



# Strategic Plan

**2020-2024**

Drafted November 2019  
Approved by the Trustees January 2020  
Approved by the Trustees March 2020

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# Introduction and Statement of Purpose

New England Electric Railway Historical Society is a 501(c)3 non-profit organization operating as Seashore Trolley Museum in Kennebunkport, Maine. The Seashore Trolley Museum is the world's oldest and largest museum of mass transit vehicles.

The following maps Seashore Trolley Museum's business plan and strategy for years 2020-2024. This document will serve our Trustees, staff and Administrative Officers internally, to keep us moving in one direction, together, and hold us accountable to the direction shared within this document. Members and supporters will receive a separate, streamlined document that is visually appealing and hits the specific items we need their support with in order to be successful and achieve our vision in the next five years.

The structure of the plan was adapted from the Heritage Rail Alliance's Best Practices for Railway Museums (2019). Components of HRA's Best Practices were selected for inclusion and in this business strategy based on present day gaps in mission and vision fulfillment, collection protection, conservation and restoration, site needs, and opportunity.

Best Practices for Railway Museums are broken into 15 focus areas, which are:

1. Institutional Purpose
2. Governance
3. Institutional Code of Ethics
4. Staff Structure and Evolution
5. Programs Support and Activities
6. Collections Stewardship
7. Museum Facilities and Infrastructure
8. Funding
9. Financial Accountability
10. Related Business Activities
11. Accessibility
12. Corporate Relations
13. Community Relations
14. Advocacy – Speak Up!
15. Disaster Plan

For a copy of the HRA's full document, please email [director@trolleyuseum.org](mailto:director@trolleyuseum.org).

In addition, we have also added one additional focus area:

16. Campus Land Conservation



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## 1. Institutional Purpose

*Railway museums need a clearly stated purpose, giving them a reason to exist and providing a means from which to set their direction.*

### **Mission**

New England Electric Railway Historical Society shares powerful connections between the past and present. We preserve knowledge, context, and resources for future generations by collecting, restoring, operating, and exhibiting significant public transit vehicles and artifacts.

### **Vision**

We continue the legacy of our founders by maintaining and sharing our world-class transit collections and knowledge with a growing membership, our many visitors, our communities, and the public transportation industry.

Our work is guided by our respect for the technological, aesthetic, and historically significant characteristics of our collections, and our engagement with our audiences and community, in the past, present, and future.

We strive for the highest standards of professional practice in every facet of our organization, and to make our museum experience accessible to everyone.

Our capital improvement programs create improved capacity for collection management, storage, exhibition and interpretation, and responsible stewardship of our assets.

We invite and facilitate wide participation in carrying out our mission and perpetuating our legacy through our programs of engagement with supporters, members, and the giving community.

The Seashore Trolley Museum relies on a variety of funding sources, including admission revenue from individuals and groups, revenue from our Museum Store, private foundations and corporate grants, fundraising events and, most importantly, gifts from the impassioned Museum members, and individuals in our community. In order to meet ambitious goals surrounding the preservation of our vast collection and archive materials, we must develop reliable sources of steadily growing contributions sufficient to meet the needs of our mission.



## Action Items:

1.1 In order to assure continued validity of institutional goals and their relevance to public involvement and interest, railway museums should conduct periodic or ongoing reassessment.

Action Steps	Outputs/Metrics	Timeline	Lead
Annual evaluation of Strategic Plan	100% Trustee and Administrative Officer involvement	November, annually	Executive Committee
Review of museum mission and vision every five years	100% Trustee and Administrative Officer involvement	November 2024	Executive Director/VC Manager
Membership Satisfaction Survey	At least 10% member completion rate	Every three years; next survey conducted in September 2021	Executive Director

## 2. Governance

*The governing authority protects and enhances the museum's collections and programs and monitors its physical, human, and financial resources. It ensures that all these instruments and resources support the museum's mission. A museum's mission statement should be at the core of its governance, and should be reviewed from time to time to keep the organization on track.*

## Action Items:

- 2.1 Ensure that all those who work/volunteer for or on behalf of Seashore Trolley Museum understand and support its mission and public trust responsibilities.
- 2.2 Ensure each Trustee understands and fulfills their trusteeship duties, acting corporately rather than as individuals, for the best interest of the Society.
- 2.3 Museum boards should reflect the communities served by their museums and address the needs of those communities through relevant, meaningful programming and exhibits. This is best accomplished through diverse leadership consisting of multiple disciplines to ensure programmatic, culturally inclusive, and economic success.



