



National Capital Trolley Museum 2007 Strategic Business Plan

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Introduction

The Trustees and members of the National Capital Trolley Museum (NCTM) are pleased to present the 2007 Strategic Business Plan for the Museum.

Development of the initial NCTM Strategic Business Plan in 2001 was made possible by generous contributions of time and energy by Trustees of NCTM, Museum staff, and volunteers, and with valuable financial and institutional assistance from the Arts and Humanities Council of Montgomery County (AHCMC).

The NCTM strategic planning process has identified the underlying principles and values of the Museum, which are the bases for sound decisions on strategies and action plans. Long-term business strategies and action plans, in turn, are the foundation for astute day-to-day and month-to-month decision-making that actually brings the strategic milestones into reality.

NCTM recognizes that even the most perfect strategic plan is only a starting point. NCTM intends to follow through with ongoing investments of energy, focus, and resources to create the long-term results that this Strategic Business Plan has identified. In doing this, NCTM anticipates that some of the action plans identified in this report may be refined, expanded, and improved upon over time, as conditions change and as important strategic milestones are achieved.

To everyone who has supported NCTM in this strategic planning effort, we say THANK YOU, and look forward to your continuing support.

Executive Summary

The NCTM 2001 Strategic Business Plan (2001 SBP) was developed in a participative planning process facilitated by Acuity, LLC, consultants, during March and April 2001. The participants were NCTM Trustees, staff, and volunteers, who met in four planning sessions aligned with the four main categories of the U.S Small Business Administration (SBA) business planning model: 1) Description of the Business, 2) Financial Plan, 3) Marketing Plan, and 4) Operations/Implementation Plan. The 2007 SBP presents an update review and directions based on the initial SBP.

The most visible change ahead for NCTM remains the anticipated construction of a three-phase project to build expanded exhibit, visitor, and administrative space, a track extension, and site improvements, all adjacent to the Museum's existing location at 1313 Bonifant Road, Silver Spring, Maryland. Anticipated project cost is approximately \$ 6.8 million. The Museum suffered the loss of one of its carhouses and eight cars from its collections in September, 2003. Cognizant of the potential impact of the InterCounty Connector, the Trustees elected to apply insurance recovery money to construction of the new site in Northwest Branch Park rather than reconstruction. The State Highway Administration is preparing its package for condemnation and relocation of the Museum facilities impacted by the ICC.

NCTM has identified a number of important long-term goals. These include: being recognized for excellence in the museum community, being a visible and valued institution in the local area, being both inviting and accessible to visitors, steadily increasing membership and ridership, being financially sound, remaining family-oriented, being a research resource, and providing Maryland residents with an enhanced sense of place and history.

To meet these long-term goals, NCTM has established short and medium range goals, with milestones, for each of the nine Recommended Practice areas established by the Association of Railway Museums. Those practice areas are: 1) Institutional Purposes, 2) Governance, 3) Staff Structure and Evolution, 4) Programs and Support Activities, 5) Collections Stewardship, 6) Museum Facilities and Infrastructure, 7) Funding, 8) Accessibility, and 9) Corporate Relations (includes marketing).

Regarding Institutional Purposes, the 2001_strategy group examined trends in the economic and community environment. NCTM also identified its core principles, i.e., the "non-negotiables" that make the Museum what it is. As a preparatory step, most Trustees, staff, and volunteer participants completed a questionnaire regarding NCTM strengths, weaknesses, opportunities, and concerns. The results revealed five themes, which were discussed by the entire group. These themes appear on page 12.

Regarding Governance, NCTM underwent step one of the 3-part Museum Assessment Program (MAP I) in the fall of 2000. The assessment surveyor recommended establishment of additional board positions and revisions to Bylaws. These recommendations are shown as strategic tasks.

Regarding Staff Structure and Evolution, NCTM plans a more formalized volunteer program and additional paid staff time to oversee the volunteer program. NCTM also seeks to fund the costs of a part-time director of marketing to support new Corporate Relations objectives.

Under Programs and Support Activities, NCTM plans to improve the docent program, sponsor special events and off-site exhibits, expand interpretive exhibits and materials, and actively experiment with ways to enhance the visitor's museum experience.

Regarding Collections Stewardship, NCTM has an existing Collections Policy, which it has now augmented with four strategies to register and publicize the collection, two strategies to enhance the Maintenance Program, and three strategies to build the Restoration Program.

