

**THE MINNESOTA STREETCAR MUSEUM**  
**Organizational Memorandum and Policy**  
**Adopted March 12, 2005**  
**First Proposed Revision March 14, 2005**

I. Vision, Mission Statement, and Goals

**Vision.** The Museum's mission is to provide visitors with a vivid visual and emotional experience that will both educate and entertain them and that will result in their willingness to return, ride again, encourage others to do so, and become members and volunteers.

**Mission.** The Museum's mission is to preserve and communicate to the public the experience of Minnesota's electric street and interurban railway history.

**Goals.** The Museum operates the Como-Harriet Streetcar Line at Lake Harriet in Minneapolis and the Excelsior Streetcar Line in west suburban Excelsior. Its goals are to:

- ❖ Educate the citizens of the Twin Cities metropolitan area and the state of Minnesota, Museum members and volunteers, and visitors about the history and historic significance of the electric street and interurban railway and public transit especially as they relate to Minnesota.
- ❖ Preserve the methods and skills that were necessary to build, maintain, and operate electric street and interurban railways and public transit systems while authentically, economically, and safely interpreting, maintaining, operating, and restoring the Museum's streetcars, physical plant, and other assets.
- ❖ Operate historically correct, profitable, safe, well endowed, well maintained, and well-run streetcar lines at Lake Harriet in Minneapolis and at Excelsior on Lake Minnetonka.
- ❖ Operate regularly scheduled, charter, special, and training streetcar operations.
- ❖ Schedule special events on and off-site as appropriate to promote goodwill, membership, ridership, and volunteerism in the Linden Hills and south Lake Minnetonka communities and throughout the metropolitan area and the state of Minnesota.
- ❖ Operate a variety of street railway and interurban cars including but not limited to streetcars No. 10, 28, 78, 265, 322, 1239, and 1300 and interurban car No. 10.
- ❖ Preserve and ultimately restore and operate a variety of street and interurban railway equipment representing the broad spectrum of electric railway vehicles that operated in Minnesota for the Twin City Rapid Transit Company and others, including vehicles that the Museum has yet to acquire.
- ❖ Acquire, catalog, display, and properly store additional artifacts that assist the Museum in developing and maintaining a collection that interprets and represents the broad spectrum of

electric railway vehicles that operated in Minnesota for the Twin City Rapid Transit Company and others.

## II. Board of Directors

The Board of Directors will function as its policymaking and oversight body and will be responsible for:

- ❖ Development and fundraising; educational, and interpretive programs; marketing, public relations, and special events; membership development and services; and volunteer development and services.
- ❖ Preparation of and monitoring conformance with an annual work plan and a long-range plan.
- ❖ Preparation of and monitoring conformance with an annual operating budget.
- ❖ Maintaining good relations with the community, all levels of government, national organizations, and other museums.
- ❖ Day-to-day operations will be the responsibility of the Operations Committee (see below under “Committees”).

The Board will meet at least quarterly as follows:

- ❖ March – review draft revised long-range plan and financial results from previous year
- ❖ June – review financial results from year-to-date and complete and approve revised long-range plan.
- ❖ September – review financial results from year-to-date and initial draft of annual operating budget and annual work plan.
- ❖ December – review financial plans from year-to-date and approve annual operating budget and annual work plan.

The Board may adopt position descriptions to further describe the duties of the Board and of Directors that are consistent with law, the Museum’s By-laws, and this policy.

## III. Committees

The Committees listed below consists of a combination of Board and non-Board committees, as appropriate and as provided for by the Museum’s By-laws:

- ❖ **Audit Committee.** Responsible for the conduct of an appropriate annual audit.

- ❖ **Development Committee.** Responsible for raising necessary funds for all activities, events, and projects not funded by the annual operating budget.
- ❖ **Education and Interpretation Committee.** Responsible for (1) archives and non-rolling stock or physical plant collection development and management; (2) car barn, station, and other exhibits including cooperation with other museums and off-site exhibits; (3) historical research; (4) interpretive activities including development of curricula for car barn tours, Classroom on Wheels, and educational charters; (5) official text for end-of-the-line talks; and (6) publications, except for communication to volunteers and members and those related to marketing, public relations, and special events.
- ❖ **Executive Committee,** consisting of the Chair (chair of committee), Treasurer, General Superintendent, and such other members as appointed by the Chair. Responsible for governance of the Museum, as permitted by the by-laws and authorized by the Board, in between Board meetings and for coordination of the activities of the committees. Only members who are Directors may vote.
- ❖ **Finance Committee,** consisting of the Chair, Treasurer (chair of committee), General Superintendent, and at least one other Board member. Responsible for overall management of the Museum's finances, developing all appropriate and necessary policies related to the Museum's financial operations, and working with the General Superintendent and the chairs of committees to develop the annual operating budget.
- ❖ **Marketing, Public Relations, and Special Events Committee.** Responsible for (1) establishing fares and fare, pass, and ticket policies subject to the approval of the Board; (2) marketing; (3) merchandise development, purchasing, inventory, and sale; (4) public relations; (5) publication of brochures and maintenance of the website and voicemail system; and (6) special events in coordination with the Finance and Operations Committees as appropriate.
- ❖ **Membership Development and Services Committee.** Responsible for (1) issuing membership cards; (2) maintaining membership records; (3) planning and executing an annual meeting with refreshments and a program in December and a summer picnic; (4) providing for renewal of memberships; (5) publishing a quarterly magazine and monthly newsletter for the membership; and (6) recruiting and orienting members and volunteers.
- ❖ **Operations Committee,** consisting of the General Superintendent (chair of committee), operating department heads, other appointees of the Board, and the Chair. Responsible for operation of the streetcar lines including the following functions: (1) engineering (maintenance, repair, and restoration of physical plant), (2) mechanical (conservation, maintenance, repair, and restoration of rolling stock); (3) safety and training (training, certification, supervision, and recertification of all foremen and operators); and (4) transportation (scheduling crews, publication of schedules of crews, and planning streetcar operations for special events).

