

Our five-year strategic vision is to...

Mission: Mount Washington Observatory is a private, nonprofit, member-supported institution with a mission to advance understanding of the natural systems that create Earth's weather and climate. It serves this mission by maintaining a weather station on the summit of Mount Washington, performing weather and climate research, conducting innovative science education programs, and interpreting the heritage of the Mount Washington region.

Vision: By 2035, Mount Washington Observatory will serve as an international center for scientific research and learning that helps to improve understanding of weather and climate as well as their impacts on our lives.

Strategic Goal 1: Become a scientific and technologic leader in weather and climate science research.

IMPACT

We aim to become an internationally recognized center of excellence in atmospheric science and technology. We aim to significantly enhance regional weather forecasting, deepen our understanding of climate dynamics, and drive technological innovations that benefit the public, research institutions, and industries across the Northeast and beyond.

To achieve this, we will:

- Expand and Modernize the Mount Washington Regional Mesonet:** Develop it into a comprehensive statewide network that fosters collaboration across the Northeast and nationally.
- Upgrade Infrastructure:** Invest in both physical and digital infrastructure, including state-of-the-art equipment, LIDAR, radar, and other advanced technologies to support precise forecasting and pioneering research.
- Attract Innovative Research Projects:** Actively seek and engage with groundbreaking research initiatives and partners to enhance our scientific contributions.
- Cultivate Expert Talent:** Retain, support, and attract top-tier scientific and technological staff to drive our mission forward.

PURPOSE

By achieving these objectives, we will rapidly enhance our institutional capacity for cutting-edge research and technology development, positioning the Mount Washington Observatory as a leader in the field of weather and climate science.

Lead innovative research projects and partnerships.

Objectives		High-level Deliverables (SMART Goals or other)	2026	2027	2028	2029	2030	Accountability	Financial Assumptions
1	Continue to build and strengthen relationships with academic, institutional, governmental, nonprofit or corporate sponsors resulting in at least one new collaborative agreement per year, as organizational capacity allows.	Establish weather intelligence forecasting and tech partnership with Eversource Energy or other energy company.						Executive Director	Partnership agreement with Eversource Energy to fund this work, ranging from \$50K on weather services to \$300K on technology annually.
		Build partnerships with universities including State University of New York at Albany, University of Maine, University of New Hampshire, or Plymouth State University.						Director of Weather Operations	University partnerships rely on successful joint grant proposals or other funders to enable collaboration.
		Continue or build new research partnerships with Northeast Network of Mountain Top Observatories, Northeast Snow Survey, or other in service of cutting-edge research involving data analysis and						Director of Weather Operations	Funding required to facilitate specific projects as they arise.
		Develop partnerships with technology or other companies leading the charge on utilizing machine learning and Artificial Intelligence in weather modeling and forecasting.						Director of Weather Operations	Funding required to facilitate specific projects as they arise.
		Develop partnerships with other relevant research institutions such as Storm Peaks Lab (University of Utah), Gulf of Maine Research Institute, or Blue Hill Observatory.						Executive Director	Funding required to facilitate specific projects as they arise.
		Continue or build partnerships with federal government institutions or contractors such as the United States Air Force, Mesotech, Cold Regions Research and Engineering Laboratory, United States Navy, or National Center for Atmospheric Research.						Director of Weather Operations	Federal agencies pay for services on a contractual basis as a means to increase research revenue growth.
2	Publish peer reviewed journal article/s and present posters or talks at academic and professional society conferences each year.	Write and publish a Technical Mesonet Paper update in relevant peer reviewed journal.						Director of Weather Operations	160 hours of staff time and ≈\$2000 open access journal costs (if desired).
		Every year, identify project(s) that merit publication in a peer reviewed journal on a two-year time horizon.						Director of Weather Operations	30 hours of staff time and ≈\$2000 open access journal costs (if desired).
		Set a target to publish at least one peer reviewed article each year.						Director of Weather Operations	160 hours of staff time and ≈\$2000 open access journal costs (if desired) per publication.
		Attend the American Meteorological Society Annual Meeting and at least one other conference each year.						Director of Weather Operations	80 hours of staff time and professional development funds (≈\$3K per trip depending on number of staff and distance) per conference.
		Publish white papers on our own research or for specific clients in cases that do not merit peer reviewed journal publication, including intern research projects.						Director of Weather Operations	60 hours of staff time required to produce or internship stipend hours per white paper.
3	Communicate about one or more research projects conducted at MW OBS each year through multiple means in order to build MW OBS reputation and establish	Publish and communicate about the White Mountains Almanac annually.						Senior Brand Communications Manager	30 hours of staff time to create communications products and disseminate.
		Promote specific research projects or publications in Windswept, on mountwashington.org, or in monthly newsletters.						Senior Brand Communications Manager	20 hours of staff time to create communications products and disseminate.

	further research partnerships.	Collaborate with partner institutions (e.g., Appalachian Mountain Club, Plymouth State University) on shared research to amplify communications reach.								Senior Brand Communications Manager	20 hours of staff time to create communications products and disseminate.
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Develop technological infrastructure and facilities to support scientific research.