In the area of Museum Facilities and Infrastructure, NCTM has two priorities: 1) working with the Maryland-National Capital Park and Planning Commission and the State Highway Administration toward successful construction of new facilities in Northwest Branch Park, and 2) establishing close oversight over the progress of construction.

In the area of Funding, other than funding additional staff, the primary strategic priority is to obtain full funding for construction.

Regarding Accessibility, NCTM plans to offer expanded hours and programs, improved signage, and develop off-site exhibit capability.

Regarding Corporate Relations, NCTM expects to establish institutional and community partnerships and substantially expand marketing and promotion of the Museum.

NCTM has adopted a long-range goal of earning the accreditation of the American Association of Museums (AAM). To begin this accreditation process, NCTM has completed the first step of the three-phase Museum Assessment Program (MAP I, MAP II, and MAP III) sponsored by AAM. MAP I (Institutional Assessment), was completed in September 2000. The Surveyor's Report of MAP I included a number of recommendations, many of which are incorporated in this plan.

In 1997, the Association of Railway Museums (ARM) issued the publication, *Recommended Practices for Railway Museums* in cooperation with the American Association of Museums. In it, the ARM identified nine categories of recommended practice, which are the categories followed in this 2007 Strategic Business Plan:

1. Institutional Purposes
2. Governance
3. Staff Structure and Evolution
4. Programs and Support Activities
5. Collections Stewardship
6. Museum Facilities and Infrastructure
7. Funding
8. Accessibility
9. Corporate Relations

Strategic Goals

LONG-TERM GOALS (5 TO 20 YEARS)

- 1 To be a notable public attraction in the National Capital region
- 2 To be an important historical and educational resource[in the areas of the role of electric transit in community development]
- 3 To provide positive family experiences, information, and nostalgia,
- 4 To enhance accessibility to facilities, programs, collections
- 5 To be visible and valued in the community
- 6 To have steadily increasing membership and ridership
- 7 To have recognized high standing in the museum community
- 8 To be financially sound

MEDIUM-TERM GOALS (3 TO 5 YEARS)

See discussion and tasks in each of the Recommended Practice areas, following.

ONGOING

See discussion and tasks in each of the Recommended Practice areas, following.

1) Institutional Purposes

This category includes public interests, mission statements, and periodic reassessment.

MISSION STATEMENT

The National Capital Trolley Museum preserves and interprets the heritage of electric and interurban railways of Washington, DC and environs for the benefit of present and future generations, while supplementing its collections with significant national and international objects to enhance its interpretive programs.

To fulfill this mission, the Museum shall:

- 1 Acquire and manage collections of objects related to the history of electric street railways
- 2 Administer real and personal property
- 3 Operate an electric railway for interpretive purposes, and
- 4 Publish histories of electric street railways.

CORE PRINCIPLES

Because decisions must be made in an ever-changing environment, it is important for NCTM to be clear about the core principles and values that guide it. The following are the central factors in the identity of NCTM that make this museum what it is, and what it is not.

- 1 Holding historic assets as a public trust
- 2 Focusing on the electric railway heritage of the National Capital region
- 3 Preserve and interpret meaningful objects
- 4 Facilitating rationalization of collections so objects are located in the most relevant museum
- 5 Being open to the public
- 6 Being dedicated to teaching and learning
- 7 Enabling research
- 8 Being an "operating" museum
- 9 Providing hands-on experiences
- 10 Maintaining a volunteer component
- 11 Providing an affordable, educational, and enjoyable visitor experience

ORGANIZATIONAL CONSTANTS

Every organization has circumstances that constitute "givens" in the short run, and possibly the long run as well. The planning group identified the following issues with those apparent characteristics:

- Educating children is intrinsic to the museum's reputation.
- NCTM serves a relatively transient area which has a weak sense of local history.
- Funds for museum operations derive substantially from the public.
- Running an operating trolley requires availability and maintenance of extensive, specialized facilities.

ORGANIZATIONAL ASSESSMENT

Working from participant-completed questionnaires concerning the strengths, weaknesses, opportunities, and concerns regarding NCTM, the Five primary themes emerged from the questionnaires which the group discussed.

