



THE NATIONAL RAILWAY HISTORICAL SOCIETY, WASHINGTON, D.C. CHAPTER, INC. STRATEGIC PLAN 2010

Beginning in the Summer of 2009, the Board of Directors initiated a strategic planning process for the National Railway Historical Society, Washington, D.C. Chapter, Inc. (a.k.a. Washington DC Chapter NRHS and DCNRHS). A series of work assignments culminated in a day long Strengths, Weaknesses, Opportunities and Threats (SWOT) workshop of the Board of Directors and invited participants, led by Mr. John Hankey on November 21, 2009 at the Belair Mansion in Bowie, MD. By the conclusion of that session, a series of Consensus Short-Term Objectives were developed. These objectives form the basis for this Strategic Plan.

For each of the seven Objectives, the strategic plan sets out an overview of the current situation, followed by a series of strategic objectives for each of the seven points. The objectives are followed by specific 2010 action steps to be taken.

New work groups or in some cases, existing committees will be assigned to each objective in order to plan the details, initiate the work, and coordinate achievement of the specific action steps for 2010. The work groups will also be charged with developing continuing plan steps for beyond 2010 where applicable.

The Strategic Plan requires significant effort for the objectives in the plan to be accomplished. New personnel will be required to help accomplish the work of the plan. To the extent feasible, appointments and work assignments should include new volunteers to bring new ideas into the execution of the plan, while still tapping into the extensive expertise of our dedicated core volunteers.

This plan is a beginning, and it is the intention that it be revised on an annual basis to adapt to the progress made in achieving each of the Objectives, reflect changing circumstances as well as input from the work groups for each objective, and to provide specific action steps to be taken in subsequent years.

1. GROW DCNRHS MEMBERSHIP TO 500 or more.

Overview:

At approximately 450 members, the Washington D.C. Chapter of the National Railway Historical Society (DCNRHS) is among the largest Chapters of the Society; it has been recently ranked by the National organization as the second largest Chapter in terms of home chapter members. The relatively large size has been attributed to a number of factors, and especially to the fact that DCNRHS offers many activities to its membership. Even with this relatively large size, the Chapter's membership has seen a slow decline from a high of nearly 600 circa 2003, and an advancing average age of its members.

Founded in 1944, the Chapter is also among the older chapters of the NRHS, having been established and operated for sixty-six years, in the Nation's Capital, Washington, DC area.

Strategic Objective

DCNRHS will work to grow its membership to 500 and beyond, endeavoring to use its standing in the Capital of the United States to lift its profile and generate interest and by extension membership. We will endeavor to use 21st Century technology to broaden our reach and increase the awareness of members on the Washington community. Making the community more aware of our program suite through an increased internet and social networking presence as well as outreach opportunities to the local media to garner increased media coverage of our events and preservation activities will lead to increased membership and increased financial stability through donations. Our role as owners of the Pullman branded *Dover Harbor* car and our activities through the library create a stable profile of programs and outreach that allows us market the chapter to members through profile raising and in this way, this goal is intimately linked with goal #5. A direct way to increase membership is to evaluate member benefits at the both national and chapter level to ensure members are receiving adequate value for the dues dollar. In addition to the review of benefits, there are a number of action items to increase membership:

2010 Action Steps:

- **Create a campaign to raise the profile of DCNRHS** within the DC Metro area through the issuing of press releases to local media stressing the activities of DCNRHS, and the ways to get involved. (Publicity Committee: ongoing). See also Strategic Plan Objective #5 - Create a Comprehensive Institutional Marketing and Presentation Plan.
- **Create an enhanced 21st Century web presence** to draw in new members and allow members to visually see the progress of the Chapter. Create a content management system for our website to serve as the primary means of contact with our members and the public; allow online ticketing functions for Chapter trips and activities; and to facilitate online railfan historical discussions. (Publicity and Web Site Committees, by Fall, 2010)
- **Appoint a Membership Review committee, to include the Membership Chairman and others as appropriate, to review membership costs and benefits.** This committee shall clearly define current and future member benefits; study ways to lower the membership

DCNRHS STRATEGIC PLAN – adopted March 15, 2010

dues reducing barrier to entry while maintaining revenues, and increase member benefits; and, evaluate whether it continues to make sense to be part of the National Organization as part of our recruitment efforts. This committee shall furnish dues recommendations and an action plan to the Board of Directors not later than August 1, 2010.