Objectives		High-level Deliverables (SMART Goals or other)	2026	2027	2028	2029	2030	Accountability	Financial Assumptions
4	Expand the Mount Washington Regional Mesonet to be a statewide network and rename accordingly. Purchase a truck to support station maintenance, and acquire a facility for the receipt, storage, and assembly of technological components.	Site a mesonet station in each county with associated funding and equipment.						Director of Technology	Presently funded through ≈\$750K in Congressionally Directed Spending, Northern Border Regional Commission, other funding sources, or corporate sponsorship.
		Purchase and utilize a vehicle to access stations for installation and maintenance.						Director of Technology	Funding by \$50K gift from a generous donor.
		Secure a storage and maintenance facility long-term.						Real Estate Ad Hoc Group	Funding of ≈\$500K through capital campaign or at lower cost through beneficial agreement with property owners.
		Fund Mesonet and instrument maintenance through sponsorships and National Mesonet Program.						Executive Director	Addition of ≈\$90K in National Mesonet Program funds to National Oceanic and Atmospheric Administration contract. Potential for growth as we add stations and individual station capabilities.
		Verify quality of mesonet data QA/QC through automation and human checks with interns and university programs.						Director of Weather Operations	120 hours of staff time first to develop API that includes QA/QC automated checks, then 20 hours of staff or intern time monthly on human verification.
5	Plan and purchase instrumentation that improves capabilities for summit station and Mount Washington Regional Mesonet (i.e., Radar, LiDAR).	Purchase and install two more LiDARs in state of New Hampshire.						Director of Weather Operations	Sufficient funding of approximately ≈\$450K each from grants, federal sources, or other partners or funders.
		Install Ka or X band Radar on the summit.						Director of Weather Operations	Sufficient funding of approximately ≈\$250K from grants, federal sources, or other partners or funders.
		Install 10m towers at appropriate mesonet locations.						Director of Weather Operations	Funding of \$1700 for the tower itself and a total of \$17K for the entire mesonet station from Congressionally Directed Spending, Northern Border Regional Commission, other funding source, or corporate sponsorship funds.
		Restore and install radiometer at Bretton Woods Ski Area and purchase and install second radiometer in future.						Director of Weather Operations	Utilize ≈\$8000 of Congressionally Directed Spending funds on restoration. Second radiometer will cost ≈\$100K and require funding from grants, federal sources, or other partners or funders.
6	Create data storage systems and fix all data and metadata so that it can be easily accessed by outside researchers using an online portal, facilitate participation in the National Mesonet Program, and support all scientific uses and analyses the further weather and climate science.	Undertake data and meta-data restructuring to meet World Meteorological Organization and National Mesonet Program standards.						Director of Technology	120 hours of staff time to to develop API that includes QA/QC automated checks to these standards.
		Create public API to ensure easy sharing of data to researchers, educators, and others.						Director of Technology	120 hours of staff time first to develop API that includes QA/QC automated checks, then 20 hours of staff or intern time monthly on human verification.
		Integrate all data into National Mesonet Program.						Director of Technology	120 hours of staff time first to develop API that includes QA/QC automated checks, then 20 hours of staff or intern time monthly on human verification. Additional 40 hours of staff time annually to work with National Mesonet Program staff.
		Redesign and update weather pages on mountwashington.org to improve communication of data and forecasts and allow for expansion.						Mesonet and Information Systems Technician	220 hours of staff time on website updates and back-end software upgrades.
		Update organization-wide server and networking infrastructure.						Director of Technology	320 hours of staff time.
7	Design a state-of-the-art summit facility with adequate research and instrument space. This facility should also be able to accommodate collaborators and research projects. Separately, secure affordable housing for all interns when off the summit.	Plan, design, and construct sound-proof studio space in the valley office and on the summit, ensuring advanced technology for filming and content production.						Summit Options Task Force	Funding of ≈\$100K through capital campaign.
		Plan, design, and construct space for observers that limits interruptions by other summit activities such as weather station tours.						Summit Options Task Force	Funding of ≈\$600K through capital campaign.
		Plan, design, and construct space for research that enables staging and implementation of projects and for collaborators to work.						Summit Options Task Force	Funding of ≈\$200K through capital campaign.
		Plan, design, and construct space for tech needs and work to maintain tech.						Summit Options Task Force	Funding of ≈\$300K through capital campaign. Cost shared with information technology space item.
		Retain space for all information technology (i.e., servers) needs.						Summit Options Task Force	Funding of ≈\$300K through capital campaign. Cost shared with information technology space item.
		Purchase or renovate affordable housing for summit interns.						Real Estate Ad Hoc Group	Funding of ≈\$800K through capital campaign.
8	Develop a durable wind anemometer/vane that can sustain measurements during Mount Washington's winter season, be heated, and be replicated for sale at other institutions internationally.	Develop first iteration for measurement of speed and direction but unheated before deploying for testing.						Director of Technology	Initial funding of \$50K from donor, with additional requests required for deployment of second and third prototypes.
		Develop second iteration for measurement of speed and direction and heated before deploying for testing.						Director of Technology	Initial funding of \$50K from donor, with additional requests required for deployment of second and third prototypes.
		Develop third iteration for measurement of speed and direction and heated even better before deploying for testing.						Director of Technology	Initial funding of \$50K from donor, with additional requests required for deployment of second and third prototypes.
		Work with industry partner to manufacture, advertise, and distribute new instrument.						Director of Technology	120 staff hours to facilitate collaboration and work with industry partner.

