State student workers in the department.
- Promote, assist, and travel with the Electronic Field Trip program to various schools and locations in the USA.

**ARBOR NEUROPSYCHOLOGICAL ASSESSEMENT CLINIC, Muncie, IN**

Insurance Billing Manager/Office Manager from 1998 to 1999

- All insurance filing, patient billing, accounts receivables and collection of accounts
- Patient database management and installation of new software for the practice
- Daily deposits, daily and month end journal closing and reports

**VASILIS MAKRIS, MD, PC / MUNCIE VISION CARE, Muncie, IN**

Accounts Receivable/Insurance Billing from 1994 to 1998

- Accounts receivables, insurance billing, and collection of patient accounts
- Patient database management and insurance tracking
- Tracked daily financial totals from 5 offices and combined into one report daily, weekly and monthly
- Daily deposits, daily and month end journal closing and reports
- All aspects of business operations from opening to close

**EXPERIENCE WITH THE FOLLOWING:**

Accounts payables and receivables

Auditing timesheets for attendance

Bank reconciliations

Billing invoices

Cash advances and reimbursements

Coding of AP invoices

Daily balancing of data entry accounts

Database management

Expense report processing

Inventory control

Journal entries

Microsoft Office

Office management

Payroll

Petty Cash

PowerPoint presentations

Procurement card tracking

Purchase orders

Supervision of associates



# Wesley Vickery

9292 North 100 East, Crawfordsville Indiana 47933

Home: 765-339-7817 Cell: 765-376-7050

wvickery1014@gmail.com

## SUMMARY

I have been at RR Donnelley for 6 years and worked in various entry level and more experienced roles, starting with manpower then full time. I currently work in the Digital Module where I have been trained to run most of the equipment and know how to coordinate the flow of the work. I have been trained and certified as a hoist operator and can perform most of the duties in the shipping area. I am also a certified, expert locomotive engineer and conductor at the Indiana Transportation Museum.

## HIGHLIGHTS

- Horizon Binder Operator
- Horizon Trimmer Operator
- Horizon Flat Cutter Operator
- Case Maker Operator
- Experienced shipping using: COMN, LTS,
- UPS World ship, FEDEX Shipment Manager, Excel, Datamerge Offline, WBS, Lansa, and MLU
- Hoist Operator
- End of Line Utility
- Certified ISO Internal Auditor
- Certified Locomotive Engineer, Conductor, Brakeman, and Dispatcher
- Assistant Director of Operations at the Indiana Transportation Museum.

## ACCOMPLISHMENTS

Researched the Horizon trimmer, modified the process and increased production by 30%. Worked with Supervisor to develop a new position in the Digital Module to coordinate work through the POD. We anticipate this will improve the work flow through the Module significantly. Wrote, designed, and bound the POD shipping manual, complete with screen shots. The manual is a step by step guide on shipping Amazon, Source, and any other ground shipment Customers out of the POD. Pursued and received training to be certified as a hoist operator. Pursued and received training to be certified as an ISO internal auditor. Advanced from Student Brakeman to Assistant Director of Operations through study, training, testing, and hard work.

## EXPERIENCE

RR Donnelley  
Current

2014 to

### Material Handler 2

Crawfordsville, Indiana

Perform all operations in the print on demand module. Specialized in all aspects of shipping, and familiar with the maximum and minimum specifications that the digital module can produce.

RR Donnelley

2009-2014

### Material Handler 1

Worked on binding line, fed the gathering machines, put books in cartons and piled cartons onto a pallet.

Trained as End of Line Utility to fill in when the need arose.

---

Railsolve

January 2005 to May 2009

**Switchman and Locomotive Engineer**

Lafayette, Indiana

Railroad switchman, switched railroad cars within an industry, coordinated the needs of the customer. Kept track of paperwork and railroad cars in the facility along with their location. Operated locomotive as Non-certified locomotive engineer, later became a FRA certified Locomotive Engineer.

Norfolk Southern

November 2002 to January 2005

**Conductor / Remote Control Locomotive Operator.**

Lafayette, Indiana

Responsible for switching rail cars in the rail yard and delivered rail cars to local industries. Remotely operated and controlled locomotives during switching.

## EDUCATION

North Montgomery

2002

**High School Diploma: Agriculture and History**

Crawfordsville, Indiana, Montgomery

## CERTIFICATIONS AND TRAINING

Norfolk Southern Training Facility McDonough Georgia

2002-2003

Norfolk Southern Remote Control Operator Class

2004

Railsolve Locomotive Engineer License

2008

RR Donnelly Hoist Class

2014

RR Donnelly ISO auditor class

2014

Locomotive Engineer and Conductor recertification

2015

Indiana Transportation Museum General Code of Operating Rules class annually.

# Appendix IV

## Indianapolis Metropolitan Railways Startup Budget



# Appendix VI

## IMRY Rehabilitation Budget



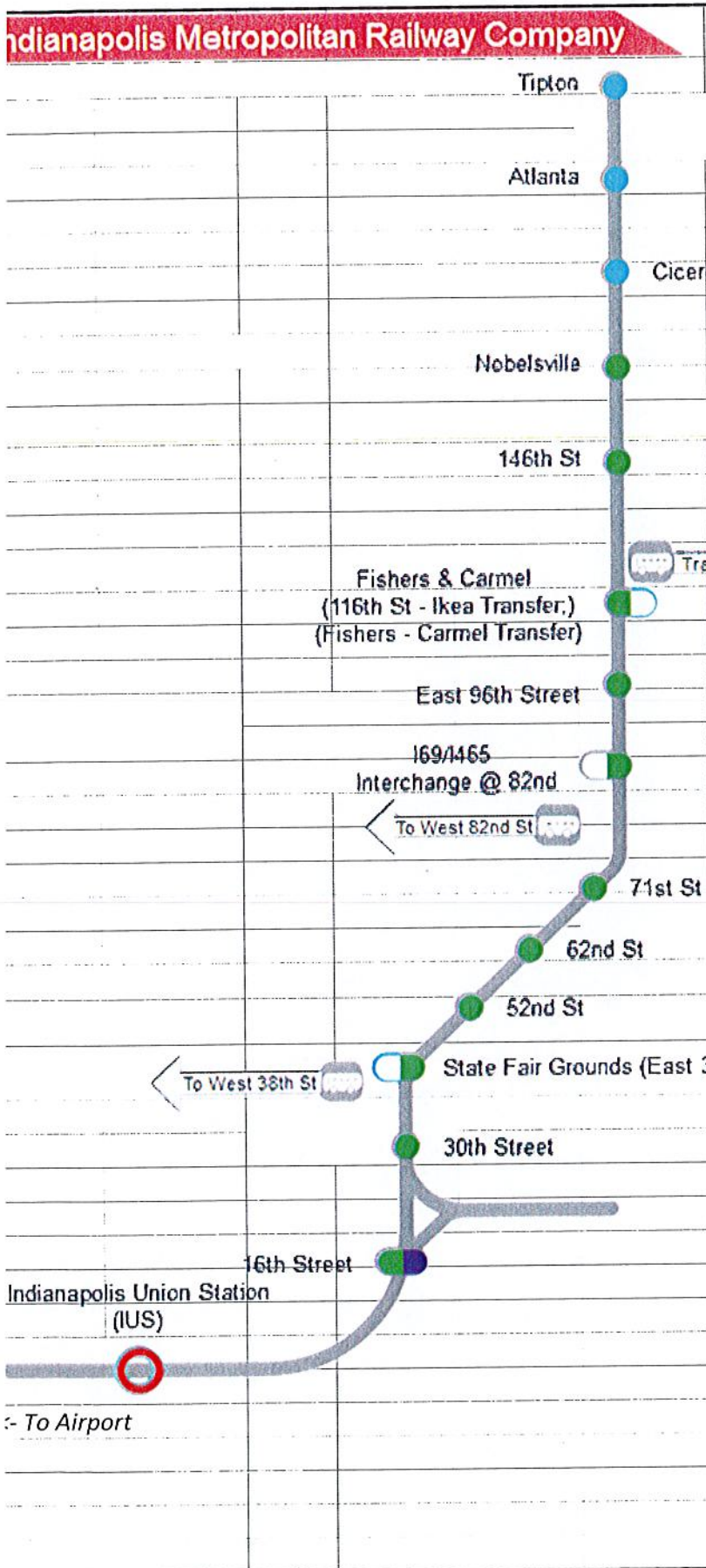
# Indianapolis Metropolitan Railway - HHPA Rehabilitation Project Budgeted (Guidance Document)