Action Steps	Outputs/Metrics	Timeline	Lead
Enhance volunteer intake and onboarding process	Complete application with references. In-person interview with each prospect volunteer prior to beginning work.	Immediately	Volunteer Coordinator
Finalize and follow Volunteer Manual	Completed Volunteer Manual	Spring 2020	Executive Director
Each volunteer receives an Orientation to the Museum	Tour of campus, receives Volunteer Manual, Code of Conduct, and relevant safety procedures/manual.	Immediately	Volunteer Coordinator
Implement formal Trustee responsibilities and expectations	Defined in bylaws following revisions	Spring 2020	Bylaws Committee
New Trustee Orientation	100% of new Trustees complete Board Orientation.  New Trustees paired with board mentor for one year	Spring 2020	Executive Director/ Board Development Committee
Revise Trustee election process to give Museum the opportunity to expand pool to experienced business leaders with networks and resources in addition to members with institutional knowledge.	100% of Trustees bring in \$10K give/get annually.	Spring 2021	Trustees
Recruit Trustees from industries including hospitality and tourism, heritage preservation, finance, and transportation.	A new mix of Trustees will provide the Society with: <ul style="list-style-type: none"> <li>• A stronger linkage with our home community</li> <li>• The ability to select Trustees for their specific business and administrative skills</li> <li>• Increased and more powerful fundraising access</li> <li>• A much broadened base of administrative volunteers</li> <li>• A more professional administrative approach</li> <li>• More reasonable individual Trustee workloads</li> <li>• An ability to return the fun and motivation to our projects</li> </ul>	2020, Ongoing	Trustees



### 3. Institutional Code of Ethics

*Museums and their holdings exist for the benefit of society and are held in the public trust. It is important that a museum's leadership act as a corporate body and not individually to uphold that trust and maintain a sanctuary for its holdings.*

#### Action Items:

3.1 Museums require corporate structure and a governing body. The governing authority ensures that:

- The museum's collections and programs and its physical, human and financial resources are protected, maintained and developed in support of the museum's mission.
- It is responsive to and represents the interests of society.
- It maintains the relationship with staff in which shared roles are recognized and separate responsibilities respected.
- Working relationships among trustees, employees and volunteers are based on equity and mutual respect.
- Professional standards and practices inform and guide museum operations.
- Policies are articulated and prudent oversight is practiced.
- Governance promotes the public good rather than individual financial gain.

3.2 Stewardship of Collections ensures that:

- Collections in its custody support its mission and public trust responsibilities.
- Collections in its custody are lawfully held, protected, secure, unencumbered, cared for and preserved.
- Collections in its custody are accounted for and documented.
- Access to the collections and related information is permitted and regulated.
- Disposal of collections through sale, trade or research activities is solely for the advancement of the museum's mission.

Action Steps	Outputs/Metrics	Timeline	Lead
Museum Collections' policies are created and practiced	Museum Collections Policies from Curatorial and Library Committees are made public to members, donors and supporters on Museum website.	2021	Curator, Librarian
Code of Conduct is reviewed and followed. Social media policy is incorporated.	Trustees review Code of Conduct every other year and make revisions as needed.	Spring 2020	Board of Trustees



#### 4. Staff Structure and Evolution

*Railway museums, historically heavily dependent on volunteer labor, should consider how they might enhance or even alter the makeup and organization of their staffs in order to better direct the pursuit of institutional goals and professionalism.*

#### Action Items:

4.1 All new and seasoned professional staff should complete ongoing training opportunities to ensure all staff have the experience needed to uphold all safety expectations, be in compliance with regulatory requirements, and the educational programming and museum curation skills needed to excel in staff roles.