Sustain programs for universities, broadcast meteorology, and research while ensuring staff capacity meets demands.

Objectives	High-level Deliverables (SMART Goals or other)	2026	2027	2028	2029	2030	Accountability	Financial Assumptions
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9	Establish a yearly strategic annual/research plan for the organization and identify the needed staff and resources to achieve the goals of the overall Strategic Plan.	Annual Report to Board of Trustees.								Director of Weather Operations	40 hours of staff time annually.
		Annual Report to Board of Trustees.								Director of Weather Operations	40 hours of staff time annually.
		Annual Report to Board of Trustees.								Director of Weather Operations	40 hours of staff time annually.
		Annual Report to Board of Trustees.								Director of Weather Operations	40 hours of staff time annually.
		Annual Report to Board of Trustees, with inclusion in next Strategic Plan.								Director of Weather Operations	40 hours of staff time annually.
10	Expand the Undergraduate/Graduate Adventures Program by building on the previous year's successes and results.	Explore and establish an National Science Foundation Research Experience for Undergraduates proposal or similar funding and pipeline for participation								Director of Weather Operations	160 hours of staff time on proposal work.
		Continue to advertise and promote program targeting institutions with atmospheric science programs.								Summit Weather Operations Manager	10 hours of staff time monthly.
		Bring on one new participant organization each year.								Summit Weather Operations Manager	10 hours of staff time monthly.
		Have nationwide participation in U/G Adventures Program.								Summit Weather Operations Manager	10 hours of staff time monthly.
11	Create a Broadcast Meteorology Internship Program and hire a valley staff meteorologist to supervise it in collaboration with Strategic Goal 3.	Launch Broadcast Meteorology Internship Program. See details under Strategic Goal 3.								Director of External Affairs	60 hours of staff time, with an additional 60 hours of intern time on new products once internship begins. New products then become part of weekly intern time.
		Set deliverables for recreational, statewide, and other anticipated forecasts.								Director of Weather Operations	20 hours of staff time.
		Hire a valley staff meteorologist to supervise the internship program in collaboration with the strategic goal 3.								Director of Weather Operations	60 hours of staff time to develop job description, recruit candidates, and interview finalists.
		Establish the Broadcast Meteorology Internship Program as a stable, revenue-supported component of MWOBS operations.								Executive Director	\$40K in grant, revenue, or corporate sponsorship support annually for future years of this work.
12	Explore how to establish and fund a visiting scholar or fellowship program for university faculty or junior scholars to conduct research at MWOBS.	Complete a formal feasibility assessment and program framework for a MWOBS Visiting Scholar / Fellowship Program.								Science Committee	140 hours of staff and committee time to conduct assessment.
		Secure funding for a pilot Visiting Scholar appointment.								Executive Director	80 hours of staff time to determine funding sources and submit proposals or work with private donors.
		Evaluate the pilot program and formalize a sustainable Visiting Scholar or Fellowship Program.								Director of Weather Operations	30 hours of staff time for pilot evaluation and program formulation.
		Establish a named Visiting Scholar or Fellowship Program supported by recurring funding.								Director of Weather Operations	80 hours of staff time to determine funding sources and submit proposals or work with private donors.
13	Ensure adequate staff capacity for growth in research, broadcast meteorology, and related technologies.	Review staffing capacity on annual basis (or more frequently as needed) in conjunction with the Education Committee.								Science Committee	10-20 hours annually for staff reviews, budgeting, and committee work.

