

Strategic Long-Range Master Plan

The National Museum of Transportation

MARCH, 2025



**THE NATIONAL MUSEUM OF
TRANSPORTATION**

2933 Barrett Station Road
Saint Louis, MO 63122

FOR THE YEARS: 2025 - 2030

OVERVIEW AND INTRODUCTION

In our 80-year history, The National Transportation Museum (TNMOT), has conducted internal planning exercises and maintained a look ahead view to the future. We have outlined opportunities to enhance our impact on our collection across our sectors of interest. The resulting formal and informal plans, and understandings among members of our leadership and active volunteers have charted a path for program growth, infrastructure enhancement, and strengthened collaboration. These foundational guides pushed us to develop innovative ways to deliver our services to an even wider community of interested enthusiasts.

At the start of this new long-term strategic planning process, we evaluated years of growth and progress. We considered the milestones reached, the effectiveness of our strategies, and the opportunities to improve our work. We assessed our ability to meet the changing needs within our focused collections and the action required to maximize our impact. From this, we recognized a need to infuse data- and measurement-related skills and practices throughout all aspects of the organization, as well as become a cross-functional organization that holistically supports the mission and goals of the TNMOT, retaining our focus on maintaining a national caliber institution.

What emerged from this intentional process is the new 2025-2029 Strategic Long-Range Plan. It is grounded in our goal of improving the Museum by growing our engagement of people; volunteers, members, and the general community, providing best-in-class museum, raising awareness of the contributions and innovations made by people and organizations, and increasing our organizational efficiency and effectiveness.

With our mission as our compass, this Strategic Long-Range Plan is intended to be a guide for the journey ahead by concentrating on interdependent strategic priorities: expanding our reach, fostering innovation, telling the Museum story, achieving financial stability, and optimizing systems and structures. Across these sections, we outline initiatives, indicators to measure progress and success, and leaders to steer the implementation of these strategies at their discretion. By the end of this implementation period, TNMOT will emerge as an organization on a continued trajectory toward greater impact and sustainability that will influence the world's understanding of our society's continued evolution of means of transportation.

TNMOT is not only a collection of vehicles, artifacts, and other things. It is a living, breathing, organization of the people who educate, curate, and interpret the stories of our pathway of the technical and societal changes resulting from the growth and expansion of modes of transportation.

THE NATIONAL MUSEUM OF TRANSPORTATION BOARD OF DIRECTORS

Dr. Darryl A. Ross

President of the Board

Charles Taylor

Vice President of the Board

Lee Rottmann

Secretary of the Board

Directors

Charles J. Baine

Amanda Barbieri

Tim Bischof

John Brophy

Richard Chenault

Frank Cunetto

George P. Dorris III

Fred Goebel

Ben Hilliker

Lindley James

Herman Jimerson

David Koller

Daniel Pook

Eric Shelhorn

Elizabeth Smart

Dr. Wendell Smith

John L. Stein

Ted Williams

Executive Director

Terri McEachern

MISSION

The National Museum of Transportation will be the leader in protecting and interpreting North American transportation heritage. As stewards of our heritage, we will provide engaging education programs, interactive and interpretive exhibits, and conserve transportation history for the next generations.

VISION

The Museum's successful operation depends on eight equally important units known as our 'drive wheel': Education • Exhibits Interpretation • Grounds & Facilities • People • Events & Outreach • Guest Services • Restoration & Preservation • Library & Archives. The unified force of the 'drive wheel' successfully moves the Museum forward.

VALUES

What we value is reflected in one word:

Respect. We respect the people, artifacts, campus, and stewardship that preserve the transportation past for future generations.

People. We respect our fellow volunteers, staff, guests, and stakeholders. We will share knowledge and collaborate, as well as be considerate and supportive of those with different and differing ideas.

Artifacts. We will respect the history and historical significance of artifacts entrusted to us to protect and preserve. Objectivity, accuracy, and integrity will prevail.