4.2 Institutions should establish staff development and improvement goals, and look for innovative ways of encouraging professional development, networking, and collegial exchanges.

4.3 Criminal background check for all volunteers

Action Steps	Outputs/Metrics	Timeline	Lead
New staff/volunteer onboarding includes curatorial information about the museum.	A brief history and museum guide is created and included in new hire/new volunteer paperwork.	Spring 2020	Historians
Staff Supervisors formally evaluate employees and create goals/training and development plans	Supervisors complete annual performance evaluations each December. Employees complete annual self-evaluations each December.  Supervisor and employee check-in every 2-3 months to monitor progress/additional needs.  Senior staff attends Northeast Association of Trolley Organizations (NEATO) and HRA events annually.	Ongoing	Executive Director, Restoration Shop Director
Criminal background checks are required for all long-term staff and volunteers (anyone intending to serve in a permanent volunteer position)	Pre-hire/selection, the following background checks will be completed:		



at the museum).	<p>Maine Criminal History Record &amp; Juvenile Crime Information Request (\$21). Completed before person begins and every three years.</p> <p>FBI sex offender registry (\$0)</p> <p>Internet search (\$0)</p> <p>Completed before person begins and every three years.</p>		
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### 5. Programs and Support Activities

*Museums recognize their role as interpreters of history and social change through the display, demonstration, and interpretation of collections.*

#### Action Items:

5.1 Interpretive goals must be developed for each museum. Existing or planned collections and resources should be considered in determining these goals, which can be broadly or narrowly focused, and need not be restricted to themes suggestive only of chronological history or to simple statement of fact. Tours led or directed by interpreters are strongly encouraged.

5.2 Educational programming is enhanced.

5.3 Sampling and measurement of customer (visitor) feedback is a necessary component of any successful museum. Regular intervals. Based on the responses, museums can decide how to best target their future course while still remaining true to their organizational mission.

5.4 Training and safety programs for operation of vintage railway equipment protect people, equipment, and artifacts, and help ensure the future for all railway museums.

Action Steps	Outputs/Metrics	Timeline	Lead
Prioritize exhibit/display themes and collection items/ artifacts to exhibit/display.	Design display/exhibit concept for Tower C.	2020	Museum Curator
	Design display/exhibit concept for new display barn.	2021	Museum Curator & Librarian



	<p>Identify buses and trackless trolleys to be displayed in new bus area.</p> <p>Update/revise Visitors Center Exhibit Room</p>	<p>2020</p>	<p>Museum Curator</p> <p>Museum Curator</p>
<p>Classroom orientations, school field trips, and use of prepared curriculum/study guides by teachers that are based on local and state standards for appropriate grades.</p> <p>Internships or externships at high school and university levels that offer opportunities for exposure to the museum field as well as historic preservation and the rail industry.</p> <p>Presentations by scholars, staff, or other interested persons.</p> <p>Other innovative programming such as summer camps and other youth programs.</p>	<p>Consultants hired to create school curriculum and teaching aides for general museum lessons and specific lessons around identified collection items.</p> <p>Build relationships with local/regional educational institutions to promote opportunities. Create formal position roles, expectations and learning outcomes for each opportunity offered.</p> <p>Formalize presentations already offered by museum members and promote to full membership</p> <p>Continue offering free Story Time, Merit Badge Program, Youth Restoration/Art Intensives</p>	<p>2020</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Executive Director</p> <p>Executive Director</p> <p>Education Coordinator</p> <p>Education Coordinator</p>
<p>Guest Satisfaction Survey</p>	<p>Survey given to all guests in two-week time period in July</p>	<p>Every year</p>	<p>Executive Director/VC Manager</p>
<p>Development of a comprehensive periodic safety inspection program of all operating rail equipment.</p> <p>Guest safety training</p>	<p>All rolling collection items are intentionally inspected annually for member and guest use.</p>	<p>2020</p>	<p>Safety Coordinator</p> <p>Chief Training</p>



revamped for new and requalifying operators of all levels	Interactive and hands-on training offered to even better ensure guest and crew safety.	Spring 2020	Officer, Executive Director
Strengthen process for selecting and reappointing Instructors and Dispatchers	Ongoing training to ensure all leaders in the Operations Department have same knowledge, train crew consistently, and provide professional development opportunities for Instructors and Dispatchers.	Ongoing	Director of Railway Operations