Work Order	Items	Quantity	Per?	Estimated Cost	Actual Cost	Total Estimated	Total Actual	
E.O.L. to before NS Connection - Tipton	Track Construction	1800	Linear Foot	\$ 125.00		\$225,000.00	\$0.00	
	Grade Crossing - Asphalt with Timber	320	Track Foot	\$ 500.00		\$160,000.00	\$0.00	
	Detour/Traffic Control (Grade Crossing Work)	4	Per Crossing	\$ 1,350.00		\$5,400.00	\$0.00	
	Allowance for Possible Installation of Drainage Facilities	4	Per Crossing	\$ 1,500.00		\$6,000.00	\$0.00	
	NS Connection - Tipton	Partial Land Acquisition (526 N Main St)	1	Per Event	\$ 3,000.00		\$3,000.00	\$0.00
		Grade Crossing - Asphalt with Timber	125	Track Foot	\$ 500.00		\$62,500.00	\$0.00
		Allowance for Possible Installation of Drainage Facilities	2	Per Crossing	\$ 1,500.00		\$3,000.00	\$0.00
		Grading Approaches to Crossing at N Main Street	100	Linear Foot	\$ 20.00		\$2,000.00	\$0.00
		Track Construction	500	Linear Foot	\$ 125.00		\$62,500.00	\$0.00
		Detour/Traffic Control (Grade Crossing Work)	2	Per Crossing	\$ 1,350.00		\$2,700.00	\$0.00
Northern Section - Rehabilitation Budget Mile 24.5 to Mile 39.3	Grading to Main Line Switch with NS	100	Linear Foot	\$ 20.00		\$2,000.00	\$0.00	
	#8 Switch (NS Quoted)	1	Per Turnout	\$ 125,000.00		\$125,000.00	\$0.00	
	Allowance for NS Mainline Signal Modifications	1	Per Connection	\$ 5,000.00		\$5,000.00	\$0.00	
	Tie Budget	8000	Per Tie	\$ 65.00		\$520,000.00	\$0.00	
	Switch Timber Budget	950	Each	\$ 23.00		\$21,850.00	\$0.00	
	Rail Replacement (Miscellaneous)	750	Linear Foot	\$ 42.00		\$31,500.00	\$0.00	
	Rail Replacement (Continuous)	0	Linear Foot	\$ 40.00		\$0.00	\$0.00	
	Regulate or Clean Track Budgeting	500	Per Foot	\$ 4.50		\$2,250.00	\$0.00	
	Proper Repair of Grade Crossings Budget	35	Per Crossing	\$ 1,000.00		\$35,000.00	\$0.00	
	Joint Tightening / Replace Defective Bolts and Bars	79200	Track Foot	\$ 0.25		\$19,800.00	\$0.00	
Southern Section - Rehabilitation Budget Mile 5.1 to Mile 24.5	Replacement Bars Budget	250	Per Pair	\$ 55.75		\$13,937.50	\$0.00	
	Replacement Bolts, Nut, Washers Budget	200	Each	\$ 16.50		\$3,300.00	\$0.00	
	Replace Broken and Defective Plates	300	Each	\$ 5.50		\$1,650.00	\$0.00	
	Track Re-alignment and Re-surfacing Budget	10000	Track Foot	\$ 2.50		\$25,000.00	\$0.00	
	Switch resurfacing and alignment Budget	7	Each	\$ 1,250.00		\$8,750.00	\$0.00	
	Profile grind switch point and stock rail	5	Each	\$ 225.00		\$1,125.00	\$0.00	
	Weld and Repair Frog and Risers	4	Each	\$ 1,150.00		\$4,600.00	\$0.00	
	Drainage Facilities Budget	13	Each	\$ 1,150.00		\$14,950.00	\$0.00	
	General Repair of Railway Budget (Gauging, Other Work)	15	Per Mile	\$ 500.00		\$7,500.00	\$0.00	
	Tie Budget	5000	Per Tie	\$ 65.00		\$325,000.00	\$0.00	
Entire Railway Rehab Budgeting	Switch Timber Budget	1100	Each	\$ 23.00		\$25,300.00	\$0.00	
	Rail Replacement (Miscellaneous)	650	Linear Foot	\$ 42.00		\$27,300.00	\$0.00	
	Rail Replacement (Continuous)	5480	Linear Foot	\$ 40.00		\$219,200.00	\$0.00	
	Regulate or Clean Track Budgeting	350	Per Foot	\$ 4.50		\$1,575.00	\$0.00	
	Proper Repair of Grade Crossings Budget	46	Per Crossing	\$ 1,000.00		\$46,000.00	\$0.00	
	Joint Tightening / Replace Defective Bolts and Bars	102960	Track Foot	\$ 0.25		\$25,740.00	\$0.00	
	Replacement Bars Budget	60	Per Pair	\$ 55.75		\$3,345.00	\$0.00	
	Replacement Bolts, Nut, Washers Budget	350	Each	\$ 16.50		\$5,775.00	\$0.00	
	Replace Broken and Defective Plates	50	Each	\$ 5.50		\$275.00	\$0.00	
	Track Re-alignment and Re-surfacing Budget	12000	Track Foot	\$ 2.50		\$30,000.00	\$0.00	
Total	Switch resurfacing and alignment Budget	7	Each	\$ 1,250.00		\$8,750.00	\$0.00	
	Profile grind switch point and stock rail	5	Each	\$ 225.00		\$1,125.00	\$0.00	
	Weld and Repair Frog and Risers	3	Each	\$ 1,150.00		\$3,450.00	\$0.00	
	Drainage Facilities Budget	6	Each	\$ 1,150.00		\$6,900.00	\$0.00	
	General Repair of Railway Budget (Gauging, Other Work)	20	Per Mile	\$ 500.00		\$10,000.00	\$0.00	
	Misc Switch/Turnout Repair Budget	5	Each	\$ 1,500.00		\$7,500.00	\$0.00	
	Replace Self Guided Frog Budget	2	Each	\$ 4,500.00		\$9,000.00	\$0.00	
	Replace Railbound Manganese Frog Budget	2	Each	\$ 5,500.00		\$11,000.00	\$0.00	
	General Repair of Railway Budget (Gauging, Other Work)	40	Per Mile	\$ 200.00		\$8,000.00	\$0.00	
					\$162,750.00	\$0.00	\$2,150,547.50	\$0.00

Subtotal \$2,150,547.50  
 Unexpected Costs - Add 10% \$215,054.75  
 Total \$2,365,602.25



Appendix VI  
IMRY "One Page" Master Plan  
Rehabilitation and N.E.W.S. Project Phases



