

Report of the NMRA 2019 Strategic Plan Update Committee Final Board Approval – July 2014

May 14, 2014

From: Jack Hamilton, WDD, NMRA 2019 Update Committee Chair

To: NMRA Board of Directors

Subject: Report concerning the actions of the Strategic Planning committee including recommendation for adoption of NMRA 2019 Update

1. Assignment. The current Strategic Planning committee was established by Board action in July 2012. The schedule for completed committee action was July 2013.
2. Initial Announcement. In October 2012, an announcement of the Strategic Plan update process was published in NMRA Magazine and a call for member input to the Update was issued. Subsequent to that announcement, member input was solicited through variety of other Association media.
3. Team Membership. In order to provide the widest possible opportunity to include members in the review and update process, all Region Presidents were invited to nominate individual members to serve on the strategic planning committee. Not all Presidents responded. However, a more than suitable representation of the membership was identified and assigned to the team. Those members are

Bill Neale (NCR)
Bob Beaty (SER)
Gary Meyers (RMR)
Joe Gelmini (SER)
Kathy Millatt (BR)
Ken Berry (RMR)
Ken Scales (Aus)
Peter Burrows (Aus)
Scott Kremer (NCR)
Tom Schultz (SER)
Allen Frasch (PNR)
Glen Edmison (PNR)
Tom Draper (SWR)
Jay Manning (TLR)
Jack Hamilton (PNR)
Di Voss (PNR)
Steve Prevette (SER)
Alan Saatkamp (TLR)
Allan Frasch (PNR)

Glenn Edmison (PNR)

Some additional members were invited to participate at the later stages in the process but these are the individuals who did the bulk of the work to bring the Update to life. Of particular note, Tom Schultz (SER), who does this sort of thing as a part of his professional life, was kind enough to look over our shoulders and keep us true to the planning process. Once again, being able to call on the personal skill and experience of a member significantly aided the process.

4. Existing Plan Review. An initial step in the Update planning process was the review of NMRA Strategic Plan 2006 (NMRA SP 2006). The purpose of the review was two fold. First was to review the baseline data created for NMRA SP 2006 to determine if any significant baseline changes were apparent. Second was to determine the achievement status of the goals and objectives (action items) defined by that plan. A report of the review is provided in “A Review of NMRA Strategic Planning and Results to Date” provided separately from this report.

a. The review of the baseline studies, including the Strengths, weaknesses, Opportunities, and Threats study (SWOT) revealed no significant changes and indicated that the same results could be properly applied for NMRA 2019 Update. A review of the NMRA core values and the planning assumptions defined for NMRA SP 2006 indicated that they remained applicable for the update.

b. The status review of the goals and objectives of NMRA SP 2006 revealed a significant number that had been achieved, some which had been overtaken by events and appropriately abandoned, and some which remained in process or outstanding. Those in the later category were marked and carried over for continued consideration in NMRA 2019 Update.

For purposes of continuity, the specific provisions of NMRA SP 2006 that constitute the baseline for NMRA 2019 Update are included below.

V. CORE VALUES

Any organization must have core values. These values are essential to the health of an organization. If our members and leaders do not understand what is expected of them, they will not be in a position to contribute to the work of the organization. We believe the following core values are essential for the successful continuation of the NMRA:

1. Respect - We embrace all scales and gauges and respect the interests of all model railroad hobbyists. We will work together at all levels to enhance our common goals. By this, we mean that we will respect the views of all segments of our multifaceted hobby and respect the abilities and efforts of all of our volunteers and members as we work toward achieving our common goals.
2. Independence – Without fear or favor we will do what is in the best interest of the hobby regardless of private vested interests. By this, we mean that we will not be unduly influenced by any special interest group.
3. Professionalism - Our volunteers and staff will always act professionally when setting standards, educating our members, or representing the organization and

promoting the hobby. Integrity is important to our organization. By acting independently and professionally, we hope to achieve that integrity within the hobby.

4. Timeliness - We will act in a timely and responsive manner to meet our stated goals and commitments. We recognize, that as a volunteer organization, it is difficult to stay true to our commitments and timelines. But we must act in a timely manner in order to have credence and credibility within the hobby.
5. Recognition - We will recognize excellence in modeling, service to the hobby, and service to the Association. Indeed, the NMRA is one of the few organizations which can credibly award such recognition and has a history of doing so.
6. Innovation - We will embrace new methods and technology to educate our members and the public and to administer our programs. Any organization which is afraid of changing or improving its programs is doomed to failure. We should never fear change but by the same token, we should never change out of fear.
7. Leadership - As a leader in the hobby, we will anticipate change and prepare the next generation of leaders. We believe this hobby to be vibrant and will continue to grow. Consequently, we need to lead in the hobby and ensure that the hobby continues through generations to come.
8. Communication - We will continually and effectively share our values, skills, and knowledge; promote information to members and non-members alike. As an organization, we need to make sure our message is received and understood by both members and non- members alike.