## 6. Collections Stewardship

*Railway museums, like all museums preserving and utilizing collections, should strive to adopt and follow accepted standards in caring for these collections and assuring their long-term survival.*

### Action Items:

6.1 A comprehensive, written Collections Management Policy must address all aspects of the institution's collections, and relate care and treatment of collections back to the institution's mission. This includes making collection storage a priority.

6.2 Appropriate storage facilities must be provided for replacement parts inventories.

Action Steps	Outputs/Metrics	Timeline	Lead
Educate membership on collection scope and collection planning	Publicize collection information and plan to members and supporters	2020	Museum Curator/Executive Director
Audit Non-accessioned items and complete accessioning process on pieces that should be	Complete accessioning paperwork and identify sponsors for all remaining collection items without this in place	2024	Museum Curator/ Curatorial Committee
Establish Collection Priorities and commit to these priorities for the next five years.	Project Sponsors and Managers are identified or recommit	2020	Restoration Shop Director, Librarian
	Fund development plans are created for each collection priority.	2020	Executive Director, Project Sponsors



## Our Collection's Scope

Class	Total Items	Items not Accessioned	Items Accessioned
<b>City &amp; Suburban Streetcars</b>	113	13	100
<b>Interurbans</b>	23	1	22
<b>Rapid Transit Cars</b>	39	7	32
<b>Trolleybuses</b>	19	1	18
<b>Buses</b>	67	32	35
<b>Snow Removal Cars</b>	8	3	5
<b>Service Cars</b>	26	8	18
<b>Locomotives, Mail &amp; Baggage Cars</b>	11	2	9
<b>Railroad Freight Cars</b>	14	14	0
<b>Rubber Tires Vehicles etc.</b>	10	5	5
<b>Railroad Passenger Cars</b>	1	0	1
<b>Other Exhibits</b>	2	1	1
<b>Total</b>	<b>333</b>	<b>87</b>	<b>246</b>

### Collection Priorities:

<b>Current/Prospect Fleet Cars in 0-5 Years</b>	Lexington & Boston single truck 41, Philadelphia & West Chester side door 62, Nagasaki single truck 134, Connecticut Company open car 303, Dallas Stone & Webster Standard 434, Wheeling, WV Curved Side 639, Connecticut Company open car 838, Connecticut closed car 1160, Minneapolis - St. Paul Gate Car 1267, DC Transit PCC 1304, Toronto Peter Witt 2890, Eastern Mass semi convertible 4387, Brooklyn convertible 4547, Boston Type 5 5821
<b>Special or Limited Fleet Cars in 0-5 Years</b>	Montreal Golden Chariot observation car 2, Portland Lewiston Interurban The Narcissus 14, Manchester interurban 38, Atlantic Shore Line locomotive 100, Chicago Surface Lines Pullman 225, Boston 25-foot box car 396, North Shore Line interurban 420, Chicago Aurora & Elgin interurban 434, Boston & Maine inspection car 500, Boston Hawker Siddeley Blue Line 0622/0623, Lehigh Valley Transit interurban 1030, Sydney Class P 1700
<b>Maintenance Vehicles in 0-5 Years</b>	Davenport diesel locomotive D-1, Claremont line car 4, Providence & Worcester locomotive 150, Oshawa Baldwin-Westinghouse steeple cab locomotive 300, Boston & Maine inspection car 500, Pettibone Speedswing tractor, Boston snow plow 5106, "Flap"
<b>Ongoing Restoration Projects</b>	Denver & South Platte Birney 1, Newark PCC 5, Portland Lewiston Interurban The Narcissus 14, Manchester interurban 38, Lexington & Boston single truck 41, Nagasaki single truck 134, Oshawa Baldwin-Westinghouse steeple cab locomotive 300, North Shore Line interurban 420, Chicago Aurora & Elgin interurban 434, DC Transit PCC 1304, Connecticut Company open car 1391, Boston Pullman PCC 3127, Bay State semi convertible 4175, Boston center entrance 6131
<b>Public Fundraising for Projects to Begin in next 2-5 Years</b>	Aroostook Valley interurban 70, Baltimore Transit semi convertible 5748, St. Louis PCC 1726, Lehigh Valley Transit interurban 1030, Boston Red-Line 01450/01455, Boston Hawker Siddeley Blue Line 0622/0623, Boston Pullman trackless trolley 8361, Boston & Maine bus 784,
<b>Fundraising for Projects in 6-10 Years</b>	CRANDIC interurban 118, West End Street Railway 20 foot box car 235, Rochester Peter Witt 1213, Connecticut Company open car 1468, Philadelphia Nearside 6618, Eastern Mass lightweight 7005