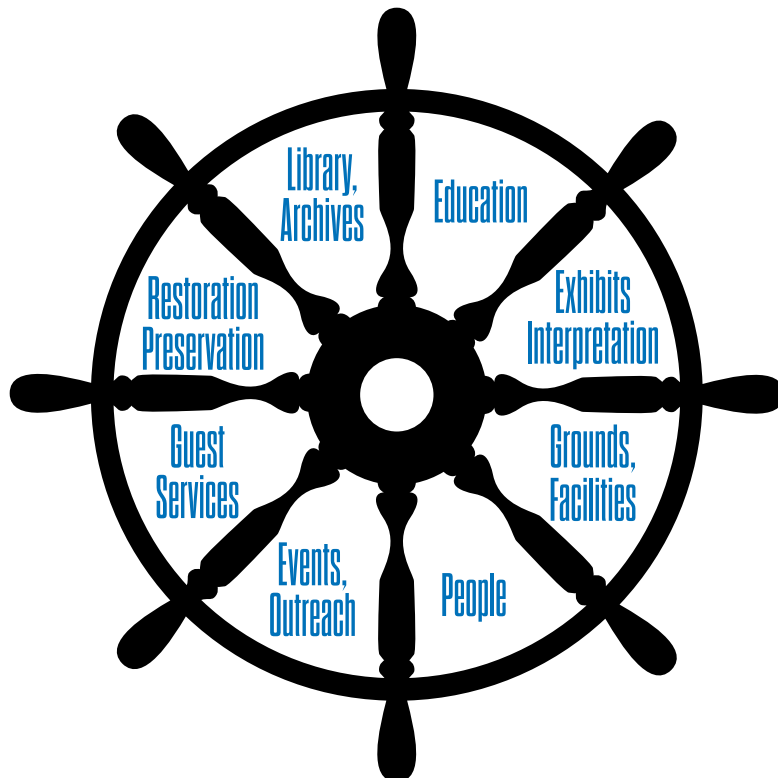
Campus. We will respect the grounds, buildings, and equipment by keeping these clean, orderly, and in working condition. We will be a good steward of our environment by emphasizing pollinator and native plants to our campus to foster not only attractive, but also sustainable, landscaping.

Stewardship. We will respect the significance of our treasured collection, acknowledge our role in preserving it, and remain accountable for the gifts we receive.

GOAL

We preserve and protect our transportation heritage enabling us to teach our children and our children's children about the significant role transportation played in the development of our Country.

We actively preserve history every day for the next generations!



THE NATIONAL MUSEUM OF TRANSPORTATION YOUNG PROFESSIONALS BOARD

Kurt Valdez
President

Stephanie Bolego
Calvin Cajigal
Cody Cleveland
Tom Compton
William Costas
Brian Decker
Drew Deubner
Becca Harrison
Alan Held
Jonathan Hinely
Josh Kaivo
Nate Kennedy
Michael Kleckner
James (Mark) Leslie
Dawn Lillicrap
Brian Malone
Kyle Merrick
Jack McEachern
Jennifer McEachern
Brian Mcleod
John Mueller
Jay Ott
Sam Rana
Malissa Shaw
Logan Shih
Neal Steinbach
Grant Stoecker
Nigel Tate
Zach Tusinger
Andrew Waldholtz
Mike Zirngibl

STRATEGIC PRIORITIES

Expand Our Reach - Strengthen external presence and capacity to share information on our collections and their importance. Advance our reputation through initiative-taking geographic expansion and collaboration.

Foster Collection Curation and Innovation - Champion and promote innovative practices and resources to enhance TNMOT's ability to address changing visitor interests.

Engage the Broader Community - Raise our media presence in the State of Missouri and the nation by development of media content and active communications with other museums and technical universities.

Tell the TNMOT Story - Systematize and synchronize the communications approach to increase TNMOT's revenue streams, visibility of our collection work, and effectiveness of outreach.

Grow Systems and Structures - Revitalize our volunteer interface and participation with enhancing elements of the collection which are under-developed, administration and governance by re-evaluating and implementing best practices to support the longevity of TNMOT's mission.

Enhance Financial Sustainability - Invest in fundraising and development to offset operational costs and strengthen a culture of board philanthropy to ensure support of transportation history today and in the future.



STRATEGIC INITIATIVES

Actions required to create impact efficiently and effectively

Expand Our Reach - Strengthen external presence and capacity to share information on our collections and their importance. Advance our reputation through initiative-taking geographic expansion and collaboration.

1. Increase the national footprint of our educational, curator and media programs
2. Grow and diversify our ability to integrate and manage our museum operations practice as a service among regional transportation collections.
3. Develop and leverage our industry partnerships to expand our services among those elements of our collection which are in an incubation phase.



Foster Collection Curation and Innovation - Champion and promote innovative practices and resources to enhance TNMOT's ability to address changing visitor interests.

1. Standardize both our internal and external advocacy education training models
2. Utilize technology to better support our programs
3. Proactively collaborate, internally and externally, to promote innovation to our curated collections to expand exhibit modules for export to other institutions and integrate content to other higher technical education institutions.
4. Develop and maintain a cadre of virtual curators for specific collection components to enhance TNMOT image and national presence.

