



NRHS STRATEGIC PLAN 2014 – 2017

These are the strategic plan goals for the National Historical Railway Society for the years 2014 through 2018. It is a product of almost a year of review and assessment on the part of the Board and its constituent committees.

The guideline for creating these goals was to answer the question “How do we prioritize our resources, both financial and human, to bring NRHS programs, procedures, and protocols in alignment with its mission, core business and its vision?”

Mission Statement

The National Railway Historical Society promotes railway heritage preservation and educates its members and the public about rail transportation, its history and impact, with a focus on North America.

Core Business:

Be the unifying organization that brings together the rail preservation industry.

Vision Statement:

NRHS will promote rail history and educate the public about rail heritage by unifying rail preservation organizations through funding, information, advocacy, outreach, and coordination.

Various drafts were circulated for comment, subsequently edited, and two rounds of prioritizing surveys were undertaken to create this document. These are the goals that the board felt would accomplish moving NRHS to its future.

However the plan is not complete as it stands. Action items – the tactics, and timelines – the delivery dates for those tasks, need to be determined by the committee's as noted.

The strategic plan is only useful if it is applied to its intended purpose: to guide the formulation of budgets, review current programs, evaluate new program proposals, and provide mileposts at fixed periods.

Therefore we ask that the committees have their task lists appended to this document by the fall 2014 Board of Directors meeting.



NRHS STRATEGIC GOALS

2014-2017

HERITAGE GRANTS – Tactics To Be Determined By Heritage Grant Committee

- Increase the size of the grant pool and increase average amount awarded.
- Institute the National Railway Heritage Register and Railway Heritage Watch Lists (aka a user-submitted endangered list).
- Develop a committee of professionals from museums, tourist RRs, chapters, NTHP, NPS, etc.,
- to design, implement, and conduct a process to create a list of National Railway Landmarks,
- resources of the highest importance.
- Develop a committee of professionals to create each annual At-Risk List.

PRESERVATION ACTIVITIES – Tactics To Be Developed By Preservation Committee

- Develop position, strategy and plan for long term library/archive/collections disposition.
- Inventory & appraise (where appropriate) all library/archival/collections assets.
- Dispose of the library artifacts.

MANAGEMENT & BUSINESS PROCESSES – Tactics To Be Determined By Management Practices Committee

- Ensure that convention activities contribute positively to the society's image and finances.
- Evaluate corporate structure to ensure maximum fiduciary oversight and maximum efficiency in delivering
- resources to core activities.
- Evaluate business office functions for structure, policy and procedure to ensure timely information flow and effective oversight.
- Increase transparency of governance functions.
- Assess management support needs going forward as a donor driven organization,
- identify specification to be subcontracted, evaluate best approach and create RFP for vendor bids.

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FUND DEVELOPMENT – Tactics To Be Determined By Development Committee

- Identify and initiate corporate support program.
- Identify and apply for program and operating foundation support grants.
- Initiate Major Donor Program.
- Investigate/implement acquisition of gifts from non-members.
- Implement Planned Giving.
- Develop a new class of membership for railroad related organizations, museums, and railroad historical societies.

INTERNAL AND EXTERNAL RELATIONS – Tactics To Be Determined By Relations Committee

- As it provides value for internal and external relations, strengthen communication between the chapters and national office.
- Increase transparency of governance functions
- Develop relationships with other rail-related organizations at both national and chapter level
- More fully integrate the Advisory Council in NRHS planning and communications
- Begin recovery of "lost" Chapters- Request District Directors contact Chapters that have left the Society in the last three (3) years in an effort to determine the reasons.

BRANDING, PR & MARKETING AND COMMUNICATIONS – Tactics Determined By Management Committee

- Communicate the new NRHS vision/accomplishments across all communications vehicles.
- Continue an awareness campaign targeted at the casual rail enthusiast.
- As it provides value for Branding and Marketing, strengthen communication between the chapters and national office.
- Establish NRHS as a voice in the national preservation discussion.
- Develop the rail preservation website to focus on what is going on in the broader community.