**Highlighted Projects** currently lack a Project Sponsor. Projects without a Project Sponsor will not be considered for restoration work until one is identified, or until Museum fundraising efforts exceed the amount estimated for the projected work to be completed.

### 7. Museum Facilities and Infrastructure

*The infrastructure necessary to sustain railway museum storage, exhibit, conservation, and restoration activities is often much greater than that of many other types of museums. Demonstration railway operations add greatly to these infrastructure requirements, especially as safety and security must remain paramount.*

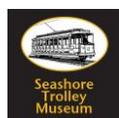
Action Steps	Outputs/Metrics	Timeline	Lead
Physically revise Museum Site Plan	Update Museum Site Plan by working with engineers and Towns of Arundel and Kennebunkport	2020	Executive Director
Prioritize Capital Projects that benefit the general public, and commit to these priorities for the next five years.	Project Managers are identified.	2020	Executive Director, President/CEO
	Fund development plans are created for each collection priority.	2020	Executive Director, President/CEO, Project Managers



Project	Projected Cost	Project Start Date	Project Manager
<b>Building/Grounds Projects</b>			
New Library/Archives/ Display Barn	\$3,500,000	2020	Jim Mackell, Rob Drye, Karen Dooks, Amber Tatnall
Coney Island Land Prep and Track Work	\$250,000	2020	Rich Pascucci
Track Maintenance (Main Line & Yards)	\$100,000	2020	James Van Bokkelen & Peter Wilson
Overhead Work	\$50,000	2020	
Tower C First floor, windows and roof	\$18,000	2020	Facilities & Grounds Manager
Parts Warehouse Extension	\$500,000	2021	Bill Pollman
Visitors Center Phase 1 (HVAC in Exhibit Room, fixing doors, siding and paint building)	\$100,000	2021	Executive Director
Bus Display in Butler Field	\$25,000	2021	
Accessibility Campaign	\$35,000	2022	Facilities & Grounds Manager
Library Building Repairs (203 Log Cabin Road)	\$30,000	2022	
Restoration Shop Heating System	\$30,000	2022	
Trolley Play Area	\$10,000	2022	Executive Director
Non-electric locomotive	\$35,000	2023	
Bucket Truck	\$25,000	2023	

Projects to Consider next Strategic Plan period	Projected Budget		Project Manager
Paving Bus/TT Roads	\$250,000		
Fairview Phase 3	\$350,000		
Bennett Street	\$1,000,000		Randy Stahl
Central Repairs			
South Boston 2.0			
Coney Island Structure	\$1,000,000		
Bus Facility for Maintenance/Storage Barn	\$500,000		
IT Infrastructure (Internet/Phones)	\$25,000		
Electric Main Gate	\$50,000		Chris Randall
Completing Forestry Plan and Logging work	\$0		Facilities & Grounds Manager
Highwood Restrooms			Facilities & Grounds Manager
Restoration Shop Addition			

Projects that no longer fit our direction	Projected Budget
Seashore "Village"	\$1,000,000
Talbott Park Development	\$1,500,000
Main Line extension (will keep reassessing every 5 years, but at this time, it's not a good fit)	\$6,000,000



## 8. Funding

*Railway museum funding should be understood in terms of a variety of sources, both short-and long-term in nature that can meet a variety of needs, both capital and non- capital. In nearly all cases, museums need to consider raising additional proceeds to supplement income from admissions, membership, and demonstration rides fees.*

### Action Items:

8.1 Raise funds from a diverse variety of sources, thus minimizing the reliance on any one source over which we have limited influence.