- Sense of pride in and dedication to the Museum and its programs
- Desire for fewer constraints on resources available to the Museum
- Agreement that the staffing and volunteer structures are too thin
- Desire for stronger community relations and outreach
- Desire for increased ability to maintain and enhance the facilities and collections

STAKEHOLDERS

NCTM recognizes that there are organizations and communities which have an interest in the Museum's success. Maryland-National Capital Park and Planning Commission, Conference and Visitors Bureau of Montgomery County, Montgomery County Public Schools, and railfans, arts, urbanists, historical societies, general visitors

2) Governance

This category includes governing authority's responsibilities, selection processes and criteria.

STRATEGIES FOR ENHANCED GOVERNANCE

In August and September of 2000, the NCTM underwent step one of the three-part Museum Assessment Program (MAP I). The MAP I Surveyor's recommendations were contained in his report dated September 22, 2000. The Board of Trustees is acting upon these recommendations.

3) Staff Structure and Evolution

This category covers training, professional development, personnel practices and criteria.

STRATEGIES TO ENHANCE STAFFING

Task 1: Maintain and Enhance a Formalized Volunteer Program

Time:	Ongoing.
Talent:	Volunteer Coordinator Operations staff Trustees
Milestones:	A statement of volunteer philosophy is adopted A brochure of volunteer opportunities is available Volunteer opportunities are published on the NCTM website Prioritized lists of volunteer tasks are maintained in all areas Volunteers are individually interviewed and matched to assignments Volunteers are well trained in their assignments Maintenance volunteers move up from unskilled to skilled work NCTM staff and volunteers actively recruit additional volunteers. Sponsorships are provided for trolley uniforms Contributions of volunteers are publicly recognized Volunteer activities are highlighted in the newsletter Social events and privileges are provided for volunteers Volunteers are entitled to reciprocity with other museums

Task 2: Establish a Volunteer Coordinator Position

Time: Medium Term

Talent: Trustees and Executive Director

Success milestones: Funding is provided for a paid Volunteer Coordinator
A formal job description clearly delineates incumbent's responsibilities.
A suitable pay and benefits package is provided.

Task 3: Establish a Marketing Director Position

Time: Medium Term.

Talent: Trustees and Executive Director

Success milestones: Funding is provided to hire or engage a Marketing Director
A formal job description or contract clearly explains expectations.
A suitable pay and benefits package is provided.

4) Programs and Support Activities

This category includes development of interpretive goals: basic activities, educational programming, well being of visitors, re-creation of authentic railway experiences, railway operations, visitor feedback, operational training, and safety.

STRATEGIES TO INCREASE VALUE OF THE PROGRAM

Task 1: Enhance the Docent Program

Time: Ongoing

Talent: Operations staff
Trained volunteers

Success milestones: Talks by car operators are structured, informative, and interesting
Docents can answer questions about new and planned facilities.
Docents customize their talks to the interest of the audiences.
Members and staff share personal experiences about trolleys.
A docent is present in the display carhouse

Task 2: Sponsor Special Events and Off-Site Exhibits

Time: Ongoing

Talent: Operations staff
Marketing director (to be hired)

Success milestones: Mobile exhibits displays shown at exhibitions, malls, tradeshow
Picnic and theme events are held, e.g. Canada Day.
Businesses and community groups partner with NCTM for joint events.

Task 3: Enhance Interpretive Exhibits and Materials

Time: Ongoing to Medium Term

Talent: Operations staff
Director of Education
Volunteer coordinator
Marketing director (to be hired)

Success milestones: Media/displays are provided in the display carhouse
A video is offered appropriate for a young audience
Exhibits explain the importance of electric street railways in the growth of cities.
NCTM maintains reciprocity of collections with other museums.
WMATA and NCTM partner for exhibits and outreach, e.g.,
WMATA History of Washington Collections
Cars are displayed effectively in the new display barn.
Contemporary technology and materials are used to increase relevance of trolley history.
Visitors view NCTM as a "real" museum.
Tours are customized to individual groups

Task 4: Enhance The Visitor's Museum Experience

Time: Ongoing

Talent: Operations staff
Director of Education
Volunteer coordinator
Marketing director (to be hired)

Success measures: A marketing study is done to determine who comes and why.
The Museum has a formalized marketing plan.
Feedback is regularly obtained from visitors and used to make improvements.
Street cars are exhibited in a carhouse.
Varied lectures and programs are offered.
A classroom/party room is available.

5) Collections Stewardship

This category includes development of collections management policies (categories of collections, use versus preservation, collections staff roles and responsibilities, acquisition, accessioning and de-accessioning, loans, ethics, and regulations); preservation and conservation practices (categories of objects, use decisions, maintenance); spare parts.