- **Develop an organizational welcome packet for new members.** This packet should be designed to get people excited about the hobby of railfanning and our organization in particular by welcoming new members and letting them know they can be involved in our activities at a high level early on. This work should be coordinated with the work of the HR Committee in executing Strategic Plan Goal # 4 - Create Comprehensive Personnel Policies and Procedures. (Publicity, HR and Membership Committees, by Fall 2010).

2. DEFINE THE CY 2010 DEVELOPMENT PROGRAM

Overview:

The Washington DC Chapter currently has a very limited development program. The principal efforts to date have been direct mail funds solicitations to members and friends for the *Dover Harbor* Fund approximately every two years. The Chapter has also benefitted over the years from some planned bequests, as well as some donations received through membership renewals.

The Chapter is a member of several online charitable giving programs including iGive.com, eScrip.com and eBay Giving Works.

Strategic Objective:

DCNRHS shall lay the groundwork for beginning a comprehensive Development Program looking towards the future, while initiating steps in the current year to begin to reap benefits of Development Activities. Efforts should be balanced between setting up future year efforts to be successful, while still pursuing opportunities to provide for immediate needs.

2010 Action Steps

- **Establish the Chapter Development Committee and appoint a chairman and other members to include the President, Vice President, and Secretary and others as needed.**
- **The Development Committee shall provide guidance and assistance to other groups in the areas of supporting its needs, particularly with the Administrative Process (Strategic Plan Goal #6):**
 - Critical Documents: Help with the collection/assembly of existing critical documents/policies for grant seeking; these documents should include at a minimum, but not be limited to:
 - Charter
 - Articles of Incorporation
 - By-laws
 - IRS 501c(3) tax determination letters
 - IRS Non-Profit Organization Identification Number Certificate
 - District of Columbia Nonprofit Incorporation Certificate
 - District of Columbia Tax Exempt Letter
 - Martin F. O'Rourke Memorial Railroad Library Policy Statement
 - Mission Statement
 - Any other item which may be of need for a grant being pursued
 - Policies/Plans: Identify policies/plans in need of substantial update, or in need of creation, and plan for their update, as necessary to support seeking specific grants:
 - HR policies and procedures (see Strategic Plan Goal #4); coordinate with potential grant requirements (i.e. volunteer hours log)
 - Equipment/collections policy (coordinate with Strategic Plan Goal #7)
 - Facilities master plan(s) (coordinate with Strategic Plan Goal #7)

- Audited Financial Statement: Work with the Finance Committee to procure an audited financial statement for the last completed fiscal year (FY 2010) by June 1, 2010.
- **Pursue and develop one to three grant applications involving the appropriate people within the Chapter to define the specific projects.**
 - Possible grants to pursue may include (but not limited to):
 - NRHS Railway Heritage Grant (application deadline: April 29, 2010)
 - Institute of Museum and Library Services Grants (application deadline: various, mostly Fall 2010)
 - TRAINS Magazine Preservation Award (application deadline, October 2010)
 - National Railway Foundation (application deadline: June 2010?)
 - Possible grant projects may include (but not limited to):
 - *Franklin Inn* and *Collinsville Inn*, exterior repainting/refinishing/lettering
 - Railroad Library cataloging assistance, staffing
 - Richard D. Kehm photo exhibition
- **Continue and increase the level of the Chapter's traditional fund solicitation activities**
 - Fund Solicitation: Prepare and execute an Equipment Fund solicitation for CY 2010 with defined fund raising goals.
 - Dover Harbor Fund Donor's Reception: Host a President's reception recognizing *Dover Harbor* fund donors from over the last year.
 - Existing Fund Raising Vehicles: Strengthen and encourage use of existing fund raising vehicles such as iGive.com, eScrip, eBay Giving Works Charity programs or others.
- **Conduct a Grants/Needs Survey to guide future successful pursuits in 2011 and beyond:**
 - Grants Survey: Review and identify available grants that are potential pursuits for the Chapter (coordinate with, but do not limit to, Strategic Plan Goal #7- Asset/Program Management Plans). Observe the grant processes to the extent feasible and review the current year submissions; identify underlying requirements and set up (i.e. must be a member of organization), and plan for networking and meet and greet for key people.
 - Needs Survey: Review current chapter operations and identify any potential place that financial need occurs, how it is fulfilled now, and if that could be potentially filled via grants or fund solicitation. Consider all Chapter operations as providing funds in one area may free up funds for other areas. Potential areas of need may include:
 - grant matching funds
 - G. Lawson Clark Rail Camp Scholarship
 - Equipment projects (see strategic Goal #7)
 - Operations projects, including the Railroad Library
 - Sponsorship Opportunities: Determine if there are any areas that could potentially provide opportunities for sponsors, providing financial backing. Sponsorships need to be kept within the framework of the corporate brand and not be made into branding opportunities for others which would detract from the Chapter's own brand identity (i.e. don't sell the naming rights to rename *Dover Harbor* the Starbucks Pullman).