Strategic Goal 2: Expand our educational programs to reach students across New England.

IMPACT

We aim to become the premier educational organization for weather and climate science in the Northeast. We will achieve this through innovative in-person and virtual programs, as well as by leading the development of curricula, teacher training, and resources that support educators both nationally and internationally.

To achieve this, we will:

- Inspire K-12 Students:** Encourage students to explore and pursue careers in science, technology, engineering, and mathematics (STEM).
- Offer Immersive Educational Experiences:** Provide accessible, hands-on, and place-based learning opportunities that cultivate a profound appreciation for the natural world.
- Develop Comprehensive Resources:** Create and share materials that empower science educators worldwide in teaching weather and climate science effectively.

PURPOSE

By achieving these objectives, we will turn MWOBS into a resource for children and educators internationally and inspire the next generation to pursue careers and innovation in science.

Establish facilities and resources to support innovative educational programs.

Objectives		High-level Deliverables (SMART Goals or other)	2026	2027	2028	2029	2030	Accountability	Financial Assumptions
1	Establish a dedicated space for MWOBS's education team, including both classroom or science center facilities and office space. Separately, secure housing for all interns or AmeriCorps service members.	Identify audience(s) to be served by a classroom and/or science center.						Director of Education	120 hours of staff and Ad Hoc Real Estate Group time to survey, plan, and identify appropriate audiences.
		Design a classroom and/or science center space that caters to the identified audiences, while also identifying 2-4 possible sites and/or existing properties. Based on classroom/science center location, design and/or develop office space (s) for education staff.						Real Estate Ad Hoc Group	Funding of ≈\$500K through capital campaign if part of overall valley facilities plan. Cost shared with actual building or renovation of space.
		Build and/or purchase and renovate a classroom and/or science center space(s) with needed staff offices.						Real Estate Ad Hoc Group	Funding of ≈\$500K through capital campaign. Cost shared with design of space.
		Enter into a long-term lease (1+ years) or potentially purchase a property to house AmeriCorps and/or seasonal staff/interns.						Real Estate Ad Hoc Group	Funding of ≈\$11k in 2026, 2027, 2028, 2029 for present rental, then perhaps as much as ≈\$250k if part of overall valley facilities plan.

2	Acquire a bunk room facility that can accommodate overnight field trips on Mount Washington for schools located further away geographically. Separately, explore how to acquire a bus or other transportation to bring students to the mountain for field trips.	Continue discussion with Mount Washington Cog Railway on bunkhouse property. Separately, engage education and facilities committees to explore alternatives.																	Executive Director	40 hours of staff time.
		Design and build Mount Washington Cog Railway bunkhouse or purchase and renovate a bunkhouse.																	Executive Director	Funding of ≈\$500K through capital campaign if part of overall valley facilities plan.
		Research 2-4 transportation models/options, developing a budget and recommendation with the education and facilities committees.																	Director of Education	120 hours of staff time.
		Purchase, receive, and retrofit/customize bus/vehicle.																	Executive Director	Funding of ≈\$500K through capital campaign if part of overall valley facilities plan.
3	Develop a dedicated weather station tour space on the summit, enabling education staff to facilitate frequent and higher capacity tours without disrupting meteorological operations.	Hire educational interns or AmeriCorps service members to serve as interpretative guides on the summit.																	Director of Education	As much as \$10,000 annually for two interns/educators at \$20/hr (May-October). Potentially additional housing costs.
		Education and facilities staff and committees contribute to weather station re-design.																	Summit Options Task Force	40 hours of staff time.
		Renovate summit weather station space and open to public/members/groups.																	Summit Options Task Force	Funding of ≈\$600K through capital campaign.
4	Complete an interpretative plan to guide the future development of the Extreme Mount Washington Museum and the Gladys Brooks Memorial Library.	Convene interpretive plan action group to identify Museum Assessment Program (MAP), a consultant, or another pathway for developing a plan.																	Director of Education	20 hours of staff time.
		Submit an RFP or Proposal to IMLS Museum Assessment Program.																	Director of Education	60 hours of staff time.
		Conduct work on interpretative plan.																	Director of Education	Funding through Museum Assessment Program to cover \$8,100 of assessment and \$20K for consultant work.
		Develop 1-3 new tabletop/museum floor programs annually; 1-2 new exhibits, including more large-scale beginning in '27; explore large-scale museum renovation in '29.																	Interpretative Plan Ad Hoc Group	Funding of ≈\$5K from Mount Washington Commission Restricted Fund for materials expenses for floor programs annually; \$30-50K from Mount Washington Commission Restricted Fund for museum exhibits every two years; and, ≈\$25K from Mount Washington Commission Restricted Fund for museum consultant possible in 2029-2030 for museum refresh.