Project Info	
<p>In this phase one and two summary, the company desires to operate in the northeast of metro Indianapolis by connecting the cities in the Northeast of Indianapolis via a sustainable commuter and freight rail system. This plan also includes IMRY or local transit bus connections to travel to near by destinations and cross town transfers.</p>	
Phase One - Major Goals	
Corridor Rehabilitation Phase	
1	Complete Process and Authority to Operate on/over railway
2	Interchange and Railcar Agreements with Exporting Railway; Finalize Cmpy Funding
3	Rehabilitate North Corridor and Connection at Tipton Class 1 RR
4	Facilitate construction of Rail Museum and Railcar Storage Yards
5	Obtain Customer Agreements for shipping in/out
6	Implement Operations for freight and passenger traffic
7	Finalize and Implement Plans for Connection with RR at Indianapolis
8	Obtain Trackage and Interchange Agreements with Indianapolis RR
Phase Two - Major Goals	
N.E.W.S Project Phase	
1	Finalize plans for connection of railway to Downtown Indy
2	Seek funding and financing for construction of commuter rail
3	Obtain Operating Agreements and Rights for Indy Union Station
4	Finalize plans for connection from Indy downtown to Indy Airport
5	Obtain Permission and Operating Agreements over foreign railroads
6	Airport and Downtown Station Rehabilitation and Construction
7	Operation of Airport and Commuter Railway Begins

Event refers to trains run for specific events in order to move large volumes of passengers to and from venues. For Example, Trains to Speedway or Convention Center

Indianapolis Metropolitan Railway Company

Indianapolis Metropolitan Railway Company

Phase One		Hoosier Heritage Port Authority Corridor					
Rehabilitation of Corridor		Listing of					
Major Goals w/ Expected Costs		Potential Rail Freight Customers					
Expense/Item	Amount	Possible Customer	Load Type	Location	Possible Customer	Load Type	Location
Northern Connection	500K	G & G Metal Spinners	Metal Prods	19th St	Becks	Pesticide	Hamilton County
Tipton EoL to NS	300K	Thomas & Skinner Magnet	Metal Prods	23rd St.	Becks	Diesel	Hamilton County
North Section Rehab	650K	Indiana Veneers Corp.	Lumber	23rd St.	Becks	Farm Products	Hamilton County
outhern Section Rehab	600K	Steel House	Metal Prods	25th St.	North Central Co-op	Farm Products	Noblesville
General Rail Rehab	45K	OmniSource	Scrap	25th St.	North Central Co-op	Diesel	Noblesville
Southern Connection	500K	John M Wooley Lumber	Lumber	30th	North Central Co-op	Propane	Noblesville
Startup	900K	JP Equipment	Containers	Millersville Rd.	Nobelsville Landfill	Trash	Noblesville
Phase Two		IMRY Master Metro Plan					
N.E.W.S. Project		Potential Daily Commuter					
Major Costs		Traffic from Area					
Expense/Item	Amount	Possible Customer	Load Type	Location	Possible Customer	Load Type	Location
erond South Connection	10M	Bowers Envelope Company	Paper	N Tacoma Ave.	Indiana Ductile Castings	Raw Metal	Noblesville
Rehab of DT Station	2M	Carson Manufacturing	Raw Material	E 55th St.	BlueStar Ready Mix	Aggregate	Noblesville
Construct of Airport Line	8M	Quikrete	Aggregate	E 56th St	Lusco Corp.	Scrap	Noblesville
Construct of Airport Stop	2M	Stone Center of Indiana	Aggregate	E 65th St.	IDI Composites	Raw Materials	Noblesville
Construct of Speedway Stop	2M	Midscape Inc	Landscape	E 65th St.	Green Cycle of Indiana	Aggregate	Noblesville
Construct of Commuter Stops Along Corridors	5M	Metro Plastics	Raw Plastic	E 65th St.	Morris Feed & Hay	Farm Products	Cicero
Operational Startup	2M	King Systems Corp	Raw Materials	E 65th St.	Stone Spectrum	Stone Prods	Arcaida
		May's Chemical	Chemical	E 65th St.	Farm Supplier	Chemical	Atlanta
		Crown Technology	Chemical	E 65th St.	Farm Supplier	Farm Products	Atlanta
		Saggamore Ready Mix	Aggregate	E 131st.	Park 100 Foods	Food Prods	Tipton
		JB Hunt	Crossdock	E 146 st.	Tipton Roads Depot	Salt	Tipton
List of Freight Revenue Goals		Phase One and Two				IMRY Master Metro Plan	
Year One	Revenue	Listing of				Potential Daily Commuter	
Year Two	Revenue	Potential Passengers for Destinations/Events				Traffic from Area	
Year Three	Revenue	Event or Destination	Visitors	Potential Passengers	Area	Est. Passengers	
oads	40/wk	500K	Museum Rail Excursions	20,000 Per Year	20,000 per year	Northeast	21,000
ns Fees	Per Car - 200	300K	Dinner Trains	125 Per Train	5000 Per Year	Northwest	8000
Storage	Spaces - 500	1.2M	Museum Rail Special Events	Est. 15,000 Per Year	Est. 15,000 per Year	South	5000
			Fair Ground's Events	750,000 People Per Year	Est. 75,000 per Year	Southwest	1500
oads	60/wk	750K	Indiana State Fair	1.2 Million people per year	Est. 20,000 per Year	Southeast	2500
ns Fees	Per Car - 200	400K	Speedway	1.8 Million Per Year	Est. 75,000 Per Year	Belt Railway	1000
Storage	Spaces - 500	1.2M	Indianapolis Zoo	600,000 Per Year	Est. 50,000 Per Year	Daily Total	39000
			Indianapolis Airport	8.0 Million Per Year	Est. 150,000 per Year	Avg Ticket Cost	\$ 4.78
oads	70/wk	825K	Indy Convention Center	1.14 Million per Year	Est. 80,000 per Year	Yearly Revenue	\$ 41,785,000.00
ns Fees	Per Car - 200	500K	Lucas Stadium	1.2 Million Per Year	Est. 30,000 per Year		
Storage	Spaces - 500	1.2M	Ikea	2.1 Million Per Year	Est. 30,000 per Year		
List of Costs for Freight Activities		LIST TOTAL		14.6 Million visitors per Year	Est. 480,000 per Year		
Railcar Storage Yard	750K	Average Ticket Non-Museum (Dest/Event Trip Price Varies)		\$	8.55		
Interchange Yards	300K	Ticket - Ikea		\$	10.00		
Trackage Agreements	100K	Total Non-Museum Revenue		\$	3,505,000.00		
Track Upgrades	400K	Average Ticket Museum (Event/Trip Price Varies)		\$	7.25		
Equipment Needs	500K	Total Museum Revenue		\$	290,000.00		

refers to trains run for specific events in order to move large volumes of passengers to and from venues. For Example, Trains to Speedway or Convention Center

