

Friends of the Cumbres & Toltec Scenic Railroad, Inc.
Minutes of Long Range Planning Meeting Held March 13, 2008
Marriott Journal, Albuquerque, New Mexico

Board members present: Curt Bianchi, Nan Clark, Bob Craine, Dan Pyzel, Warren Smalley, Jim Herron, Linda Smith, Spencer Wilson, Tim Tennant, Bob Ross, Frank Yockey, Craig McMullen, David Lee, Bill Lock, Ed Lowrance, Parker Fowler, Caroline Tower, Dennis Sterosky.

Board members absent: Bob Tully, Art Nichols.

1. Call to Order

Chairman Craine called the meeting to order at 12:38 p.m. MDT.

2. Introductory Remarks

Chairman Craine welcomed the board members and reviewed the agenda for the meeting.

3. Long-Range Issues Facing the Friends

Chairman Craine led the board in a discussion of important issues facing the Friends over the next ten to twenty years. The board collectively generated a list that included the following items.

- Develop the next generation of members and leaders.
- Institutionalize policies and management of the organization.
- Long-term maintenance of infrastructure.
- Membership growth.
- Stable, on-going operating funding.
- Increase public relations profile.
- Collections management and curator function.
- Volunteer management and season-long programs.
- Management (paid staff).
- Role of Friends, operator and commission.
- Museum accreditation.
- Lobbying on behalf of the railroad.
- Joint master plan with commission and operator.
- Physical facilities (headquarters) and records management.
- Integrated business processes and systems.
- Long-range exhibit/interpretation planning.
- Board governance.
- Land conservancy/protect adjoining properties.

4. Long-Term Strategic Objectives

Chairman Craine led the board in a review of the existing strategic plan adopted in 2005, and the key five-year objectives contained in the plan. The board mapped the long-range issues previously identified onto the strategic plan and five-year objectives, and discussed possible changes to the language of the plan and objectives. One item discussed at length was identifying ways in which to increase the operating income of the organization.

5. Governance and Management Issues

Chairman Craine described the evolution of the Friends' management and government structure, which

essentially began when we hired our first paid executive director some years ago. The Executive Committee is moving in a direction in which the president is held accountable as the chief executive officer, responsible for meeting goals, controlling expenses, and the overall results of the organization. Chairman Craine described a model in which hands-on directors that also function as department heads would serve like vice presidents who report to the president.

Director Lowrance remarked that the Projects Committee needs guidance from the board in terms of the overall plan for the museum and the scope and types of projects to be undertaken. He remarked that project expenses will continue to increase, and it will not be prudent to select projects in an ad hoc fashion. This led to a lengthy discussion about planning in general.

6. Adjournment

The meeting adjourned at 5:28 p.m.

Respectfully submitted,

Curt Bianchi, Secretary