3. CONDUCT A COMPREHENSIVE RISK ANALYSIS

Overview:

DCNRHS operates a varied and full schedule of activities that involve and include Chapter members and the general public. These include monthly meeting programs, trips and tours, the operation of passenger railroad cars through trips and charters, and library operations. The Chapter trips program has operated safely and successfully for nearly sixty years, including *Dover Harbor* rail car operations over the last thirty years as part of those trips and in private charters. All of this has been accomplished through the work of volunteers. There is potential for exposure to liability in all of the Chapter operations.

Strategic Objective:

DCNRHS needs to conduct a thorough risk assessment of its current risk factors and vulnerabilities for current and projected operations in today's environment. Risks may include competitive business risks, financial risks, or operational risks. Not all risks or threats to the organization are those which may simply be ameliorated by purchasing insurance coverage.

2010 Action Steps

- **Appoint a temporary Risk Assessment Committee to include the Chapter's insurance coordinator, and others as appropriate.**
- **Conduct a thorough review and assessment of the Chapter activities to determine current risks and vulnerabilities.** This review should assess current and planned operations, looking at potential risks along with recommendations for mitigating or reducing them. Recommendations may include changes in operating procedures and policies, alterations or additions to insurance coverage(s), or cessation of an activity due to unreasonable risk or any other recommendation of the committee. The review and assessment should be completed and presented to the Chapter Board of Directors for action no later than the December 2010. This risk analysis should be developed in a manner that allows for ongoing assessment in the future.

4. CREATE COMPREHENSIVE PERSONNEL POLICIES AND PROCEDURES

Overview:

The Washington DC Chapter currently administers the organization and operates all of its programs through the use of volunteer personnel. For the volunteers, there is a range from no requirements to semi-extensive informal requirements and procedures in the case of trip and *Dover Harbor* charter operations. In addition, some areas, notably in the trip and charter operations, there are several areas of training offered including basic Safety and Service orientation and Red Cross First Aid/CPR training, although in a somewhat less than routine and comprehensive manner.

Because the Chapter depends on volunteers, volunteer recruitment and retention is a critical area. Many current volunteers are overtaxed, and can use additional helping hands to sustain current operations, let alone grow them. In many instances, Chapter volunteers are the face of the organization to the general public, and also are acting in positions which can represent potential liabilities to the Chapter. Despite the at times difficult and hard work required, many Chapter volunteers provide many dedicated hours of service without recognition or remuneration.

Strategic Goal:

DCNRHS needs to create comprehensive personnel policies and procedures to support the growth of the organization and its programs, while recognizing the outstanding work and service given by its volunteers. These procedures and polices need to establish or codify existing requirements so that they can be evenly administered, fairly across all volunteers by the various supervising committee chairpersons. These policies and procedures need to address these areas:

1. Responsibilities
2. Recruitment
3. Recordkeeping
4. Training
5. Retention

For the immediate future, these areas should be geared to volunteer personnel. It is anticipated however, that over time as the Chapter grows and expands, the organization may come to operate with a combination of paid personnel and volunteers. The Chapter currently does hire contractors to accomplish some limited assignments within the organization. The development of any of the above areas should not preclude or thwart the potential for either current or future contract paid staff, or future full or part-time employees.