Lead educational efforts in weather and climate science and maintain staff capacity to deliver programs.

Objectives		High-level Deliverables (SMART Goals or other)	2026	2027	2028	2029	2030	Accountability	Financial Assumptions
5	Expand K-12, school-day, afterschool, field trip, and professional development programs to reach every school in Coos, Carroll, Grafton, and Belknap counties. Plan for expansion to all of New Hampshire and New England.	Develop new field trip offerings in partnerships with Mount Washington Cog Railway and Mt. Washington Auto Road with extended trips, winter and early season formats to double winter FTs in '26-'27, with goal of 70 FTs by '28, 80 in '29, 125 by '30 if bunkhouse is completed.						Director of Education	Grant funding and program fees of ≈\$65K by 2028, ≈\$130K by 2030.
		Develop and expand to offer 2-4 new teacher professional development programs/workshops to reach an additional 50 educators annually.						Director of Education	Grant funding and program fees of \$30K by 2030.
		Write and receive 2-4 large grants (>\$50K) with the goal to underwrite at least 50% of school programming costs.						Executive Director	Goal of ≈\$200k per year in large grants by 2030.
		Continue to expand school memberships with a goal of 30 in 2026; 40 in 2028; 50 in 2030.						Director of Education	Revenue increase of ≈\$10K every two years with an additional ≈\$5,000-7,000 in grant funding every two years.
6	Continue a cycle of designing, testing, and refining school and adult educational programs to ensure high quality of all programs delivered.	Conduct end-of-school-year surveys and one-on-one interviews/meetings.						STEM Programs Manager	30 hours of staff time annually.
		Have 2-3 education staff participate in Team-Based Inquiry training to build in-house assessment capability.						Director of Education	20 hours of staff time annually during project funded through NASA Team II grant.
		Present oral and poster presentations at 1-2 regional/national conferences annually.						Director of Education	≈\$7k annually for travel, accommodations, conference registration, with 1/3 covered by grant funded projects
		Write and publish one peer reviewed paper by 2030, goal of one every two years beyond 2030.						Director of Education	160 hours of staff time and ≈\$2000 open access journal costs (if desired) per publication.
7	Increase access to MWOBs educational resources and programs through expansion of current programs	Develop, launch, and expand a homeschool program with capacity goal of 15 students in year one; 25 students by year three; and, 45 students in year five.						STEM Programs Educator	Program fees of \$2800 in 2026 increasing to \$6,000 by 2030.
		Develop and pilot a hiking-based interpretative program with AMC in 2026; continue to expand or contract based on demand/success of program.						Lead STEM Programs Educator	Program fees of \$500 in 2026, \$2000 by 2028, \$3000 by '30; will revisit annually and discontinue programs that don't meet financial goals
		Develop and run 1-2 overnight High School summit experiences.						STEM Programs Educator	Program fees of \$5400 in 2026, \$15K by 2028, and \$30K by 2030. Staff and facilities costs are 90-95% of expected revenues.