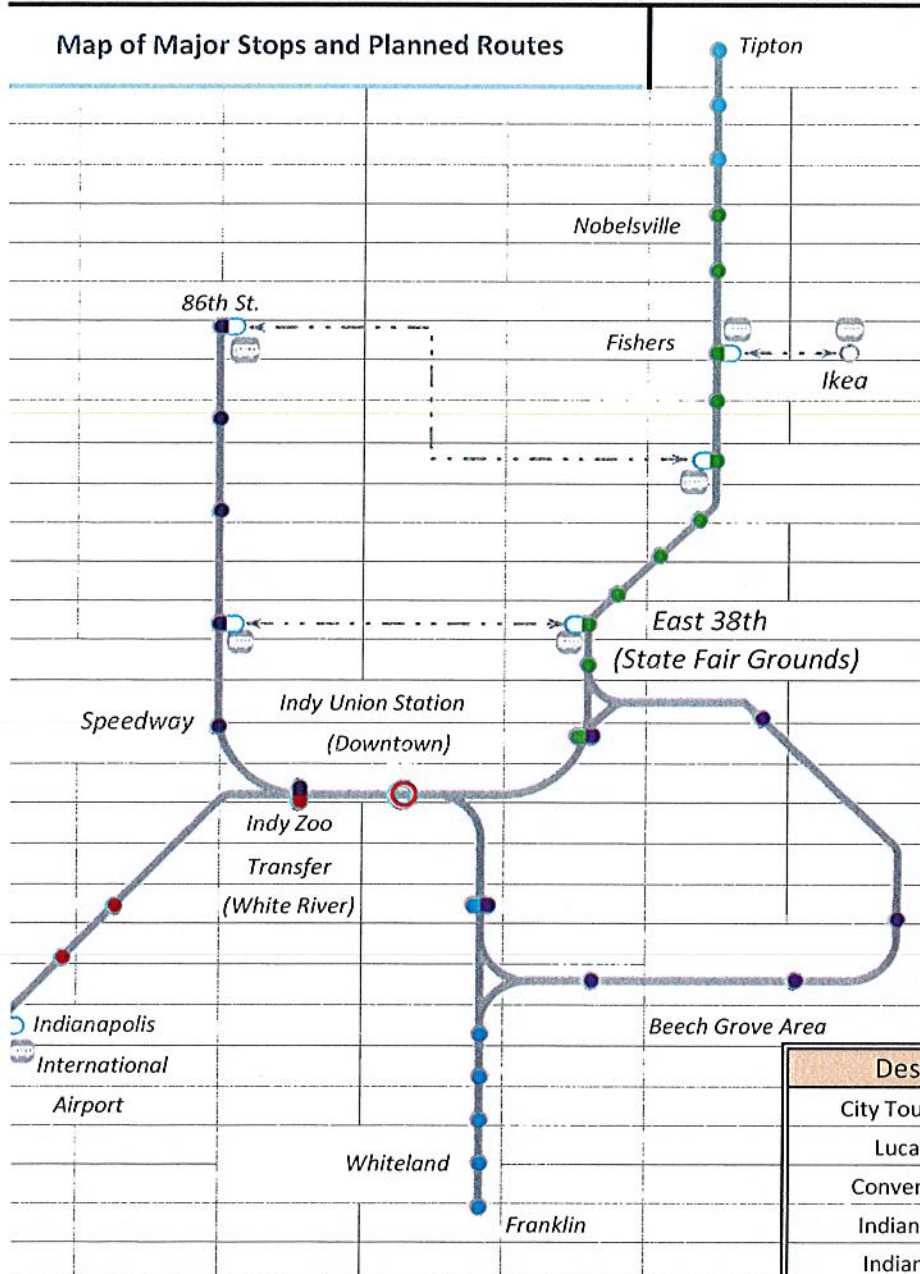
Appendix VII  
IMRY "One Page" Master Plan  
Long Term Network Vision



# Indianapolis Metropolitan Railway Company

## Summary - Company Plans and Expected Performance Sheet

### Map of Major Stops and Planned Routes



### Company Info

The Indianapolis Metropolitan Railway Company is a passionate and dedicated team of railroad professionals and advisors that want to bring fresh ideas to achieve comfortable, affordable, and sustainable transit and freight solutions to the Indianapolis Metropolitan Area.

### Planned Operating Divisions

- Northeast:** Indianapolis to Fishers and Noblesville
- Northwest:** Indianapolis to Augusta Township
- Southwest:** Indianapolis to International Airport
- South:** Indianapolis to Whiteland
- Southeast:** Indianapolis Loop past Beech Grove area

### Planned Order of Startup per Division\*

- Northeast:** 1-2 years (*Tipton section - 2-3 years*)
- Northwest:** 2-3 years (*Speedway stop; part of SW Startup*)
- Southwest:** 1-2 years
- South:** 2-3 years
- Southeast:** 3-4 years

### Top Major Destinations near Stop (Annual Visitors)

Destination	Stop	Annual Visitors
City Tourism/Visitors	Indianapolis	27.4 Million ( <i>IMPO</i> )
Lucas Stadium	Indianapolis	1.1 Million ( <i>CIB &amp; IMPO</i> )
Convention Center	Indianapolis	1.14 Million ( <i>CIB &amp; IMPO</i> )
Indiana State Fair	East 38th St	1.1 Million ( <i>IMPO</i> )
Indianapolis Zoo	Indy Zoo Trans.	1.248 Million ( <i>Zoo</i> )
Indy Motor Speedway	Speedway	1.1 Million ( <i>Speedway</i> )
Indianapolis Int. Airport	Airport	8.1 Million ( <i>Airport</i> )

### Projected Annual Revenue for Passenger Operations

### Projected Annual Cost for All Operations

Revenue Type	Amount	Cost Type	Amount
Commuter			
Special Event			
<b>Total</b>		<b>Total</b>	

### Projected Daily Travellers per Division

Division	Amount	Price Per
Northeast		
Northwest		
Southwest		
Southeast		
South		
Event*		

Planned timeline is based on having complete funding and all operating and construction contracts in place

\* refers to trains run for specific events in order to move large volumes of passengers to and from venues.

# Indianapolis Metropolitan Railway Company

## Summary of Phase Plans, Projections, and Costs

Phase 1 Northeast Suburbs <i>Nobelsville to Indy Downtown</i>	Phase 2 Tipton Connection <i>Nobelsville to Tipton</i>	Phase 3 Airport and Speedway Connection <i>Indy Downtown to Indy International*</i>
Phase 4 Southern Suburbs <i>Indy Downtown to Franklin</i>	Phase 5 Northwest Suburbs <i>Indy Downtown to Augusta @ 86th St.</i>	Phase 6 Beech Grove Loop <i>Belt Line Loop</i>
Special Events	Major Startup Costs	

his planned timeline is based on having complete funding and all operating and construction contracts in place

vent refers to trains run for specific events in order to move large volumes of passengers to and from venues.



Appendix VIII  
Anticipated Financials for IMRY – Year One

	Pro Forma (\$thousands)	Ratios	IMRY (\$thousands)	Ratios	in points
<b>Year ending</b>	<b>12/31/13</b>				
<b>Income Statement</b>					
<b>Revenues</b>		<b>Pct Revs</b>			
Freight Revenue	\$ 13,500	90.0%	\$ 750	42.9%	(47.1)
Other ops revenue	\$ 1,500	10.0%	\$ 1,000	57.1%	47.1
<b>Total Operating Revenue</b>	<b>\$ 15,000</b>	<b>100.0%</b>	<b>\$ 1,750</b>	<b>100.0%</b>	<b>-</b>
<b>Operating Expenses</b>					
Comp & Benefits	\$ 4,650	31.0%	\$ 450	25.7%	(5.3)
Locomotive Fuel	\$ 2,850	19.0%	\$ 300	17.1%	(1.9)
Car hire	\$ 2,550	17.0%	\$ 250	14.3%	(2.7)
Materials (Mechanical)	\$ 300	2.0%	\$ 100	5.7%	3.7
Materials (Track)	\$ 750	5.0%	\$ 200	11.4%	6.4
Casualty & Insurance	\$ 300	2.0%	\$ 40	2.3%	0.3
Depreciation	\$ 1,200	8.0%	\$ 100	5.7%	(2.3)
Other	\$ 150	1.0%	\$ 100	5.7%	4.7
<b>Total Operating Expense</b>	<b>\$ 12,750</b>	<b>85.0%</b>	<b>\$ 1,540</b>	<b>88.0%</b>	<b>3.0</b>
<b>Operating Income</b>	<b>\$ 2,250</b>		<b>\$ 210</b>	<b>12.0%</b>	<b>12.0</b>
<b>"Below the Line" Items</b>					
Car Storage	\$ 100	0.7%	\$ 750	42.9%	42.2
Property Leases	\$ 40	0.3%	\$ -	0.0%	(0.3)
5 G Credits	\$ 500	3.3%	\$ 1,100	62.9%	59.5
Interest on loans	\$ (400)	-2.7%	\$ (150)	-8.6%	(5.9)
Other expense	\$ (10)	-0.1%	\$ (5)	-0.3%	(0.2)
<b>Net income before taxes</b>	<b>\$ 2,480</b>	<b>16.5%</b>	<b>\$ 1,905</b>	<b>108.9%</b>	<b>92.3</b>
<b>Provision for income taxes</b>	<b>\$ (400)</b>	<b>-2.7%</b>	<b>\$ (400)</b>	<b>-22.9%</b>	<b>(20.2)</b>
<b>Net income</b>	<b>\$ 2,080</b>	<b>13.9%</b>	<b>\$ 1,505</b>	<b>86.0%</b>	<b>72.1</b>

