Dear Members, Donors, Sponsors, Volunteers and Friends,

We are pleased to present to you the Nashville Steam Preservation Society’s (NSPS) 2019 Annual Report. 2019 was a monumental year for the organization, as NSPS crews and contractors worked to relocate No. 576 from Centennial Park to operational railway tracks. Once back on active rails, crews then prepped the locomotive to be towed across town to the restoration facilities at the Tennessee Central Railway Museum via the Nashville & Western, CSX, and the Nashville & Eastern railroads. A sight that many thought would never be seen. Thanks to you, it did happen and restoration work on No. 576 is in full swing, despite the pandemic that has recently affected us all.

Once No. 576 safely arrived at the TCRM facility, NSPS swiftly moved towards its disassembly and inspection phase, and facility improvement projects in 2019. Through the course of the year, we began the complete teardown of the locomotive -- and even began and completed the restoration of several major appliances -- all while evolving our fundraising strategies and building a network of support. The boiler was abated by a licensed contractor and then media blasted before undertaking the Ultrasonic Thickness (UT) testing. Our sponsor and supporters at World Testing, Inc. completed the necessary inspections, which also included tensile strength testing and chemical composition analysis of all boiler steel, utilizing cutting-edge technology.

Throughout 2019, our volunteer family of dedicated individuals logged over 4,200 hours prepping No. 576 for movement, disassembling the locomotive for inspection and restoration, developing fundraising and marketing plans to meet our goal, and handling important administrative duties that ensure the project stays on track.

Financial support remained strong at $341,087 in 2019. Foundations contributed more than $175,000 in unrestricted gifts, and gifts from individuals totaled over $142,000. Donations of equipment from corporations and individuals totaled in value more than $38,950, and included a former Amtrak baggage car and two CSX box cars for parts storage and various machinery and tools.

Thirteen corporate sponsors supported NSPS in 2019, including both in-kind services and products totaling a value of more than $150,000. Information about our generous sponsors is available on our website, along with details on sponsorship levels, opportunities and programs.

The Nashville Steam Company Store’s sales increased by 57% over 2019, and closed the year with $15,937 in net income. Product lines grew to 18 categories, with more than 80 individual items offered. New product development, increased awareness and media coverage helped drive sales through the website, social media and events. All proceeds from the Company Store support the restoration and future operation of the locomotive.

A Matching Grant opportunity was announced in late 2019 by Caroline and Rich Tower of The Candelaria Fund and Wick Moorman of The Wick Moorman Charitable Trust that will fully match all donations of $500 or more through December 31, 2020, up to $300,000. To date, we have raised $230,000 towards this goal that, if reached, The Candelaria Fund will award NSPS with a $50,000 bonus! Your generous support is requested to help us reach this goal.

Our 2019 Open House was held at the Tennessee Central Railroad Museum in April, before disassembly work began. Near the same time, country music legends Marty Stuart and Harry Stinson provided their support for the project by creating and producing a song about locomotive 576 titled “The Duchess: Queen of the Dixie Line,” which they debuted at the Country Music Hall of Fame this past October. “The Duchess” is available for sale/download on the NSPS website and all proceeds go towards the restoration of No. 576.

We will always remember 2019 as the year the project was put into motion, and it would not have been possible without our generous and growing number of supporters. On behalf of the Board of Directors and staff at NSPS, thank you for your incredible and sustained support. We wish you and your families good health during these trying times. We will get through this together, and in just a few short years we’ll be able to enjoy the return of No. 576 to operation, pulling passenger excursions from downtown Nashville.

SHANE MEADOR
President
Nashville Steam Preservation Society, Inc.
The mission of the Nashville Steam Preservation Society is to preserve our history by restoring and operating relevant historic railroad equipment for the purpose of education, tourism, and goodwill to and for Metro Nashville and the State of Tennessee.

**STATEMENT OF FINANCIAL POSITION**  
*Year Ended December 31, 2019*

<table>
<thead>
<tr>
<th>December 31.</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$ 604,653</td>
<td>$ 761,528</td>
</tr>
<tr>
<td>Accounts receivable, net</td>
<td>$ -</td>
<td>$ 144</td>
</tr>
<tr>
<td>Inventories</td>
<td>$ 11,499</td>
<td>$ 6,939</td>
</tr>
<tr>
<td>Prepaid expenses and other assets</td>
<td>$ 32,248</td>
<td>$ 18,502</td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>$ 125,646</td>
<td>$ 26,718</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td><strong>$ 774,046</strong></td>
<td><strong>$ 813,831</strong></td>
</tr>
<tr>
<td><strong>Liabilities and Net Assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>$ 1,417</td>
<td>$ 5,315</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>$ 1,417</strong></td>
<td><strong>$ 5,315</strong></td>
</tr>
<tr>
<td>Net assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net assets without donor restrictions</td>
<td>$ 772,629</td>
<td>$ 808,516</td>
</tr>
<tr>
<td>Net assets with donor restrictions</td>
<td>$ -</td>
<td>$ -</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td><strong>$ 772,629</strong></td>
<td><strong>$ 808,516</strong></td>
</tr>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td><strong>$ 774,046</strong></td>
<td><strong>$ 813,831</strong></td>
</tr>
</tbody>
</table>