Volunteer time is an asset which can also be utilized by the Chapter's Development Committee in the pursuit of grants. And, as everywhere, time is precious, so the implementation of training which will allow the focused and effective use of volunteer time, as well as provide for a unified presentation of the Chapter, will be helpful.

2010 Action Steps

- **Appoint a Human Resources Committee to address the work of this strategic goal with the input and assistance of all supervising committee chairs throughout the Chapter.**

- **Implement basic procedures for consistent volunteer management and to improve Chapter recordkeeping**
 - Implement a standard generic volunteer agreement (signed annually)
 - Implement a standard contact/emergency form (reviewed, updated annually)
 - Implement a timekeeping system; incorporate old time records as feasible
 - Implement a basic recognition program for CY 2010 for public recognition at the 2011 annual banquet. This program should be developed with an eye towards the development of future greater recognition, awards and benefits/incentives programs.

- **Plan for full implementation of comprehensive personnel policies and procedures in 2011**
 - Review committee definitions and define responsibilities for each
 - Define the volunteer positions within the committees
 - Define training requirements/qualifications for each volunteer position
 - Define generic ‘volunteer supervisor’ responsibilities
 - Develop a HR recordkeeping system addressing timekeeping, qualifications, training/certifications, and includes a privacy policy and safeguards as necessary.
 - Update the Chapter Handbook and Operations Manual to be reviewed and approved by the Chapter Board of Directors
 - Develop a systematic recruitment plan including initial contact when member joins and help wanted/‘hiring’ methodology to fill vacancies
 - Prepare for implementation in 2011, including:
 - Update volunteer agreement with more detailed position descriptions
 - Conduct orientation for volunteer supervisors
 - Conduct volunteer orientations/training as indicated
 - Begin new recruitment activities

5. CREATE A COMPREHENSIVE INSTITUTIONAL MARKETING AND PRESENTATION PLAN

Overview:

The Chapter's principal public presence over the last ten years has been its web site (www.dcnrhs.org) and subsidiary web sites for *Dover Harbor* (www.doverharbor.com) and the Martin F. O'Rourke Railroad Library (www.railroadlibrary.org). The Chapter recently filled the long vacant Chairman of the Chapter's Public Relations and Publicity Committee position, reinstating that program. The Chapter now has a Facebook page. Also, in the last year, the monthly e-mail called 'Trip News' has been reinstated, and has been very successful in marketing the Chapter trips to interested parties.

Strategic Objective:

Initiate a Comprehensive Marketing Strategy: The Chapter must initiate a marketing strategy focused on gaining members, enhancing revenue, and increasing the Chapter's prominence within the DC region. In most of those ways, this goal is tied intimately with Strategic Plan Goal #1 in that this marketing strategy should create new members and a buzz among those interested in our programs, including the library, the *Dover Harbor*, future equipment acquisitions, and our position as historical stewards of railroading's past in the DC region. The strategy must ensure that people inside and outside of Trainworld know who we are and what we do. We must be open and inclusive and allow new members to become engrossed in what we do so that they feel as though they own what DCNRHS is and will be. We must advertise our programs to the masses and let them know that they want to belong with us, because of our historical, educational, and recreational programming. We must use our existing programs as a base of operations and allow ourselves to grow from there as membership and financing allow.

As a matter of credibility, the marketing strategy should present the Chapter's brand identity in a consistent, coherent, professional manner across all media and communications from all operations of the Chapter.

The primary goal of the Comprehensive Marketing Strategy is to raise the awareness and status of the Chapter on all fronts including to members, the general public, the Train World community and within the industry.

2010 Action Steps

- **Establish and implement basic brand identity standards for the Chapter for *standardized* professional presentation of all communications by all Chapter officers and volunteers across all Chapter operations to include:**
 - proper stationary and/or standard digital template(s) with paper quality standards
 - standard formats
 - standard font usage
 - standard logo usage, colors (updated logo not necessary for now, just the ONE)
 - These standards should attempt to address as much as possible through digital means in 2010, with an eye towards future logo updates, and expansion to other items such as business cards, trip fliers, marketing brochures, et cetera.