	Pro Forma		IMRY		
<b>Balance Sheet</b>					
<b>Assets</b>					
Current Assets	\$ 2,817		\$1,220		
Plant & Equip less depr	\$ 10,206		\$10,000		
Other	\$ -		\$2,500		
<b>Total Assets</b>	<b>\$ 13,023</b>		<b>\$13,720</b>		
<b>Liabilities</b>					
Current Liabilities	\$ 1,346		\$1,500		
LT Debt	\$ 1,041		\$2,000		
Other LTD	\$ 2,481		\$3,000		
<b>Total Liabilities</b>	<b>\$ 4,868</b>		<b>\$6,500</b>		
Equity	\$ 8,155		\$7,220		
<b>Total Liabilities &amp; SHE</b>	<b>\$ 13,023</b>		<b>\$13,720</b>		

<b>BITDA</b>					
Operating Income	\$ 2,250		\$210		
Depreciation	\$ 1,200		\$ 100		
<b>BITDA</b>	<b>\$ 3,450</b>	<b>23.0%</b>	<b>\$ 310</b>	<b>17.7%</b>	

<b>Ratios (10)</b>					
Operating Ratio	85.0%		88.0%		3.0
Gross RR Ops Margin	15.0%		12.0%		(3.0)
Net margin	13.9%		86.0%		72.1
Current Ratio	2.09		0.81		(1.3)
Debt/equity	12.8%		27.7%		14.9
Interest coverage	5.63		1.40		
OIC	17.4%		12.8%		(4.5)
OE	25.5%		20.8%		(4.7)
OA	16.0%		11.0%		(5.0)
<b>Returns</b>					
Earnings/Sales	13.9%		86.0%		72.1
Sales/assets	\$ 1.15		\$ 0.13		\$ (1.02)
Assets/equity	\$ 1.60		\$ 1.90		\$ 0.30

**Roy Blanchard's Shortline Performance Measurement Tool**

#REF!

Mouse HERE ^

**Operating Instructions**

**Operating Data**

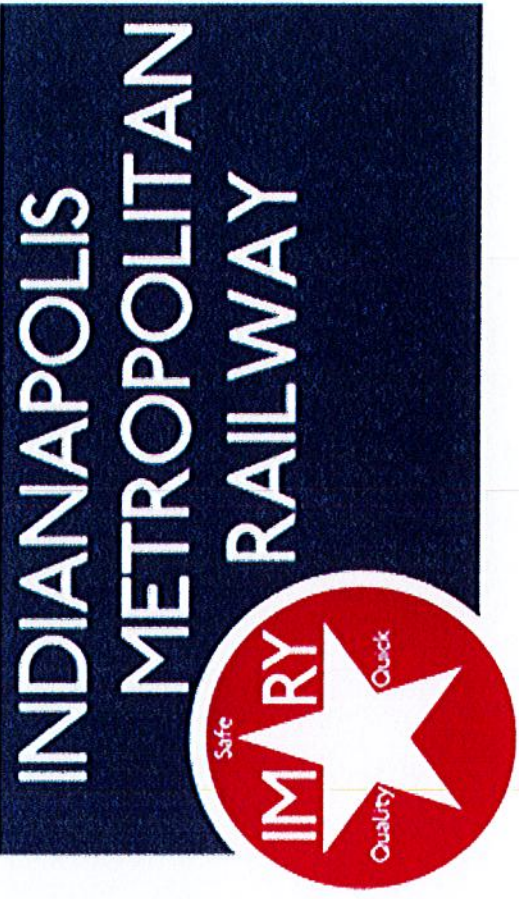
Financials	Shortline	% Revs	IMRY	Pro Forma	Variance
	Pro Forma		Railroad		
Year Ending	12/31/2013		1/0/1900		
Operating Revenues	\$ 15,000	100.0%	\$ 1,750		-88.3%
Locomotive Fuel	\$ 2,850	19.0%	\$ 300	17.1%	(1.86)
Locomotive Car hire before reclaim	\$ 2,550	17.0%	\$ 250	14.3%	(2.71)
Materials (mechanical)	\$ 300	2.0%	\$ 100	5.7%	3.71
Materials (track incl program)	\$ 750	5.0%	\$ 100	5.7%	0.71
Total Ops Exp	12,750	85.0%	1,540	88.0%	3.00
Operating Income	2,250	15.0%	210	12.0%	(3.00)
<b>Operating Data</b>					
Locomotive starts/day	4		2		-50.0%
Total Employees	26		8		-69.2%
Revenue Carloads	25,000		10,500		-58.0%
Route miles	112		40		-64.3%
Locomotives	12		2		-83.3%
Fuel cost/gallon	\$ 3.50		\$ 2.00		-42.9%
Locomotive Fuel Used (000 gals)	814		150		-81.6%

**Productivity Measures**

Ratio	85.0%		88.0%		3.5%
Revs/mile	\$ 133,929		\$ 43,750		-67.3%
Revs/loco	\$1,250,000		\$ 875,000		-30.0%
Revs/CL**	\$ 600		\$ 167		-72.2%
Locomotive Car hire as pct revs	17.0%		14.3%		-16.0%
Locomotive Car hire/CL	\$ 102		\$ 24		-76.7%
Locomotive exp/CL	\$ 30		\$ 10		-68.3%
Operating income/CL	\$ 468		\$ 133		-71.5%
Revs/emp	\$ 576,923		\$ 1,875,000		225.0%
Track exp/mile	\$ 6,696		\$ 2,500		-62.7%
Locomotive exp/emp	\$ 30,702		\$ 166,667		442.9%
Revs/route mile	223.2		262.5		17.6%
Revs/emp	961.5		1,312.5		36.5%
Revs/loco	2,083.3		5,250.0		152.0%
Millions of fuel/CL	32.6		14.3		-56.1%

Finished? Don't forget to save!