VII. CORE PURPOSES

The following have been identified as our core purposes:

- A. Provide education about enjoying the hobby of scale model railroading.
- B. Insure compatibility and promote conformance through standards and recommended practices.

In addition to these two core purposes, we also advance a number of secondary goals which can be achieved as long as our focus remains on the core purposes announced above. These additional and secondary purposes are as follows.

- A. Promote the hobby of scale model railroading.
- B. Promote social interaction.
- C. Preserve the history of scale model railroading.
- D. Recognition of achievement.

VIII. OBSTACLES TO OBTAINING OUR GOALS AND REFOCUSING THIS ORGANIZATION

The following were identified as potential obstacles to the refocusing of the NMRA and to achieving the goals announced above. They are divided into two segments - environmental factors and organizational factors. These will be briefly described below.

1. Environmental Factors.

- A. Hobbyists are selectively parsimonious. This affects our ability to secure membership especially since existing members and non members tend to look toward membership dues monies as requiring a tangible value received for dues money spent. In other words, hobbyists are generally on a budget and weigh membership costs against other possible hobby uses for that same money.
- B. Poor NMRA reputation - our organization, rightly or wrongly, suffers from a misperception that it is politically oriented, that it is hide-bound, and that it lacks focus.
- C. More leisure time choices than in the past.
- D. Consolidation of hobby manufacturers and the closing of retail outlets where the NMRA and the hobby of scale model railroading can be exposed to the public.
- E. Rising costs to run the organization.
- F. Aging membership.
- G. Inertia - a fear of change and an aversion to open and honest discussion of unpopular topics.
- H. The NMRA was historically run as an overgrown social club and not as a business.
- I. Intransigent officers, board members, and volunteers stifle innovation and overly complicated procedures make timely responses to industry and hobby developments almost impossible.
- J. Competing organizations and interests within the hobby

In addition, we see Organizational Limits as follows:

- A. NMRA has not been consistent or timely in the setting of standards.
- B. Inconsistent NMRA reputation of the NMRA publication (Bulletin/Scale Rails) (NMRA Magazine).
- C. NMRA perceived as too political.
- D. Historic National/Regional/Divisional discontent and concern as to the motives of each other.

Lack of marketing expertise in which to sell the organization. DELETED
- E. Historic lack of adequate funding and resources to accomplish goals.

- F. Reliance on volunteers, with concomitant problems of supervision, timeliness, professionalism, and a concern about action which may alienate the volunteers.
- G. Risk/change adverse.
- I. NMRA tries to please everyone and is hesitant to lose members as the result of disagreement with revised policies or organizational changes.
- J. Ineffective past use of technology, and too slow to embrace new technology.
- K. No formal product or program development process and inadequate accountability for existing programs.
- L. Changes often made without a plan based on individual initiative rather than a strategic plan in place.

IX. NMRA STRENGTHS

Although there are obstacles which we face, this organization also can count on a number of strengths which can assist it in obtaining its goals:

1. History of the organization.
2. Leadership in setting standards
3. Reputation as caring for the interest of hobbyists worldwide.
4. Successful conventions - often attracting a significant number of attendees at a National and Regional level.
5. Successful train show - among the largest scale train show in North America.
6. Some strong regional and divisional organization, with a proven and effective track record.
7. Evolving web site which offers information about our organization and hobby.
8. Successful creation of affiliated groups to the point that those groups have become independent and in some cases, rivals to the NMRA.
9. Existing industry contacts and our reputation within the industry for fair treatment.
10. A long and distinguished legacy of NMRA standards, recognizing that some standards are out of date or need updating.
11. Hobby industry veterans who are enthusiastic, long term supporters and members and potential members with finances who can contribute should they choose to do

so.

12. Board of Director's structure and organization and reform which has potential to achieve quicker decisions and provide more definitive leadership.
13. Depth of knowledge of officers, Board of Directors and department heads to better integrate with SIGs or niche groups.
14. The publication department and our library have the resources to accommodate a joint mission to develop educational articles, books and presentations.
15. NMRA Magazine refocused to publish articles that are seen as relevant to our mission and to concentrate on Association interests.
16. NMRA generally has a can do and positive attitude.
17. Capable volunteers, dedicated officers and a dedicated board of directors.

