



2010 Strategic Planning Committee Report

The TCA Strategic Plan 2011 Third Edition

Presented to:

The Board of Directors
Of the
Train Collectors Association

Developed by:
The Strategic Planning Committee:

Voting Members:

Jim Burke, Chair, Past TCA President, Fort Pitt Div.
Ron Stowell, President-Elect, Rocky Mountain Div.
Paul Edgar, Vice President, Keystone Division
Chris Allen, Immediate Past President, Desert Div.
Steven E. Holic, At-Large, Midwest Division
Mike Andrews, At-Large, Norcal Division
John Desantis, At-Large, Fort Pitt Division

Nonvoting Members:

John V. Luppino, TCA Business Manager
Charles Hirschmann, Chairman, Education and
Museum Committee
Bill Blystone, Chairman, Library Committee

Invited For Input – Nonvoting:

Bill Kotek, Treasurer
Jane Boyce, Director of Development
Ron Morris, Historian

Ex officio member:

Clem Clement, TCA President

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Committee Report and Report Card

The Strategic Planning Committee presents the 2011 Third Edition of the TCA Strategic Plan (hereafter referred to as The Plan) as its report to the TCA Board of Directors and as a committee recommends adoption of this 2011 Edition of The Plan.

The 2010 Edition of the TCA Strategic Plan represents the Board's second report card on the progress made on the Action Items in The Plan as stated as a "percentage-to-completion." Appendix B provides a tabulation of the progress percentages in an effort to provide a direct perspective on how TCA is performing toward its goals. If you have any questions regarding the progress made, it is suggested that you contact the officer, committee chairman or staff member noted as responsible for that item.

It is recognized that 2009 – 2010 was a financially difficult year. Budgets for many committees and activities were either reduced or not funded. With this in mind, performance was as follows: The raw average for completion of all action items increased 5% from 63% to 68%, a nice improvement. However, the weighted average for completion declined 2% from 71% to 69%. This is explained by the fact that the committees with the largest number of action items, museum and library, experienced the largest budget constrictions and a growth in scope of work. It must be said that without our very dedicated committee volunteers on both, the decline could have been more severe. To experience the greater rewards that the museum and library can provide TCA members and the public, funding will need to be carefully re-budgeted. See Appendix B.

Looking Back. Looking Ahead.

Two thoughts are provided by Chris Allen, Immediate Past President.

"One only needs to look at photos from the first decade of TCA member homes to see current (postwar) trains on the layout while tinsplate (ed: early trains) was the desired "collectible" of the time. Thus the following are believed imperative for the success of TCA in the future:

- First, aggressively adopt the position that membership expansion is a must and can come from working cooperatively with manufacturers, creating member benefits, adopting policies and budgeting those functions providing the greatest potential to move *today's operator* toward *tomorrow's collector*.

- Second, act to counter the exercise of budget balancing by trimming member benefits by moving toward lower cost functional alternatives that can be budgeted...before benefits are eliminated and the TCA value to its members is eliminated in the process."

With these thoughts in mind, the committee advises the Board to act to aid in helping history to repeat itself and believes that the above thoughts point to the continued need for more new ideas to come from all levels of TCA leadership and the energy to carry them out.

In closing, I must thank the committee for their continued efforts, support, time and thinking in our attempt to benefit TCA.

Respectfully submitted on behalf of the Strategic Planning Committee,

James J. Burke, Jr.
2009 - 2010 Chairman, Strategic Planning Committee

Background and Charge

The Charge

The Strategic Planning Committee shall develop a plan to move TCA into the future in the context of the 21st Century. **CHANGE: TCA BYLAWS, Article XI - Committees, Section 18.**

The Commitment

The Board of Directors of the Train Collectors Association and its appointed committees hereby dedicate themselves to carrying out the Mission Statement, directives and actions contained within this Strategic Plan - based on the Vision Statement, Value Statement and Goals set forth herein. In considering any action, three questions shall serve as an additional guide:

1. Is this action of long-term benefit to TCA and its Mission?
2. Will this action make TCA more valued to its current members?
3. Will this action stimulate interest by others in joining TCA?

Mission Statement

To develop an appreciation of and to preserve an important segment of history- Tinsplate Toy Trains - through research, education, community outreach, fellowship, establishment of collecting standards and to promote the growth and enjoyment of the hobby of collecting and operating toy, model and scale trains.

Vision and Values

Vision Statement

The Train Collectors Association is the leading train collecting/operating club:

Providing member benefits making it the "must join" organization.

Establishing the relevance and intellectual value of the history of toy, model and scale trains, with the objective of providing an educational benefit.

Known to command the highest quality and ethical values in all its activities.

Known to be the ultimate resource for preserving the past and documenting the present.

Known for building and maintaining the most effective marketplaces for the acquisition, sale and distribution of the "trains" themselves as well as information pertaining to them.

Known for valuing collectors and operators of all ages.

Value Statement

Despite all else changing, core values endure. Believing this the Train Collectors Association adopts and shall conduct its affairs in accordance with the following values:

To Members

TCA will operate to exceed the expectations of its members and will strive to continuously identify member needs, upgrade member benefits and promote fellowship and interaction among members and within the hobby.

In Ethics

TCA will set and maintain the highest standards for financial dealings, member behavior and accuracy of communication.

To The Hobby

TCA will continue to establish itself as the prime resource for those interested in collecting and operating toy, model and scale trains.

To Paid Staff

TCA will respect, support and invest in professional development and personal growth - creating a positive work environment fostering success.

To The Public

TCA will conduct educational activities that will expand public awareness, interest and participation in the hobby.

In Our Communities

TCA will be a positive influence and play an active role in community activities at the national, regional and local levels.

To The Family

TCA will foster and support the participation of all family members in TCA activities and will act to preserve and nurture the TCA tradition of camaraderie among members.

