

Colorado Model Railroad Museum Strategic Plan

Approved by the Colorado Model Railroad Museum Board
March 5, 2020





MISSION STATEMENT

To provide a model railroading experience that educates, inspires and brings joy to all ages.

VISION STATEMENT

To share and expand the model railroading experiences as an avenue for human creativity.

BACKGROUND

Dave and Mickie Trussell broke ground for the museum in 2002 and construction required his total commitment for the next seven years as the 10,000 square foot facility and its contents took shape. Over 50 thousand volunteer hours were required to complete the construction of the museum's Oregon, California and Eastern HO Scale model railroad with a collection of over a thousand artifacts.

The museum was formed and registered as a Colorado Non-Profit Corporation on November 20, 2009. The museum opened to the public on Memorial Day weekend of that year. It received IRS certification as a 501(c)3 non-profit entity on May 21, 2010. Since that time more than 150,000 visitors have enjoyed what former Model Railroader Magazine Senior Editor Jim Hedinger says is "...*the finest model railroad I've ever seen*".

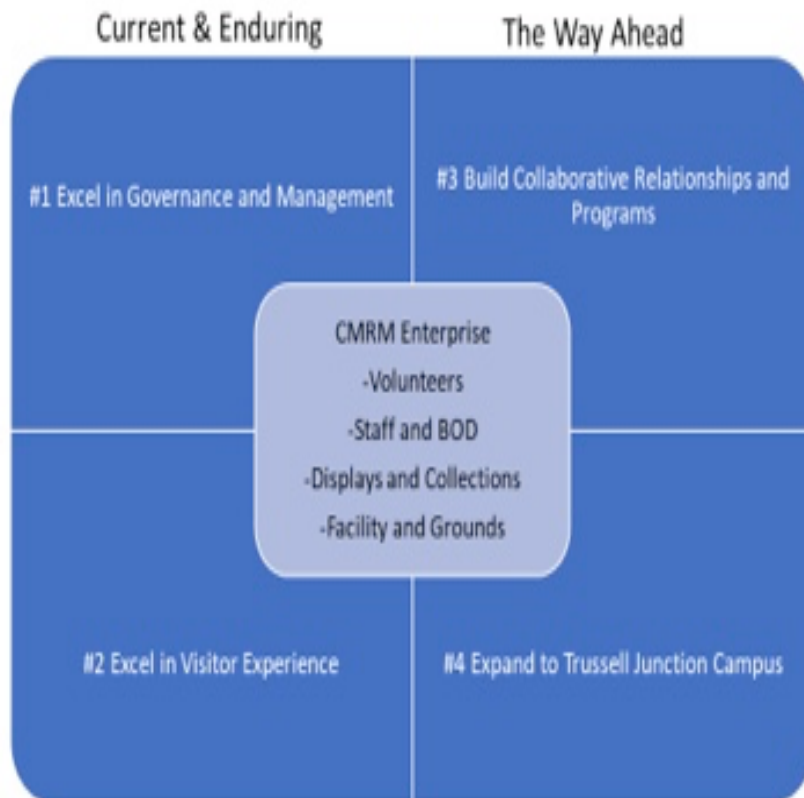
The Museum's Board published its initial Strategic Plan on May 11, 2015 (FY2017-2022). This plan focused on improving CMRM's non-profit governance, financial planning and financial management processes. The first revision to the plan was approved in February 2017 and addresses initial expansion planning and program development. The primary effort was placed on developing a vibrant youth activities program. This new Strategic Plan builds on the previous two plans. It focuses on the CMRM's three interrelated areas of intended expansion:

1. Expanded programs and activities which enhance the value of the museum to the public nationally.
2. Facilities and Grounds into a "campus" setting named the "Trussell Junction"
3. Endowment development with a funding goal of \$1million by 2027. The purpose of the endowment is to underwrite the funding support of the expanded activities program and on-going operations.