X. NMRA WEAKNESSES

We've identified the obstacles and the strengths of the organization. Although some may see weakness and obstacles as similar, they are in fact different. Here are the existing weaknesses of our organization as the Committee views them.

1. Funding and finances – frequently inadequate or barely adequate. ~~More relevant demands than resources~~
2. Reputation as an "old boys club".
3. In the mind of many non-member modelers, irrelevant to the modern needs of modelers.
4. No perceived benefit for joining NMRA that is not available through non-NMRA sources.
5. NMRA Magazine not perceived as a serious magazine providing useful articles.
6. Divisiveness within different levels of the organization.
7. No clear mission.
8. Too many programs, resulting in diffusion of oversight and effort.
9. Reluctance to change a convention format that is rooted in the past.
10. Over-use of individual volunteers and failure to develop new volunteers.
11. Potentially shrinking membership and no clear plan to arrest the decline.

12. Too much talk - too little action.
13. Volunteer driven, which can result in lapses in professionalism or timeliness.
14. Overemphasis on dollars for tangible value on dues and other NMRA programs by members.
15. Slow response to changing hobby needs and dictates.
16. Too much emphasis on national programs, not regional and divisional efforts.

Too much overhead for the size of the organization. DELETED
17. Successful creation of affiliated groups to the point that those groups have become independent and in some cases, rivals to the NMRA

XI. OPPORTUNITIES TO EXPLOIT

From reading the preceding obstacles, strengths and weaknesses, one could assume that the task facing the NMRA is almost impossible to achieve. Yet, the NMRA is poised either to succeed brilliantly or to stumble toward irrelevance. The choice is entirely within our hands. The good news is that we identify and believe there are many opportunities which can be exploited if we have the will and the desire to do so. These include the following:

1. The NMRA can be on the cutting edge of standards for new technology and fill voids. We can identify the need for developing standards before they are absolutely required. This however will require a reexamination of our procedures, methods and a reemphasis on the standards and conformance aspect of our organization.
2. There is a sense in the hobby of a need for greater realism and recognition that scale wheels, scale couplers, better track profile, better electrical control through DCC and other systems, realistic sound, and other technological advances can enhance scale model railroading.
3. Our hobby now has highly active interest groups who can work in conjunction with us and add to the overall education and enhancement of enjoyment of the scale model railroad hobby.
4. Conventions - both national and regional, are success stories. These should be exploited and expanded in order to provide education for our members and attract new members.
5. The NMRA has the chance to combine scattered prototype and modeling organizations under a common umbrella in order to provide needed resources to those organizations and coordinate the flow of information for their members as well as our own.
6. The NMRA enjoys a dedicated core of members who can accomplish great things if properly identified and recruited to service, provided appropriate resources and properly supervised to ensure success.

7. The NMRA enjoys a history and a successful track record as well as a proven national and local structure as an organization. This reputation can be exploited as we move forward.
8. Industry veterans and hobbyists can often be our best supporters because they know what this organization once accomplished and can accomplish again.
9. We have many talented people within our midst and this talent is generally unknown. For example, we have web masters who can improve our electronic forum to serve our members and to advance communication. We must increase our understanding of the capabilities and professional experience of our members to the advantage of the Association.
10. Similarly, we have members who are willing and able to donate funds but only under circumstances which facilitate that donation. These existing untapped financial resources can reduce our dues dependence and help our organization to grow. To achieve these resources, we must have bold and innovative leadership and an agreed upon program to tap these dollars. We need to establish and implement a professional quality fundraising program.
11. The Kalmbach Memorial Library can be used effectively to shepherd and create scholarly works and provide additional research assistance both to enhance our reputation, as well as to perform a valuable service to the hobby. For example, our library can identify previously authored books or articles or create books or articles that can be used for prototype or modeling information.
12. We can advance friendships with overseas modeling organizations as well as domestic and overseas industry leaders to create a network and develop key alliances.
13. We can develop a museum which uniquely can tell the history of scale model railroading as well as stand financially independent and generate income for the organization.
14. We can provide increased information on historical and contemporary prototype practices and data, as well as on modeling techniques through our publications and conventions.
15. There are a huge number of middle aged individuals who are approaching a condition of spare time, spare discretionary funds and spare space and who represent a vast potential for new hobbyists and members.
16. Railroading is still within the public eye, despite nay-sayers who claim that technology and computer games replace trains. Whether it is the Polar Express, the Hogwarts Express, Thomas the Tank Engine, or LEGO Trains, youngsters are fascinated with trains as they always have been. A small percentage of these youngsters will enter the hobby one day just as many of us did. However, as mentioned above, we also have an opportunity not present in the early days of our hobby, to attract affluent middle aged and retired looking for productive and

constructive ways to spend long retirement days. This is an untapped source of possible membership which we need to explore.