- **Implement a series of networking/outreach initiatives to include:**
 - Industry Associations: Associate and participate with industry associations which extend the reach of the Chapter’s network:
 - Association of Railway Museums (ARM), rejoin with full membership by March, 2010
 - TRAIN, investigate whether it is appropriate to join by June, 2010
 - Bowie Museums Meeting: Meet with City of Bowie Museums leadership to discuss potential short term and long term joint operations (President and Library Committee Chair; target, Summer 2010) (see also Strategic Plan Goal #7):
 - Short term: Richard D. Kehm photo exhibit
 - Long term: Role in expanded Bowie Railroad Museum
 - Industry/Government Important Railroad People: Develop a short list of five important people in the railroad arena in Washington, DC for the Chapter leadership to contact, meet and greet, then schedule and hold these meetings by the end of the year. (Executive Committee; target: summer/fall 2010)
 - Correspondence: ensure that the Chapter responds appropriately, politely and in timely fashion to every industry or “TrainWorld” or John Q. Public communication in order to develop positive relationships and an extended network. Offer assistance and answers whenever the Chapter is able. These responses may be delegated. (Board of Directors or delegates; ongoing)
 - Inform: coordinate the Chapter publicity efforts, mailing lists, newsletter complimentary copy lists, *Dover Harbor* calendar mailing list, are all coordinated and that every party of interest to the Chapter is being properly kept informed of our pursuits. (Publicity Committee: target, Summer 2010); and, provide good, full communication of information and objectives through all existing avenues of communication including newsletter, Yahoo Group, Facebook page, etc. (All; Target: ongoing)
 - Reporting: Develop a reporting system, such that all Chapter outreach activities are recorded, and communicated among the appropriate parties within the Chapter so no person is unaware or caught off-guard when meeting others.
 - Own the railroad historical knowledge base in the Washington DC metropolitan area and let the community know that we can be their rail history resources through outreach days at the library and on the *Dover Harbor* as well as by encouraging and partnering with other local organizations (Bowie State University, Boy Scouts of America, Art Deco Society of Washington, rail oriented organizations, etc) to get people excited and knowledgeable about railroading and our club.
 - Be present in area railfan activities with a staffed Chapter table at events and shows such as train shows, National Train Day and the Gaithersburg Railroadiana Show.

6. IMPROVE DCNRHS ADMINISTRATIVE PROCESS

Overview:

DCNRHS Administrative processes are largely un-documented. This hampers the ability of our organization to function, and therefore to grow. There are several core issues that need to be addressed:

- Many existing contacts and procedures are well-rehearsed but largely undocumented or outdated; they are largely passed down by word-of-mouth. This creates a lack of uniformity and creates difficulty in transition.
- Many records, official documents, and Chapter working papers are stored in individual member's homes and therefore inaccessible and at risk of being lost.
- Comprehensive list of administrative events, action deadlines, and obligations is not maintained.
- A regular process for reviewing, maintaining, and updating processes and records, along with adding new ones, does not exist.

Strategic Objective:

Improve the DCNRHS Administrative Process by:

- Creating and maintaining an inventory, including status, of official records, documents, procedures, and other critical chapter information to include identifying documents that need to be developed and the responsible party within the Chapter.
- Maintaining the official records, documents, procedures, and other critical Chapter information.
- Documenting and maintaining procedures and contacts or shepherding the development of this material
- Establishing two central document repositories, one on-line/electronic and one physical location, for maintaining critical chapter information
- Creating and maintaining a comprehensive list of administrative events, action deadlines, and obligations, to include an on-line calendar.

2010 Action Steps:

- **Establish an Administrative Committee** with the Secretary as Chairman, and include the Comptroller as a member; identify additional committee members to assist with the work
- **Identify a physical document repository and collect all Chapter documents there**
- **Create an inventory of existing and needed official records, documents, procedures, and other critical Chapter information.**
- **Work with Chapter Web Site Management to identify requirements for on-line digital document repository**
- **Establish a YAHOO Discussion Group for the Board of Directors DCNRHS.**

7. CREATE ASSET/PROGRAM MANAGEMENT PLANS FOR THE FOLLOWING PROGRAMS:

- The *Dover Harbor* Program**
- The MARC Car Program**
- The New Dover Park Program**
- The Martin F. O'Rourke Library Program**

RAILROAD EQUIPMENT (*Dover Harbor*, MARC Cars, Dover Park Programs)