	geographically and development of new programs such as homeschool, outdoor, and placed-based efforts.	Develop and pilot a polar studies field camp in '27, with work toward an established winter and summer offering by '30.		STEM Programs Educator	Program fees and grant support of \$30,000 by 2030.
		Allow for the development of 1-2 new programs that may emerge in years 3 and beyond.		Director of Education	Program fees and grant revenue to support any additional programs.
		Development and disseminate educational resources (e.g., curricular materials, children's books, podcasts, web-based materials) and the link between educational programming and broadcast/communications efforts		Director of Education	≈\$500-1,000 in Nimbus book sales annually beginning 2027. ≈\$2,500 for podcast or curricular materials/kit sales by 2028, increasing to ≈\$5000 in 2029, and ≈\$10K in 2030.
8	Partner with at least two other organizations annually to develop, fund, and deliver innovative, collaborative science, technology, engineering, and math (STEM) education programs.	Continue and expand participation in the Learning Ecosystem Northeast network, including coordination of a connected learning ecosystem, project leadership, and developing one-to-two new professional development offerings/resources starting in 2027.		Director of Education	Grant funding of \$40K in 2026 and then \$60K annually from 2027-2030.
		Continue and complete NASA TEAM II FABx project work with Sciencenter in Ithaca, NY, along with six other museums.		Director of Education	Grant funding of \$52K annually through 2029.
		Explore partnerships with related partners to support watershed/water-cycle-related projects.		Director of Education	Program fee or grant funding of ≈\$20k annually including through future NASA Science Activation or NOAA BWET grant programs.
		Explore partnerships with related partners to support White Mountain Almanac or related teacher professional development.		Director of Education	Program revenue, sale of curriculum materials, or other grant funding support of ≈\$20k annually.
9	Build and maintain appropriate educational program staff capacity.	Develop and pilot a joint summit educator position with Mount Washington State Park.		Director of Education	Up to ≈\$20K cost for two interns or AmeriCorps staff costs not including additional housing costs. Funding of \$5500 from NASA Space Grant and \$5000 from New England Council to support costs.
		Investigate staffing scenarios needed to support mountain and field-based programs.		Director of Education	20 hours of staff time annually beginning in 2027.
		Support, refine, and potentially grow the docent volunteer program.		Director of Education	≈\$5k annually in expenses for trainings, transportation, and materials.
		Review staffing capacity on annual basis (or more frequently as needed) in conjunction with the Education Committee.		Education Committee	20 hours of staff and committee time annually.

Strategic Goal 3: Be recognized in and actively participate with national and international conversations on weather and climate science through dynamic communications.

IMPACT

We aim to be recognized as a key contributor to national and international conversations on weather and climate science. We will achieve this through dynamic communication strategies that promote our research, insights, and expertise.

To achieve this, we will:

- Enhance Visibility:** Increase our presence in scientific forums, conferences, and public discussions to share our findings and perspectives.
- Foster Collaborative Networks:** Build partnerships with other institutions, organizations, and thought leaders to enhance our influence and reach in the field.
- Utilize Diverse Communication Channels:** Leverage various platforms, including social media, webinars, and publications, to disseminate our knowledge and engage with a broader audience.

PURPOSE

By achieving these objectives, we will raise awareness of MWOBS to a national and international level while simultaneously ensuring the safety, well-being, and sustained high performance of our vital summit and valley-based operational staff.

Optimize our work in broadcast meteorology through new facilities, increased staff capacity, and training.

Objectives		High-level Deliverables (SMART Goals or other)	2026	2027	2028	2029	2030	Accountability	Financial Assumptions
1	Create a Broadcast Meteorology Internship Program in collaboration with strategic goal 1.	Convene a new Broadcast Meteorology Task Force to help guide hiring, programming, marketing, and technology for the new internships and studio space						Director of External Affairs	20 hours of staff and task force time annually.
		Identify radio broadcast responsibilities to be transferred from summit staff to interns and implement this transfer.						Director of Weather Operations	10 hours of staff or intern time.
		Create and launch a new weekly video recreational forecast, accompanied by a distribution strategy.						Summit Weather Operations Manager	120 hours of staff or intern time initially, then 20 hours of intern time weekly.
		Collaborate with summit staff to revamp our Friday Facebook Live program.						Senior Brand Communications Manager	40 hours of staff or intern time.
		Complete other video content assignments, including interviews with MWOBS weather observers, a new product for social media, and a new product for MWOBS monthly newsletters.						Senior Brand Communications Manager	10 hours of intern time monthly.
		Launch new human interest storytelling such as "what's involved in a forecast" while supporting Seek the Peak and other fundraising campaign video marketing needs.						Senior Brand Communications Manager	10 hours of intern time monthly.

		Create a video collection on YouTube to feature each intern's portfolio, which should include at least three human interest stories from their internship.									Senior Brand Communications Manager	20 hours of intern time during internship.
		Secure corporate sponsorships to sustain and expand our work in broadcast meteorology.									Executive Director	\$40K in grant, revenue, or corporate sponsorship support annually for future years of this work.
2	Develop studio spaces in the valley and on the summit that enable staff to produce high quality broadcast products in video, audio, and digital formats.	Plan, design, and construct sound-proof studio space in the valley office and on the summit, ensuring advanced technology for filming and content production.									Mesonet and Information Systems Technician	Renovations to North Conway office initially expected to cost up to \$20K. Inclusion of new studio facilities in capital campaign cost ≈\$100,000 for each location or ≈\$200,000 total.
		Modernize technology and provide training to ensure staff can handle media interviews and create broadcast products of a high quality.									Mesonet and Information Systems Technician	Funding of \$50K from donor gift for technology and additional \$50K from Congressionally Directed Spending, with at least 120 hours of staff or outside expert time for training.
3	Plan for additional staff capacity to handle increasing work in broadcast meteorology.	Hire a valley staff meteorologist to supervise the internship program in collaboration with the strategic goal 1.									Director of Weather Operations	Funding through revenue generation or grant support of ≈\$60K to support staff salary.
4	Expand broadcasting across all New England states to optimize how many people are hearing our weather reports before recreating or going about their daily lives.	Draft a plan with targets for formalizing agreements with TV and radio networks starting in NH, then moving to other New England states.									Director of External Affairs	Assume funding to have hired a valley staff meteorologist and/or marketing specialist who will focus on expanding visibility of the content we create.