Engage the Broader Community – Raise our media presence in the State of Missouri and the nation by development of media content and active communications with other museums and technical universities.

1. Solicit volunteers and donors to create technical and media content.
2. Engage the e-universe with solicitations and programming onsite.
3. Enhance not-for-profit visits to the Museum site by schools, universities, and the public.
4. Grow content with other organizations by hosting, sponsorship, and industry forums to solicit return engagements and financial support for TNMOT.

Tell the TNMOT Story - Systematize and synchronize the communications approach to increase TNMOT's revenue streams, visibility of our collection work, and effectiveness of outreach.

1. Align TNMOT's development and communications plans to grow presence and enhance content for corporate and technical manufacturers to stimulate interest and position the TNMOT to gain access to the latest contributions from manufacturers.
2. Frame stories of TNMOT's impact on key audiences within the context of the primary collections of the Museum
3. Increase awareness around TNMOT's mission and vision, by becoming an organizer of activities and volunteerism in the regional and statewide community.



STRATEGIC INITIATIVES

Growing Systems and Structures - Revitalize our volunteer interface and participation with enhancing elements of the collection which are under-developed. Enhance growth of volunteer opportunity within a framework of the multiple transportation modes identified by the Museum. Some of these are well-established. Other modes such as Marine, aviation, horsedrawn conveyance will benefit from the establishment of new Advisory Boards integrating internal and external participants. Reinforce administration and governance by re-evaluating and implementing best practices to support the longevity of TNMOT's mission.

Enhance Financial Sustainability - Invest in fundraising and development to offset operational costs and strengthen a culture of board philanthropy to ensure support of transportation history today and in the future.

1. Align fundraising priorities to support organizational goals broadly for programs, curated exhibits, and facilities
2. Expand the giving programs and cultivate major gift prospects with primary transportation types and volunteer efforts.
3. Promote a culture of philanthropy within the community through outreach.
4. Identify private foundations supportive of volunteer programming and educational opportunity for funding support, ongoing.
5. Identify nationwide corporate and manufacturing interests for solicitation of funding for operations and facilities with naming opportunity. Sort by collection types of the TNMOT and integrate by chronology.
6. Follow-up with previous vehicle donor individuals and corporations for ongoing financial support and supplier solicitations.
7. Develop Statewide presence to enhance ability to gain broad financial support of regional and State public funding.
8. Engage historical donors of collections materials to provide ongoing support for operations and curator support.

TACTICAL STEPS

Organizational Growth

1. For our national presence, and of Missouri patrons, expand the organizational Advisory Boards to include dedicated groups representing aviation, inland marine, and horse-drawn conveyance.
 - a. Uniformly define the role and expectations that the Advisory Boards organize views on the collection, initiate lectures, and organize on and off-site activities to grow visitor and volunteer interest.
 - b. Engage the national interest with prepared materials for On-line and print copy or media publication of our collection's materials.
 - c. Bring to Saint Louis region guest lectures and authors in each of the transportation modes to raise awareness of the Museum.
 - d. Encourage corporate, private individual and grant financial giving based on our contributions to education and social activities in our local and national communities.
2. Establish and enhance key member cadre to expand the current educational on-site visitor and children's programs to include liaison with higher educational a, governmental and industry groups to make our collections more relevant to current development or historical modes of transportation.
 - a. Integrate on-going contacts with local and regional organizations.
 - b. Become a resource for universities and technical schools establishing programming integrating our expertise and elements of our collection.
3. Expanded geographical lending and sharing of educational exhibits and traveling displays to raise Missouri awareness of the Museum. Maintain these and attract additional visitors to our Museum.
4. Engage national experts in advisory capacity and initiate a 'scholars' program bringing recognition and periodic event to our location by formalizing relations with noted sector experts.
 - a. Encourage financial giving and collection enhancement utilizing specialty advisors within transportation sectors.
5. Optimize relations with regional military commands and governmental agencies to allow greater access to unique collectible logistical and transportation vehicles and their initiating companies.
 - a. Grow our relations with military veterans' organizations within Missouri and regionally.
 - b. Acknowledge and create opportunities for veterans to participate more fully in our Museum life which will enrich our abilities and bring younger skills with firsthand ability with collections of vehicles.
6. Systems for communications and follow-up with make our Museum more personable and frequent contacts to encourage broader and more in-depth involvement in activities and Museum relations with the community.
 - a. Utilize our collection's vehicles for public awareness campaigns each year with holiday and special celebrations in eastern Missouri and southwest Illinois to enhance awareness of the Museum and drive greater numbers of Museum visitors, utilizing limited free or discounted admissions tickets.
7. Grow in-house capability to prepare content materials for video and on-line distribution within selected focus areas.