This Strategic Plan identifies goals, implementation strategies and action plans necessary to provide Board of Directors oversight of CMRM operations, community relations and expansion plan activities. However, many of the Strategic Plan's goals exceed budget scope and depend on the success of donor and investor development efforts. Consequently, the Strategic Plan is not "budget constrained". CMRM's board committees and staff manage implementation of the plan's objectives, goals and action plans; and, report status at monthly board meetings. The Strategic Plan is also essential to the development of CMRM's annual budget.



Strategic Plan Themes and Summary



Takes Cohesion, Commitment, and Action-Oriented TEAM to execute and achieve this plan

OBJECTIVES, GOALS AND ACTION PLANS

The Colorado Model Railroad Museum has identified Objectives, Goals and Action Plans to guide its next five years of operations and development.

Objective #1: The Museum will focus on community partnerships and relationships which benefit all parties through the development of programs that expand its outreach, cultural influence and the demographic groups served.

GOAL #1: COMMUNITY PARTNERSHIPS & COLLABORATION- (Responsible Board Director: Gene Hafner)

- Develop and implement a marketing and public relations plan no later than April 1, 2020.
- Identify key communication audiences and messages to be delivered.
- Identify and implement appropriate communication methods including readily available social media platforms and other avenues for delivering messages.
- Assist Board committees with public relations and communications as needed (*i.e. Donor Development, Expansion, Youth, etc.*)
- Develop and implement plans for increasing admissions by at least 10% in 2020. (in conjunction with Director and Staff).
- Assist Director and staff with:
 - Developing partnerships with Front Range communities and organizations on growth and development initiatives.
 - Developing partnerships with model railroading manufacturing, miniature world and STEAM-related distribution, clubs and other groups to expand the hobby.

- Identifying and developing appropriate opportunities to assist staff and museum operations through utilizing student interns from UNC/Aims/School District 6 and volunteers. This may involve internship positions and volunteer positions to support a variety of activities at the museum along with the support of the artifact documentation.
- Assist Board Youth Committee and staff in evaluation of partnerships on an ongoing basis to include:
 - Fred Tjardes School of Innovation
 - Boys and Girls Clubs of Weld County
 - 4-H
 - Boy and Girl Scouting Organizations
 - Other institutions providing elder care, assisted living and church organizations.

**GOAL 2: DONOR DEVELOPMENT:
(Responsible Board Director Michael Fitzsimmons)**

Each member of the CMRM Board of Directors accepts responsibility to take direct part in donor or investor development, capital campaign and other fund-raising activities. The board will focus initially on developing strong personal and organizational relationships with people who are positioned to serve as supporters, “ambassadors”, and donors or investors.

- **Strategic Financial Goals for Donor Development Revenue:**
 - 2020: \$50,000: Areas of Focus: Express Initiative: 30,000, Sustaining Members: 10,000, Youth: 10,000
 - 2021: \$80,000
 - 2022: \$80,000
 - 2023: \$80,000
 - 2024: \$100,000

ACTION STEPS

Action #1: Ensure we proactively communicate with existing donors and supporters and keep them updated on museum activities and plans.

- Thank-a-thon by Board/Staff to Donors in May 2020
- Donor Appreciation Event Summer/Fall 2020

Action #2: Implement a data management tool by March 2020 by

Lead Measures

- Implement the existing version of Past Perfect to have in place a structure by April 1, 2020 (upgrade to a longer-term solution is addressed within the Objective #9, Goal #1 of IT Goals).
- Develop a donor list of donors who have given in 2018/2019 by April 15, 2020
- Develop list of donors who have given in the last three years by April 15, 2020
- Develop list of donors who gave in 2017 but not in 2018/19 by April 15, 2020
- Donor Retention – Increase return donors by 80%
- Create New Donors – Develop a plan to increase new donors by 20% in the areas of:
 - Pledge Gifts
 - Major Gifts
 - Planned Gifts
 - General Donations
 - Operational Endowment: \$1million by 2027
- Goal of two visits per month for both individuals and businesses
- Stewardship: Make sure donor activity is followed up and they receive a visit, note or call as appropriate.
- Create a culture of volunteer giving among the volunteers
- Join the appropriate associations for donor development support and grant acquisition including:
 - Association of Professional Fundraisers
 - Planned Giving Round Table
 - Colorado Non-Profit Association
 - Rotary
 - Chamber of Commerce
 - Weld Community Foundation

GOAL 3: Events and Fundraising:

(Responsible Board Director Linda Winter)

Increase donors through fundraising events that support current operations.