Increase MWOBs brand presence through outreach and communications while also developing support for the organization as a whole.

Objectives		High-level Deliverables (SMART Goals or other)	2026	2027	2028	2029	2030	Accountability	Financial Assumptions
5	Cultivate major donors and potential major donors, in collaboration with the Development Committee and Prospect Group, leading to a 20% increase in major gifts year-over-year.	Implement and refine a process for engaging donors in Bloomerang, ensuring each receives frequent touchpoints as defined in the donor care matrix.						Development Officer	10 hours of staff time monthly.
		Help the Development Committee and MWOBs Trustees build familiarity with specific donors, providing opportunities for personal engagement, including phone calls, note writing, events, etc.						Executive Director	5 hours of staff time monthly.
		Update our donor care matrix to ensure high-quality engagement as well as efficiency in donor care administration for the department, including reducing print costs.						Director of External Affairs	20 hours of staff time annually.
		Host at least two major donor cultivation events each year, in addition to in-person Science in the Mountains events with VIP gatherings.						Director of External Affairs	This should include a \$10,000 annual events budget, though we will strive for a SITM sponsor to fund events.
		Design and implement plans to increase awareness about Donor Advised Fund giving, gifts of stock, and other Ways to Give. Refine based on results each year.						Director of External Affairs	\$3,000 annually in DAF gift processing fees.
6	Support Board of Trustees and Executive Director in working with a consultant to undertake a successful capital campaign that hits its goals.	Draft case for support development, interview scheduling, and other campaign needs.						Executive Director	80 hours of staff time annually.
7	Build a segmentation strategy for more targeted outreach and implement specific tactics that deepen donors' engagement and/or philanthropy. The strategy will support engagement scoring, cultivation pathways, and improved data quality.	Create and refine a data-driven fundraising strategy that optimizes the use of our CRM for engagement with major donors and employs smart digital tactics to acquire new and retain existing donors.						Development Officer	Includes bundling our CRM package with Bloomerang/Qgiv to include journey mapping and donate forms. Likely a \$1,000 increase in annual spend.
		Identify key audiences for more targeted outreach and pilot new engagement tactics for Seek the Peak, working with the Communications Manager. Learn from these and implement in the 2026 Year-End Campaign. 2026 is a foundational year for this work.						Development Officer	160 hours of staff time annually.
8	Implement a new planned giving strategy that ensures visibility across channels, educates our Trustees and Staff, and provides a clear path for constituents to engage.	Ensure visibility of our program across MWOBs communications with simple calls to action.						Director of External Affairs	80 hours of staff time annually.
		Engage with all constituents who have expressed interest in planned giving, providing simple instructions for adding MWOBs to their estate plans.						Director of External Affairs	20 hours of staff time annually.
		Simplify planned giving content on our website, focusing on bequests.						Director of External Affairs	40 hours of staff time.
		Send a survey to MWOBs members, requesting their feedback about a new name for our Giving Society.						Development Officer	10 hours of staff time.
		Host an annual luncheon for all members of our Giving Society.						Director of External Affairs	20 hours of staff time annually.
		Publish testimonials from members of our Giving Society in Windswept and on our website.						Senior Brand Communications Manager	20 hours of staff time annually.
		Draft the plan for recognizing members of our Giving Society in our summit weather station.						Director of External Affairs	30 hours of staff time.