Appendix IX  
IMRY Investors PowerPoint



Indianapolis Metropolitan Railway Company



**“Everything begins  
with an idea.”**





# Our team



**Wesley Vickey**  
Director of  
Operations



**Connor Doornbos**  
Executive Director



**David Powell**  
Director of  
Interchange and  
Rail Customers



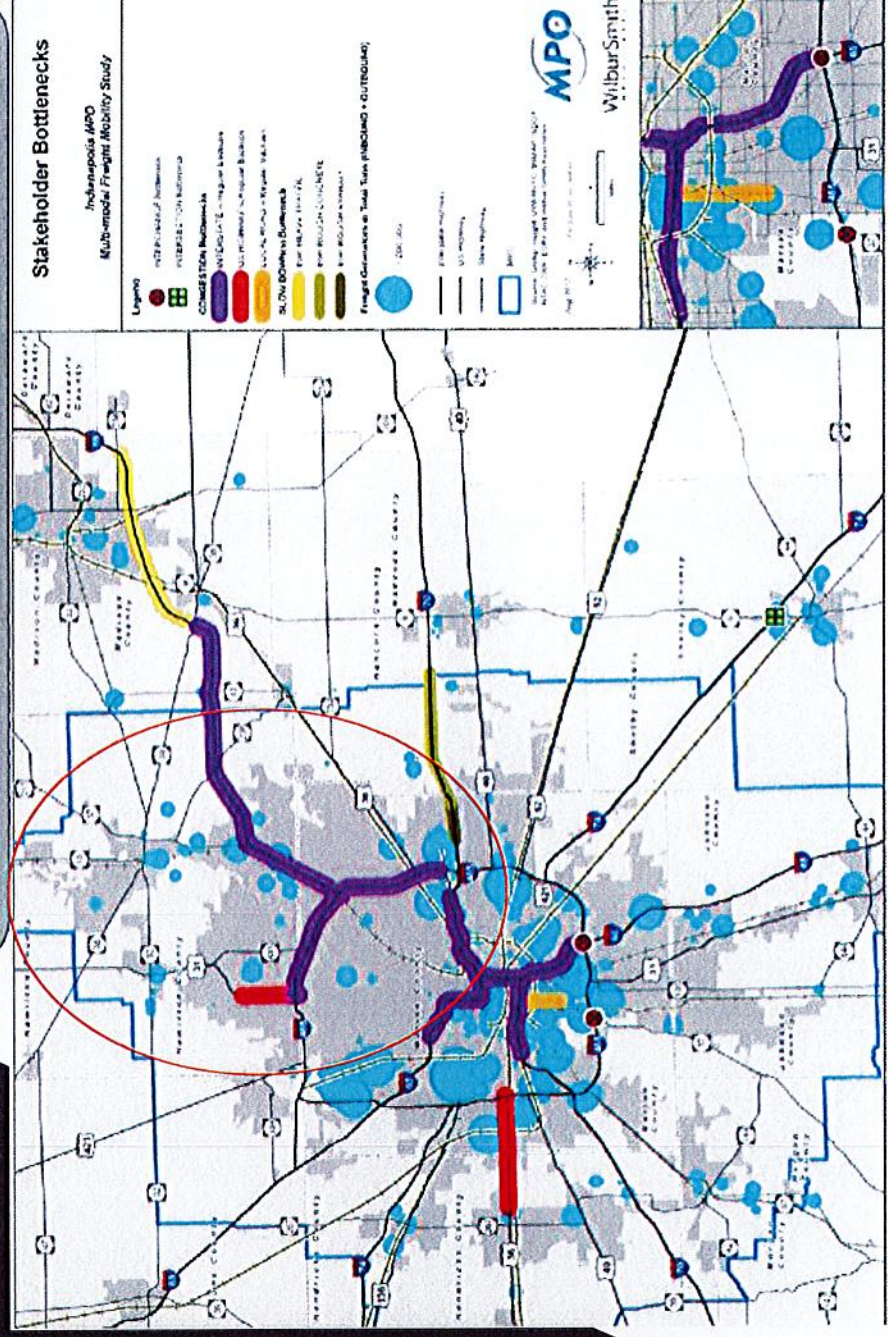
# Idea Background

- Indianapolis, particularly in the Northeast Metro, is growing yearly by vast leaps.
- However...
- Growth presents major problems:
- Roads have reached limits of expansion without major relief to congestion.
- Freight and people are struggling with significant daily delays and near-crippling congestion.

## What are we at IMRY looking to fix?

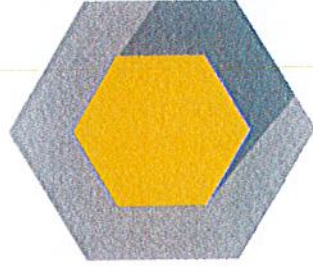
- The spot we are interested in is the red circled area on the map.

Blue Circles: represent Freight Companies, circle size is how many tons this place generates.  
Purple and Red Corridors: Where Congestion creates Bottlenecks, these are grade "F" or worse for service ability.





# What's the problem in Northeast Indianapolis?



## First problem: Shipping Freight

- Due to congestion, freight has significant transit trouble through Indy.
- In 2014, delays and congestion costs for each freight vehicle: \$5,215/Yearly
- Freight vehicles are up 100% since 2013.



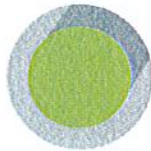
## Second problem: Commuters

- Congestion and delays to commuters creates massive social and personal cost to user.
- In 2014, Delays and Congestion costs each commuter in Indy: \$1,087/Yearly
- Lane and interchange expansion only creates more traffic. Passenger traffic is up 24% since 2013.

# Our Solution

A railroad is what will fix, grow, and support  
Northeast Indianapolis.  
We want to be that railroad company.

We at IMRY want to:



Operate Freight, Passenger, and  
Rail Industry Services



Promote, bring, and develop  
industrial and commercial customers

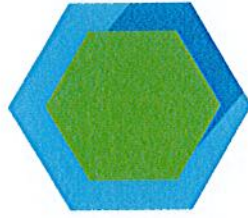


Maintain and expand corridor  
to tap into other opportunities

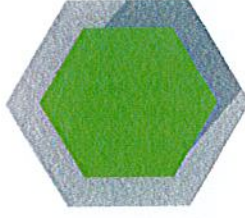




# Why a Railroad?



Unlike other modes of transport, railroads have dedicated guideways that are separate of roads. Along with other qualities, this makes even a single track railroad line equal to four lanes of highway.



Railroads are proven to be more cost effective for both passenger and freight traffic:

Ship Cost per Freight Ton	Ship Cost per Passenger Mile
---------------------------	------------------------------

By Rail: \$0.03 per Ton	By Rail: \$0.62 Per Mile
-------------------------	--------------------------

By Truck: \$1.80 per Ton	By Auto: \$0.85 per Mile
--------------------------	--------------------------

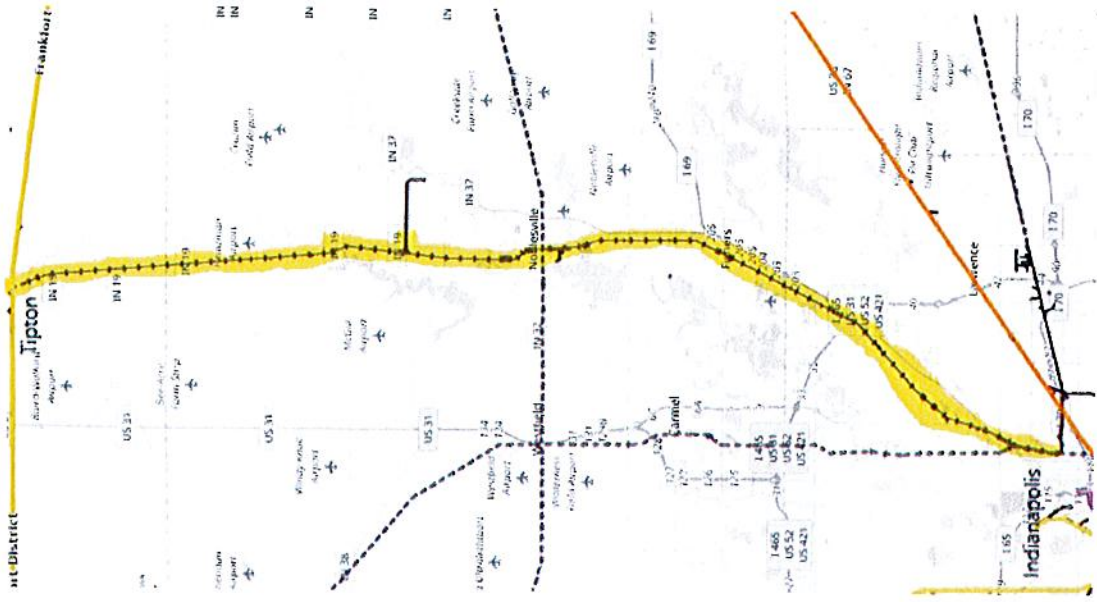
Source: USDot; RTA; InDot, AAA

## As You Can See...

For this area, a railroad is the only alternative to remove traffic from roadways. It is effective and efficient in terms of traffic abatement. But it also helps limit the transportation impact on the environment, area communities, businesses, and residents.