17. Passionate members can become authors and ambassadors for the new NMRA - besides our volunteer base. If we can energize our membership to believe in a re-invigorated NMRA, they can spread the word more effectively than all of the advertising dollars combined.
18. We have the ability to associate with commercial efforts, such as the "World's Greatest Hobby" and advance scale model railroading.
19. Finally, model railroading is a good and wholesome family activity. In today's society, undergoing culture wars, offering a constructive family activity is a plus.

5. Definitions and Tools. NMRA 2019 Update employed strategic planning processes similar to those used for NMRA SP 2006 development but also employed some tool proven effective through use by other Not-for-Profit organizations. The following definitions and explanation of planning tools is essential for a proper understanding of the contents of NMRA 2019 Update.

a. NMRA SP 2006 – the formal strategic plan adopted by the NMRA Board of Directors in 2006 and reported in “Strategic Planning Committee Report - A Call for Action” undated.

b. VISIONING – the collection of the ideas and concepts that will define the future of the organization at some time specific in the future. Vision input are stated as conditions of fact.

c. Worksheets – The administrative vehicle for documenting the general process through which a Vision idea can become a factual state.

d. Outcome – A specific state or condition that will exist at a time certain through the proper execution of the strategic plan. Outcomes are normally developed by coordination and correlation of the various worksheets into more clearly defined end states. In relation to more classical (earlier) planning efforts, the term “Outcomes” has a meaning similar to “Goals”, “Objectives”, and “Implementing Strategies”.

e. Logic Model – The administrative vehicle for documenting the process by which the organization will proceed, in a logical manner, from the baseline condition to the specified Outcome. Logic Models are the road maps for execution that also identify assets required, individual responsibility, time specification, “in process” metrics and reporting, and oversight responsibility for achieving the Outcome. Each Logic Model included in this Update has a unique alphanumeric identifier that supports cross reference throughout the documents of the Update.

f. Parking Lot – Not all ideas or derived Outcomes will be appropriate for consideration in NMRA 2019 Update or approved by the Board of Directors. However,

all inputs from members and work product of the planning committee will be preserved for future consideration or adoption. The administrative location for these items is titled "Parking Lot" and is a formal part of NMRA 2019 Update.

g. Metric – this is the term applied to a specific condition or state that must be achieved in the overall process toward achievement of a particular Outcome. A metric serves as a management tool for determining progress and alerts those assigned to execution of the plan to the need for decision or determination with respect to revised assets, revised schedule or even abandonment of the effort. Metrics are a very specific way to measure progress status.

6. Planning Overview

a. Member involvement. **NMRA 2019 Update** was developed primarily based on the inputs from individual members. In October 2012, through articles in NMRA Magazine, items requesting input in NMRA "info Blast" messages, and direct contact with NMRA leadership and various members. Input was received from over 200 different members. Their ideas and recommendations were assembled into a single list and duplicates and closely associated recommendations were consolidated. In Strategic Planning terms this is the VISIONING process.

b. Region Involvement. At the same time that inputs were being solicited, each Region President was contacted and requested to nominate at least two individuals from their Region to participate in the plan development process. A total of twenty members were identified. The volunteers were separated into teams of two or three members with some individuals participating on more than one team.

c. Worksheet development. Teams were assigned specific areas of interest in the overall growth outlook but they were given the entire list of ideas and recommendations for use to create some specific desired objectives that would define NMRA in the year 2019. The teams reviewed and massaged the list of ideas and created individual worksheets for each selected objectives to provide sufficient detail regarding how to achieve the objective, the intermediate steps or waypoints, the assets required, the time table, who would be responsible, and how we would gauge progress. This is a significant difference from NMRA SP 2006 which did not provide that level of detail. In the end, the teams created about fifty possible objectives for consideration in the plan.