Action Steps:

- Curate invitation list from current and past donor list.
- Ensure annual fundraisers are relevant and enticing to donors
- Create a youth specific fundraising event by September 2021.

OBJECTIVE #2. EXPANSION: CMRM will expand its hours of operation, youth program and miniature world activities **over the next year** in order to more realistically assess the feasibility of physical expansion. This requires additional staff hiring and compensation resources.

GOAL #1: DEMONSTRATE READINESS FOR FACILITY EXPANSION (Responsible Board Director: Wayne Hansen)

Become credible stewards of existing facilities, staff, programs, collections, exhibits and volunteers to justify facility expansion of a full-time, professionally performing museum.

ACTION STEPS: WAYNE

- Expand open hours based on visitor demand
- Establish and fund full-time Executive Director position
- Leverage north and south facilities' cubic footage
- Bolster management capacity and effectiveness by seeking volunteer or part-time paid staff for:
 - Curator
 - Volunteer Coordinator
 - Development Director
 - Event Planner
 - Facility Manager
 - Bookkeeper

GOAL #2: EXPANSION PLANS (Responsible Board Director: Wayne Hanson)

Prepare a complete expansion plan for three inter-related areas to support the CMRM Capital Campaign:

- Programming: Content, Staff, Volunteers, Budget
- Endowment: Purpose and message, Fundraising, Management
- Facility improvements/expansion: Staff, Volunteers, Budget,
 - Plan: Youth programs, Foyer, Little Shop That Could, Department 56, Legacy Modelers

ACTION STEPS:

- Develop overall needs assessment for all three areas
 - Revisit mission, vision and priorities
 - Study our present and future audience
 - Assess our programs and services
 - Youth and other educational programs
 - Exhibits
 - Research services
 - Collections storage
- Determine financial capacity
 - Financial feasibility study for capital campaign
 - Project future increased operating expenses
- Develop a written case for expansion
- Develop a written case for a robust Endowment for expanded programs, staff and continuing operations.
- Develop a written case for Facility Improvements/Expansion
- Develop CMRM campus concept
 - What does a campus look and feel like? Galleries, Classrooms, Meeting spaces – interior and exterior
 - Visitor services
 - Rest rooms
 - Little Shop That Could
 - Dining
 - Collection storage and processing
 - Exhibit construction
 - Admin space
 - Non-collection storage
 - Parking
 - Safe Union Pacific railfanning
 - Rental space – interior and exterior

GOAL #3: EXPANSION STRUCTURES- (Responsible Board Director: Wayne Hansen)

STRUCTURES: CURRENT SITUATION

1. The main structure was designed to accommodate the existing model railroad and artifacts and collectables that existed at the time of construction. The addition of collectables (especially the Department 56 Christmas Villages Collection), youth programs and related materials, along with the addition of staff and sizable growth in temporary storage demands have now exceeded CMRM's horizontal floor space capacity.
2. The office is sized for two staff but must now accommodate four staff, board members, the Railway Manager and others. There is no office meeting space or privacy for meetings requiring it. Storage space is totally insufficient even for elementary office and janitorial supplies.
3. Artifacts and collectables are not properly stored and there is essentially no storage space for Gift Shop inventory or supplies. Youth Program and other activities are displaced from the museum all together because there are no suitable meeting rooms or open spaces.
4. While the south building originally accommodated offsite storage items, the acquisition of the Department 56 collection and the rapid accumulation of Youth Program materials and unrelated items have resulted in an overcrowded south facility.
5. **Neither of CMRM's structures are ADA compliant** and the south building lacks HVAC, plumbing and electrical necessary for other than storage or industrial use.

