

## Vision 2035

The National Model Railroad Association aims to be the premier association dedicated to the growth and enjoyment of the scale model rail community worldwide. This is to be achieved through its focus on standards, advocacy, fellowship, and education.

### Key Objectives of NMRA Vision 2035:

|                    |                                                                                                         |
|--------------------|---------------------------------------------------------------------------------------------------------|
| Member Experience  | Improve the satisfaction and enjoyment for every NMRA member at all levels.                             |
| Growth & Community | Drive member growth to expand our community and influence.                                              |
| Leadership         | Accelerate our influence and leadership within the industry globally.                                   |
| Sustainability     | Modernize technical infrastructure and operations to ensure our future success and financial stability. |

### Core Strategies to Achieve the Vision:

|                        |                                                                                        |
|------------------------|----------------------------------------------------------------------------------------|
| Delightful Experience  | Establish standards for a delightful member experience, both on and offline.           |
| Attract & Retain       | Develop Marketing and Programming that attracts new members and retains current ones.  |
| Innovation & Standards | Increase the speed and awareness of new standards for interoperability and innovation. |
| Financial Health       | Reimagine and diversify the revenue model to secure our financial future.              |
| Modern Infrastructure  | Invest in critical technology infrastructure to support a modern organization.         |
| Team Capability        | Invest in the staffing and expertise needed to deliver this ambitious plan.            |

### Specific Goals for NMRA Vision 2035:

|                      |                                                                                     |
|----------------------|-------------------------------------------------------------------------------------|
| Member Satisfaction  | Achieve member satisfaction (measured 7 or above on a 1-10 scale) at 80%.           |
| Membership Total     | Reach 35,000 members by 2035.                                                       |
| Industry Recognition | Be globally recognized as a leader for standards and innovation.                    |
| Financial Efficiency | See revenue per member increased while costs per member decreased.                  |
| Digital Foundation   | Ensure our core infrastructure and digital capabilities have been fully modernized. |

# 2026 Work Plan

"The year **2026 will be our foundational year**—the vital first chapter in our decade-long journey to achieve our 2035 Vision. Our focus will be on **building the core capabilities, impact and reach**, that will serve as the Launchpad for all subsequent growth."

## Member Value & Programming (Our Mission)

|                    |                                                                                                                                                                                        |
|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Education Platform | We're building a new, integrated online learning and engagement system to give you better training, more resources, and an easier way to connect with the organization and each other. |
| Division Standards | Our commitment to ensuring every member receives a high-quality local experience through strong leadership, diverse programs, and robust public outreach.                              |

## Financial Sustainability & Growth (Our Future)

|                         |                                                                                                                                                                                             |
|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Global Outreach         | Our commitment to build a more inclusive, diverse, and representative global model rail community                                                                                           |
| Financial Communication | Strategically improve and execute all fundraising communications and donor recognition materials.                                                                                           |
| Financial Engagement    | Establish and staff a Revenue Diversification Department to drive high-value donor engagement, define Sustaining Membership benefits, and pursue new cooperative advertising opportunities. |

## Organizational Capability & Modernization (Our Foundation)

|             |                                                                                                                                                                                                                                                                                                 |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Operational | Access current capabilities, processes & staffing plans across operations                                                                                                                                                                                                                       |
| Technology  | <p>Provide local leadership with direct access to real-time membership data and standardized reporting.</p> <p>Deploy the Google Workspace platform to all national volunteers and local leadership, standardizing collaboration for communication, document, and administrative functions.</p> |

# NMRA “EduTrain” Education Platform

We're building a new, integrated online learning and engagement system to give you better training, more resources, and an easier way to connect with the organization and each other.

## Objective

To modernize and expand member education and engagement by developing and deploying a fully integrated, future-proof digital platform over the next decade.

## Goals

**Establish Foundation:** Select, acquire and deploy the core Learning Management System (LMS) and Student Management System (SMS) infrastructure to deliver standardized high-quality training.