COLLECTIONS POLICY

The Museum collections should satisfy the Mission Statement. To completely achieve such a goal, the size of the collections would have to be far larger than the Museum will be able to support. Collections must be conserved or preserved, and require considerable capital expenditures for facilities, manpower, and materials. These limitations necessitate controlling the growth of collections while simultaneously maximizing the possibility of achieving effective interpretation. To accomplish this dual mandate, four (4) criteria are employed in the collection development recommendations:

- Using Washington, DC streetcars whenever possible to trace the technological development of electric street railways enhances the regional nature of a small streetcar collection.
- Building the International Collection reflects the unique role of Washington, DC as an international city.
- Accommodating interests of members beyond the mission for the media collections
- Permitting the curatorial staff to select representative samples of electric street railway artifacts provides flexibility for interpretive work.

STRATEGIES TO REGISTER THE COLLECTIONS

A critical strategy to achieve the NCTM goal of museum accreditation is to complete registration of the entire Museum collection.

The following sub-tasks have been identified to support this strategy.

Task 1: Organize the Library

Time: Ongoing

Talent: Supervisor to recruit and train volunteers
Qualified or trainable volunteers

Success milestones: PastPerfect is adopted as the software package
Volunteers are trained on PastPerfect software
Up-to-date book lists are available to the membership and staff
A lending policy and lending system are in place.

Task 2: Identify the locations of all collections items

Time: Ongoing

Talent: Supervisor to train volunteers and oversee work
Volunteers to record items

Success milestones: All areas of the property have been fully inspected
Supervisor and volunteers are trained on PastPerfect software
All inspection results are recorded
A committee and policy are in place for accessioning and de-accessioning of collection materials

Task 3: Co-locate like items and catalog them

Time: Medium Term

Talent: Supervisor to train volunteers and oversee work
Volunteers to record items

Success milestones: All items are identified, labeled, and protected in the new facility
All items are fully catalogued in PastPerfect.
Rotating exhibit capacity is developed.

Task 4: Publicize the Collection

Time: Medium Term].

Talent: Computer-literate volunteers

Success milestones: A searchable database is provided on the NCTM website
The website is used to solicit help in identifying collected materials
The website is used to solicit donations of collections material

STRATEGIES TO ENHANCE THE MAINTENANCE PROGRAM

Task 1: Assure Timely Repairs of All Cars in Operation

Time: Ongoing

Talent: Operations staff
Qualified volunteers

Success milestones: Maintenance tasks are prioritized and publicized
Trained volunteers are available for running repairs
New volunteers are mentored and trained to increasing skill levels
Scheduled preventive maintenance is performed

Task 2: Engage Professional Maintenance Services for Skilled Repairs

Time: Ongoing
Talent: Trustee committee
Hired professional

Success milestones: Qualified professional maintenance is performed whenever needed
Maintenance services are fully funded
Repairs are performed according to priorities, a maintenance schedule, and work plan.

STRATEGIES TO ENHANCE THE RESTORATION PROGRAM

Task 1: Develop a Restoration Plan

Time: Ongoing

Talent: Board of Trustees

Success milestones: A conservation survey is performed
A prioritized list of restoration projects is maintained
Priorities are revised when assets are accessioned or de-accessioned
Restoration priorities are publicized on the NCTM website

Task 2: Develop a Restoration Funding Program

Time: Ongoing

Talent: Board of Trustees
Treasurer
Development Director

Success milestones: Available grants for conservation survey work are obtained
A prioritized list of restoration projects is publicized with costs
Designated gifts are accepted for restoration of individual cars.
An active planned giving program is in place.
The website is used to solicit donations of money and materials

Task 3: Carry Out Funded Restorations

Time: Ongoing

Talent: Operations staff and repair contractors

Success milestones: Assignments and contracts are issued under a scope of work
Assignments and contracts are issued in accordance with project priorities

6. Museum Facilities and Infrastructure

This category includes car barns, track, signaling, communication and power distribution systems, security, emergency preparedness, and safety.

FACILITIES

The Trolley Museum is located on a 175-acre site north of Bonifant Road within the Northwest Branch Park of the Maryland-National Capital Park and Planning Commission in Montgomery County, Maryland. Current facilities include a visitors center, a maintenance and storage carhouse, rectifier building, oil and paint storage building, a wood shop, lawn maintenance storage building, a demonstration electric railway, and storage containers.

