

GREAT NORTHERN RAILWAY
HISTORICAL SOCIETY

STATEMENT OF VISION, MISSION, GOALS, AND PROGRAMS

- VISION
- MISSION
- GOALS
- PROGRAMS

A MANAGEMENT TOOL

VISION – A HIGH LEVEL STATEMENT OF PURPOSE

**GNRHS VISION: TO PROVIDE AND PROMOTE WORLD-
WIDE ACCESS TO THE HISTORY AND HERITAGE OF THE
GREAT NORTHERN RAILWAY.**

GNRHS MISSION

TO BE A PERMANENT INSTITUTION FOR THE PRESERVATION OF RECORDS AND ARTIFACTS OF THE GREAT NORTHERN RAILWAY AND ITS PREDECESSOR THE St. PAUL, MINNEAPOLIS & MANITOBA RAILWAY AND TO MAKE THEM ACCESSIBLE TO THE PUBLIC THROUGH ALL MEDIA.

GOALS

GOALS ARE ASPIRATIONAL STATEMENTS OF INTENT
THAT GUIDE ONE OR MORE PROGRAMS USED TO
CARRY OUT OUR MISSION.

PROGRAMS

PROGRAMS ARE THE ACTIVITIES WE PERFORM TO
MEET OUR GOALS.

GOAL #1 - MEMBERSHIP

ATTRACT NEW MEMBERS AND RETAIN CURRENT MEMBERS IN SUFFICIENT NUMBERS TO KEEP THE SOCIETY STRONG.

GOAL #2 – STAFF

DEVELOP AND ENGAGE SUFFICIENT VOLUNTEER STAFF
TO MEET ALL THE NEEDS OF THE SOCIETY.

GOAL #3 – CASH FLOW

**GENERATE SUFFICIENT CASH FLOW TO FULLY SUPPORT
OUR OPERATIONS.**

GOAL #4 – BE A CREDIBLE SOURCE

PRESERVE, PROTECT, AND MAKE AVAILABLE RECORDS AND ARTIFACTS OF THE GREAT NORTHERN RAILWAY TO SUPPORT OUR MEMBERS, RESEARCHERS, HISTORIANS, AND THE GENERAL PUBLIC AS A CREDIBLE SOURCE OF ACCURATE INFORMATION.

GOAL #5 – MEMBER BENEFITS

PROVIDE MEMBERS WITH TANGIBLE AND INTANGIBLE MEMBER BENEFITS BY COMMUNICATING REGULARLY USING VARIOUS MEDIA TO:

- PROVIDE MEMBERS WITH VALUE FOR THEIR MONEY
- AND TO CREATE AND MAINTAIN GROUP COHESION.

PROGRAMS

PROGRAMS ARE STRUCTURED ACTIVITIES TO SUPPORT OUR VISION, MISSION AND GOALS.

PROGRAMS ARE THE 'WORKING LEVEL' OF THE GNRHS.

PROGRAMS ARE CARRIED OUT BY NOT MORE THAN ONE COMMITTEE.

EACH PROGRAM COMMITTEE IS LEAD BY A BOARD MEMBER WHOSE ROLE IS TO BE THE COMMUNICATION LINK BETWEEN THE BOARD AND THE COMMITTEE.

Programs Supporting Membership

ATTRACT AND RETAIN MEMBERSHIP LEVELS THAT KEEP THE SOCIETY VIABLE

Programs Supporting Membership

Attracting:

**Membership Recruiting is
limited to Train Shows
Magazine Advertising in 2022**

Retention:

**GNRHS Publications
Conventions
Online Presence
Direct Communication
Company Store**

Situation:

**Membership is slowly declining
We have no active retention
program
Goal 2000 paid members**

Programs Supporting Membership

Possible Additional Support Needs:

- **Need to find people interested in GN and GNRHS and attract them to GNRHS**
- **Need to create an active retention program, send reminder email, reminder card, phone call to find out why did not renew. (other ideas requested)**

Programs Supporting Volunteer Staff

DEVELOP AND ENGAGE SUFFICIENT VOLUNTEER STAFF TO MEET ALL
THE NEEDS OF THE SOCIETY

Programs Supporting Volunteer Staff

Engagement opportunities:

Volunteer positions

Committee positions

Officer positions

Board of Director positions

Development Opportunities:

**Recruit and train assistants who can
perform in key positions if and as
necessary**

Weaknesses:

We lack sufficient volunteers

**We have no depth, no back up,
for key positions**

Programs Supporting Volunteer Staff

Possible additional program needs:

- **Develop a systematic volunteer leadership development/apprentice program**
- **Have immediate need of National Convention Officer**

Programs Supporting Cash Flow

GENERATE SUFFICIENT CASH FLOW TO FULLY SUPPORT OUR OPERATIONS.