INNOVATION AND PROGRAMMING

1. Expanded collaboration with U.S. technical schools for training of pilots, mariners, truckers, and other enthusiasts, acting as a resource to the educators with real-world examples of earlier technologies and design approaches.
 - a. For governmental agencies or organizations such as the Corps of Engineers, or St. Louis Port Authority, create forums and other opportunities for outreach utilizing their available funding structures and participants of public interest.
2. Increase frequency of contact and initiates for the corporate community of the Museum mission and our mutual efforts to educate the public of the benefits to our region from their activities. They are experts and practitioners able to share innovations without direct sales techniques.
 - a. Evolve corporate education programs towards a complete technical exposure and assessment training model, including pre- and post-training modules utilizing our Museum as an effective direct learning laboratory.
3. Establish relationships with international organizations and partners that either support or benefit from our Museum's work (internally or externally).
 - a. Engine technology, testing optimization, and ability to display and credit their organizations by sharing developmental prototypes. These may be electric propulsion such as in the automobiles, boats, or aviation industries.
 - b. Navigation technology for U.S. geospatial agency development for aerial mapping to current commercial technologies. Our Museum may be able to seek special materials within the aviation and aeronautics areas to grow our collections with historical devices as technological advances.
 - c. International fuels companies may be attracted as a presence in the U.S, Midwest for demonstration of their corporate prowess and reputation.
4. Maintain a Missouri state presence commenting on transportation-related educational opportunity and society development.
 - a. Invite Missouri legislators and transportation executives to maintain relationships within the context of our Museum facilities.
 - b. Increase understanding among the public, decision-makers, and policymakers about challenges facing Missouri to inspire change and innovation, by providing a forum for commentary and advocacy for transportation goals affecting the public.
 - c. Help create awareness in the general Missouri public of the historical importance and its timeline of innovation. Our State is and was historically a leader in transportation innovations, and contributions to the integration of our U.S. nation.
5. Strengthened our regular relationships with other Museums in our region to create a network of partners who share examples of best practice and learn from one other. Work to establish a professional cadre of our Museum employees, funded through corporate and University grants.
 - a. Initiate a program of student internships, funded by corporations in our region focused on the Museum management and technical curator's skills.
 - b. Recognize universities and training institutes which bring corporate sponsorships and awards programs on a regular and recurring yearly basis.
 - c. Seek Missouri grants associated with oral histories of notable living community members describing their lives, experiences, and reflections on accomplishments as a feature of our Museum library sciences program.

PUBLIC COMMUNICATIONS

1. Grow the Museum's current ability to provide an interface with local, regional, and national press agencies as they affect or are initiated by the Museum. Maintain these relationships by offering content, events and opportunities for publication, and media outlets to be 'first served' with information.
 - a. Maintain a clipping service, access to publications which affect our Museum and communicate essential information effectively to enhance our image as the preferential source of information and commentary.
 - b. Engage in continuous on-line activity utilizing professional and volunteer staff to share and interface with participants, volunteers about our Museum and the validity of contributions of money and collection vehicles.
2. Actively participate in the dialog with transportation media about new and innovative vehicles, utilizing our skills and resources for trading, upgrading, and sharing the collection in broader venues, both physical and electronic.
 - a. Engage organizations beyond local media to maintain our Museum presence and a national caliber organization, with offerings of interest to a national audience.
 - b. Implement a system to catalog and make available our Museum Library resources that demonstrate our Museum impact.
3. Prepare a series of transportation specific materials for use by staff and leadership which have access to Museum marketing materials and are trained in how and when to communicate with potential donors of collection materials of direct contributions of funds.
 - a. Provide both qualitative and quantitative information about the Museum.
 - b. Learn from other museums and organizations about experiences.
 - c. Focus on the transportation sections utilizing both professional staff and Advisory Board volunteers to maintain a presence related to exhibits and facilities to house the collection materials.
 - d. Establish and maintain tracking marketing tracking systems to set goals and objectives for structured communications, monitoring effectiveness of the materials and their message, leveraging networks and dedicating time to donor engagement
4. Enhance thoughtful utilization of social media, directed ads, and Google to drive website activity and promote key messages.