In Organization

TCA will set policies and procedures for efficient, ethical and honest operations at all levels of the Association unencumbered by bureaucracy.

GOALS

1. Create and maintain positive yearly growth in membership.
2. Insure short and long term financial health and security of TCA.
3. Create and communicate both member benefits to enhance ways for members to enjoy their hobby and opportunities for fellowship that make TCA the "must-join" organization in the hobby.
4. Raise the intellectual perception and value of the Train Collectors Association its National Museum, Reference Library, print and electronic publications to all audiences.
5. Acquire and efficiently distribute to members and the public the highest quality of information on the history of toy, model and scale trains.
6. Structure TCA governance to expedite decision making, eliminate bureaucracy and maximize accountability and efficiency of operation.

STRATEGIES and ACTIONS

GOAL 1. Create and maintain positive yearly growth in membership.

Strategy A. Create a Committee whose role it is to recruit new members and retain current members.

Short-Term

Action 1. Create Member Recruitment, Retention and Benefits Committee as a Standing Committee. Requires a By-Law change. Change the name and extend the responsibilities of the current Member Benefits Committee to include recruiting new members, retaining current members and improving member benefits. This committee to market the benefits of being a TCA member to both the public and the membership.

Responsibility: BOD, Membership.

Completion Date: July 2007.

2010 Status

100% Completed 2007. In 2009 moved from By-Laws as a 'Standing' Committee to 'Temporary' Committee in new Policy Book.

Action 2. Create a new member recruiting campaign. This campaign be an ongoing activity organized to facilitate National, Division and Chapter support and complete with providing promotional incentives and resources along with high profile recognition for winning recruiters.

Responsibility: BOD, Membership Recruiting, Retention and Benefits Committee, Each Division and Chapter.

Completion Date: Fall 2008

2010 Status

100% Completed 2008. "WIN BIG" Campaign running for second year. Support for preparation of marketing materials, logistics, awards and provided by Director of Development.

Action 3. Provide headquarters support for National and Division recruiting activities at major meets, shows and exhibits.

Responsibility: BOD, President, Management Committee, Director of Development

Completion Date: Ongoing.

Status:

2010 Status

100% Ongoing. Efforts have been restricted due to budget constraints; tasked as funds permit:

- Staffed booth at WGH, Chantilly, VA – two (2) days, Jan 2010.
- Staffed National store table(s) at 2009 Convention and Fall York.
- Divisions and Chapters provided with tabletop recruiting display when requested.
- Support for regional displays curtailed due to budget constraints. Make request.

Strategy B. Intensify Retention Efforts

Short Term

Action Item 1. Follow Up on Names from Drop List provided by business office.

On quarterly basis use Drop List to make direct contact with members delinquent in dues.

Responsibility: Member Recruitment, Retention and Benefits Committee.

Completion Date: Ongoing, quarterly.

2010 Status

60%-70% successful in making direct contact.

00% success rate in retention.

Long-Term

Strategy C. Engage in joint efforts with other organizations also seeking an increase in membership or customers.

Action 1. Team with Toy Train Publishers, Manufacturers and Retailers. Explore teaming with toy train publishers, manufacturers and retailers to promote the hobby and reasons for joining TCA for the benefit of both TCA and the supporting organization.

Responsibility: Member Recruitment, Retention and Benefits Committee.

Completion Date: June 2007.

2010 Status

70% Increased 10%, Ongoing. New initiative: Director of Development met with Lionel, June 2009 and proposed joint activities to interest youth in hobby: planning actively proceeding; first event scheduled for July 17, 2010.

NEW – 10% Membership Recruiting Chair will attend TTOS 2010 Convention, in San Antonio to promote value of membership in more than one organization. This is being done with TTOS approval.

GOAL 2. Insure short and long term financial health and security of TCA.

Strategy A. Match financial requirements to funding methods

Short-Term

Action 1. Operating Fund Increases. When considering an action requiring revenue expenditure of operating funds, and most importantly an increase in yearly operating funds expenditure, BOD is to also address the issue of establishing a revenue source to cover the added expenditure.

Responsibility: TCA BOD, Treasurer, Finance Committee, Operations Manager.

Completion Date: June 2006.

2010 Status

85% Complete. In practice, currently whenever a request for a revenue increase arises, the process is that John Luppino examines the request and determines if there is revenue available. If there is a question, he consults with the Treasurer. If there is not revenue identified the request is denied.

Strategy B. Develop alternative and additional sources for non-dues operating funds.

Action 1. Development Fundraising Plan. Director of Development, as first task, will review all current revenue producing programs and develop a comprehensive prioritized short and long term plan to raise alternative funds as per the goals outlined in the BOD motion that created the position. Management Committee to provide input on prioritized initial activities. Plan to be presented to the Management Committee for approval.

Responsibility: Director of Development.

Completion Date: Within 180 days of the position being filled.

2010 Status

100%. Initial plan complete May 2007. Updated yearly.

Member Donor Data Base. Delayed. Key to efficient solicitation to membership.

Responsibility of loading data was Nicole's. This responsibility awaits reassignment.

Currently work is done from existing spread sheets.

Long-Term

Strategy C. Establish long-term programs for generating alternative revenue sources.

Action 1. Alternative Revenue Streams. Explore and begin implementation of long-term alternative funding programs: donations, bequests, deferred giving etc.

Responsibility: Director of Development.

Completion Date: June 2007.

2010 Status

For detail on items below - See yearly Report of Director of Development

Annual Appeal -100%. Ongoing. **27% increase** YTD – Currently \$33,000.

Starting at \$6000 in 2007, and projected to reach a conservative \$40,000 in 2010; the result is a **567% increase** over three years!

Annual Division Appeal -100% Ongoing. With less than 25% of Divisions participating, YTD after first quarter - \$11,600.