STRUCTURES: THE WAY AHEAD

1. The need to improve and add office space **is immediate**. The Facilities and Grounds Committee will consult with and obtain competitive bids to evaluate and recommend priced options for adding office/administrative space within the north building
2. An **immediate effort** is needed to reduce the number and volume of stored items throughout both buildings, including under the OC&E and in its staging area.

GROUND: CURRENT SITUATION

1. The process of completing the platting of CMRM's owned and leased properties and inclusion of the City's alleyway into a single subdivision is incomplete. This is the first priority in expansion of the grounds since it is a precondition to further expansion planning. Upon completion, the single plat or subdivision will be known and designated as "Trussell Junction".
2. CMRM's paved parking capacity is limited to 10 spaces in the Westside lot of the main building. Handicapped parking is limited to 2 spaces. Consequently, handicapped, seniors and juvenile guests are required to walk from across adjacent streets; or, to cross the Union Pacific tracks to access the museum's single entryway. The parking lot's design limits medium and oversized vehicle access and requires backing, which creates a significant safety hazard.
3. The surface surrounding the South structure can provide some needed capacity, but is unimproved, unmarked and obstructed by railway tracks and utility poles. The recently leased railway right-of-way is unimproved, unsafe and unsightly.

GROUND: WAY AHEAD

1. Any long-term or **permanent** improvement to the grounds must be preceded by and based upon the selected concept for the expanded facility(ies).
2. Interim or temporary improvements to parking capacity, surfaces and traffic flow should be completed within the next year. These include an exit point/drive through at the south end of the main lot. Additionally, the unimproved alleyway and south lot should be upgraded with loose gravel or other similar materials. The objective of these efforts is to improve safety, environmental factors, dirt and dust suppression, appearance to the community and visitor experience.
3. Fencing needs to be erected to demark the museum's property that lies adjacent to the Union Pacific's property and tracks. Because of

proximity to CMRM's main structures, this fence should be architecturally similar to or compatible with the existing fencing between the Chamber of Commerce structure (UP Depot) to the immediate north. Fencing along other property lines should be included in the design for expanded facilities and the eventual CMRM Campus (Trussell Junction).

4. A near-term effort is needed to upgrade the grounds keeping throughout the property. Ground clutter, weed population and overgrowth, trash and debris seriously detract from CMRM's appearance.
5. The dumpster is undersized and unsightly. It is to be replaced with a larger container and placed on a concrete pad and enclosed in a three-sided structure of cinderblock, metal or composite fencing in a color compatible with both structures.

OBJECTIVE #3. The Museum will maintain a prioritized list of facilities, grounds and equipment repairs and make more efficient use of our current facilities to meet our short- and long-term needs.

GOAL #1: BUILDINGS AND GROUNDS: (Responsible Board Director: John Cochran)

The museum facilities and grounds will require maintenance and repair efforts on a more frequent basis to mitigate the effects of aging, use and environmental exposure. These projects are out of operating budget scope and will most often require unrestricted/undesignated donor funds for repair. The improvement of the grounds will cultivate donations to enable the growth of entertainment and events and improved utilization of the South Building. The improvement of the grounds and facilities is intended to provide long-term use as well as increased or more efficient utilization.

ACTION STEPS:

- Maintain a prioritized list of projects that will include the completion of annual facility inspections and repairs to include backflow, fire safety, security system operations, HVAC, irrigation, drainage and landscaping including:

- Fencing and improved parking for the museum
- The addition of bathroom and/or kitchen facilities in the South Building
- The creation of an entertainment venue south building
- Expansion of the second floor in the museum along with the addition of an elevator to improve ADA access. Inclusion of an “air lock” as part of this implementation.

OBJECTIVE #4. The Museum will properly curate, document, insure and prepare its collections and more frequently refresh its displays.

GOAL #1: COLLECTIONS: (Responsible Board Director: John Cochran)

The museum will develop a plan which will lead to our collections being used more effectively and developed with more energy and vision. The plan document will be completed by April 1, 2020.