*NSPS financials are independently audited on an annual basis.*

**STATEMENT OF ACTIVITIES**  
*Year Ended December 31, 2019*

| Revenue and Support: | | |
|----------------------| | |
| Direct public grants | $ 175,946  | |
| Individual business contributions | $ 142,819  | |
| Non-profit organizations | $ 21,904   | |
| In-kind donations | $ 418      | |
| Company Store sales | $ 32,944   | |
| Interest income | $ 2,189    | |
| **Total revenues and support** | **$ 376,220** | |
| Expenses: | | |
| Program Services | $ 263,158  | |
| **Supporting services:** | | |
| Management and general | $ 45,688   | |
| Fundraising | $ 103,261  | |
| **Total support services** | **$ 148,949** | |
| Total expense | | |
| **$ 412,107** | | |
| Change in net assets | | |
| **$ (35,887)** | | |
| Net assets, beginning of year | $ 808,516  | |
| **Net assets, end of year** | **$ 772,629** | |
NC&ST.L 576 RESTORATION BUDGET

Locomotive and Tender Restoration Estimates*

- Boiler and Steam Pipe: $520,000
- Appliance: $173,500
- Tender Trucks and Wheels: $206,000
- Locomotive Wheels and Rods: $340,000
- Frame, Spring Rigging, and Brake Rigging: $228,000
- Valve Gear: $92,000
- Pistons and Crossheads: $68,500
- Engine Truck and Trailing Truck: $230,000
- Air Brake: $27,000
- Running Boards, Jacket, Lagging, and Paint: $75,000
- Total cost for locomotive and tender restoration including worst-case examples: $1,960,000

*This estimate may vary depending on what is found during the disassembly and subsequent restoration of components such as bearings, spring rigging components, and trucks that have yet to be removed or disassembled. Included are estimates for labor of skilled and experienced contractors and material. Volunteer labor could potentially reduce the total labor cost by 20% or more. Project time frame estimated at 3.5 to 4 years to completion, once heavy restoration work commences. Timeframe could potentially be reduced to 2 to 3 years with an increase of outsourcing, and cost by as much as 15% to 20% of total estimate.

Ancillary Expense Estimates**

- Estimated Cost to Convert Back to Original "Yellow Jacket" Configuration: $12,000
- Miscellaneous Consumables: $20,000
- Rental and Equipment Purchase: $150,000
- City-required Escrow: $100,000
- TCRM Facility Upgrades: $117,000

**Other expenses, such as facility rental, utilities, administration, and insurance are not included in these estimates, and may add an additional $500,000 to the operating budget throughout the restoration project.

Below: Volunteers lower the rear tube sheet down to the firebox for removal and replacement.

Bottom: Marty Stuart and Harry Stinson stopped by to check in on the progress of "The Duchess!"

Below: Jeff Brisendine cutting out the combustion chamber thermic syphon for repairs.
DONOR ROLL 2019: INDIVIDUAL GIFTS

$1,000+ per year
Roberta Ballard
David Bayer
J.H. Blackwood
David Boyd
Michael Brian
Dana & Jeff Brisendine
Jim Fetchero
Jack Fisher
W.O. Greene
Michael Harishorne
Charles Heath
Anne Hook
Nathan Hull
Alex J. Joyce
John Kennedy
William D. McCord
Jerry McFarland
Reg Mitchell
Robert Neal
James V. Painter
Ross Perry
Allan Phillips
Donald Pocock
Dale Roberts
Henry M. Sherwood
Samuel A. Smith
James Spradley
James R. Stadler
William Strong
Frank (Bill) W. Webster

$500 - $999
Gregory Allison
Natasha Bettis
George W. Crook
Arthur Cushman
Albert J. Dale III
Sue Keith Elverston
Steve Gibson
J.T. Gray
R. Edward Hawkins
William I. Henderson
S. L. Johnson III
Don Jones
Paul Nichini
William Ozier
Thos Ryan
Brady Sanker
Tony White
Roy Wullich

$250 - $499
Gareth S. Aden
Joseph Armstrong
Derek Baker
Barry Banker
Brian Barton
Robert Beck
John Bendall
Raymond A. Berlin