Museum Gift Shop - 100% Ongoing. *Seasonally adjusted, revenues dropped 22% from \$64,218 to \$50,181 due to Museum being closed three days a week.*

On-Line Gift Shop - 100% Ongoing. FY 08 to 09 showed a **420% increase in revenues:** \$1750 to \$7350! FY 2010 *for only three months* revenues total \$6942; a dramatic increase is therefore anticipated!

TCA Calendar – 100% Complete. First year. 987 sold; proceeds \$6791 Net Profit.

Additional Activities: Several individuals have started to undertake fundraising initiatives for TCA (donation jar at meet, open house etc.) that have raised almost \$3000 YTD 2010.

Endowment Support. President-Elect Edgar intends to apply his energies in this area.

Layout Open House Fundraisers – 5% Three members created an open house over two week ends that generated over \$1500 that was matched with \$500. It is suggested that this type of event be conducted by all Divisions; Development Director Jane Boyce can provide organizational input.

Strategy D. Develop alternative resources and methods for funding major capital projects and special projects.

Action 1. Grants Program. Initiate development of and implementation of Grants Program to fund major capital and special projects.

Responsibility: Director of Development.

Completion Date: June 2007.

2010 Status

5% Complete. Library Pass Program. One-year grant for \$1500 received from Library Pass Program to stimulate attention and attendance by local community – 462 visitors generated since Sept. 09.

Strategy E. Establish long-term view to ensuring financial stability of TCA and its institutional assets.

Short-Term

Action 1. Goal Is To Operate TCA on a Balanced Budget. Three areas to be examined, but not limited to, to reduce costs and increase revenues with the goal of operating on a balanced budget:

- Reducing the cost of TCA governance.
- Explore reducing the costs of traditional communications through more extensive use of less expensive internet communications.
- Develop new revenue sources for generating operating funds.

Responsibility: Treasurer, Finance Committee, Operations Manager and Director of Development.

Completion Date: June 2008.

2010 Status

- Reducing Operating Expenses – Excellent effort - 62% reduction in the projected 2008-2009 Operating Deficit from \$197,310 to \$74,149. Each year the Operations Manager constantly watches the budget to find ways to reduce operating costs and/or increase revenue. The deficit for 2009 – 2010 has been reduced to \$5,200 – a major positive effort. Areas for this effort have included:
 - o Elimination of officer stipends.
 - o Reduction to five issues of newsletters.
 - o Membership Directory now in electronic form.

- Museum De-accession Program – 45% complete in the first year of the program. More realistic budgeting should see goal realized.

Long-Term

Action 2. Explore Establishing Endowment Fund. Explore design and implementation of a program to build an Endowment Fund to support the National Toy Train Museum and Reference Library. The Director of Development to develop a plan to create the Fund in consultation with the Education and Museum Committee and the Library Committee.
Responsibility: Director of Development, Chairs of the Education and Museum Committee and Library Committee.

Completion Date: Twelve (12) months after the position of Director of Development is filled.

2010 Status

15% Complete. Bahama Cruise net \$3700 added to \$12,600 from first cruise. – Cruise was last minute substitution for lack of interest in Rail Trip. Good result with minimal time for marketing.

Endowment Support. President-Elect Edgar intends to apply his energies in this area.

GOAL 3. Create and communicate both member benefits to enhance ways for members to enjoy their hobby and opportunities for fellowship that make TCA the "must join" organization in the hobby.

Strategy A. Become member centered by exploring why members joined and what members expect and want.

Short-Term

Action 1. Conduct Member Survey. Develop an objective member survey to explore why members joined and what members expect and want with the purpose of having TCA better serve the members. Participation in the survey to be possible by both print and electronic methods. Appendix A. *Sample Survey*.

Responsibility: Membership Recruitment, Retention and Benefits Committee (if passed in Goal 1.) or Membership Retention Committee with support from Headquarters staff.

Completion Date: Report June 2007.

2010 Status

0%. Never undertaken.

Recommendation: A Survey should be undertaken utilizing the e-Blast format sent and returned to TCA Business Office "dummy email account". Survey answers should be forwarded to this committee for compilation and inclusion for future planning.

Strategy B. Continuously expand efforts to make use of current and emerging electronic media in pursuing their hobby.

Short -Term

Action 1. Implement On-Line "x-change" Web Site. The "x-change" site to more efficiently pursuing their hobby needs, serve as an additional member benefit, and lessen the impact to TCA of rising paper, production and postage costs and staff time.

Responsibility: Internet Committee.

Completion Date: April 2006.

2010 Status

100% X-Change on-line market web site launched April 2007. Use ongoing.

Long -Term

Action 1. Create a TCA Digital Age Steering Committee to identify and implement ways in which the assets of TCA can be maximized through the expanded use of the Internet and electronic technologies. The objective of the committee is to make TCA the ultimate digital resource in the train hobby. The committee will make the most important current functions of TCA (quality information, social interaction and trading marketplace) available to all members and to the public through a comprehensive approach to building a TCA digital network. The steering committee is suggested to include, at minimum, one representative from the following committees: Management, Library, Museum, Membership Recruiting and Internet.

Responsibility: President.

Completion Date: Launch digital network by April 2010, activity will be ongoing.

2010 Status

0%. Formed with chairman in Fall 2009. Due to budget constraints chairman resigned. Additional effort required to launch.

Strategy C. Build increasing value behind the TCA membership number by creating benefits and services only obtainable by joining the Association.

Long-Term

Action 1. Layered Information and Services. Develop policies regarding access to information and services by both members and the public for both print and electronic media.

- Provide TCA members access to the most in-depth levels of information in all areas of TCA activities and services.
- Provide the public access to information of general educational and hobby interest.
- Provide the public information describing and promoting the full range of benefits available with TCA membership.