# The Railroad

- Corridor Name: Hoosier Heritage Port Authority
- Runs through 40 miles of the Northeast Metro Indy area
- Travels through the largest expanding areas of the Metro Area before hitting the open country North of Noblesville.
- Runs through large areas of commercial and industrial properties that need new freight alternatives to trucks.





# Our Advantages



Freight and Passengers  
can be moved delay free



Secure and safe mode  
of transport.

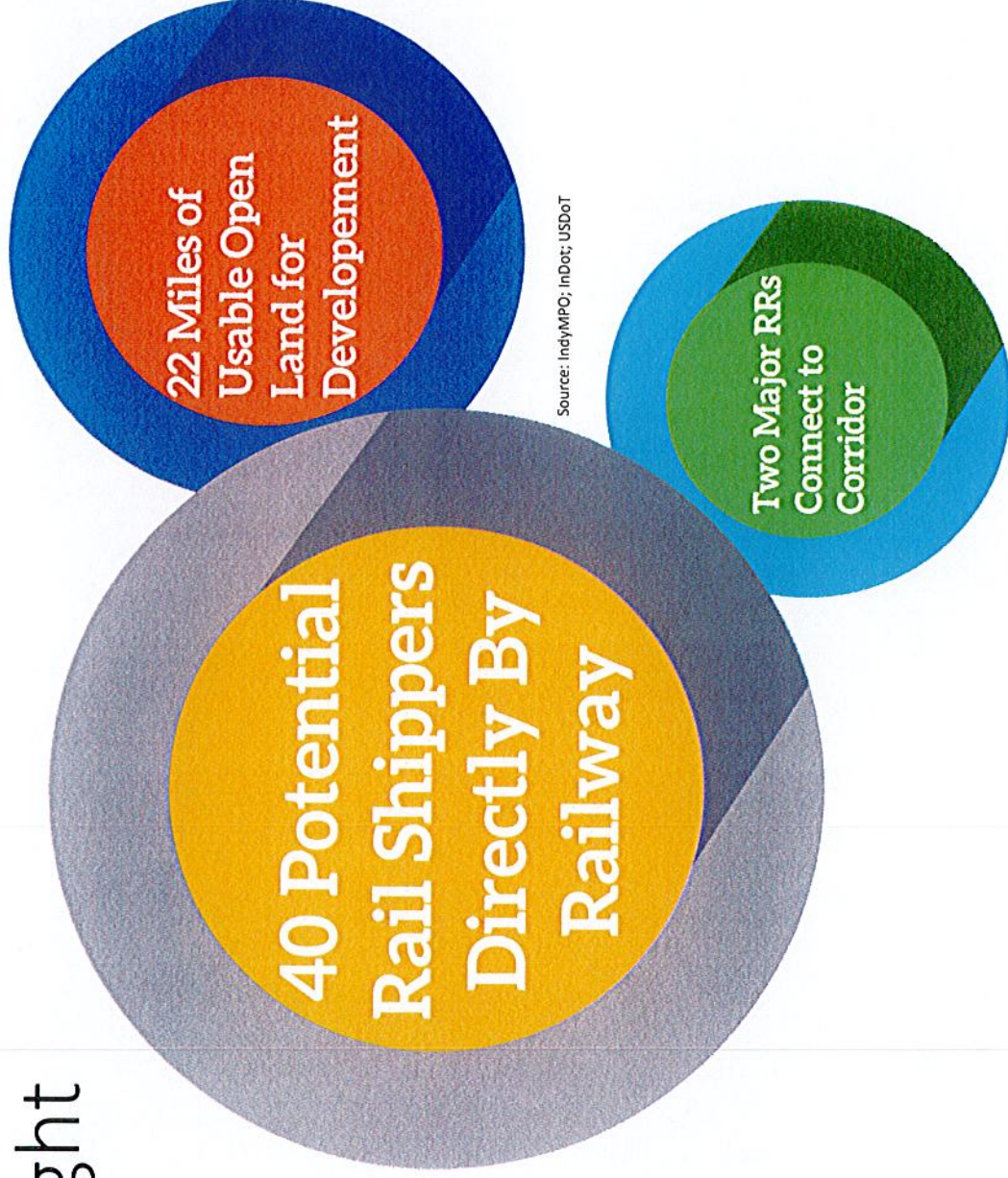


Railroads provide access to  
a global market, efficiently.

# The Market: Freight

## Market Opportunity

The rail corridor runs through areas that are starting to hit their peak in growth potential, waiting for an effective release to grow. A railroad can create immense potential for shippers, and allow them to expand.





# The Market: Passengers

## Corridor Opportunity

The corridor runs through some of the most congested roadways in the metropolitan area. When events or major destinations are open, congestion becomes a nightmare. A railway can solve a lot of those problems, easily.



