



WASHINGTON DC CHAPTER

National Railway Historical Society

DCNRHS
Strategic Plan 2030
Adopted 11 March 2019

Strategic Plan 2030, this document, represents the DCNRHS Board of Directors vision for the future of the organization. Strategic Plan 2030 builds upon the 75 Years of DCNRHS successes and the legacy hand-crafted by the leaders who have gone before us. To survive and thrive though, any business must remain entrepreneurial and adapt as the environment around it changes. Accordingly, Strategic Plan 2030 is a long-term visionary document setting out new goals and objectives, laying the “right-of-way” for an even brighter future for the next 75 years of organization. Strategic Plan 2030 will be supported by periodic board-approved implementation plans, prepared by the Strategy and Plans Committee and the DCNRHS President, which will provide the detailed activities geared toward bringing DCNRHS 2030 to fruition. Through it all, our mission will be focused to *Expand the public appreciation of railroads and their history through preservation, experience, and education.*

To achieve DCNRHS 2030, DCNRHS, like any active organization, must have a balanced approach to its overall structure, assets, and purpose. Like a three-legged stool, DCNRHS must rest on all of those supports to maintain long-term viability. This strategy will bin our goals into three areas:

- Structure. This area defines the critical functions and operations of the organization
- Assets. This area defines critical assets and their acquisition, utilization, and/or disposition.
- Purpose. This area describes the expected outcomes of the organization’s efforts.

Goal 1: Structure

Description: *Ensure the basic functions, increasing vitality and resilience, and continued sustainment of DCNRHS through membership growth and retention, development and funding, risk analysis and mitigation, effective administration, and comprehensive personnel policies. The objectives and supporting tasks are:*

1. Grow Membership and Expand Appeal (e.g. age, background, geography)
 - Raise the profile of DCNRHS in the DC Metro region
 - Onboard new board members, regular members, interns, volunteers and staff effectively
2. Hire paid staff for key functions of DCNRHS Executive Director and Library staffer.
3. Define and Execute the Development Program
 - Establish a regular grant application cycle
 - Identify and target influential board and membership candidates
 - Increase level of traditional fund solicitation activities
 - Conduct a grants/needs Survey to guide future pursuits
 - Identify and pursue appropriate partnership opportunities with private sector companies with rail, Pullman, and DC area linkages.
 - Identify and pursue appropriate partnership opportunities with non-profits with rail, Pullman, and DC Area linkages.
 - Identify and pursue national, state, and local political contacts for support
4. Execute a Comprehensive Risk Management Review and Management System
 - Conduct periodic physical and business risk assessments
 - Establish a Washington DC Rail Museum (or similarly named) wholly-owned LLC to serve as “face” for future organization home and related efforts
5. Improve Personnel Policies, Procedures, and Manuals
 - Support existing volunteer program
6. Improve Administrative Processes
 - Create and maintain complete inventory of property, records, and key processes
 - Review and refine online public and limited access repositories; establish regular review timeline.
 - Create and maintain DCNRHS Administrative Process manual (or incorporate into existing manual) to codify.

Goal 2: Assets

Description: *Ensure that we have the material and personnel we need, when we need them, to achieve our mission; maintain, improve, acquire, and retire/dispose of these assets in an organized, responsive, and efficient manner. Some of these elements are volunteers (incl. training and qualification programs), rolling stock (and associated equipment), library, as well as more esoteric concepts such as DCNRHS's niche talent for providing genuine Pullman travel experience. The objectives and supporting tasks are:*

1. Continue to operate rail-oriented travel opportunities that provide a unique and enjoyable experience.
 - Provide a Pullman-like sleeper/lounge travel experience
 - Maintain and operate DCNRHS' Budd built cars.
 - Explore options to license or otherwise operate on non-DCNRHS cars
 - Maintain and operate *Dover Harbor* Amtrak qualified car up through 2030
 - Identify and obtain newer, but pre-Amtrak, sleeper or similar car, to begin providing service in anticipation of post-*Dover Harbor* era
2. Maintain a prioritized capital projects plan
3. Minimize holding of non-operable, non-exhibit able rolling stock
 - Consolidate spare parts and sell/dispose of excess baggage cars
4. Obtain a permanent home for DCNRHS equipment
 - Execute 3 phase approach (trackage, platforms, building/museum) under DC State Rail Plan.
5. Establish Asset Redundancy
 - Establish mutual aid agreement with other sleeper car owners
6. Develop a Cultural Resource Management Plan and Statement of Purpose
7. Grow library holdings, through donations, with focus on local and regional railroading
8. Prepare library holdings for eventual move to museum site
9. Digitize all possible library holdings for online access

Goal 3: Purpose:

Description: *Expand the public appreciation of railroads and their history through preservation, experience, and education. This mission is enabled through outreach efforts, engagement in policy discussions, marketing, and promotion.*

Objectives and supporting tasks:

1. Improve Institutional Marketing and Promotion
 - Achieve DCNRHS (or sub-organizations) passive contact with every Amtrak, commuter, and Metrorail passenger. Achieve similar contact rate with every visitor to a DC area rail heritage location or trail.
 - Grow outreach to non-rail oriented travel and historic preservation contacts
 - Continue and mature rail-oriented group outreach
2. Continue outreach efforts to Union Station for co-branding and other opportunities
3. Continue Section 106 consultation on rail-related historic preservation efforts