Responsibility: Joint effort of the Publications Committee and The Internet Committee.

Completion Date: Plan, June 2007. Implementation begins 2008.

2010 Status

50% Recommendations: The BOD must recognize the following as necessary to budget:

- All issues of the Quarterly – fully indexed.
- Directory of Information
- An in depth tour of the NTTM for TCA members with a brief survey tour of the NTTM available to the public. This should be augmented with on-line access to local hotels and public access TV channels, convention and tourism groups, and others a quality TV video product to promote the Toy Train Museum.
- Full access by members only.
- Additional member-only access services still to be developed. Efforts continue to move paper/mail functions on-line as technology, member acceptance and finances dictate. Public awareness of TCA member benefits is starting to be promoted.

Strategy D. Utilize a marketing approach to membership recruitment.

Short Term

Action 1. New Advertising. Develop new advertising that communicates the benefits of TCA membership.

Responsibility: Operations Manager, Member Recruitment, Retention and Benefits Committee with assistance from member professionals.

Completion Date: June 2007.

2010 Status

New Advertising 85% Partially Completed. Current advertising efforts have been modernized and freshened. Media plan adjusted. Available space\advertising costs effectively utilized, no new advertising efforts explored.

Application Brochure 100% complete Refreshed and updated for 2010.

NEW Action 2. Membership Recruiting Campaign. Create campaign that incentives Divisions, Chapters and members to recruit new members. Objective is to reverse downward trend in membership growth.

Responsibility: Membership Recruiting, Retention and Benefits Committee and BOD.

Completion Date: Fall, 2008

2010 Status

Begun in 2008, “**WIN BIG**” recruiting ad campaign updated and continued for 2010.

Long- Term

Action 1. Expand Marketing Efforts. Explore new ways to communicate with potential new members:

- -Manufacturers. Work with manufacturers and publishers.
- -Train Clubs. Work with other train clubs.
- -TCA Trade Show Booth. Develop trade show booth display for use at major train/hobby trade shows across the country.

Responsibility: Member Recruitment, Retention and Benefits Committee, Liaison Committee, and Operations Manager.

Completion Date: June 2007.

2010 Status

Manufacturers. – 20% Complete. MTH program repeated. Joint effort with Lionel to launch July 2010.

AACA Joint Museum Promotion 100% Complete. - Repeated in 2010. Negatively impacted by closure of museum for three days a week.

National Trade Show Booth. 100% Complete. - Structure and graphic design donated by members. Used at major regional East coast train shows. Usage curtailed due to budget constraints.

Division Recruiting Displays. 100% Director of Development has made TCA recruiting displays available to Divisions where she has been unable to attend in person.

Liaison with Other Clubs Committee. 25% This committee needs to be re-evaluated as a viable avenue for marketing. Issue: Liaison / joint efforts continue to be stymied by differences in overall objectives between clubs.

GOAL 4. Raise the intellectual perception and value of the Train Collectors Association, its National Toy Train Museum, Reference Library and print and electronic publications to all audiences.

Overview: It is important to note that Librarian Jan Athey comments that on-line usage in the Library has dramatically increased over the last two years from members, the public and business; TCA is positioned as a great resource.

Short-Term

Action 1. Determine solution and fix the sewage problem at the Museum, Library and Headquarters site. Set as highest priority.

Responsibility: TCA Board of Directors, Management Committee and Operations Manager.

Completion Date: June 2006.

2010 Status

95% complete – Plant projected to be in operation late May early June. Removal of old system and re-landscaping in FY 2010.

Action 2. Complete and maintain formalized database inventory of all collections - both owned and on loan. Establish values and maintain adequate insurance coverage for all assets owned and under TCA care. Chairman of Education and Museum Committee, Chairman of Library Committee, Secretary and Operations Manager to be trained and have access. Develop plan/budget to complete inventory by December 31, 2007. If time constraints of volunteers do not permit completion of inventory for insurance purposes by that date, employ outside paid service. See Accountants notes accompanying Audit Report of 2004-2005 Financial Statements. Set as second highest priority.

Responsibility: Education and Museum Committee and Library Committee, Board of Directors.

Completion Date: December 31, 2007.

2010 Status

Museum. 95% - More volunteer help is still needed here.

Training – Operations Manager, and necessary others, will be trained when all information is transferred to PastPerfect program.

Library Inventory.

100% complete. Major effort to transfer all records from DataBase 4 to New : PastPerfect is complete.

New: Cataloging task has now been identified as 500,000 items as opposed to initial estimate of 30,000 items. Obviously additional work is required. .

1% of the over 500,000 items, 3500 have been fully recorded. This is an increase of 1000 items over last year. The process is being simplified; by mid year 3 volunteers will be involved. Estimated time to complete: Limited by number of volunteers and other demands on Jan's time.

Substantial progress would require a 40 hours per week by either volunteers or full time staff person.

Action 3. Yearly Financial Review. Finances of Museum to be isolated for separate yearly review with recommendations to accomplish the goal-over-time of break-even operation.

Responsibility: Treasurer, Management Committee and Operations Manager.

Completion Date: June 2006; yearly thereafter.

2010 Status

100%. Finances currently reported separately in yearly Auditors Report

37% Recommendations for breakeven operation are ongoing. A 37% reduction has been accomplished in 2010. The \$97,000 deficit in 2009 has been reduced to \$61,000 for 2010.

Action 4. Mission Statement to be adopted for the National Toy Train Museum. To be approved by the TCA Board of Directors.

Responsibility: Education and Museum Committee.

Completion Date: June 2006.

2010 Status

100% complete, approved by BOD, June 2008.