**Content Standardization & Rollout:** Rebrand existing learning content and successfully launch a critical initial course (Director Training) to validate the new platform and content strategy.

**Long-Term Integration:** Create a blueprint for seamless, bidirectional integration between the LMS/SMS solution and the broader member engagement platform to maximize member value and participation.

## Milestones and Key Activities

**Milestone 1:** Strategic Programming (LMS and Member Engagement) Blueprint

### Description:

This milestone focuses on developing a comprehensive Learning Management System (LMS) and a complementary member engagement platform, culminating in a fully integrated system.

The goal is to build foundational functionality first, followed by more advanced features and seamless integration over the next decade.

**Milestone 2:** Full EduTrain content migration and member-facing launch.

**Milestone 3:** Deployment of the integrated Member Engagement Platform.

# NMRA Division Standards

The NMRA Division Standards are a concise, actionable framework that defines the best practices for running a successful, healthy, and engaging local organization. Adopting these standards ensures every member of the organisation receives a high-quality experience and positions our divisions for growth in the hobby.

## Purpose and Commitment

These are Core Operating Guidelines for all divisions. They serve two primary goals:

**Member Value:** Ensure a consistent, high-quality experience for every member, regardless of their division size or location.

**Organizational Health:** Establish the necessary structure and activities to sustain division growth and promote the hobby in your local community.

## The Four Key Standards

The program is built around four essential areas, each contributing to a robust division:

**Effective Division Operation** This standard focuses on the foundational structure and consistent communication needed for a division to function smoothly and professionally.

**Member/Modeler Skill Growth** This standard focuses on providing opportunities for members to enhance their skills, gain recognition, and deepen their involvement in the hobby.

**Building the Organization** This standard focuses on growing NMRA membership, fostering a welcoming community, and maintaining ties with the national organization.

**Public Outreach & Visibility** This standard focuses on sharing the hobby with the public, attracting new interest, and ensuring model railroading has a visible presence in the community.

## Implementing the Standards

To ensure your division meets and maintains these essential standards, we are shifting to a supportive, coach-based region model:

**Annual Action Plan:** Divisions will develop an annual plan detailing how they will meet each Standard, identifying specific dates and responsible individuals.

**Regional Support Meetings:** A designated member of the Regional Team will meet with your division's leadership quarterly to review progress against the action plan, share best practices, and offer assistance to overcome any challenges.

This collaborative approach ensures every division receives the support it needs to achieve the Division Standards and deliver exceptional value to its members.

# NMRA Division Standards Annual Checklist

## Effective Division Operation

|                                  |                                                                                                                   |                       |
|----------------------------------|-------------------------------------------------------------------------------------------------------------------|-----------------------|
| <b>Constitution &amp; Bylaws</b> | Adopted and maintained.                                                                                           | <input type="radio"/> |
| <b>Elected Officers</b>          | Elect or appoint at least three core officers (Superintendent/Director, Secretary, Treasurer/Paymaster).          | <input type="radio"/> |
| <b>Leadership Structure</b>      | Established and assigned different responsibilities (e.g., Membership Chair, Program Chair, Webmaster).           | <input type="radio"/> |
| <b>Regular Meetings</b>          | Held a minimum of 8 meetings per year (in-person or online).                                                      | <input type="radio"/> |
| <b>Open Socials</b>              | Held at least two open socials per year (e.g., Fellowship Day, cookout), open to members, guests, and the public. | <input type="radio"/> |
| <b>Active Website</b>            | Developed and maintains an active website.                                                                        | <input type="radio"/> |
| <b>Division Newsletter</b>       | Established a division newsletter with at least 4 issues annually.                                                | <input type="radio"/> |