Overview:

The Washington, D.C. Chapter NRHS currently has in its possession six railroad cars as follows:

- 1923 Pullman Heavyweight Sleeper-Lounge-Buffer *Dover Harbor* – Car is currently Amtrak Qualified as a Class A Car. It operates regularly on Chapter trips, in charter service, and as an authentic public display of 1930's Pullman travel. The car has a current PC-2A inspection, which comes due again in March 2012. The car is the primary source of revenue for the Chapter and has been its principal historic preservation project over the last thirty years. When the Chapter acquired *Dover Harbor*, the Chapter did so with an interpretation policy of providing passengers and guests the experience of first class Pullman travel as it was, and deliberately decided to operate the car to provide this interpretation, rather than having a static museum piece.
- 1949 Budd Lightweight Coach (formerly 21-roomette car) *Collinsville Inn* – This is a former MARC Coach retired by the state and donated to DCNRHS in 2008. The car is currently located in Brunswick, MD at a CSX/MARC facility. The Chapter is currently working with CSX and the FRA to get a one-time move approved for this car. The car has HEP, air conditioning, and has had a PC-2, but is in need of a PC-2A.
- 1949 Budd Lightweight Coach (formerly 21-roomette car) *Franklin Inn* – This is a former MARC Coach retired by the state of Maryland and donated to DCNRHS in 2008. The car is currently located in Brunswick, MD at a CSX/MARC facility. The Chapter is currently working with CSX and the FRA to get a one-time move approved for this car. The car has HEP, air conditioning, and has had a PC-2, but is in need of a PC-2A.
- Three 1920s Former RF&P Railway Express Baggage Cars – All are located at Jessup, MD and are not operable, each having friction bearings, meaning CSX is unlikely to move them. One car serves as a tool and work car, primarily supporting the *Dover Harbor*. The other two cars serve as storage. The cars have not moved from their current location since 1990.

Equipment Storage – The permanent home for the Chapter's equipment is an outdoor siding called Dover Park in Jessup, MD. This is a leased siding in the Baltimore-Washington Industrial Park, served by CSX out of Jessup Yard on the Columbia Branch. The lease is currently a month-to-month arrangement. There is track capacity for six cars. Currently the *Dover Harbor* is stored in a fenced enclosure at this location. 240V power is available to power the *Dover Harbor* as well as providing 120V lighting for the baggage cars. The *Dover Harbor* is moved to and from Washington Union Station via a special CSX move which currently can happen only on the weekends. There is no water, 480V power, or security at this location. Landline phone service is available but not in use. In our 20 years at this location, there have been a few scattered acts of vandalism (spray painting), but it is relatively secure. Track rental is current \$715.00 per month, paid from revenue from *Dover Harbor* operations.

Strategic Objectives:

- **Obtain a permanent home for the Chapter's equipment and operations in the next five years.**

Requirements for permanent home:

- Long-term lease or property ownership.
- Reasonably secure location with 240V, 480V, and 120V power available. Availability of water.
- Must be able to work on cars at location.
- Storage capacity for at least six cars
- Location where there is active rail service that can move Chapter equipment relatively easily to and from Union Station for trips.
- Located in Metropolitan Washington, D.C. area where Chapter volunteers can service equipment.
- Land suitable for public open houses or permanent Chapter facilities for offices, meeting room(s), and/or indoor climate controlled storage would be a plus
- A building with indoor/covered track space would be a plus.

NOTE: If the Chapter is forced to move from its current location, it is possible that the current baggage cars would have to be scrapped as the Chapter may not be able to move them. Our objective should be however to preserve them, at least one of them, if it is cost effective to do so.

2010 Action Steps:

- Identify a search coordinator
- Identify and contact a local commercial real estate agent knowledgeable in the metropolitan area
- Open a dialogue with the city of Bowie about the possibility of locating equipment at Bowie as part of a RR Museum.
- Approach local government representatives about possible public property.
- Advertise in our newsletter the need for a permanent home for the *Dover Harbor*.

NOTE: These investigative steps in 2010 will assist the Chapter in further defining funding requirements for this initiative.

- **Continue to operate *Dover Harbor* as an Amtrak qualified car for the next five years.**

The Chapter shall continue to operate the car, Amtrak permitting, for the next five years through 2015.