Action 5. Improving building necessary for preservation of National Toy Train Museum and Library collections and assets. A Building Improvement Plan will be prepared identifying modifications and improvements necessary to ensure the preservation of all NTTM and Library assets housed in the building. The Plan will include costs and proposed schedule for, but not be limited to, updating of HVAC system, dust and moisture control and fire suppression systems in the collections, display and archiving areas. Consideration in the Plan will be given to addressing issues identified in the 1995 MAP 1 Assessment.

Responsibility: Museum and Education Committee, Library Committee and Operations Manager and BOD.

Completion Date: Plan to BOD June 2006; budget requests to Treasurer, Operations Manager and Finance Committee for 2006-07, budgeting August 15, 2006.

2010 Status

Museum

95% complete. Activities ongoing:

- Energy efficient lighting is being installed in historic hall and museum main area. Motion detectors are being installed to conserve and distribute electric power for lighting.
- Roof leaks repair and air conditioning maintenance are ongoing
- Electrical surge issues are being addressed by installation of a ground ring during sewer construction project.

Library

New. Additional methods need to be found to accommodate known and anticipated collections of historic paper. Options need to be explored and can include advanced filing systems. Significant costs are anticipated and will need to be determined and funds found.

Action 6. Market the Museum. Define responsibility and authority for marketing the Museum and develop a marketing plan to more aggressively market the Museum as a tourist attraction destination. This plan should include not be limited to include:

- -Restarting a Group Tours Program.
- -Co-op Admission Discount Coupons Program.
- -Magazine and print advertising.
- -e-marketing on all TCA and paid media web sites.
- -Radio and local cable television.
- -Reciprocal Co-op Programs with other local attractions. Examples:
 - -Strasburg R.R. - "Thomas The Tank Days."
 - -PA Dutch Visitors and Convention Bureau.
 - -Red Caboose Motel.

Responsibility: BOD, Management Committee with advice and support by the Education and Museum Committee and member professionals in field.

Completion Date: June 2007, Ongoing.

2010 Status

The following are reported to have been performed by Operations Manager, John Luppino and Director of Development, Jane Boyce:

100% Group Tours ongoing.

100% Co-op Discount Program started, ongoing and building:

Adventure Guide, Lancaster area.

Amish Country News.

100% Magazine & Print Advertising decreased though updated.

100% E-Marketing being employed on TCA web sites – ongoing.

100% E-Marketing on local newspaper web site. Eliminated – lack of funds.

100% TV Promotion Eliminated - lack of funds.

100% Radio Promotion in Harrisburg area – maintained.

100% Reciprocal Programs started with:

Railroad Museum of Pennsylvania – 3 yr. commitment. Discontinued due to lack of volunteers.

Antique Automobile Club of America Museum – repeated.

100% Press Release Program has been ongoing for three years with local media.

0% **New Idea** – Operations Manager suggests National Toy Train Museum Support Group be created. This might include non-TCA members; many museums offer this.

Long-Term

Action 7. Proceed to MAP 1 Accreditation for the Museum and Library. Plan to accomplish process to be developed in 2006. Continuing work on issues raised by the 1995 Map-I Assessment is being given first priority.

Responsibility: Education and Museum Committee and Library Committee.

Completion Date: June 2007, Ongoing.

Status:

2010 Status

Not started. Must be started.

Library

The value of MAP-1 Accreditation is under appreciated. This requires a renewed commitment from the BOD. Professional staff is in full support of the necessity for this status to be achieved.

Action 8. Formalize, in writing, all policies and procedures for all activities and operations of both the Education & Museum and Library Committees. Document to cover but is not limited to accession, deaccession, archiving, maintenance, displays and volunteerism.

* Admission Pricing Policy: Evaluate yearly. Maintain family value.

* Sales Margin Policy: Increase sales margins to 60%; maintain strong family value.

Documents to be on file with each Education and Museum Committee and Library Committee chairperson, the TCA Secretary and Operations Manager.

Responsibility: Education and Museum Committee and Library Committee.

Completion Date: June 2007, Ongoing.

2010 Status

Museum. 100% complete, Binder dated June 13, 2007.

Library. 100% complete, and ongoing.

Action 9. Transition to AAM Standards for storage of all collections. A plan to transition the storage of all NTTM collections to American Association of Museum Standards shall be prepared. Full use of such materials is noted as necessary per the AAM standards for museum accreditation. The initial phase will be for items of the greatest rarity and value. The Library is already in compliance.

Responsibility: Museum and Education Committee, BOD.

Completion Date: Plan to BOD June 2006; budget requests to Treasurer, Operations Manager, Finance Committee for 2006-07 budgeting August 15, 2006.

2010 Status

85%-90% complete, process actively ongoing.

Action 11. Rejuvenate "Patrons and Friends of the National Toy Train Museum and Library." A plan for the rejuvenation of the "Patrons and Friends of the National Toy Train Museum and Library" will be developed by the Director of Development with input from the Museum and Education Committee and the Library Committee. The objective of the Plan will be to awaken interest and generate donations of money, time and resources to enable the NTTM and Library to better support the TCA Mission Statement. The Plan will also include a donor recognition program scaled for levels of support. The Plan will be presented to the BOD for approval.

Responsibility: Director of Development with input from Education and Museum Committee and Library Committee.

Completion Date: Plan within 180 days of the filling of the Director of Development position.

2010 Status

100% and ongoing. Profits from the cruise tour programs go to funding an endowment for this purpose.

5% Complete. Out reach is growing resulting in increasing regular donations from friends of the Library

Strategy B. Enrich the visitor experience for the purpose of supporting the TCA's overall Mission Statement and attracting increasing numbers of new visitors and repeat visitors.

Short Term

Action 1. Increase volunteerism on the Museum and Education Committee and Library Committees. Recruiting has begun and will be ongoing.

Responsibility: Education and Museum Committee and Library Committee.

Completion Date: Immediately and ongoing.

2010 Status

Museum. 100% of operation & maintenance volunteers.