Source: IndyMPO; Ikea; Fair Grounds



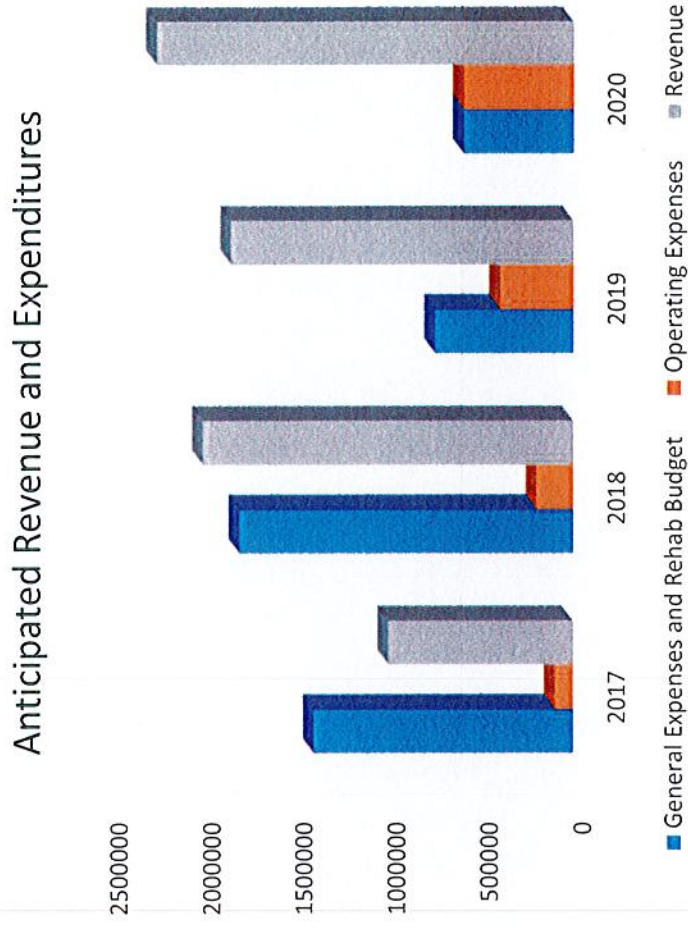
# Revenue Goals and Estimations



Year of Company Opening

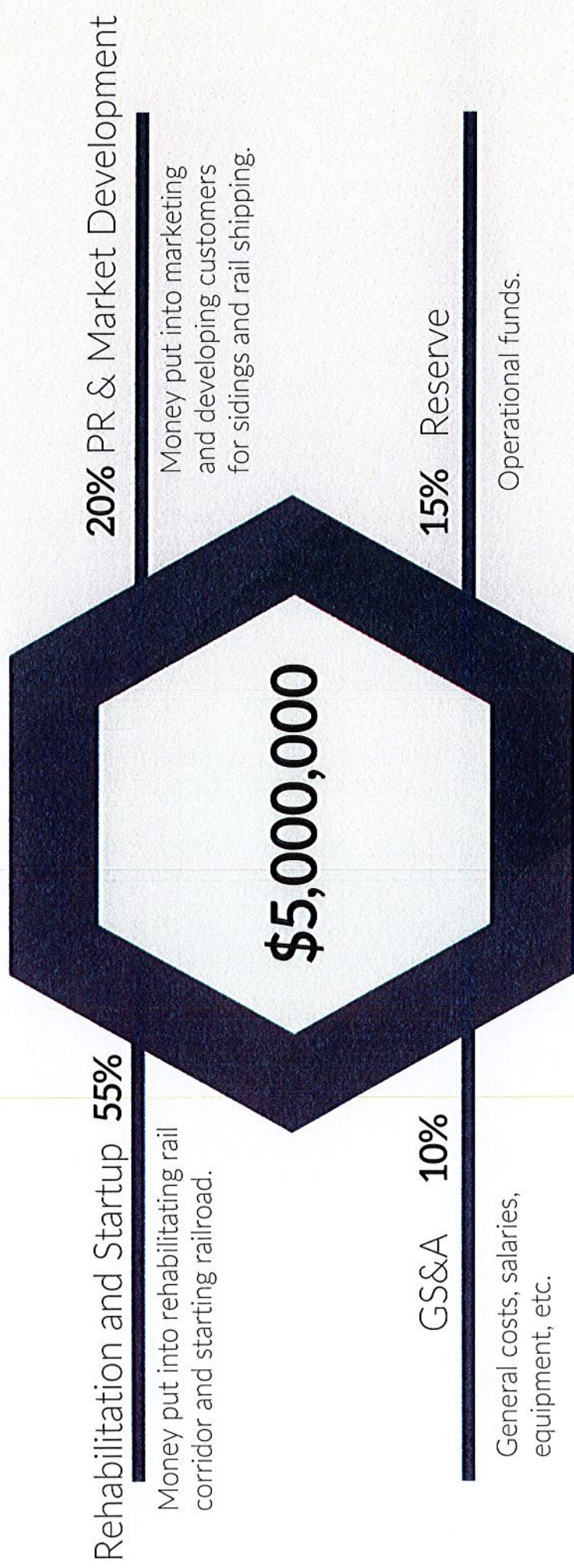


Goal and estimated to make minimum 2.0 Million in Revenue





# Investing Needed

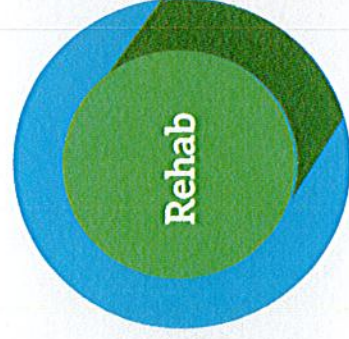




# Major Steps to Revenue



Obtaining authority to operate over corridor and interchange with exporting railroad and Surface Transportation Board



Corridor Rehabilitation is key to getting corridor ready for traffic.

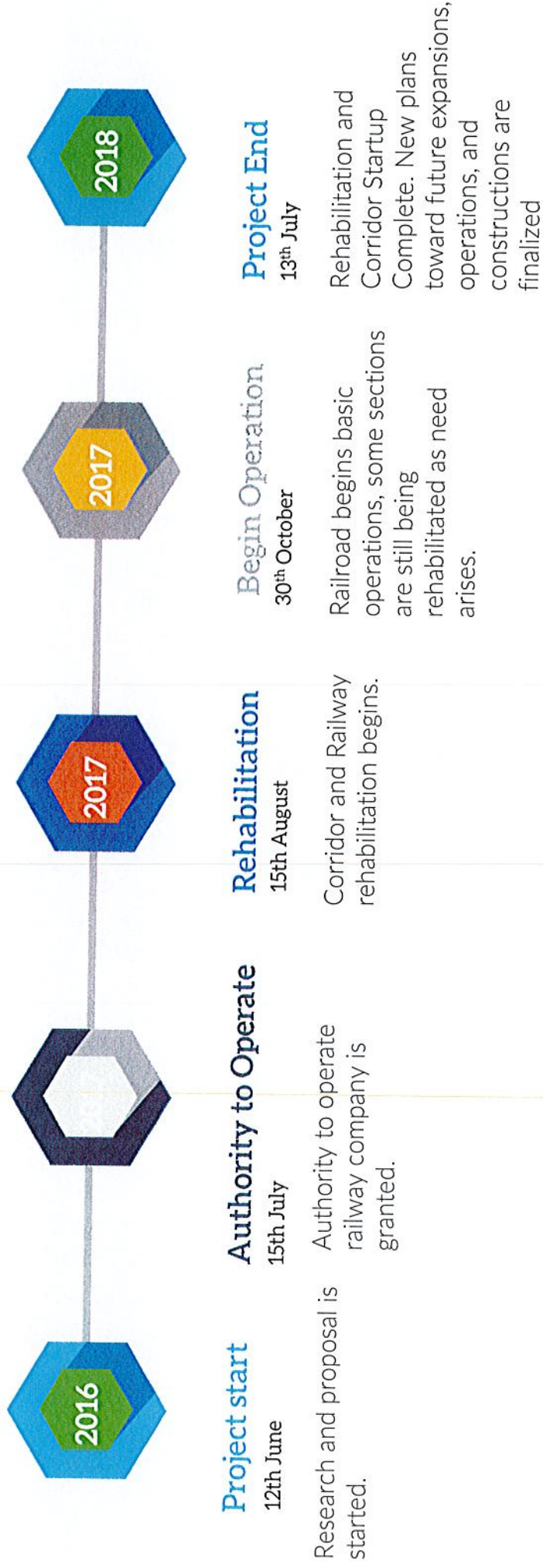


Developing customers for sidings, stations for passengers, and transload sites for smaller shippers and those not directly on corridor. Finding and developing new customers for railline.



Transport and operate railroad, railcar storage, and passenger trains for revenue.

# Project Timeline

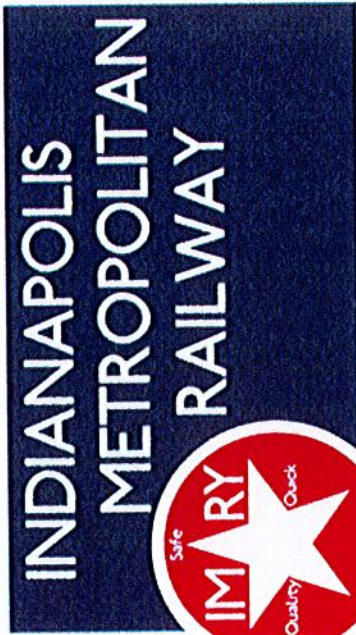


*Note: These dates are approximations and are subject to change.*

# Contact

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**Executive Director**

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