ACTION STEPS

- Develop a curator position description and business case for a part-time or full-time position by April 1, 2020
- Develop an effective collections web resource to contain information and guidance for the loan, disposal and review of collections including a method for others to identify their interest in the collections or artifacts.
- Implement PastPerfect to improve inventory management.
- Develop appropriate storage areas and containers in a centralized area.
- Increase the value placed on lending and borrowing with other museums by establishing a collections strategy.
- Support reviews of our stored collections to identify artifacts and/or materials that should be used in displays or put on loan.
- Produce a best-practice guide to administer loans including a model loan form and training in the skills needed to provide a pragmatic approach by lenders and borrowers.

OBJECTIVE #5. The Museum’s special exhibitions and events will be mission-related, high quality, and with a broad appeal which is relevant to the community. The Museum will continue to develop, offer and expand educational programming for all ages with a focus on S.T.E.A.M. and the creation of “Miniature World” activities.

GOAL #1: PROGRAMS, EXHIBITIONS AND EVENTS: (Responsible Board Members: Steve Lehwald & John Cochran, and Staff: Michelle Kempema)

The museum will engage larger groups of people eager to learn about model railroading and the associated cultural interests. The museum will refresh and change its displays and special events on a more frequent basis in an effort to further stimulate community interests.

ACTION STEPS

- The museum will review its signage to ensure that it welcomes visitors to an all-inclusive environment. Special care and effort will be made to remove dated materials notices and other materials to keep the museum spaces updated and clutter free.
- Utilize the museum’s resources as a setting for the community’s exploration of growth and establishment of its identity through its culture.
- The museum will consider the changing workforce in our community and assess its needs to determine the most convenient time for people to visit and experience the museum.
- The museum will provide space for others in the community allowing the use for those in creative fields such as children’s museums for education and family-service programs.
- The museum will experiment with augmented reality (AR) and virtual reality (VR) by using cameras and/or smartphones.
- The museum will correct deficiencies related to governance and visitor experience as identified by GUIDESTAR.
- Document S.T.E.A.M. Program objectives, goals and required resources
- Mini-STEAM Programs: Toddler Time, Education, Special Events, Outreach for ages 1 and 2 year-old youth

- Early Education for Children ages 6-12
- The museum’s youth program staff and volunteers will conduct camps/clinics for youth visitors during the summer and after school periods
 - Self-guided tours which encourage learning railroad history and operation
 - Modeling camps/clinics to engage children in projects learning modeling skills
- The museum will develop “performance nights” opening up to the public and holding them regularly to become a cultural center and to offer educational programs.
- The museum will become a center of community and learning by offering opportunities to share knowledge beyond the exhibits and displays by involving universities and local companies to conduct lectures, programs and to showcase their capabilities.
- The museum will offer modeling clinics for all ages to provide a multigenerational and cross-cultural bridge
- The museum will offer events to engage visitors with the layout beyond trains.
- The museum will offer parties and private events after 4pm during summer months.

GOAL #2: The Museum will continue to develop, offer and expand educational programming for all ages with a focus on S.T.E.A.M. and the creation of “Miniature World” activities.

- Document S.T.E.A.M. Program objectives, goals and required resources for program succession
- Mini-STEAM Programs: Toddler Time, Education, Special Events, Outreach for all ages, starting at 1.5 years of age
- STEAM EXPRESS programs ages 3-9
- Engaging STEAM programs for those 10+ years of age
- The museum’s youth program staff and volunteers will conduct camps/clinics for youth visitors during the summer and after school periods
- Offer a monthly educational program
- Offer modeling clinics for all ages to provide a multigenerational and cross-cultural bridge

- Offer events to engage youth with the layout beyond trains
- Collaborate with community partners to enhance and grow youth programs and program offerings

OBJECTIVE #6. The Museum will strengthen its leadership capacity by maintaining a board-approved succession plan. The same is required for staff and key volunteers. A concerted effort is needed to recruit volunteers with youth, miniature worlds and related areas of expertise.