ANGEL INVESTOR OR GOVERNMENTAL FUNDING

The process of looking forward to the future Museum allows us to dream about what might be accomplished if money were no object. If an individual of great means or government support provided such a level of support, what might be achieved? If such an existential funding opportunity to grow private funding or embrace extensive government support were to emerge through a transformative investment the Museum can be:

First: An internationally known facility for serious study of the development of transportation & the resulting changes in civilization and bring recognition to Missouri.

Second: A facility where both the serious researcher of transportation history and casually interested, can experience direct physical contact with vehicles of all modes of transportation. The Museum can function as a resource to small communities statewide with exhibits and programming.

Third: A showcase for Missouri's past and current role in transportation and Missouri's potential role in the future by engaging key organizations, manufacturers, and engaging our educational institutions.

Fourth: An outlet for veterans who bring transportation vehicle knowledge and leadership skills to be involved in the community while at their option can gain experience and skills to enhance their hobbies, and in many cases enhance their job opportunities.

Fifth: A facility with elements of entertainment to draw the uninterested into being casually interested in transportation and draw the casually interested into deeper interest in transportation.

Active pursuit of government funds would require Museum Board action and its commitment to a Legislative Committee to mount a multi-year effort through support likely through agencies of educational focus.

1. Enhance the Museum's volunteer programs to include emphasis on veterans' and family participation.
 - a. Solicit interested military veterans and families as Museum volunteers and members with welcoming hobby and family programs with emphasis on civilian/military transportation modes.
 - b. Utilize military trained veterans with mobility command experience engaged as curators for vehicles and interpretive exhibits.
 - c. Career training of veterans through volunteer roles in preservation/restoration of vehicles and artifacts such as rail/trolley/automotive metals preparation and protective coatings applications.
 - d. Veterans' mechanical and engineering training as operators of equipment and civilian/military vehicles on the Museum campus.
 - e. Build on veterans' knowledge of military/civilian mobility command in the United States to integrate with potential sources of exhibits and contributions.
2. Curate traveling, transportation history exhibits and vehicles which circulate through Missouri communities.
 - a. Provide exhibits which enhance and grow local Missouri historical museums.
 - b. Provide technical museum curator interface with technical colleges and universities as resources for curriculum.



ANGEL INVESTOR OR GOVERNMENTAL FUNDING

3. Provide expanded free and reduced cost of museum admissions to The National Museum of Transportation for school groups and summer enrichment programs.
4. Make enhancements to the existing Smithsonian Institution, praised collection and protective enclosures of our nationally recognized railroad train and trolley collection such as:
 - a. Locomotives, sheltered & displayed in chronological order.
 - b. Rail freight cars, sheltered & displayed by type & chronology.
 - c. Rail passenger cars, sheltered & organized in chronological order with displays of how Pullman seating-beds work, bedrooms, and dining cars.
 - d. Exhibits of our high-speed transportation vehicles.
 - e. Rail routes, types of freight, freight sources, destinations, tonnage.
5. Enhance Museum interactive viewing of aviation and aeronautics exhibits with broader aircraft and geospatial exhibits.
 - a. Create sheltered & increased aircraft displays, in chronological order.
 - b. Demonstrate Missouri's pivotal role in early aviation history, terminals, manufacturing, and postal service.
 - c. Integrate veterans with aviation backgrounds and training to manage and curate Museum aviation exhibits and aircraft.
 - d. Display technologies such as location mapping services, earth observation, navigation, and drone technologies.
 - e. Enhance our relationships with major aircraft and geospatial equipment manufacturers such as Boeing Corporation.
6. Provide national caliber exhibits of automotive development and roadway infrastructure.
 - a. Explain and display the development of auto, truck, and bus passenger routes, especially in Missouri, with 'First-in-the-Nation' interstate highway design and implementation.
 - b. Explain and display the design and mechanical evolution of autos, trucks, and buses.
 - c. Increase car and truck vehicles displayed, with a portion of the cars and trucks in chronological order, at 5-year intervals and displaying descriptions of the mechanical and design advances.
 - d. Display cars of given years, side by side, illustrating purchasers' options in those years.
7. Expanded displays of past and present Missouri manufacturers of rail cars, trolleys, road vehicles, watercraft & aircraft.
 - a. Provide an expanded display of Missouri built cars and trucks.
 - b. Provide access to collections by technical college and university-trained educators.
8. Tours of our archival and un-restored vehicle storage facilities.
 - a. Facilitate group visits to museum holding areas where artifacts are retained and curated.
 - b. Create energy and interest in the array of historical inventions and unique materials related to transportation.
9. From the early era of Missouri history, celebration of our State in establishment of the overland prairie trails to the American West.
 - a. Provide and display a stagecoach which visitors can ride, and a recreated coach stop.
 - b. Provide and display recreation of an early Pony Express rider stop from the pioneering era of western Missouri.
 - c. Provide and display covered wagon which visitors can ride in and a recreated wagon train type camp site, available to groups.
10. Early and modern river history explains the role of enhanced navigation on the Mississippi and Missouri rivers.
 - a. Display early efforts to create navigable rivers with contributions from the US Corps of Engineers and port authorities across the State.
 - b. Display native tribes' means of river transportation and early explorers, missionaries, and pioneers.
 - c. Display an early river flat boat and barge display from the French and Spanish colonial heritage of Missouri

