

CARRIAGE MUSEUM OF AMERICA

Five-Year Business Plan, 2018-2022

Mission

The Carriage Museum of America serves educational institutions, collectors and the interested public as a secure authoritative resource and repository for information, education and research about animal-drawn vehicles and related subjects while encouraging their appreciation and conservation.

Goal 1 – Collections – Preserve important rare, unusual and historical books, vehicles, articles and materials in original condition for research purposes

1. Strategy – Operate and maintain in a modern, safe, secure yet accessible educational, research facility
 - a. Task – maintain up-to-date database of CMA and CAA holdings
 - b. Task – protect rare and precious printed material in closed stacks
 - c. Task – refine holdings and deaccession items that do not fit mission
 - d. Task – Conserve priority vehicles on a schedule based on need-
 - e. Task – Provide public access to non-rare holdings for research and education
 - f. Task – create Inter Library/Museum Loan Program

Goal 2 – Public Service - Provide educational and informational materials and research services to private collectors, museums, educational institutions, scholars and all groups interested in research, preservation or promotion of the history, manufacture, industry, conservation and use of American animal drawn vehicles, the American Road, early methods of transportation and related topics.

1. Strategy – Research and Education – Marketing Committee
 - a. Task – Develop publication plan for the reproduction of rare and out-of-stock books and articles, publication of new materials, and use of the CMA website.
 - b. Task – Coordinate and collaborate with CAA and other organizations on publications and outreach
 - c. Task – Identify and prioritize rare materials for digitization and public access
 - d. Task – reproduce documents for both print and digital sale
 - e. Task – Provide research and advice
2. Strategy - Public Outreach
 - a. Task – Maintain an up-to-date and interactive website
 - b. Task – Enhance searchable database of holdings
 - c. Task – Develop a Virtual “Museum” jointly with CAA
 - d. Task - Collaborate with other like-minded organizations.
 - e. Task – Encourage and facilitate other organizations to accurately index their own holdings

Goal 3 – Institutional Strength – To sustain financial and functional integrity of the organization

1. Strategy – Develop and encourage the support and engagement of a dedicated and knowledgeable Board of Directors, staff, contractors and supporters
 - a. Task – Engage Directors, staff and supporters through committees and working groups
 - b. Task – Hold at least one in-person board meeting each year
 - c. Task – Annually review position of CMA in relation to Business Plan
 - d. Task – Develop Annual Workplan, with budget, in concert with CAA
 - e. Provide a rewarding work environment for employees, volunteers and Directors

2. Strategy – Ensure financial strength and sustainability
 - a. Task - Enhance revenue stream from grants and services
 - b. Task – Develop list of services and market consulting capacity
 - c. Attain 100% participation of Directors and Advisors in annual fund
 - d. Task – develop and execute plan to achieve target (grants, legacy bequests, donations, annual campaign, membership etc.)
 - e. Task – Audit CMA for 501(c)3 compliance and report to Directors

Notes to reviewers.

- Maintained the Original 3 Goals of Previous Plan
- Eliminated Committees – left for annual workplans
- Redistributed some of the Tasks that were no longer relevant, *e.g.* housing
- Eliminated redundant tasks
- Added tasks that have emerged over the years