- Complete all maintenance and inspections using a combination of volunteer and outside contract help.
- Complete a PC2A inspection for the car in 2012. This is expected to cost \$30,000 – \$60,000.00. Sufficient funding should exist in the *Dover Harbor* fund to cover these costs. Major capital improvements should be delayed until after the PC2A is completed in 2012 to ensure sufficient funds are available.
- Make repairs to existing systems as they fail. This would include but is not limited to items such as the toilets, water raising systems, air conditioning, heat, diesel generator, electrical systems, running-gear, repainting as needed, etc.

- Pay off the diesel-generator loan by April 1, 2011.
- Market and operate the car in Amtrak and other service on both charter trips and public service.
- Explore options for retention of car beyond 2015 or donation to a museum where it can be appropriately and permanently preserved.
- Develop a capital improvement plan for the *Dover Harbor*

2010 Action Steps:

- Continue to operate *Dover Harbor* in trip and charter service
 - Continue diesel generator loan payments as required
 - Apply for listing for car on National Register of Historic Places
- **Obtain Amtrak Certification for one Budd Coach for Chapter and Charter trips for five years.**

The Chapter shall obtain Amtrak Certification for 1 of the Budd Coaches for use for Chapter and Charter trips for at least five years.

Franklin Inn and *Collinsville Inn* will be moved to Cumberland, Md in early 2010 to the Western Maryland Scenic Railway shops. As of February 1st, Chapter is awaiting CSX to finish up and execute the one-time move.

Currently the Chapter has been given \$50,000.00 gift toward making one of the coaches Amtrak certified for Charter service. Of those funds, approximately \$42,000 will remain once the car has been moved to WMSR. An additional gift of \$50,000.00 to the Chapter for this project is pending.

Upon arrival in Cumberland, major systems and running gear of both cars will be inspected. The car which is in “better shape/better suited for Amtrak service, will be selected for Amtrak certification. We will refer to this car as “Car A” throughout the rest of this document. The other car will be referred to as “Car B” throughout the rest of this document.

The Chapter has been given initial indications from Amtrak Engineering that a PC2A on the trucks will be required for Car A, not a PC2, as that was performed when the cars were rebuilt in the 1990s. Once selected, Car A will have a COT&S performed on the brakes, repairs will be made as necessary to major systems (electrical, A/C), roof checked a sealed, a handicap equipped restroom (and potentially a second room) and water system will be installed, window repaired, and the MARC markings removed and replaced with a 1960’s exterior paint scheme, which in fact is mostly just stainless steel with PRR markings.

Once the car is refitted, it will be returned to DOVER PARK for interior cleaning and put into Charter service by fall 2010.

NOTE: Long-term plans for the car may include refitting the car as a lounge car complete with kitchen, vice the current coach configuration. Currently funding does not exist for this effort.

2010 Action Steps:

- Obtain Amtrak Certification for Car A, perform upgrades and repairs
 - Initiate Fund Raising Drive To Fund Repainting the Car
 - Return car to Dover Park
 - Interior Cleanup of upholstery floors (at Dover Park)
 - Begin operating car by fall 2010
- **Make one Budd Coach serviceable as a non-Amtrak Coach and either sell or lease it.**

Referencing previous section, Car identified as Car B shall be inspected, have basic repairs done along with a COT&S for its brake system, in preparation for sale or lease.

Currently the Chapter does not have funds for upgrading the 2nd MARC car to Amtrak Certified Status, where it could perhaps get the most ready and profitable use. After the car is inspected, it will have a COT&S performed by WMSR so it can be moved in regular freight train service. Funds permitting repairs to the A/C and electrical systems, windows, and as necessary will be made, along with removal of MARC markings and replaced with a 1960's exterior paint scheme, which in fact is mostly just stainless steel with PRR markings. The car will be moved to DOVER PARK afterwards if it cannot be sold or leased.

The near to medium term goal for Car B is to lease it, to cover its insurance and operating costs, or to sell it at a profit. Currently the car is estimated to have a value of approximately \$25,000.00.