$100 - $499
Preston Black
John H. Bohon
Edward Bridges
Joseph Bryan
William F. Bundy
Wendell Burks
Lewis C. Casinger
Joseph D. Cason
Paul Cervenansky
Gary Chunn
Tim Collins
James Cottner
Emily Crook
Joseph Darby
Bob Dill
Mark Drake
Daniel W. Duncan
Lewis D. Ellenburg
Mike Embree
Gene R. Ezell
Aaron Farmer
William W. Farrell
Jeff Fisher
Joe Ed Gaddes
Mike Gillespie
David Green
Al Harkins
Mary Hawkins
Gail Hearn
Dennis Heimbrook
Mary Jones
James E. Keith
Robert Kimbro
Charles Kirchner
Robert Krone
Scott Larsen
James D. Lesch
Albert Mallory
Andrew Meinzer
Nicholas Merritt
Mark Mitchell
Leanne Morse
Hugh D. Nichols
Michael Omartian
Richard C. Page
Michael Parham
Eleanor Menefee Parkes
Larry Paxton
Eric Pearson
Paceda J. Petrone
Phillip Ponder
Dolly Prenzel
Joseph Randall
Russell Rawson
Joseph Rizotti
Alex Robison
Ronald Samuels
John Schneider
Janice Simpson
Gordon Smith
Brian Smith
Thomas Spiggle
Robert St. John
John F. Stapko
Robert Steinke
Robert Stewart
Willie Sweet
William Tally
Michael Tarrant
William Taylor
R. Victor Varney
Michael J. Webb
Jeff Wilson
Aaron Woodard
Lee Yoder
Elaine Youngblood

Up to $99
Keith Allen
Monica Armstrong
Jeanne Burns Arnold
Jeanne F. Ballinger
Julie & Rich Bayhi
Charles Beam
Brian Blackburn
Oval Bryan
T.J. Caldwell
Kathleen Cassidy
Terry Coats
Rodger Coleman
Beverly Ann Cook
James Cooper
James Copeland
Peter Crowell
Mike Curtis
Delek Daf
Dana De Pena
Marianna DiStefano
Bob Donovan
Andrew Dorsey
Tommy Doyle
Linda Duntsch
Jerry Durkin
Daniel Dutton
Arnold W. Eaves
Will Ebbert
Melinda Edwards
Jeff Elizer
Jane Eskind
Johanna Fabke
Rachel Fox
Shirley German
Jake Gleghorn
Mark Goodrich
Alvin R. Goodwin
Bob Groh
Steve Haack
David Hackett
David C. Haney
Eric Henry
Charles C. Hixon
Micah Hixon
Leif Holmgren
Christopher Homco
Augustus Hothorn
Maria Hower
Nicklas Hovey
Laurie Hughes
David Ibara
Floyd Jennings
Chris Jolly
Jim Kindred
Josh King
Edwin Knecht
Keith Kraft
Jenni Kriner
Charles Lavender
Paul Lebowitz
Christopher Lewis
William Lightfoot
Daryl Lund
Michael Mankin
Joy Lynn Maynard
Charles McDowell
Grady McKinley
Shane Meador
Austin Meredith
Lewis Michael
W. N. Middleton
Joe Miller
Sandra Miselem
W. Andrew Morrison
Ronald A. Musick
Joe Nemmer
Kirt Odle
Roger Parish
Tanner Peterson
Larry Peters
Richard Pittman
Robert Rhea
Michael Richmond
J.P. Robinson
Edmund Rock
Anthony Sallo
Donna Sava
Troy Simpkins
Lesler Smith
Walter Gary Smith
Gary Smith
Ken Smith
Stormy Speaks
Paul Spurlock
Byrom Stacey
John Stanberry
Thomas Stillwell
Susan Thomas
James Thompson
John Thompson
Jaie Tiefenbrunn
Justin Weinberg
Benjamin White
Ron White
Charles Woodall
Charles Yoders
CORPORATE AND FOUNDATION SUPPORT

- AES Manufacture
- The ALCO Historical & Technical Society
- John Bouchard & Sons Co.
- The Candelaria Fund
- The Community Foundation of Middle Tennessee
- Cowan Railroad Museum
- CSX Transportation
- Tom E. Dailey Foundation
- The Right Track Foundation
- The Walter Ferguson Charitable Trust
- FMW Solutions, LLC
- Harmony Investment Management, Inc.
- HMS Capital Management
- William Humphrey
- The Joyce Family Foundation
- Kroger
- Lipman Brothers, LLC
- National Railway Historical Society, Inc.
- Network For Good
- Phoenix USA, Inc.
- Ridin’ the Rails
- Scarlett Family Charitable Fund

IN-KIND SUPPORT

- Rebecca Bender
- Blackbird Media
- The Buntin Group
- Comcast
- CSX
- DZL Management
- Dr. Jack Fisher
- Fort Wayne Railroad Historical Society
- HMS Capital Management
- John Bouchard & Sons Co.
- Lincoln Electric Co.
- Lynchpin Creative
- Mammoet
- Joy Maynard
- McCullough Electric Co.
- RJ Corman’s Nashville & Eastern and Nashville & Western Railroads
- Rogers Inc.
- Keith Rucker of VintageMachinery.org
- Safety Kleen
- Sandhu Consultants
- Marty Stuart and Harry Stinson Music
- Tennessee Valley Railroad Museum
- UNARCO
- Volunteer Welding Supply
- World Testing, Inc.