## Member/Modeler Skill Growth

|                                         |                                                                                               |                       |
|-----------------------------------------|-----------------------------------------------------------------------------------------------|-----------------------|
| <b>Promote Achievement Program (AP)</b> | Actively promote the AP (mentoring, highlighting benefits, providing information access).     | <input type="radio"/> |
| <b>Educational Presentation</b>         | Offered at least 6 presentations annually (model building techniques, prototype railroading). | <input type="radio"/> |
| <b>"Make and Take" Workshop</b>         | Held at least one "make and take" workshop annually.                                          | <input type="radio"/> |
| <b>Layout Tours</b>                     | Organized layout tours (dependent on member willingness).                                     | <input type="radio"/> |
| <b>Education Survey</b>                 | Conducted an annual survey of member desires for educational topics.                          | <input type="radio"/> |

## Building the Organization

|                                 |                                                                                                                                                                                                                            |                       |
|---------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| <b>Promote NMRA Membership</b>  | Actively promoted NMRA membership (links, benefits, 9-Month Rail Pass).                                                                                                                                                    | <input type="radio"/> |
| <b>Maintain HQ Contact Info</b> | Maintained accurate contact information for the division and its officers with the national office.                                                                                                                        | <input type="radio"/> |
| <b>Expo Participation</b>       | Conducted or participated in a railroad or hobby-related expo to share information about the NMRA.                                                                                                                         | <input type="radio"/> |
| <b>Community Event</b>          | Hosted or participated in a community event to increase membership.                                                                                                                                                        | <input type="radio"/> |
| <b>Foster Fellowship</b>        | Fostered fellowship and community among members, ensured that all new members have been welcomed and all members have attended at least one division event yearly. (Open Socials from Division Operation contribute here). | <input type="radio"/> |

## Public Outreach & Visibility

|                                     |                                                                                                    |                       |
|-------------------------------------|----------------------------------------------------------------------------------------------------|-----------------------|
| <b>Public Event Engagement</b>      | Engaged with the public through events (train shows, expos, community events, public ride days).   | <input type="radio"/> |
| <b>Expo Booth</b>                   | Hosted a booth at a railroad or hobby-related expo to share hobby techniques or promote the hobby. | <input type="radio"/> |
| <b>Coordinate with Hobby Shops</b>  | Coordinated with local hobby shops (e.g., listing shops, collaborating on education) if possible.  | <input type="radio"/> |
| <b>Public Access to Experiences</b> | Offered public access to model railroading experiences (e.g., layout tours, public ride days).     | <input type="radio"/> |

# Global Outreach

To accelerate our influence and leadership within the global model rail community we will initiate a program to foster collaboration, sharing of best practices, and expansion of the global influence of model rail organizations worldwide.

## Key Goal

- Create a formal framework for collaboration between the NMRA and peer international organizations/groups.
- Exchange best practices related to membership, administration, technical standards, and educational content.
- Work toward global alignment on standards and joint promotion of the hobby to a wider, international audience.

**Global Networking & Alignment** This pillar focuses on establishing formal relationships and working towards common goals and standards.

- **Joint Organizational Showcase:** *Quarterly virtual events hosted collaboratively to showcase successful administrative programs, technical standards, or major events from participating organizations.*
- **Shared Resources Repository:** *Establish a secure, joint digital library of administrative and technical documents (e.g., successful bylaws, event planning guides, safety protocols) for affiliated organizations to access and adapt.*
- **Global Standards Working Group:** *Create dedicated task forces focused on aligning or sharing technical standards, judging criteria, and best practices across international organizations.*

**Operational Exchange & Capacity Building** This pillar ensures that organizations can learn from each other to improve efficiency and member services.

- **Executive Exchange Program:** *Short-term virtual exchanges where leaders and committee chairs from different organizations can "shadow" counterparts to learn about their operational structures (e.g., membership management, financial planning, volunteer recruitment).*
- **Joint Technology Adoption Initiative:** *Collaborate on adopting shared technology solutions (e.g., common LMS platforms, integrated membership database principles) to reduce individual development costs and enhance interoperability.*
- **Annual Global Leadership Summit:** *Host a dedicated virtual or hybrid summit for organizational leaders to discuss common challenges, strategic alignment, and future opportunities for the global hobby.*

**Joint Promotion and Growth** This pillar focuses on coordinated efforts to grow the hobby and membership across all participating organizations.