ANGEL INVESTOR OR GOVERNMENTAL FUNDING

- d. Display early ship manufacturing and the contributions of Missouri mining and manufacturing industries to the achievements of James B. Eads and development of Missouri riverfront industries.
- e. Display modern use of the river and its importance to agriculture and development of our natural resources in mining and timber resources.
- 11. Create understandable displays of mechanical and electrical devices, such as rail car coupling systems, steam engines, internal combustion engines, manual & automatic transmissions, fuel gauge devices, window raising and lowering devices, differentials systems & aircraft propulsion.
 - a. The displays will include cut-aways with moving parts, with clear descriptions of how & why the devices work.
- 12. Develop increased library archives and artifacts, which are internationally sought reference sources.
 - a. Sponsor research on transportation history.
 - b. Integrate veterans organizational and training for management of logistical Museum information and underlying systems as employees and volunteers.
- 13. Create expanded facilities for the storage, exhibition and museum-quality preservation/restoration of vehicles and artifacts related to our array of modes of transportation, such as:
 - a. A theater/exhibit space which provides a graphic overview of transportation in Missouri, suitable for large group gatherings and assembly.
 - b. Expanded rail, trolley and automotive buildings with meeting rooms and education displays.
 - c. Establish additional restoration and preservation facilities for technical and mechanical work on transportation vehicles
 - d. Expanded and new added buildings for the visitor center, library, and archives.
 - e. Facility improvements and upgrades to improve durability and reduce operational costs.
 - f. Creation of enhanced on-site ability to host special and unique events and gatherings.
- 14. Develop and grow organizational structure for increased membership and expanded offerings with:
 - a. Office of museums interface and 'on-loan' programs with other Missouri institutions across the State.
 - b. In-house management and production capability to create communications media and education source materials for on-line research and programming.
 - c. Archival liaison for interface with other museums, writers, and researchers.
 - d. Enhance number and specialization of Curators specific to technologies and modes of transportation to solicit and trade museum quality materials.
 - e. Dedicated preservation/restoration leadership to organize continuous projects for vehicle work.



PHYSICAL FACILITIES OF THE MUSEUM

For its 80-year duration, there have been continuous efforts to house the collection of the Museum in suitable protective facilities. Through the initiative of its Board of Directors and notable community members, there have been facility improvements which include land acquisition, infrastructure improvements, and buildings built to accommodate the growth of the Museum. Building facilities is aligned with the need to support the mission and goals of the organization, and consequently, follow the lead of our programs housed on site with consideration for the numbers and vehicle size of the collection. Because of the rail and trolley collections, our site is in proximity to a main line rail facility and includes the historic Barret Station depot and the first tunnel constructed by the Union-Pacific Railroad west of the Mississippi River. Without access to the east-west rail line, growth of our Museum would have been inconceivable in its present location.



In addition to on-site facilities, the Museum leases storage space housing elements of our collections from Washington University in outlying St. Louis County in the secured Tyson Valley facility in which the University is active. The Tyson Valley storage space is unconditioned, allowing uncontrolled variations in temperature and humidity. While secured, and protected from the elements, collection materials are subjected to natural air ventilation containing dust.

Facility Improvements specific to this planning effort are integrated from our 2017 planning process and are referenced here: The following illustrations are intended to communicate the general character of the Museum improvements from this effort are included. Costs reflected are general 2025 guidelines to communicate order of magnitude, with further development detailed development based on funding sources and timing.