Programs Supporting Cash Flow

Member Dues

Company Store Net Income

Convention Net Income

Individual Donations

Interest on Cash Balances

Annual Budget Process

Weaknesses:

We do not have a long-term endowment fund

We have not sought institutional grants, but BNSF did replace engine in GN 400 in 2020

Programs Supporting Cash Flow

Possible Additional Support Needs:

- **Develop a program to seek grants**
- **Develop a Charitable Giving Program, including Estate Planning**

Programs Supporting Archives

Preserve, protect, and make available records and objects of the Great Northern Railway and the St. Paul, Minneapolis & Manitoba Railway to support our members, researchers, historians, and the general public as a credible source of accurate information.

Programs Supporting Archives:

Archives at JSRH and Burien

GN-NP Joint Site

Computerized Data Retrieval

Model Development Team

Maintaining Historically Important Items

Heritage Preservation Grants

Situation:

Perception that East End and West End Archives are not united in process and presentation

Programs Supporting Archives

Possible Additional Support Needs:

- Do we need a coordinating authority as between the two locations?

Programs Supporting Member Benefits

Communicate regularly using various types of media to create and maintain group cohesion, and to provide members with a tangible benefit of membership.

**Programs Supporting
Member Benefits:**
**Publications – Goat,
Modelers Pages, Reference Sheets
Direct Email
Member Surveys
GNRHS Website
Facebook Page
Joint Archive Site
Online Discussion Groups
Company Store**

Situation:
**We did a Member Survey in early 2022 to
determine member wants.
We do not have an ‘Official’ spokesman
on gngoat@groups.io website**

PROGRAM SUMMARIES

NOW WE TRANSITION TO PROGRAM SUMMARIES,
FOCUSED ON THE PROGRAMS THEMSELVES.

PROGRAM - MEMBERSHIP

The purpose of the Membership program is continue the existence of the society.

PROGRAM - PUBLICATIONS

The Publications program provides members with the most significant tangible benefit of membership.

The Publications program creates and maintains group cohesion.

PROGRAM - ARCHIVES

To preserve, protect, and make available to members and historians records of the Great Northern Railway. These records preserve the history of a railway that helped build the economy of the region it served, and provide researchers and historians with a credible source of information for accurate modeling which is the first interest of about 80% of the membership.

PROGRAM – HUSTLE MUSCLE

The GNRHS owns and maintains a historically important item of Great Northern rolling stock, the first production SD-45, Great Northern number 400, a small but tangible reminder of what the Great Northern was.

PROGRAM – COMPANY STORE

The Company Store serves modeling needs of members and non-members by offering them accurate models of GN structures and rolling stock, much of which is not otherwise available in the model railroad market place.

Members may also pay for their Membership and Convention transactions using the store as a convenient payment portal.

PROGRAM – HERITAGE GRANTS

Heritage Grants support the efforts of other non-profit organizations to preserve, protect, and make available to the public information about the Great Northern Railway and its impact on their local and regional economy and community life.

Members may make earmarked donations to the heritage fund, and may encourage project sponsors to apply for heritage funds. Grants are approved, or not, by the board.

PROGRAM - CONVENTION

Conventions create and maintain group cohesion. They provide educational presentations and tours. Typical attendance is between 100 and 175 members, or 4 to 7% of membership.

Cost for members including travel, lodging, meals, and convention registration runs between \$1,000 to \$3,000 for single out of town members.

GNRHS aims for break even or slight profit.

PROGRAM - CONVENTION

Requires significant GNRHS management effort consisting of a National Convention Officer to select venues, contract with convention hotel, and guide each local committee. A Local Committee for each site puts together list of presenters, arranges for tours, creates budget for board approval, and creates Convention Time Card. Requires 3-4 year lead time for site selection. Local Committees require 18-24 month lead time.

THE END