8.2 Emphasize growth of individual giving to become the largest and most reliable source of funding.

8.3 Develop a hierarchical structure for cultivating individual donors, allowing minimum entry level gifts and providing a process for strengthening commitment to our mission and, thus the willingness to give more. This structure would include passive giving opportunities (e.g., community awareness, online donation capability); events or appreciation days for entry level giving solicitation; and mission-driven, ongoing initiatives for lifetime donor development.

8.4 Thoughtfully research and match grant funding opportunities with specific Museum capacity and growth objectives.

8.5 Ensure full engagement of Board affluence, influence and fundraising skills.

Action Steps	Outputs/Metrics	Timeline	Lead
Create Fund Development Plan	Plan covers Museum Development as a whole, and includes plans for each specified capital project and collection priority. Identifies where funding is coming from for each project, and which year project will be completed	2020	Executive Director
Create Donor Stewardship Plan	Plan covers how donors will be thanked and recognized for each level of giving, with efforts to increase museum donor retention and prospect donor sources	2020	Executive Director
Professional staffing in place and succession planning as needed.	Experienced, skilled Executive Director and other dedicated fundraising personnel as needed.	2020	Trustees
Board commitments are made.	An affluent, influential Board of Trustees that is committed to fundraising as a primary responsibility.	2020	Executive Director



Action Steps	Outputs/Metrics	Timeline	Lead
Local commitments	Committed, hardworking Advisory Council and local volunteers focused on generating revenue in York County communities.	2020	Executive Director
Planned Giving is further enhanced and consistent recognition levels are established	Endowment continues to grow  Information available about Planned Giving on website	2021	Executive Director
Comprehensive marketing plan supports programs and initiatives in alignment with Seashore Trolley Museum's brand and mission.	Website with online donation capability, featuring top collection and capital projects  Comprehensive Marketing Plan created for maximizing public awareness through television, radio, social and print media.  Scripted core messages for consistent representation including: 1. One-minute "elevator pitch" for impromptu opportunities 2. Development of 5-, 15-, 30- and 60- minute formal presentations  Communications Plan that includes social media, <i>The Dispatch</i> and other electronic communications. Ensure all communications follow museum brand.  Identify Museum Branding including logo, key phrases, images, and target demographics	2020	Executive Director
Technology – the hardware and software infrastructure needed to support all fund development activities	Donor and member management software (upgrades to Past Perfect)  Constant high speed internet access in all staff areas	2020	Executive Director
Training – develop fundraising skills of staff and board	Ongoing training offered covering topics, including Understanding why people give and How to qualify, cultivate and steward donors  Knowing when to ask and how  Presenting core messages consistently/Seashore brand	2020, ongoing	Executive Director



## 9. Financial Accountability

*Most museums are not-for-profit organizations, with U.S. museums predominantly classified as 501©(3) in the IRS tax code. Being exempt from taxation comes with a responsibility – selfless service to the community, accountability & transparency, and holding collections in the public trust.*

Action Steps	Outputs/Metrics	Timeline	Lead
Review Financial policies, creating new guidelines for restricted giving and interest accrual that best serve the needs of the Society and align with funding priorities in Strategic Plan.	Restricted Gift Policy and Restricted Funds Accruing Interest policies reviewed and supported by Trustees.	2020	Finance Committee
Define roles of Project Sponsor, Project Manager and Project Contributor	Role definitions are reviewed and supported by Trustees.	2020	Executive Director

Approved at the November 2019 Trustees Meeting:

1. **Restricted Gifts.** Donors may restrict gifts to the Society if they are \$100 or more, and/or if the gift is directed towards a specific project listed in the Society's Strategic Plan (the green sections in this document). Gifts less than \$100 will be allocated to the Society's general fund.
2. **Restricted Funds Accruing Interest.** Starting January 2020, only restricted funds with \$1,000 or more on June 30<sup>th</sup> each year will receive interest. Interest from accounts with \$1,000 or less will be directed to the general fund.