d. Definition and documentation of Outcomes. The individual worksheets submitted by the teams were then reviewed, combined as appropriate, and translated to the standard "Outcome Logic Model" sheets that will become the primary working documents of **NMRA 2019 Update**. The Outcome sheets contain all of the primary information required to successfully achieve a specific objective while leaving considerable latitude in the execution of the task. A more detailed explanation on the format and use of the Outcome Logic Model will be presented later in this document. The worksheets created by the planning teams will be retained and remain available as primary support documentation for execution of **NMRA 2019 Update**.

e. Establishing relative priority of Outcomes. The Outcome Logic Model sheets were then returned to an expanded group of planning team members to determine relative priority of individual objectives. The purpose was to determine, in the minds of the team, which objectives they believed were of such significance that they should be identified as “must complete” Outcomes and which could be assigned a lower priority. Based on the team input, the overall strategic plan was constructed reflecting both the Outcomes of the Plan and the specifics of each Outcome effort. That information was assembled into **NMRA 2019 Update** for presentation to the Board of Directors for consideration and adoption.

Two Outcomes were given a set priority because of their significance in the overall planning process.

1) Outcome “NMRA has a clear statement of Association mission” was assigned priority 1. The affirmation of the mission statement is critical to everything else in the execution of the plan. All Outcomes must be reflective and supportive of the NMRA Mission statement. To clarify some concerns already expressed, the Outcome does not mandate a new Mission Statement but does require a detailed review of that statement and the formal adoption of a Mission statement by the Board.

2) Outcome priority 2 was assigned to Outcome “NMRA is a single membership vertically integrated Association”. Once again, virtually every other Outcome in the Update is dependent on or directly tied to the successful achievement of this Outcome. While the effort might appear to be mainly administrative, to be accomplished through revision of Bylaws and Executive Handbook, the impact is much greater. Through Vertical Integration, NMRA will become a single corporation with all regions and divisions included in the IRS Tax Exempt status. The relationship of all levels of NMRA will be more clearly defined and the responsibilities and authority at all levels of leadership will be properly defined. Vertical Integration is the next logical step to complete the single or universal membership established in NMRA SP 2006.

f. Initial Board Presentation. In compliance with the development schedule for NMRA 2018 Update, the plan information was presented to the Board and Officers electronically on June 15, 2013. NMRA 2018 Update was also formally presented to the Board at the annual meeting in Atlanta in July 2013. For a variety of reasons, the Board decided to delay action at that time and scheduled dedicated time at the February 2014 mid-year meeting for adoption action. Because of the revised schedule for consideration of the Update, the Board agreed to delay implementation and completions dates accordingly and renamed the proposal **NMRA 2019 UPDATE**

7. Special Considerations - Marketing and Information Technology Elements

In the development process, certain recognition was given to efforts currently ongoing in NMRA, particularly in Marketing and Information Technology. Because those efforts

ongoing are reasonably well defined and understood and because they support the overall objectives of **NMRA 2019 Update**, no effort was made to replicate the current efforts in this Plan. However, there are a number of instances of coordination required for the achievement of Outcomes that are established by the Plan and proper oversight will be required to effect that coordination. If an element of Marketing or Information Technology that is not addressed in either the appropriate department plans or in this plan, the Strategic Plan Oversight Committee (defined below) will take action, as may be appropriate, to correct that situation and bring all elements into accord. In those specific cases, when a particular item within either a Marketing or IT plan are of such significance or extended “reach” that inclusion in the Strategic Plan would be appropriate, the Committee, working with the appropriate Department, will prepare the necessary worksheets and Outcome Logic Models for presentation to the Board of Directors for consideration and adoption within **NMRA 2019 Update**. This consideration is consistent with the similar provisions in NMRA SP 2006 section XV.

8. Special Consideration – Financial planning

Financial matters are not included in this Update except as may be integral to a specific Outcome. The reason is simple. Other than finding more effective ways to raise revenue on a continuing basis, there is little or nothing that we could accomplish through strategic planning directed toward our financial status. The execution of the plan will have financial impact as the Board allocates funding assets to individual Outcomes. Some Outcomes (Increased recruitment, better retention, overall membership growth) will have an impact on the financial status of the Association but each of those Outcomes also brings financial consequences that must be addressed. Our fiscal operations are already guided and constrained by law and verified annually by outside audit. The process for allocation of funds is well established. Unless there is a specific achievable Outcome that should be properly assigned in the finance area, it is doubtful that any specific finance only action will be adopted in this Update.