#### IV. Operating Structures

Board of Directors – Chair is Chief Executive Officer

Committees report to Board via Chair

Audit

Development

Education and Interpretation

Executive

Finance

Marketing, Public Relations, and Special Events

Charter Agent

Pass Bureau Manager

Passenger Traffic Manager

Uniform Shop Manager

Membership Development and Services

Operations – General Superintendent

Assistant General Superintendent-Excelsior

Engineering – Chief Engineering Officer

Assistant Mechanical Officer-Excelsior

Buildings Foreman

Gardens Foreman

Grounds Foreman

Overhead Foreman

Substation Foreman

Track Foreman

Mechanical – Chief Mechanical Officer

Assistant Mechanical Officer-Excelsior

Shop Foreman-Linden Hills

Shop Foreman-Excelsior

Safety – Chief Safety Officer

Safety and Training – Superintendent of Safety and Training

Assistant Superintendent

Assistant Superintendent-Excelsior

Assistant Superintendent-Standard Streetcars

Assistant Superintendent-PCC Streetcar

Transportation – Superintendent of Transportation

Crew Caller-Foreman

Crew Caller-Operators and Station Agents

Crew Caller-Excelsior

Crew Caller-Charters

Crew Caller-Docents

Crew Caller-Backup

#### V. Operating Officers

The Board will appoint a General Superintendent, who will be responsible for the operation of the Como-Harriet and Excelsior Streetcar Lines. The General Superintendent will:

- ❖ Appoint and appropriately supervise subordinate officers to ensure competent and safe operation of the Como-Harriet and Excelsior Streetcar Lines as set forth in the operating structure below and in conformance with the Museum’s vision, mission, and goals; its budget; its annual work plan; and its long-range plan.
- ❖ Chair the Operations Committee established by the By-laws.
- ❖ Report to the Board at each meeting in person or in writing as to the state of operations of the Como-Harriet and Excelsior Streetcar Lines.
- ❖ Prepare an annual budget and work plan for the Como-Harriet and Excelsior Streetcar Lines within guidelines prepared by the Board.
- ❖ The senior officer of the Como-Harriet and Excelsior Streetcar Lines shall serve as Interim General Superintendent in the absence or upon the disability or resignation of the General Superintendent until a new General Superintendent is appointed by the Executive Committee or by the Board.

The Chief Engineering Officer’s duties include providing for cost-effective, historically accurate, and safe conservation, maintenance, and restoration of all aspects of the Museum’s physical plant including but not limited to bridges, buildings, gardens, grounds, overhead wire, substations, and track and for recruiting, organizing, training, and supervising volunteers engaged in the work of the Engineering Department.

The Chief Mechanical Officer’s duties include providing for cost-effective, historically accurate, and safe conservation, maintenance, and restoration of all street and interurban railway equipment and for recruiting, organizing, training, and supervising volunteers engaged in the work of the Mechanical Department.

The Chief Safety Officer’s duties include ensuring that all activities at the Como-Harriet and Excelsior Streetcar Lines occur in compliance with all appropriate federal, state, and local laws, regulations, rules, and ordinances and in compliance with all appropriate risk-management and safety standards.

The Superintendent of Safety and Training’s duties include training, recertifying, and supervising all persons engaged in the operation of street and interurban railway equipment in regular, charter, or special service and engaged in station or other public operations and for recruiting, organizing, training, and supervising volunteers engaged in the work of the Safety and Training Department.

The Superintendent of Transportation’s duties include organizing all certified persons and publishing a schedule of operations to ensure regular, charter, and special streetcar operations occur when published or otherwise agreed to and supervising volunteers engaged in the work of the Transportation Department.