1. Based on focus group meetings and discussions, some additional needs for facilities are indicated as follows and included in the cost summary:
 - a. Enhanced group meeting facilities for small groups of 15 to 30 participants.
 - b. Curator work areas for vehicle work addressing autos, boats, and aircrafts.
 - c. Expanded work areas which currently serve the rail and trolley service.
 - d. Exterior maintenance, stormwater drainage and site brush removal at the Tyson Facility providing storage and workspace as a buffer.
 - i. Museum Capital Campaign envisions a new conditioned facility onsite to house the artifacts currently at Tyson Valley. Consolidation of materials from that location is envisioned prior to artifact relocation.
 - e. Additional relocated library and artifact restoration facilities expanded in its focus to include skilled document restoration.
 - f. Expanded administrative office areas to integrate additional numbers of staff and volunteers engaged in publications, marketing, and volunteer coordination.
 - g. Enhanced permanent TNMOT Board offices which can better integrate working sessions within each of the technical modes of transportation.
2. Facilities designed to accommodate active groups of people for community events in both outdoor and indoor activity to emphasize the presence of more vehicles capable of being safely operated on site at the Museum.

**THE NATIONAL MUSEUM OF TRANSPORTATION
Strategic Long-Range Planning - Cost Budget**

March 26, 2025

Description	2025 Budget	
	Summary	
BUILDINGS AND SITE IMPROVEMENTS		
William R. and Laura Rand Orthwein Education and Visitors Center - Phase II - Aviation		\$4,649,800
Artifact Building - Automotive + Fuels + Technologies		\$3,900,000
Educational, Library and Administration Building		\$4,600,000
Artifact Preservation and Storage Building - (Includes Tyson Valley Replacement) - Inland Marine		\$4,475,000
Abbott Train Exhibit Pavilion Repairs		\$475,000
Train Exhibit Pavilion - (roof covering, lighting, structure, piers)		\$2,000,000
Trolley Platform Completion		\$230,000
Restoration Shops & Woodshop Upgrades		\$975,000
Site Improvements (landscaping, shade kiosks, site furnishings, wayfinding, hillside enhancements)		\$1,465,000
Facility Site and Perimeter Access Controls - (security, fencing, etc.)		\$1,025,000
West Barretts Tunnel Entrance Enhancement (lighting, walkway, viewing positions)		\$375,000
Mainline Watch Platform		\$225,000
ARTIFACTS AND EXHIBITS		
Artifact Restoration - Cosmetic (175 rail/road artifacts @ \$6,000)		\$1,050,000
Artifact Restoration - Interior (48 @ \$22,800)		\$1,094,000
Handcar Village		\$45,000
Interactive Exhibits - STEAM Learning		\$1,080,000
Interactive Exhibits - Interactive Exhibits (18 @ \$75,000)		\$1,350,000
Model Train Interactive Exhibits		\$325,000
OPERATIONS AND EQUIPMENT - VISITOR + SUPPORT		
People Mover/Miniature Train Engine		\$375,000
Bucket Truck/Pole Truck/Fleet Trucks (4 @ \$68,750)		\$275,000
Library and Archives (archival materials, shelving, computers, scanners)		\$625,000
Technical System Upgrades - (phones, computers, HVAC, public address, emergency report stations)		\$975,000
ENABLING SERVICES		
Professional Services (engineering, architecture, testing, fundraising)		\$1,925,000
Subtotals		
TOTAL BUDGET		\$33,513,800

ON-SITE AND OFF-SITE MUSEUM FACILITIES

Planning Focus Groups in each of the collection transportation areas were asked about the capability of the Museum to accommodate both replaced vehicles, and additional vehicles. The well-represented rail, trolley, and automotive groups had already provided input on the subject with expanded and improved facilities on-site in the 2017 planning effort. The Museum site is well located adjacent to rail lines to accommodate larger vehicles. The subject is not a concern for horse drawn conveyance, nor for bicycles and motorcycles which can be readily serviced by the Barrett Station Road entrances.

However, in the realm of Inland Marine vehicles and Aviation aircraft, the subject of all vehicles on-site is more a point of discussion. In the case of each of these modes of transportation, size, and access matters. The Museum's current Inland Marine collection is limited to smaller boats, and the H.T. Pott tugboat which is substantial in size. Boats and ships of consequential size may not readily be able to be displayed at our location. As with ships, larger aircraft may not be practical to locate on our property.

Given a suitable collectible vehicle of prominent substance, the Museum may want to consider in future years the option of establishing a suitable location adjacent to an airport, or a river harbor. This condition may imply a working agreement with a remote governing body which engages the Museum. A benefactor may suggest a property, bringing both a collection and financial support. Other arrangements for ownership and operational expense may make such an offer viable if the number and status of collectibles related to Inland Marine and Aviation is substantive enough to warrant such consideration.