9. Executing NMRA 2019

The decision to adopt and execute **NMRA 2019 Update** is the first step of a long journey. The road map for that journey is created based on conditions as they exist in 2013/2014. Those conditions may change. Technology changes will occur. New interest in the hobby from outside activities and industry may arise. The economic conditions may alter sufficiently to have direct impact on NMRA. All of those possibilities must be anticipated and the plan adapted, as may be necessary and appropriate, as we move toward the identified Outcomes. The Strategic Plan will be dynamic to the degree necessary but will continue to point the direction for growth for NMRA.

A dedicated effort was made during the development of the worksheets and the Outcome Logic Model sheets to identify the personnel assets necessary to complete work for each objective and to identify the appropriate leadership position. Of note, the burden of actually executing the plan does not fall on the shoulders of the National leadership or national level volunteers.

NMRA 2019 Update is not a “work order” for that same group of members who always seem to show up when there is a task to be completed. NMRA 2019 will require and depend on a much more global participation of the membership to achieve success. One of the primary considerations addressed in the development of **NMRA 2019 Update** is the concern that Regions, Division, and individual members are ignored and not assigned appropriate value in the Association. That concern is put to rest in **NMRA 2019 Update** because it will be individual members and the leadership at the region and division level that get the job done to make **NMRA 2019 Update** Outcomes reality. When a member is called on to participate in this effort, the expectation is that, respecting family and business obligations, they will step forward and become an active part of the team.

Each Outcome Logic Model sheet details the assets initially considered appropriate for achievement of the Outcome. In addition the sheet provides, as a part of the intermediate steps, the activities necessary and the sources of information or the “tools” required to satisfactorily complete the activity. These listings are estimates and are not intended to constrain the committees and individuals assigned action responsibility from expanding the sources of information or increasing the number or qualifications of personnel assigned to the Outcome activity. One note of caution is to be cognizant at all times of the final Outcome to be achieved and to not be drawn off that target. If additional assets are required, ask for them.

Members serving as resources for the execution of an Outcome Logic Model will be afforded appropriate training in the proper use of the sheets and the Outcome achievement process. The Strategic Plan Oversight Committee (defined below) will remain available for training and consultation, as may be required.

In many cases, the ability to complete work will depend on Region and Division leadership and individual member participation. **NMRA 2019 Update** was developed from the grass roots of the membership and will rely on those grass roots for successful accomplishment. This is a significant revision to the assumed “normal” process for NMRA but it establishes the “New Normal” in which members are primary players in the operation and maintenance of the Association.

In some cases, the immediate reaction to an “outcome” will be “been there, done that” or “we addressed this a number of years ago and it just won’t work”. Unfortunately, we either failed to properly document what we did when addressing the issue or failed to properly document the reasons for dismissal of the idea. In those cases, where it appears we may be revising a “dead” issue, we will do so to first take a fresh look at the matter from today’s perspective and second to properly document the effort. The importance of documentation is that it records the effort and the decisions and establishes a start point for any future investigation into the matter.

10. Oversight of **NMRA 2019 Update** Execution – Strategic Plan Oversight Committee

While the Board of Directors and national leadership may not be directly involved in the work associated with an individual Outcome Logic Model, the Board must exercise overall oversight for execution of the plan. To that end, the Board will appoint a Strategic Plan Oversight Committee. This will be a Board Standing Committee. The duties and responsibilities of the Committee will be to serve as the full time action arm of the Board to make determinations concerning interpretation of requirements for individual Outcome Logic Models, respond to requirements for additional assets, address modification of time tables, receive the required reports of progress, and to advise the Board of actions required on their part. The operations of the Committee will allow work to progress and adjustments made between normal meetings of the Board and thus allow for a more effective execution of the plan. The Committee Chair will report to the Lead Director who will, in turn, initiate such Board action as may be necessary.

11. The NMRA 2019 Update Summary

The following is a classical presentation of the NMRA 2019 Update proposal identifying Goals and implementing strategies. The presentation in this format makes it easier to comprehend the overall approach to the 2019 vision outcomes but to more closely associate specific actions to outcomes. The Goals and Implementing Strategies of the Update continue to be associated with specific Outcome Logic Models which provide the actual process or road map for achieving the desired end result. Cross reference between the Goals, implementing Strategies and the Outcome Logic Models enables the user to more completely define not only what the intended end point condition is but what it will take to get there.