The policies above were put into place for a variety of reasons—to create efficiencies in managing restricted donations and restricted funds with small balances, to assist our donors, who want to give in the most mutually beneficial way to the Museum possible, and to ensure that donations received will be spent by the Museum in a time frame that most donors expect their gifts to be spent.

### Project Sponsors versus Project Managers versus Project Contributor

**Project Sponsor:** The role of the Project Sponsor is to work with Restoration Shop staff on creating a restoration project budget and determining phases of the project if significant work is to be completed. The Project Sponsor then takes the lead on creating excitement for the project and on fundraising efforts for the car, personally donating towards the restoration project in a meaningful way if fundraising efforts do not cover the cost of the work to be completed.

**Project Manager:** The Project Manager has the overall responsibility of overseeing and directing work related to a specific restoration project taking place in the Donald G Curry



Townhouse Shop. This position works closely with the Restoration Shop Director and Project Sponsor to develop and implement restoration project goals, timelines, action plans and fundraising needs.

**Project Contributor:** A Project Contributor donates funds or volunteer time to support a restoration project.

### 10. Related Business Activities

*Operating a railway heritage attraction can be financially challenging. Relying solely on ticket sales or admissions can leave an organization short of meeting cash requirements, and hurt the chances of the organization’s long term sustainability.*

Action Steps	Outputs/Metrics	Timeline	Lead
Create new events and revive traditions to best sustain the museum’s operating budget	Events like Daniel Tiger Visits Seashore become traditions; events like Pumpkin Patch Trolley continues to grow in number of participants and net raised annually.  Museum hosts events that have at least a 75% Rate of Return (expenditures are low based on revenue raised)	2020, Ongoing	Executive Director
Third party events are solicited—marketing plan for this area is created.	Museum continues to host more weddings, receptions, dinners, and birthday parties. Successful completion of Visitors Center renovations and new Display Barn allows museum to offer events year-round.	2020, Ongoing	Executive Director
Give Back Events offered annually	Events appreciating teachers, veterans/active military personnel, first responders, etc. are offered to raise awareness for the museum and generate additional funds	2020, Ongoing	Executive Director



## 11. Accessibility

*Museums must make facilities and operating equipment accessible to all, to the extent this can be done without compromising historical integrity, collections security, and visitor safety.*

Action Steps	Outputs/Metrics	Timeline	Lead
Purchase Mobilift TX and adaptive bridge plate/s	Unsteady guests or guests with mobility aids or wheelchairs can access streetcar collection	2020	Executive Director
Make roadways and walkways safer for guests to navigate	Repair service road, replace gravel walkways with pavers or pavement	2024	Facilities & Grounds Manager
Future building constructions are designed with accessibility in mind	Future display barn and library/archives building have elevator and ramps next to cars/items on display	2024	Executive Director

## 12. Corporate Relations

*Railroads are generally commercial pursuits undertaken for shareholder benefit; transit facilities are generally owned by governmental agencies ultimately responsible to the public. Relationships with these and all other business entities require business-like and professional conduct at all times.*

Action Steps	Outputs/Metrics	Timeline	Lead
Grow, develop and expand community linkages	Continue to strengthen Seashore's local community linkages (Chambers of Commerce, civic councils, community organizations etc.) through active participation and communication.	Ongoing, 2020	Executive Director
Develop the museum as a community event site	Market museum for meeting spaces and fundraiser sites for nonprofits and businesses	Ongoing, 2020	Executive Director
Create partnerships with nonprofits and businesses to help address mutually beneficial needs	Work to develop a cadre of community volunteers who can add to the volunteer forces Seashore has available to assist with grounds needs and with events.	Ongoing, 2020	Executive Director