The Museum plans significant expansion and upgrade of car barn, visitor center and other facilities. Extensive information on the circumstances of these plans are found in the New Railway and Building Complex report prepared by Murray & Associates Architects and Maoris, Hendricks, and Glascock, dated November, 1999.

Construction costs (2007 dollars) are estimated as follows:

Phase I	\$1.2 million
Phase II	5.6 million
Total Project Construction Cost	\$6.8 million

See Appendices to New Railway and Building Complex report for details of: project cost, expected operations and maintenance costs, vicinity map, site plan, facility plan, rendering drawing, and regulatory approvals.

See also "Funding" section of this Strategic Business Plan for discussion of anticipated financial impacts of the planned facilities.

Task 1: Closely Monitor Bid and Construction Processes

Time: Ongoing
Talent: Executive Committee
Success milestones: Certificate of Occupancy

Task 2: Establish Emergency/Disaster Plans

Time: Midterm
Talent: Director of Administration
Director of Education
Local emergency services
Milestone: Plan in place to guide Museum responses

Task 3: InterCounty Connector Analysis

Time: Ongoing
Talent: Board of Trustees
Maryland-National Capital Park and Planning Commission staff
Consultants
Milestone: Effective, timely relocation of the Museum within Northwest Branch Park

Task 4: Improve the Demonstration Railway

Time: Ongoing
Talent: Staff
Contractors
Milestone: Solid electric railway which minimizes wear on the cars

7. Funding

This category includes fees and proceeds, establishment of funding priorities, and development of fundraising strategies.

FINANCIAL ANALYSIS AND PLAN

Present Condition:

Based on the limited historical information available, as well as discussions with key volunteer staff, the National Capital Trolley Museum (NCTM) appears to be in solid financial condition at this time:

- 1 Financial statements, reviewed by NCTM's outside auditor for the fiscal year ending October 31, 2006, indicate cash on hand of about \$342,000, a merchandise inventory (at cost) of \$27,000 and miscellaneous current assets of \$87,000, with current liabilities of less than \$15,000 and net assets of about \$751,000 (including \$88,000 of restricted assets).
- 2 NCTM has buildings and track work and electrical system with a book (cost basis) value of about \$160,000, and rolling stock with a book (cost basis) value of \$141,472.
- 3 On a market value basis, the rolling stock (streetcar collection) is worth considerably more than its book value.
- 4 The museum has no long-term debt, and very little short-term debt. NCTM is essentially debt-free.
- 5 For its most recent fiscal year, revenues, gains and other support of \$140,000 exceeded expenses of \$103,000 by \$37,000. This operating margin is equal to 35% of revenues.

NCTM appears to have relatively flat revenues, however, currently more than adequate to cover relatively fixed expenses. While NCTM is in no imminent danger of financial difficulty, it must be able to grow its revenues at a rate sufficient to exceed the increased expenses (discussed in the subsequent section) that it anticipates over the next several years as it builds and operates a significantly larger complex.]

Prognosis:

NCTM is in the early stages of a three-phase project to construct and operate a larger maintenance, restoration and storage facility and enhanced exhibit space, together with upgraded and improved office space and retail space. The costs of this facility are projected as follows:

Phase I	\$1.2 million
Phase II	5.6 million
Total	\$6.8 million

NCTM expects to raise the capital costs of the new facility through a combination of grants and replacement cost from the State Highway Administration. The incremental operating costs associated with the new larger facilities will necessitate a 20% - 30% increase in operating revenues, from the current level of about \$50,000 per year to about \$70,000 per year.

Concurrent with its planning and management of the new facility, NCTM realizes that it needs a limited amount of paid staff time, to accomplish three things:

1. providing guidance and leadership to volunteers;
2. marketing, and,
3. accomplishing enhanced maintenance and restoration

The current financial situation provides for a slight operating margin, but the magnitude of this margin (expected to be about \$15,000 per year under the current revenue stream) is not sufficient to cover even the limited expenses that would be incurred for additional paid staff. NCTM must clearly grow its revenues if it is to remain healthy into the future. A simple Excel spreadsheet projecting baseline cash-basis revenues and expenses for the next several years follows this narrative.