GOAL #1: VOLUNTEER MANAGEMENT: (Responsible Board Director and Staff: Tim McMahon, Michelle Kempema)

ACTION STEPS

- Complete a succession plan for Board of Directors by April 1, 2020
- Complete a succession plan for the OC&E Operations Management Team

OBJECTIVE #7. The Museum will continue to operate within a balanced budget and the avoidance of long-term debt. This principle is and will be challenged by the demands of expansion.

GOAL #1: FINANCIAL STABILITY: (Responsible Board Director: Steve Lehwald)

ACTION STEPS:

- Continue to develop and manage operations within the constraints of a balanced budget for operations.
- Continue to fund annual independent Financial Review or Audits and on-time submission of IRS 990.
- CMRM’s financial reserves are to be utilized under circumstances unusual financial stress to maintain operating hours deemed necessary for CMRM to survive. CMRM avoids the use of reserve funds for capital investments.

- Assume no long-term debt. Expansion will necessarily be paced by donor revenue generation.
- Admissions revenue currently funds just under half of CMRM's operating expenses. Consequently, it is imperative to meet the donor development objectives in Goal #2.
- Continue compliance with CMRM's current Operating Reserve and Investment Policy,

OBJECTIVE #8. The Museum will continue to enforce and modify its policies and procedures in ways that fulfill the Museum's mission, while balancing community needs and maintaining financial stability.

GOAL #1: CMRM GOVERNANCE, ETHICS, POLICIES AND PROCEDURES: (Responsible Board Director: Wayne Hansen)

ACTION STEPS

- Review compliance with
 - Employment laws and regulations
 - IRS regulations
 - Governing documents
 - Safety and security compliance requirements
 - Insurance requirements
 - Museum ethics requirements
 - Lease requirements
- Develop new policies and procedures to address shortfalls
 - Establish/affirm staff, volunteer and Board expectations
 - Resolve confusion over task management and responsibilities
- Educate new staff, volunteer and Board members on policies and procedures
- Establish Board and staff review cycle for all governance, policies and procedures documents
- Maintain and make available governance, policies and procedures documents in hard copy and on-line, where applicable

OBJECTIVE #9. The Museum will upgrade its existing technology to improve communication with volunteers, the staff, the board, museum members and the community by focusing on the implementation of improved information technology. **(Responsible Board Director: Norm Wolstein)**

The museum's focus has been in providing services and developing community awareness. The museum's systems have failed to keep pace with the current technology requirements and growth opportunities. The challenge is to upgrade the systems with a small staff and with limited technical expertise to provide improved data management for online fundraising and reporting. With a limited budget, the museum needs solutions which are designed to be cost-effective while increasing and optimizing data security. CRM (Constituent Relationship Management) software provides many benefits for museums which include:

- Leverage of data more effectively through the centralization and organization of the data related to website engagement, email campaigns, phone calls, general attendance and social media.
- Improving customer service by personalizing their experience through the development of preferences and interests to be saved for the prospects, donors, patrons and businesses that interact with the museum.
- Benefit from the return on investment from the upgrade of the CRM system

GOAL #1: Choose the correct donor development solution for the museum: (Responsible Board Director and Staff: Michael Fitzsimmons and Michelle Kempema)

ACTION STEPS:

- Evaluate the museum's needs while being flexible to near-term and long-term solutions by developing a 2020 -2025 timeline.

- Identify the number of CRM users including board members, staff and other volunteers.
- Consider recommended solutions' scalability and integration with other software being utilized now and those planned in the future (i.e. Past Perfect, Quickbooks, PoS, Netsuite, etc.)
- Anticipate the potential for changes in staff and volunteers and the potential for the use of a MSP (managed service provider) to support the implementation and ongoing support.
- Include the following issues in the analysis of software solutions:
 - Understand how the museum is tracking its constituents (name, address, email, phone, membership/gift history).
 - Review the membership and donation history and the process to request membership renewals.
 - Initiate system and process training for the entire board so everyone understands their role in the development, utilization and process of new technologies.
 - Define immediate and long-term priorities and establish goals for board members as appropriate.
 - Create "boilerplate" messaging which saves time for the use for brochures, websites, appeal letters, grant applications, etc. by compiling basic organization information and fundraising priorities.
- Develop Technology Goals which support new capabilities which align with the strategic plan including the following:
 - High system reliability, performance and scalability including the use of cloud technology to reduce the reliance on internal servers.
 - Utilization of a cloud-based system will lower the cost of ownership while reducing the cost of the internal museum hardware and the associated service, maintenance, patches and upgrades for both the hardware and operating system while providing better security.
 - Plan for the use of open architecture for ease of integration of multiple software solutions.
 - Centralize the data repository with a user friendly and flexible front end and robust reporting capability to