25% of outreach & presentation volunteers, but strong recruiting efforts underway.

Library. 50% Two new once-a-week on-site volunteers added for a total of four (4), Three (3) corresponding volunteers recruited to work on transcribing oral histories; efforts ongoing.

Action 2. Develop Docents Program and Visitor Support Materials. Increasing visit value of the Museum to include two initiatives:

A. Restart of Docents Tours. Tour program content to be developed with flexibility for youth, adults, families and adult tour groups.

B. Development of Visitor support materials. Develop concepts, plans and budgets and produce the following as soon as possible: Visitors Guide, expanded text panels, lobby kiosk and sign-in-Book.

Responsibility: Education and Museum Committee and Library Committee.

Completion Date: Introduce for TTT Days June 2007; Expand in 2008.

2010 Status

Museum

- Visitor's Guide. 100%. Complete 2006, updated 2009. Brief and inexpensive, describing museum exhibits. –
- Expanded Exhibit Text Panels. 100%. Complete, 2006, ongoing. –
- Lobby Kiosk. Cancelled. Welcomes visitors in lobby. Township ordinance does not permit.
- Sign-In Book. 100%. Complete, 2006. Create and maintain a sign in book for visitors.

Library

- Museum Docents Presentation. 100% complete. Written by Librarian. Educator from Railroad Museum now enlisted to further refine the presentation.

Long-Term

Action 3. Create prioritized list of all projects and needs of the Museum and Library that have the potential to be funded through Grants or other means. Review all desired activities, projects and positions with the Director of Development.

Responsibility: Education and museum Committee, Library Committee and Director of Development.

Completion Date: June 2007.

2010 Status

Museum. 10%, Museum Committee to submit list to Development Director in 2010.

Eastern Division donated \$10,000 to Museum for new LED lighting.

Aggressive donor 'Thank You' program is underway.

Library. 100%. Done yearly since 2007 by Director of Development with requests for donations from Divisions and Chapters.

Action 4. Develop effective visitor support materials. Develop concepts, plans and budgets and produce the following:

- 7 to 10 Minute Introductory Video/CD. Covering overview of toy trains, perspective on the museum and history of TCA. 2007-08.
- Voice Descriptors. Replace canned voice descriptors. 2006 - 100% Complete.
- Lobby Kiosk. Welcomes visitors providing brief introduction to the Museum. 2006.
- Sign In Book. Create and maintain a sign in book for visitors with a place for comments.
- 2006 -100% Complete.
- Museum Book. Design for sale to visitors and online, hard or soft cover, capturing the meaning of the museum, covering a cross section of the exhibits and brief history of TCA. 2008.

Responsibility: TCA BOD, Education and Museum Committee and Library Committee.

Completion Date: See date for each item.

2010 Status

Museum

0% - New Video in Exhibits. – The opportunity to use video shot in the museum is being explored for use in exhibits and on the TCA web site. Minimal cost.

Library

100% complete. Work Stations. Two new computer workstations added with all necessary software – maximum Library can accommodate.

Action 5. Increase interactive components to operating layouts and displays. To possibly include:

- -Self-activated operating accessories - Increase operating elements on operating layouts via manufacturer donations.
- -Interactive computer activity. Possible example: My First Train - Visitor is afforded opportunity view his/her first train by viewing it in its original catalog accessed from a computer database; also available on-line 2008. Explore Grant funding.

Responsibility: Education and Museum Committee, Library Committee and Director of Development.

Completion Date: See date with each item.

2010 Status

Museum

75% complete. Efforts by committee increasing.

Library

Librarian, Jan Athey, develops new display text content and background for new exhibits.

Strategy C. Take the National Toy Train Museum and Reference Library out to all TCA members, train enthusiasts and the public-at-large.

Short Term

Action 1. Web cast "Wednesday-Before-York" Programs in edited one-hour form on the web. Announce and promote in all TCA media and advertising.

Responsibility: Education and Museum Committee.

Completion Date: April 2007.

2010 Status

100% Complete, ongoing since 2007. Currently produced by Operations Manager.

Action 2. Publish out-of-print TCA publications on-line. Publish as PDF files for reading; this to include TCA books, catalog reproductions and any other print projects. Possible grant funding.

Responsibility: Library Committee

Completion Date: First issue April 2007. Ongoing.

2010 Status

100%, Complete, ongoing. TCA Quarterly online.

100%. Quarterly index online.

0% Other publications – TCA book "Lionel Standard of the World" on line Fall 2010.

Long-Term

Action 3. Video/CD/Web cast Tour of the National Toy Train Museum and Reference Library. 60 minute program to provide an introduction to visit, overview history of toy trains with perspectives on operating and manufacture via those on exhibit as well as a history of TCA. Web cast periodically, make available for sale in gift store and on web site. Accessible to the public.

Responsibility: Education and Museum Committee and Library Committee.

Completion Date: 2010.

2010 Status

0%. Yet to be undertaken. Plans on hold.

Action 4. Publish all TCA Quarterlies on-line. Explore Grant funding. Include indexes. Assess by TCA members only. TCA members to be given the option to receive the Quarterly on-line or in print.

Responsibility: Library Committee, Director of Development and Operations Manager.

Completion Date: 2008; Ongoing.

2010 Status

100% Complete, ongoing.

Action 5. Publish current year's TCA Quarterly on-line by December 15 of the following year. 2005 would be available on-line December 15, 2006.

Responsibility: Library Committee, Director of Development.

Completion Date: 2005 TCA Quarterlies launch December 15, 2006; Ongoing yearly thereafter.

2010 Status

100% Complete, ongoing.

Action 6. Enhance Methods to Research Toy Trains. Develop methods and policies, and offer instructions to enhance researching toy trains in person, by staff and on-line.

Responsibility: Library Committee.

Completion Date: 2009.