- **Develop a Cultural Resource Management/Statement of Purpose**

As stated earlier Chapter in operating *Dover Harbor*, chooses to provide a living travel experience in presenting and interpreting the car. This policy is one held in oral tradition through the history of the Chapter. Further to this, one of the strengths and attractions of the Chapter to potential members is that it has an operating equipment program. In order to support this mission, and to assist in potential grant application efforts, the Chapter shall develop in written form a Cultural Resource Management/ Statement of Purpose in regards to it's railroad equipment collections.

MARTIN F. O'ROURKE MEMORIAL RAILROAD LIBRARY

Overview:

The Martin F. O'Rourke Memorial Railroad Library opened in its current location in September 2007. The Library is a joint program of the Chapter, which provides and maintains the collection, and the City of Bowie (MD) Department of Museums, which provides space (at no charge) in the former PRR signal tower at the Bowie Railroad Museum. The program is renewed on an annual basis. The library is open and freely available to the public as well as Chapter members. Hours of operation are concurrent with those of the museum (currently, 10am-4pm, Tuesday through Sunday). The library is named for a former president and long-time member of the Chapter. The single most pressing issue for the library is staffing – specifically, providing reference and other library services to our users. The lack of such staffing is at the root of several of our other issues. The Chapter's collection will never be a true *library* without staff available to help patrons use it, research it, and enable the

loaning of items. The lack of security for the collection, which includes some special collections, combined with the lack of protective systems such as fire, is a cause of major concern.

The collection currently has over 900 books on general and local railroad history, as well as several hundred issues of a dozen railroad-related periodicals dating from 1912 to the present. The vast majority of the collection was donated by members and friends of the Chapter. The library currently has space for approximately 300-500 more books, which at the current rate of acquisition leaves us 3 – 5 years before all available space is used up. It functions as a non-lending research library. The library catalog is available on-line.

The collection is currently maintained by the Chapter’s Library Committee which meets monthly at the library to process new acquisitions and manage the existing materials. In addition, the staff of the Museum provide access to the library for visitors wishing to use it, as well as general maintenance of the facility. A formal collections policy has been developed. The library is currently in many ways a general purpose railroad library, with a stated longer-term goal of focusing more closely on local and regional rail history.

The arrangement with the City of Bowie has been extremely successful and beneficial for both parties. The Chapter has an excellent library facility in a railfan-friendly location; the Dept. of Museums has an additional and valuable attraction to bring people to their facility. The current and previous museum directors have been extremely supportive – having renovated the space at no cost to the chapter, as well as furnishing it and providing a number of needed supplies. The arrangement is a positive and successful example of a “win-win” public-private partnership. Every effort should be made to continue and nurture this relationship.

The Chapter provides an annual operating budget of \$500. To date, these funds have been spent primarily on supplies; only a small portion (less than \$100) has been spent on collection materials.

Strategic Objectives:

- **Annually seek at least one grant in support of technology and/or collection security projects for the library.**
- **In one to two years, identify source for part-time, dedicated staff/attendant for Library**
Potential sources may include:
 - full- or part-time paid staff
 - Chapter volunteers
 - library school interns (there are two graduate programs in library science in the DC area, at Catholic University in the District, and at the University of Maryland in College Park)
 - retired librarians
 - staff “acquired” from local libraries.
- **In five years, find and implement solution to provide new facility for Library that addresses collection space and collection security concerns and develops a longer term partnership for collaboration while protecting the integrity of the collection.** Potential collaborative opportunities may include:
 - NRHS National Library
 - City of Bowie

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- Catholic University
- University of Maryland in College Park)
- **In five years or less, develop a technology solution that will enable a “hosted” technology system for our catalog.**
- **In five years or less, begin archiving digitally special collections material and making them available on-line for a “fee basis.”**
- **Continue to grow the collection with a focus on local and regional railroading, past and present through outreach and purchase**

2010 Action Steps:

- Continue operating the Library.
- Advertise for volunteers in the newsletter
- Approach City of Bowie about long-term partnership
- Identify and contact a local commercial real estate agent knowledgeable in the metropolitan area
- Establish a “Library Fund” endowment for the Chapter’s Library by identifying a benefactor
- Approach National NRHS Library Director about possibilities of collaboration going forward
- Identify and apply for one-grant, as prioritized by Library Committee Chairman, to move the Library project forward.