- **Co-Branded Membership/Recruitment Drives:** *Develop and execute coordinated international campaigns to attract new members under the banner of the unified global model rail community.*
- **Global Hobby Promotion Calendar:** *Coordinate and publish a shared calendar of major events, conventions, contests, and virtual workshops to maximize attendance and visibility across all affiliated organizations.*
- **Joint Educational Content Development:** *Collaborate to produce and share high-quality, professional educational content (webinars, courses, "How-To" guides) that all member organizations can use, eliminating unnecessary duplication of effort.*

# Global Outreach

## 2026 Foundational & Launch Milestones

The first year focuses on establishing formal relationships, setting up core infrastructure, and executing the first visible collaborative event to validate the program concept.

| Pillar                 | Quarterly Milestones (SMART Goals)                                                                                                                                                           | Key Deliverable                                                                                                                     |
|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| Networking & Alignment | Q1-Q2: Formalize 3 strategic partnership agreements (Memoranda of Understanding) with major international model railroading organizations (e.g., in Europe, Asia-Pacific, or Latin America). | 3 Signed MOUs establishing clear roles for collaboration.                                                                           |
| Networking & Alignment | Q3: Launch a single, private online portal (SharePoint/Google Drive) for basic administrative document sharing among the 4 participating organizations.                                      | Shared Resources Repository containing examples of key organisational documents (e.g., safety policy templates).                    |
| Operational Exchange   | Q4: Successfully host the inaugural Joint Organizational Showcase virtual summit, featuring one successful program presentation from each of the founding organizations.                     | Inaugural Showcase Report (Including attendance metrics and participant feedback).                                                  |
| Operational Exchange   | Q4: Initiate the first Executive Exchange Program pilot, pairing one NMRA executive with a counterpart in a partner organization for a three month virtual engagement.                       | Pilot Exchange Summary and recommendations for scaling in Year 2 towards the creation of a Global Model Rail Co-operation committee |
| Joint Promotion        | Q4: Coordinate a minimum of one successful, co-branded social media campaign to promote a major event (NMRA or partner) to an audience of over 50,000 global hobbyists.                      | Co-Branded Campaign Report (Reach/Engagement Metrics).                                                                              |

# NMRA Financial Sustainability

We are reimagining and diversifying the revenue model to secure our financial future, with the goal of revenue per member increasing, while costs per member decrease.

## Goals

|                                                                  |                                                                                                                                                                      |
|------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Standardize Fundraising Communications.</b>                   | All external fundraising communications (e.g., grant proposals, solicitations, donor recognition) are vetted and approved according to a clear, established process. |
| <b>Optimize Current Campaign Effectiveness.</b>                  | Existing fundraising campaigns are visually improved, more widely promoted, and have an assigned editor to maintain quality.                                         |
| <b>Formalize High-Value Donor Recognition &amp; Stewardship.</b> | A timely, engaging "season of giving" message is published, and all required donor reports are obtained and processed for publication.                               |
| <b>Establish a Sustaining Membership Program.</b>                | A new, defined Sustaining Membership level is created for ABC members and manufacturer representatives, supported by clear benefits and a target solicitation list.  |
| <b>Restructure Revenue Diversification Leadership.</b>           | The NMRA policy manual (CPPM) is revised to formalize the new Revenue Diversification Department, and a Director or VP of Revenue is defined/appointed.              |
| <b>Execute Targeted High-Dollar Engagement.</b>                  | Initial direct contact is made with high-net-worth members, supported by a professional donor solicitation presentation.                                             |
| <b>Explore Strategic External Partnerships.</b>                  | Outreach is completed to other non-profit associations to explore cooperative advertising and editorial opportunities.                                               |

## Milestones

- Communication Clarification Policy Issued.
- Existing Campaigns & Letters Revised/Approved.
- "Season of Giving" Editorial Draft Completed.
- Sustaining Membership Defined & Campaign Collateral Created.
- Donor Report & Recognition Page Submitted.
- CPPM Revision Motion Drafted/Submitted.
- New Director/VP of Revenue Role Defined.
- High-Net-Worth Member List Obtained & Reviewed.
- Donor Solicitation Presentation Prepared.
- Manufacturer Sustaining Member Benefits & List Created.
- Cooperative Advertising Outreach Completed (Non-Profits).