2010 Status

Library

Oral History Project. Restarted with enthusiastic support. 100% complete, ongoing. All previous early interviews converted to CD-ROM and transcribed. Oral History packet to solicit new interviews sent to all TCA Divisions. Year to date approximately twenty new interviews completed and available. Two additional recorders recently donated.

Research. 100% complete, ongoing. TCA employs and tasks its professional staff, Librarian, to provide research assistance to both members and the public during normal business hours. Service is free up to a half hour with nominal fees to cover costs thereafter.

Cataloging of Library Collection. 1% complete. This is due to the scope of work increasing from 30,000 items to 500,000 items. This is a major outreach effort to TCA members.

Action 7. Develop Items for Loan Program and Create Traveling Exhibit(s). Develop program, policies and procedures to implement the loans of museum and library owned assets/items from TCA collections to other museums and libraries. Develop a traveling exhibit on the history of toy and model trains and their operation (with necessary policies and procedures) to be promoted for exhibit at other Museums. The exhibit is to also contain a brief history of TCA with information on how to join TCA.

Responsibility: Museum and Education Committee and Library Committee with support from Operations Manager.

Completion Date: 2009.

2010 Status

90% Museum and Library both supported successful effort to place exhibits at Libraries around Lancaster County. This combined with the Lancaster County "Family Pass Program" run by the area libraries.

Strategy D. Market the National Toy Train Museum (and Reference Library.)

Short-Term

Action 1. Act on the Report of the Special Committee on Museum and Library Finance for Deficit Reduction.

Responsibility: TCA BOD 2006. Operations Manager, Education and Museum Committee and Library Committee.

Completion Date: Expedite the Report action by June 2006.

2010 Status

0% Library. - Unrealistic for Library to create methods to offset yearly operating deficit.

5% Museum. - Deaccession Program underway.

Action 2. Open Museum for Evaluation Days in March and April of each year. This is necessary for Group Tour Directors to visit, evaluate, add and schedule the Museum to their destination list for each year. This requires adjustment of the Winter work schedule at the museum.

Responsibility: Education and Museum Committee (and Library Committee.)

Completion Date: March 2007; Ongoing.

2010 Status

100% Museum currently available.

100% Library. Library currently available. Library is included on a tour of the Museum.

Long-Term

Action 3. Develop a plan for the rotating of portions of the Museum's displays. The purpose is to create the opportunity to display more of the Museum's permanent collections, create the effect that "something-is-always-new," and stimulate repeat visits.

Responsibility: Education and Museum Committee and Library Committee.

Completion Date: Begun and Ongoing.

2010 Status

Museum

100% Complete, ongoing. Efforts increasing to make visitor experience new & varied.

Library

100% Complete, ongoing. Librarian, Jan Athey supports efforts with research and writing for display materials.

GOAL 5. Acquire and efficiently distribute to members and the public the highest quality of information on the history of toy, model and scale trains.

Strategy A. Make TCA a prime resource for information on toy, model and scale trains.

Short-Term

Action 1. Publications On-Line. Publish and make accessible on-line to both members and the public any TCA publication that is sold out and out of print. Link on TCA homepage to "Publications" Example: "Lionel - Standard of the World 1900-1942."
Communicate at the same time that there is more information available to TCA members; invite to join.

Responsibility: Library Committee and Internet Committee.

Completion Date: June 2007.

2010 Status

TCA Quarterly - 100% Complete, Ongoing. On-line 2007 - for members only.

Quarterly Index - 100% Complete, ongoing - for members only.

Books for sale - 100% Complete. Updated constantly.

CDs & DVDs for sale - 100% Complete. Updated constantly.

In-house CDs & DVDs not for sale - Coming on-line 2009.

"Lionel - Standard of the World 1900-1942." – projected to be on line late 2010.

1% Catalog Collection on line. Initial estimate of 30,000 documents now 500,000. 5,000 in data base. More volunteers needed.

50% Photo Collection 500 of 1000 item on line.

10% Oral History Project. Restarted. This year two additional digital recorders acquired – Total 3. Previous cassettes being converted to DVD. Ongoing.

Long-Term

Action 1. TCA Collections Data Base. Create the world's largest toy, model and scale train data base of information by putting the TCA collections data base on-line. all fields and photos would be accessible to TCA members via their membership number and a password. The public would be able to access limited information with a an invitation to join TCA and find out more.

Responsibility: Education and Museum Committee, Library Committee and Internet Committee.

Completion Date: June 2011 (5 YRS).

2010 Status

Education Committee: Museum collection on data base, 100% Complete 2008 ongoing.

Library Committee: Books acquired post 2005 in new data base - 100% Complete, ongoing.

Books pre 2006, transfer to new data base - 10%, ongoing.

Internet Committee: On-Line Access - To be started.

GOAL 6. Structure TCA governance to enable timely decision making, eliminate bureaucracy and maximize accountability.

Short Term

Strategy A. Update TCA governance documents in context of 21st century.

Action 1. Update Board Policy Book. The President to appoint a Board Policy Book Special Committee to revisit Board Policy Book to update it in the context of the 21st century and eliminate conflicts and confusion. To be accomplished in one year.

Responsibility: President, Board Policy Book Special Committee.

Date for Submission to the Board: June 2007.

2010 Status

100% complete. New By-Laws passed in 2009. 2010 new Policy Book sent to BOD

Strategy B. Modify the structure of TCA governance to enable more timely and efficient governance.

Short-Term

Action 1. Review Role and Structure of the Board of Directors. The President shall appoint a Special Committee on Governance to develop the amendments necessary to the By-Laws to modify the structure of the Board of Directors to enable more efficient, timely and more cost effective governance. Examine possibilities for more frequent regularly scheduled meetings of the BOD without the cumbersome logistics and large expenses currently incurred for full board meetings. This committee to present its plan as proposed By-Law amendments to the Board within one year from the date of the appointment of the committee.