Note Regarding Board Action: The Board of Directors considered the NMRA 2019 Update proposal at the mid-year meeting in February 2014. That consideration addressed the Goals and implementing strategy statements below. The adoption action did not refer to the individual Outcome Logic Models that properly defined the actions of the implementing strategies. In some instances, the Board, based on the wording of a specific implementing strategy, that the indicated Outcome was satisfied. Additional review will be required in each instance to verify that the intent of the strategy is satisfied and a final report, as identified by the Outcome Logic Model should be required to properly document achievement. In those instances in which the intent of the outcome has not been satisfied the implementing strategy should be reactivated in the NMRA 2019 Update. The implementing strategy Outcome Logic Model sheets are included As an attachment to this report.

NMRA 2019 Strategic Plan Update (Summary Listing)

Goal A. *NMRA is an effective provider of programs and services* (LM A.0)

Goal A; Implementing strategies

A.1 NMRA Member Database has wider access opportunities (LM A.1)

A.2 NMRA has a cost effective professional office staff (LM A.2)

A.3 NMRA has an effective performance audit system in place for critical analysis of all NMRA programs (LM A.3)

A.4 NMRA makes member satisfaction the number one priority (LM A.4)

A.5 NMRA has investigated and adopted effective practices of other non-profits for internal functions, as appropriate. (LM A.5)

Goal B: *NMRA has an effective communications program* (No Logic Model)

Goal B Implementing Strategies

B.1 NMRA Regions and Divisions effectively communication with members (LM B.1)

B.2 NMRA Magazine is published as an electronic publication (LM B.2)

B.3 NMRA Communicates effectively at train shows and other public events (LM B.3)

B.4 NMRA has effective internal communications using various media (LM B.4)

B.5 NMRA has a formal Communication network at all levels (LM B.5)

Goal C: *NMRA Annual Convention is the premier Model Railroading event* (LM C.0)

Goal C Implementing Strategies

C.1 NMRA has an effective Industry Liaison in place and operational (LM C.1)

Goal D: *NMRA has a formal Education and Training Program* (LM D.0)

Goal D Implementing Strategies

D.1 NMRA Modeling With The Masters is available and p[resented at the regional level (LM D.1)

D.2 Kalmbach Memorial Library is a world Class research library (LM D.2)

D.3 NMRA Tracks user information and satisfaction with online training materials to facilitate improvement (LM D.3)

D.4 NMRA has an effective education feedback system (LM D.5)

D.5 NMRA Achievement Program is a highly effective individual knowledge and skill development program (LM D.6)

D.6 NMRA provides primary source education for all levels of leadership and for volunteers (LM D.7)

Goal E: *NMRA employs professional assistance to complete critical programs, when appropriate* (LM E.0)

Goal F: *NMRA has a positive effective presence to the public* (No Logic Model)

Goal F Implementing Strategies

F.1 NMRA has a positive effective presence at major National level shows and events (LM F.1)

F.2 Increased number of NMRA-run public shows and exhibitions (LM F.2)

F.3 NMRA has an increased positive presence in local hobby shops (LM F.3)

F.4 NMRA has effective affiliation with international model railroad Associations (LM F.4)

F.5 NMRA has effective youth involvement programs (LM F.5)

F.6 NMRA has a viable presence on local public broadcast radio and TV (Marketing Plan Item) (LM F.6)

Goal G: *NMRA has an expanding membership* (No Logic Model)

Goal G Implementing Strategies

G.1 NMRA has a 95% member retention rate (LM G.1)

G.2 NMRA study and adopt recruiting practices that achieve best results. (LM G.2)

G.3 NMRA study and adopt retention practices that achieve best results. (LM G.3) Note – considered as duplicate to G.2 but addresses retention rather than recruiting.

G.4 NMRA has effective “re-rail” programs (LM G.4) Note – considered as duplicate to G.2 and G.3 but specifically addresses recapture of previous members rather than recruiting or retention..

G.5 NMRA membership is 25,000 and growing (LM G.5)

G.6 NMRA Member data base support identification of volunteers and potential leadership (LM G.6)

Goal H: NMRA is a single membership vertically integrated Association (LM H.0)

Goal H Implementing Strategies

H.1 NMRA investigate establishment of Electronic (Web/Internet Based) groups equivalent to Divisions (LM H.1)

H.2 NMRA has a clear statement of Association Mission (LM H.2)

H.3 NMRA is an effective International Association (LM H.3)

H.4 NMRA Leadership is fully visible and available to members (LM H.4)

H.5 NMRQ Divisions are primary service providers and “Value adders” for members (LM H.5)

H.6 NMRA recognizes and includes all scales and media in model railroading (LM H.6)

H.7 NMRA has a clear, simple chain of responsibility (LM H.7)

H.8 NMRA 100%Membership clubs are recognized by NMRA for certain purposes but do not substitute for a division organization (LM H.8)

H.9 Each NMRA Region has a formal relationship with NMRA national leadership (LM H.9)

H.10 NMRA assigns members to Region and Division based on geographic address of primary residence (LM H.10)

H.11 NMRA has numerous Special Interest Groups integral to the Association (LM H.11) COMPLETE?