1. Consideration of off-site facilities suitable for visitor experience are not instead of display of vehicles and artifacts on-site. Off-site facilities should be in addition to on-site exhibits which are both substantive visitor venues.
2. As with our rail facilities, it would be unthinkable to have these vehicles without convenient, appropriate access.
3. For suitable donors, or businesses, it may be the case that an airport location, or port facility on a navigable river are no longer viable, however suitable they may be for Museum use.
4. Considerations for off-site facilities are collection based, with criteria to be established including visitor access, protected enclosed facilities, size of land parcel, availability of off-street parking, and analysis of both initial cost and operational expenses. Analysis of such considerations require membership consensus and formal Board approvals.



TIMELINE AND ACTION AGENDA



Goal setting and planning for execution are commonly associated with additional costs. Certainly, there are major elements of actions associated with improvements to facilities and acquisition of transportation vehicles which are costly. There are elements which surfaced during the planning process articulated in this document which are not costly. They are organizational adjustments, changes, and programs which are no cost or self-funding which could be implemented in the short term.

Such 'low-hanging fruit' which are obvious, should be pursued immediately subject to Board consideration. These organizational changes may accelerate an anticipated timeline or spur growth and funding, which may not be obvious at the outset of our planning and implementation window.

YEAR 1 (2025)

- ☐ Conclude the planning process and communicate the plans within and external to our Museum.
- ☐ Board and advisory members within each of the transportation modes represented by the Museum, whether established previously or new (new being Aviation, Inland Marine, and Horse-Drawn Conveyance)
- ☐ Establish a Board Strategic Plan Subcommittee to support the ongoing implementation process and provide periodic updates on progress made.
- ☐ Initiate top priority for the expansion of the Orthwein Visitor's Center with emphasis on housing suspended aircraft and integrating the Museum's newly acquired FA-18 (E1) aircraft.
- ☐ Prepare guidelines and protocols for integrating internships supported by corporate sponsorships.

YEARS 2 and 3 (2026 and 2027)

- ☐ Market for new members by transportation sector.
- ☐ Market for benefactors and patron financial support across personal, corporate, existing, and new contacts led by transportation sector leaders and volunteers.
- ☐ Continue pursuit of government funding in the form of grants.
- ☐ Initiate top priority for an administrative and meeting venue building serving all sectors of the Museum.
- ☐ Operationalize Advisory committees by transportation sectors.
 - o Initiate activities and events celebrating these collection sectors.
 - o Create fun events, travel, and other visits of interest. Encourage members to research and communicate with other museums in this area.
 - o Identify sector experts and research how we can enlist their help.
- ☐ Reach out to existing transportation contact organizations and past funders.
- ☐ Establish working contacts with military organizations and invite them to visit and be a part of our community.
- ☐ Set a goal of at least 4 (four) community events in the first half of the year at which we will have two vehicles on parade or exhibit to raise awareness and increase Museum visitor numbers.

TIMELINE AND ACTION AGENDA

YEAR 4 (2028)

- ☐ Pursue specific donor and collections initiatives to advance program initiatives for local and statewide visitors. Engage Missouri venues to become part of our Museum traveling exhibits.
- ☐ Initiate specific facility improvement plans to house expanded collections specific to transportation mode.
- ☐ Review priorities for fund raising initiatives with integration of marketing efforts to corporations, foundations, and private individuals. Grow ability to solicit and integrate new funding sources and re-confirm Museum controlled sources such as visitor attendance fees and structured activities which yield revenue.
- ☐ Create recognition awards programs in primary transportation modes, initiated by transportation mode teams identifying national awards and selection groups on behalf of the Museum.
- ☐ Review progress and initiatives within the newer collection areas, Inland Marine, Aviation, and Horse-Drawn Conveyance, to assess advances in program developments and volunteer activity.
- ☐ Review more established Rail, Trolley, and Automobile sectors of the Museum to assess and encourage innovations and volunteer activity.

YEAR 5 (2029)

- ☐ Review and assess impacts of governmental funding potential.
- ☐ Continue private initiatives for funding, program initiatives and facility growth and expansion.
- ☐ Review potential for off-site program initiatives or liaisons with other museum institutions.
- ☐ Update and re-position Mission Statement and Goals.
- ☐ Make initial preparations for updates to Museum strategic planning and initiatives. Form a committee and engage the Museum community.
- ☐ Continue in-house development of media and communications with corporate and foundation support.
- ☐ Reinvigorate relations with military and governmental organizations for advancement of collections and modes of transportation artifacts.