Responsibility: President, special Committee on Governance.

Date for Submission to the Board: June 2007.

2010 Status

100% complete. New By-Laws enacted; new Policy Book submitted to BOD. Both include many provisions for more effective management.

Action 2. Relocate National Business Office. Study to be made and presented to the TCA BOD to assess the benefits and feasibility of relocating the National Business Office. A plan including cost estimates to implement the move, if judged desirable, to be included with the study.

Responsibility: Operations Manager.

Date for Submission to the Board: June 2007.

2010 Status

0% complete. On hold due to lack of funds.

Strategy C. Provide for the consistent use, monitoring and updating of the Strategic Plan by the TCA Officers, Board of Directors and Board Committees.

Action 1. New "Strategic Plan" section in BOD Policy Book. A separate "Strategic Plan" section will be created in the Board Policy Book and the following "Items" will be included:

Item 1. Consist of Committee. The Strategic Planning Committee (SPC) shall consist of four (4) TCA members-at-large appointed by the President for three (3) year terms, the Immediate Past President, the President-Elect and the Vice President all serving as voting

members and that the chairman of the Education & Museum Committee, the chairman of the Library Committee and the Operations Manager shall serve as non-voting members.

Item 2. Requirements for Action. All items to be considered and included in the Strategic Plan must specify the office, committee staff person or outside resource "Responsible" for implementing the Action and specify a "Completion Date."

Item 3. Status of Action Items. Text for each Action in the Plan will conclude with a statement estimating the percent (%) complete. Example: 25% complete.

Item 4. BOD copies of the Strategic Plan. The Strategic Plan will be part of the Strategic Planning Committee's Report provided to the BOD for its June BOD meeting titled for the current year. (Example: TCA Strategic Plan, 2009 Edition.)

Item 5. Minutes for Plan Updating. The National Secretary shall provide the chairperson of the Strategic Planning Committee a copy of the Minutes of the June BOD meeting for use in updating The Plan. The Chairperson of the SPC shall update the Strategic Plan according to the June BOD Minutes and provide the Operations Manager an updated copy of the Plan for distribution to all TCA committee Chairpersons.

Item 6. Copies of the Strategic Plan. At the beginning of each term-office year a copy of the Strategic Plan shall be provided to all TCA committee Chairpersons. It is further recommended that at that time, each committee chairperson also be provided with an excerpted version of The Plan containing only those action items specifically assigned to that committee.

Responsibility: TCA BOD, National Secretary, Strategic Planning Committee Chairperson, Operations Manager.

Completion Date: June 2006.

2010 Status

100% complete. Headquarters staff facilitates distribution of The Plan.

This 2010 Edition of the TCA Strategic Plan document represents participation through writing, discussion and majority vote by members of the 2008 - 2009 Strategic Planning Committee whose term has been extended to June 30, 2010 to coincide with the change of fiscal and term year dates in the new TCA By Laws adopted October 2009.

Respectfully submitted on behalf of the Strategic Planning Committee,

James J. Burke, Jr.
Chairman, Strategic Planning Committee

Voting Members:

Chris Allen, Ron Stowell, Paul Edgar, Steven E. Holic, Mike Andrews Jim Burke and John Desantis

Nonvoting Members:

Charles Hirschmann, Bill Blystone and John Luppino,

Invited For Input – Nonvoting:

Bill Kotek, Ron Morris and Jane Boyce,

Ex officio member:

Clem Clement

Appendix A. Strategic Planning Committee

Term End Dates

Voting Members

Class of 2009 – at Large - Term ends June 2010

Steven E. Holic

Mike Andrews

Class of 2010 – at Large – Term ends June 2011

Jim Burke

Class of 2011 – at Large – Term ends June 2012

John Desantis

Class of 2013 – at Large – Term ends June 2013

Member to be determined

Member to be determined

Officers

President-Elect: Paul Edgar

Vice President: Carol McGinnis

Immediate Past-President: Clem Clement

Non-Voting Members

Serve as long as holding following positions:

Chairman, Education and Museum Committee: Charles Hirschmann

Chairman, Library Committee: Bill Blystone

TCA Operations Manager: John Luppino

Invitees by President Stowell

Director of Development, Jane Boyce

Librarian, Jan Athey

TCA Historian, Ron Morris

Ex officio Member

President: Ron Stowell

Appendix B. Status Report on Plan Action Items Contained in 2009 Strategic Plan*

	2009 No. Action Items	2009 Avg. % Complete	2010 No. Action Items	2010 Avg. % Complete
GOAL 1. Membership	3	87%	5	82%
GOAL 2. Finance	6	60%	6	65%
GOAL 3. Member Benefits	6	58%	7	53%
Goal 4. Museum & Library	25	80%	25	74%
GOAL 5. Quality Information	2	60%	2	65%
GOAL 6. Governance	4	33%	4	75%
Raw Total & Averages	46	63%	49	68%
Weighted Averages	--	71%	--	69%

*Compiled and reviewed by Strategic Planning Committee Spring 2010.

Appendix C. Sample Survey – Preliminary Draft

TCA MEMBERSHIP BENEFIT SURVEY

NAME _____ AGE: _____ TCA NO. _____ -- _____

1. Do you collect trains, operate trains or both?
2. Do you have a preference for a particular manufacturer or gauge?
3. Why did you join TCA? What benefit offered by TCA caused you to want to become a member?
4. Did you have a train as a child?
5. What benefits do you receive as a TCA member?
 - -Train meets: local, national, York?
 - -Socialization
 - -Historical information
 - -Magazine
 - -Security of transactions
6. What additional benefits would you like to receive as a TCA member?
7. How would you convince someone to join TCA?
8. How should we communicate the benefits of TCA membership to non-members to cause them to join the TCA.