Below: Can’t beat that view!
It's been quite a year of hard work with progress being made on the restoration of No. 576, both in Nashville and in machine shops across the southeast. In September 2019, we ventured up to the Cuyahoga Valley Scenic Railroad in Northern Ohio with No. 576's original whistle. We placed the whistle on visiting steam locomotive Nickel Plate Road No. 765 for a sneak preview of what an operational 576 might sound like. The only word to describe it is: WOW! The shop-built, three-chime whistle sang in its true form for the first time since 1952. And what a performance it was. The musicians down on Lower Broadway are sure going to have some stiff competition in a few years! Our thanks to the Fort Wayne Railroad Historical Society for making this possible.

NSPS completed upgrades to the shop area by enclosing the structure and creating a safe work environment for our volunteers and a secure facility for No. 576 out of the elements. We continue to amass the tools and equipment needed to inspect and repair the locomotive, including a donated Power Wave welding machine from our friends at Lincoln Electric. NSPS volunteers media blasted the outside of the boiler and project sponsor World Testing, Inc. completed the required UT scan on the metal thickness and metallurgical composition of the boiler. To our surprise, the boiler was in overall good condition, despite sitting outside for over 60 years. With those numbers we compiled a boiler report and plotted out a road map of needed boiler repairs.

Additional projects making progress:
- Locomotive cab restoration
- Wrapper roof flush patches
- Fabrication of new rear tube sheet
- Machining of new valve cages
- New flexible staybolt sleeves and caps
- Firebox side sheet replacement
- Repairs to the combustion chamber syphon
- Stoker steam engine progresses at VintageMachinery.org
- Water heater restoration work near completion
- Air pump lubricator restoration is complete

This year, we have received several grants that directly support the restoration of a number of key components of No. 576. We would like to thank the ALCO Technical & Historical Society, the National Railway Historical Society, Inc., the Tom E. Dailey Foundation, and the Society for Industrial Archaeology for their support and recognition of the restoration of Nashville's locomotive.

We would also like to sincerely thank you for your contribution to and support of the restoration of NC&StL No. 576. Despite the uncertainties of COVID-19 this year, donations continue to be steady. And thanks to your help, we had the most successful Big Payback to date, raising more than $10,000 in a 24-hour period. And, with an additional award from the Community Foundation of Middle Tennessee and the matching opportunity, the final total was more than $24,000!

None of this would be possible without the support of hundreds of volunteers, donors, and individuals interested in bringing a piece of Nashville history back to life. Each year attracts new interest in bringing the rhythm of the rails back to Music City!

"Top: A crew member media blasts No. 576's boiler exterior in preparation for the boiler inspection.
Bottom: A section of the right wrapper roof is removed for repairs and replacement."
BOARD OF DIRECTORS
Shane Meador, President
Terry Bebout, Vice President
Bill Webster, CPA, Treasurer
Joey Bryan, Secretary
Brian Barton, Director
Dana Brisendine, Director
Dr. Jack Fisher, Director
Alex Joyce, Director
Bill Ozier, Esq., Director
Eleanor Menefee Parkes, Director

CONSULTANTS
The Buntin Group
John Kennedy, Registered Agent
Lynchpin Creative
Sheridan PR
Tompkins Eckert and Associates
Davidson Ward

MANAGERS
Julie & Rich Bayhi, Company Store Managers
Rebecca Bender, Membership Coordinator
Dana Brisendine, Fundraising Committee Chair
Jeff Brisendine, Volunteer Coordinator
Joey Bryan, Communications Manager
Linda Duntsch, Database Administrator
Shane Meador, Project Manager
Alex Mullins, Event Coordinator

VOLUNTEERS
Number of volunteers: 122
Hours for 2018: 4,042 plus 200 admin hours
Total volunteer hours for 2018: 4,242

ADVISORY COMMITTEE
Charles “Wick” Moorman, Co-Chair
Rich Tower, Co-Chair
Tim Bentley
Bill Drunsic
Michael F. Hartshorne, M.D.
Mark Hinsdale
Doyle McCormack
Monique Odom
Bill Ozier
Mike Philpot
Bill Purcell
Henry “Hank” Sherwood
Jim Wrinn

WWW.NASHVILLESTEAM.ORG

Top: Jeff Brisendine and Al Phillips removing the staybolt caps.

Bottom: The crew posed around their "catch of the day," the combustion chamber thermic syphon.