reduce the reliance on modification of data using spreadsheets.

- Develop an implementation approach which divides the project into smaller, more manageable releases of the upgrades.
- Team Structure
 - Identify a Team for development of goals and implementation including members of the board committees and staff.
 - Due to a lack of technical skills, the museum should consider the addition of outside services unless a volunteer with the necessary IT skills is found.
- Questions to Ask When Selecting Software
 - What are our Organization's Needs?
 - Include the size of the museum, the mission/vision, the major focus and operations, current problems or difficulties, the fundraising strategies, the speed of expansion in the future.
 - What features do we need? Include donation form and processing, donor and membership database, event planning, email marketing and social media, donor development, grant management, advocacy and more.
 - What's our budget? The board must provide the team with a clear budget which will limit the options but make the selection process easier and the selection team more confident of their decision.
 - Which features are included in the base price? The base price encompasses the core functions of the platform but usually excludes any expansions or options.
 - What are the additional costs? Identify hidden costs due to staff training, maintenance, online donation processing fees, updates due to technology evolution, future integrations or expansions of software products.
 - How difficult is it to transfer data? Transferring data is a complicated process but some software platforms make it easier.

- How easy is it to customize the software? Some software is easier to modify to develop different features including user profiles, donation and sign-up forms, email marketing templates, reporting and tracking needs, and many more.
- What kind of support comes with the software? All platforms should have some IT support, but the level may vary. Avoid trouble by asking before purchasing including: Do you offer IT support? Do I need additional support from a consultant? How do I get in contact with support if there is a problem? What is the typical support time?
- How difficult is the software to set up? Consider installation, customization, integrations, data cleaning and data testing.
- What type of training is required? Include the following questions: How long is the training process? What is the frequency of the lessons? How is training administered (on-line, on site, etc.)?
- The Solution
 - The technical solution will be comprised of several layers as shown below:

External Systems Containing Data			
Web Services	Software Direct Data Query		
Membership and Donor Data in Software			
Payment processing	Email processing	Standardization of addresses	Account data
Development Team Customization of Software			
Staff Team Sales Customization of Software			
Consolidation with Past Perfect Data			
Software standard configuration			

OBJECTIVE #10. The Museum will provide the best possible visitor experience by maintaining the quality of the Oregon, California, and Eastern Railway.

GOAL#1: To Maintain and enhance the OC&E layout to museum quality standards. (Responsible Board Director, Volunteer Management

and Staff: Tim McMahon, Steve Palmer and Michelle Kempema with the OC&E Management Team)

ACTION STEPS:

- Management Teams identify and prioritize the way ahead through expanding volunteer human capital.
 - Maintain effective teams with succession planning in place.
 - Teams are organized under a Railroad Manager to ensure the quality and reliability of the OC&E
 - Policies on operations and oversight of the layout to be created where needed, reviewed periodically and published, and enforced always
 - Operational needs and special project needs are gathered by Teams, reviewed by Managers for future budgeting
 - Volunteer training process to be reviewed and followed
 - Document talent development when possible
- Layout needs are assessed and attended to by volunteer teams
 - Component/electrical parts and systems
 - Computer/IT systems
 - Scenery
 - Locomotives and Rolling Stock
 - Docent Operations
 - Motor Pool
 - Maintenance of overall layout and smaller layouts
- Safety and Security procedures to be updated annually and practiced
- Volunteer Recognition oversight and processes should be updated to meet current requirements and more efficient processes developed.