# NMRA Current State Assessment & Foundational Blueprint

## Core Objective for 2026

**Assess current capabilities, processes & staffing plans across operations, & technology.** This work focuses on conducting a comprehensive assessment of current capabilities, processes, and staffing across Operations and Technology. We will identify key gaps and develop foundational plans for future growth. The goal is to create a clear strategic blueprint that will guide the organization's evolution over the next decade (2026-2035).

## Milestones

### Administration

**Assess current capabilities & gaps in HQ admin operations.**

*Example:* Review current org structure, job descriptions, and performance metrics. Identify where staffing/skills don't meet 2030 needs.

**Create a future administrative organization chart (2030 & 2035).**

Define the ideal structure, required staffing levels, and core functions needed for future strategic goals.

**Document core processes for membership services & develop enhancements/upgrades.**

Map out 'as-is' processes for key services (e.g., onboarding, renewals, communication). Propose high-level 'to-be' process improvements.

### Core Operations (Other National Departments)

**Inventory and assess current non-admin operational processes.**

Document key workflows.

**Analyze current operational staffing plan against future demands.**

Determine current volunteer distribution and identify critical operational roles for expansion/reduction by 2030.

**Identify key technology requirements for operational efficiency.**

Outline foundational IT needs to support core operational process enhancements.

# NMRA Technology

## Core Objectives for 2026

1. Provide local leadership with direct access to real-time membership data and standardized reporting.
2. Deploy the Google Workspace platform to all national volunteers and local leadership, standardizing collaboration for communication, document, and administrative functions.

## Milestones

### Enhance NMRA Membership Data Accessibility and Reporting

To empower local leadership with real-time membership data and standardized reporting capabilities through direct access to the NMRA Membership System.

|                                                               |                                                                                                                                                                                                      |
|---------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>System Access Requirements Defined</b>                     | Define and document the specific access levels, data fields, and reporting needs for various local leadership roles.                                                                                 |
| <b>Secure Access &amp; Training Module Development</b>        | Implement secure, role-based access for initial pilot users (a small group of local leaders). Develop a comprehensive training module and documentation.                                             |
| <b>Pilot Deployment and Feedback Cycle</b>                    | Roll out the direct access to an initial feedback group, then moving to a wider pilot group. Collect feedback and iterate on system usability and reporting formats based on local leadership input. |
| <b>Full Deployment &amp; Standardized Reporting Finalized</b> | Achieve full deployment of direct membership system access to all necessary local leadership. Finalize and publish the standardized reporting templates.                                             |

### Standardize National Collaboration with Google Workspace

To establish the Google Workspace platform as the standard for communication, document management, and administrative functions for all national volunteers and local leadership.

|                                                 |                                                                                                                                                                                               |
|-------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Configuration &amp; Policy Development</b>   | Configure the core Google Workspace environment (email, drives, security) and draft the standardized policies and guidelines for its use (e.g., folder structures, naming conventions).       |
| <b>Onboarding &amp; Core Training</b>           | Complete the transition/deployment of Google Workspace to all national volunteers. Conduct mandatory core training sessions on key tools (Gmail, Drive, Docs).                                |
| <b>Local Deployment &amp; Advanced Training</b> | Complete the transition/deployment of Google Workspace to all local leadership. Provide advanced training focused on collaborative and administrative functions (e.g., shared drives, Forms). |
| <b>Review &amp; Retirement of Legacy Tools</b>  | Conduct a review to ensure adoption and usage compliance across all groups. Decommission/retire all legacy collaboration and document management tools to achieve full standardization.       |