H.12 NMRA has a clear positive “Vision” statement (LM H.12)

H.13 NMRA organizational structure will be of size consistent with internal unity (No Logic Model Created)

H.14 NMRA Regions will authorized subordinate Divisions as my be appropriate and exercise proper oversight of those Divisions. (No Logic Model Created)

Goal I: NMRA maintains an effective Standards and Conformance Program (No Logic Model)

Goal I Implementing Strategies

I.1 NMRA maintains and publishes a listing of items tested for conformance to NMRA standards with results (positive and negative) (LM I.1)

I.2 NMRA will expand the Standards and Conformance program coverage to provide wider service to the hobby (LM I.2)

Parking Lot items

Strategies retained for future consideration

PL.1 National Speakers Bureau (LM PL.1)

PL.2 National Writers Bureau (LM PL.2)

PL.3 National Clinics Bureau (LM PL.3)

PL.4 Hire professional fundraising agency and conduct fundraising (LM PL.4)

PL.5 NMRA will employ a full time professional Executive Director, when appropriate (LM PL.5) Note that the Outcome Logic Model for this strategy includes preparations for hiring that should be considered in revisions to Bylaws and EHB.

PL.6 NMRA is now known as International Model Railroad Association (IMRA) (LM PL.6)

PL.7 NMRA Has an independent Ombudsman to facilitate effective member input communications opportunity (LM PL.7)

PL.8 NMRA Regions and Divisions have a common procedure for election of officers (LM PL.8) Note – this Outcome has direct application and should be considered as part of the Vertical Integration Process.

PL.9 NMRA Regions and Divisions have a common formal structure and basic mode of operations (LM PL.9) Note – this Outcome has direct application and should be considered as part of the Vertical Integration Process.

PL.10 NMRA Members are involved in all Key Association Decisions (LM PL.10) Note – this Outcome has direct application and should be considered as part of the Vertical Integration Process.

Because the individual Outcome Logic Models (each related to a specific Goal or Implementing Strategy identified in 11 above) are the primary tools for the execution of NMRA 2019 Update, it is essential that all individuals involved in the Update adoption and execution process be familiar with their use. To support that need, a separate report “**Reading and Using the Outcome Logic Model**” is provided

13 Adoption and Authorization to Execute **NMRA 2019 Update**

The Board of Directors after due study and consideration will adopt and authorize execution of **NMRA 2019 Update** in whole or in part. It is important to note that the Board of Directors has the final decision authority on which goals and implementing objectives, as represented in individual Outcomes will be adopted and implemented. While this report provides input from the Strategic Planning committee with respect to outcomes and priority, it is the responsibility of the Board to act in the best interest of the members in setting our course for the future of the Association. Following action by the Board, this report will be revised to reflect the specific action taken by the Board.

Execution action for achievement of individual Outcomes may require additional Board action for creation of committees, assignment of assets, acceptance of in process reports and recommendations, revision of Logic Model parameters, and other associated actions. The Board will act on each such matter as may be appropriate through motion or simple Board direction. The Strategic Plan Oversight Committee will assist the Directors in this effort and act as authorized by the Board of Directors.

The monitoring and oversight of **NMRA 2019 Update** is built in to the plan. Final oversight authority for successful execution will reside with the Board of Directors.

14 Wrap up

The length and detail of this report is contrary to the normal desire of the Board to consider issues by “Executive Summary” and to leave the details to those assigned responsibility to execute. In the case of Strategic Planning, a primary responsibility of the Board, there is no Executive Summary. The Board must have a detailed understanding of the total range of Outcomes under consideration and

the implications of approval. It will be the responsibility of the Board to develop and allocate the assets necessary for successful execution.

The members of the Strategic Planning committee who have worked to develop **NMRA 2019 Update** are confident that the product presented represents a sound and appropriate “road map” for the future growth and continued improvement of NMRA. It is now up to the NMRA leadership and membership to bring this plan to fruition.

Respectfully submitted,

Jack Hamilton

Jack Hamilton, WDD
Strategic Planning Committee Chair