### .13. Community Relations

*It is increasingly important for museums not to be insular – a very important factor in long- term survival of rail museums. They need to be engaged with and relevant to area residents and businesses – broad range of supporters if the extraordinary happens – become an integral part of community. The ultimate goal should be to position the museum so it is looked upon by the community as an asset that deserves the community’s interest and support.*

Action Steps	Outputs/Metrics	Timeline	Lead
Invite elected and local officials to museum one-on-one for a special tour(s)	Annual tours in the off season with special rides offered.	Ongoing	Executive Director
Hold ribbon cutting or ground breaking events, annually if possible, to demonstrate progress to local officials	Ribbon cuttings with communities/Chambers each time a project is completed (new display areas, new asset, restoration finished, etc.)	Ongoing	Executive Director
Ongoing communication with local officials so they are up-to-date with museum decisions and projects and local resources can be connected with the museum.	Add officials to newsletter circulation.  Transparency around important communication with town officials to Trustees	Ongoing	Executive Director

### 14. Advocacy – Speak Up!

*More and more, museums find themselves having to compete in an environment with many other opportunities for a potential visitor’s leisure time and discretionary spending – often competing with for-profit attractions. They also must exist in a world of increasing costs and use of other precious resources for their daily operations and capital projects. For this reason, museums must make their importance and value known to the outside world. In some cases, their very existence depends on advocating for their continued support and stature in the community. Museums must carefully craft their message and deliver it to decision makers that can positively influence their environment, if not provide direct support.*

Action Steps	Outputs/Metrics	Timeline	Lead
Build relationships with policy makers	Revisions to Maine’s tax incentives for media production in the state	Ongoing	Executive Director
Keep an eye on important local and state legislation	Submit non-partisan letters of support when appropriate	Ongoing	Executive Director



## 15. Disaster Plan

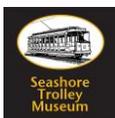
*The development of a Disaster Preparedness/Emergency Response Plan is often put off by museums until it is too late. As part of any collections care program, a disaster plan should be one of the key elements to ensure minimal exposure and damage should an unfortunate catastrophic event occur. Railroad museums by their very nature are subject to increased exposure and damage from weather events and other outdoor threats. In response to these increased threats, a unique disaster plan should be created that addresses particular areas of exposure for the museum and its surroundings.*

Action Steps	Outputs/Metrics	Timeline	Lead
Create ERP and revise annually	Training provided at Operator training and requalification  Information provided to all new hires. Training to staff annually, before season begins.	2020	Executive Director, Chief Training Officer

## 16. Campus Conservation

*Seashore Trolley Museum is the steward of 350 acres of land located in Kennebunkport, Arundel, and Biddeford. It is our responsibility to create a long-term plan for natural resource development, wetlands protection, and overall land use. Invasive species must be monitored consistently and the clearing of land must be intentionally planned and executed.*

Action Steps	Outputs/Metrics	Timeline	Lead
Keep already prepped land cleared for future building/infrastructure enhancements	Clear Coney Island and Butler Field of stumps and debris; return to field.	2021	Facilities & Grounds Manager
Create plan for eliminating invasive species (buckthorn and bittersweet), starting in critical campus areas.	Invasive species reduced around property and eliminated from Butler Field and Coney Island	2022	Executive Director
Conservation Plan created; Forestry Plan revised	Partnerships formed with adjacent land trusts and funders to help us invest in conservation land development efforts	2025	Executive Director



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## STM 2025 VISION

1. We have built a new display barn
2. We have added more paid management staff
3. Membership has grown
4. Coney Island track is in
5. New library and archival facility has been built
6. A renewed Planned Giving program is in place
7. Strong advertising and marketing has grown visitorship
8. We have more exhibit space
9. The site is accommodating to guests with strollers, walking aids and wheelchairs.
11. We have a new board structure in place, one which focuses on developing, supporting and implementing long-term planning; expanding the Society's network; and ensuring adequate financial resources for the Society.
12. We are seen as a community resource and our site hosts community events.
13. We have built a Parts Warehouse extension
14. Our bus/trackless trolley collection has a renewed purpose and is better displayed to the public.