Revenues:

The fare structure currently charged by NCTM appears to be below market (if the market is defined to include both museums and amusement parks). Discussions with NCTM volunteer staff indicate that when the new facilities are opened, fares could be increased from the current levels of \$4.00 adult / \$3.00 children to \$6.00 adult / \$4.00 children with no material loss of visitation. This simple measure, in and of itself, would produce a significant increase in revenue. The incremental revenues produced by this simple action should more than offset increased operating costs, and would result in about \$20,000 of available cash each year to pay for expanded or enhanced services by NCTM.

The other approach to improving the amount of available cash to cover the increased operating costs of the new facility would be to reduce costs. Given the Spartan budget under which NCTM operates, and its heavy reliance on volunteer labor, this does not seem to be a feasible alternative.

The construction of the new facilities creates opportunities for additional revenues. A portion of the space could be leased to a restaurant operator; increased rental of facilities for picnics, weddings and the like could occur. Meeting space in the new facilities could be rented to local businesses for meetings and training courses. One key feature that should be stressed (from a revenue potential perspective) is that the new facility will have the ability to allow alcoholic beverages to be served, a feature that does not now exist.

Collection Enhancement and Restoration::

NCTM has a formal but flexible capital program that will provide for the restoration of approximately twelve trolleys, at a cost of \$2.2 million. In keeping with NCTM's aversion to indebtedness, the plans are to raise the costs for restoring each car prior to initiating restoration work, to make certain that funds are not borrowed. As part of the Excel spreadsheet following this narrative is a schedule listing the various capital projects (by car number), as well as the estimated cost per car for restoration.

In accordance with NCTM's policy of avoiding debt, funds are raised for each car until sufficient moneys have been accumulated to complete all (or at least a portion) of the work on a car; at that time, funds are expended for the restoration work. This is analogous to the "pay as you go" financing used by some local governments for capital projects. What is lacking from this schedule is the timing (i.e., years) showing the flow of funds (revenues / expenses) for each project. This information can only be provided by NCTM staff.

Based on historical data from the restoration of JTCO 352 and TARS 678, the average project life for major restoration of a car is 5 years. At an estimated cost of \$500,000 each, this is \$100,000 per year. The Museum should prioritize the restoration projects shown, and develop a long-term capital program to support these costs.

8. Accessibility

This category includes making facilities and equipment accessible to all possible audiences.

STRATEGIES FOR IMPROVED ACCESSIBILITY

Task 1: Enhancing Hours and Visitor Programs

Time: Ongoing

Talent: Superintendent of Railway Operations
Education Director

Success milestones: Program plan is in place
Facilities are available for rent by private and community groups
Facilities are available at night
Scheduling is flexible to accommodate special and community events

Task 2: Improve Signage

Time: Ongoing

Talent: Operations staff
MNCPPC
Maryland State Highway Administration
Tourism organizations

Success milestones: Directional signs are posted on approach highways.
Effective signage is posted on local roads.
The NCTM entrance sign entices drop-in visitors
On-property signage is attractive and highly informative
The exit sign provides a positive last impression to visitors

9. Corporate Relations

This category includes promotion and maintenance of positive relations, channeling of contacts, development of business plans, ethics, timeliness, sensitivity to corporate images, and conduct while on properties.

STRATEGIES FOR IMPROVED CORPORATE RELATIONS

Task 1: Utilize Organizational and Community Partnerships

Time: Ongoing

Talent: Operations staff
Trustee and members
Marketing director

Success milestones: Reciprocity and partnering opportunities are pro-actively sought.
NCTM hosts forums, exhibits, and displays.
Local leaders are well-informed about and supportive of NCTM
NCTM provides recognition of neighbors, contributors and others in a public manner
NCTM provides attractive opportunities for community service.
NCTM offers rides, lessons, and services for fundraisers by others

Task 2: Expand Promotional Outreach

Time: Ongoing

Talent: Operations staff
Trustees and members
Marketing director (to be hired)

Success milestones: The NCTM website effectively attracts visitors to the Museum
NCTM holds contemporary transit forums, exhibits, and displays.
NCTM actively solicits partnering opportunities, e.g., WMATA
NCTM hosts joint promotional events with suitable partners.
NCTM provides speakers to schools and community groups
Advertising is effectively placed and visible.
Contributions and other support are acknowledged in a public manner
NCTM provides appealing community service opportunities to retirees, neighbors and youth
Local leaders and celebrities are highly supportive of NCTM.
NCTM has the ongoing support of its neighbors
NCTM receives public recognition for its quality.