		Create and implement a marketing plan to promote other Ways to Give (QCD, life insurance, etc.) while making contact with fund advisors to ensure organizational visibility.								Director of External Affairs	40 hours of staff time initially, then 10 hours annually.
9	Strengthen our corporate sponsorship program to expand institutional investment in support of MWOB's long-term impact and financial resilience.	Draft long-term sponsorship strategy that includes cash and in-kind revenue goals, corporate profiles that align with MWOB's mission, and goals for converting Seek the Peak sponsors to corporate sponsors.								Executive Director	30 hours of staff time.
		Establish quarterly marketing calls with Tier 1 sponsors, starting in Q3 2026.								Senior Brand Communications Manager	20 hours of staff time initially, then 10 hours of staff time quarterly.
		Diversify revenue by growing current collaborative retail and launching one new sponsor retail agreement each year.								Senior Brand Communications Manager	20 hours of staff time annually.
		Increase reciprocal marketing by corporate sponsors to expand visibility for MWOB.								Senior Brand Communications Manager	5 hours of staff time monthly.
10	Design and distribute a public-facing five-year plan coinciding with the five-year-lead-up to MWOB's centennial celebration, while also building synergy with the Capital Campaign.	Design, publish, and disseminate to all members, partners, volunteers, and supporters a vision or strategy document that publicizes our plans for growth and is delivered to all members.								Director of External Affairs	50 hours of staff time.
11	Create at least one new media product and build relationships with at least six new journalists each year.	Create and distribute quarterly tip sheets for journalists that result in earned media that builds trust in our organization's weather services and research. Secure at least two stories per quarter through this outreach.								Senior Brand Communications Manager	15 hours of staff time quarterly.
		Host an annual press conference announcing a new product or service that results in earned media during organization's annual year-end campaign.								Director of External Affairs	40 hours of staff time annually.
12	Produce high-quality publications that cultivate current donors and compel new donors to support MWOB.	Lead organizations communications work and editorial production of The White Mountains Almanac.								Senior Brand Communications Manager	Funding of ≈\$30K annually to support publication of the White Mountains Almanac. 240 hours of staff time annually.
13	Simplify Seek the Peak event logistics while reducing costs (cash and staff time).	Deliverables include moving the event to Wildcat Mountain Resort, narrowing the event's focus, and reformatting sponsor participation.								Development Coordinator	Funding of \$15K on logistical support and \$15K on marketing support (annually).

Strategic Goal 4: Ensure the long-term financial sustainability of MWOB.

IMPACT

We aim to provide the necessary resources and support to sustain all elements of this strategic plan, ensuring the long-term viability of our work.

To achieve this, we will:

- Launch a Capital Campaign:** Invest in enhancing our existing facilities and acquiring new ones as needed, while simultaneously increasing our endowment support.
- Strengthen Our Capital Operating Reserve:** Expand our reserve capacity to effectively support our maintenance schedule and provide financial stability during challenging times.
- Establish a Discretionary Fund:** Create a fund for innovative projects that requires approval from the Board of Trustees, enabling us to respond to emerging opportunities and challenges.

PURPOSE

By accomplishing these objectives, we will secure the long-term financial stability of the Mount Washington Observatory, positioning it as a premier international resource for weather and climate science education.

Better monitor, track, and evaluate revenue sources, facilities expenses, and programmatic goals.

Objectives		High-level Deliverables (SMART Goals or other)	2026	2027	2028	2029	2030	Accountability	Financial Assumptions
1	Work to strengthen tracking of diversified revenue sources to maintain awareness of any risk to the organization.	Create a revenue mapping and classification framework.						Director of Finance and Administration	40 hours of staff time, with 10 hours annually for review.
		Develop dashboards and early warning monitoring system.						Director of Finance and Administration	160 hours of staff time, with 10 hours annually for review.
		Facilitate quarterly forecasting meetings that includes cross department revenue reporting.						Director of Finance and Administration	40 hours of staff time quarterly.
		Develop a risk assessment process.						Director of Finance and Administration	120 hours of staff time annually.
2	Increase the monitoring systems, staff capacity, and outside support for finance related work in concert with growth in new programs and expansion of grants and contracts.	Create scalable financial infrastructure and conduct a systems upgrade assessment.						Director of Finance and Administration	Funding of ≈\$50,000 for an accounting, CRM, and dashboard software.
		Create plan to increase staff capacity and expand roles.						Executive Director	Funding to support 1 FTE bookkeeper at ≈\$60K staff salary or contract help, and ≈\$25K-\$40K for the addition of outsourced accounting, grant compliance consultants, or technical accounting support.
		Develop comprehensive financial monitoring and compliance framework.						Director of Finance and Administration	120 hours of staff time, with 20 hours annually for its upkeep.
		Establish relationships with external partners who can augment internal capacity as needed.						Director of Finance and Administration	Funding of ≈\$25K-\$40K per year for outsourced accounting, grant compliance consultants, or technical accounting support during audits and heavy grant cycles.
		Create a centralized facilities management and asset tracking system.						Director of Finance and Administration	Funding of ≈\$2500 for a Computerized Maintenance Management System (CMMS) with 4 users.

3	Merge oversight of the maintenance schedules and work being done across all facilities, with regular updates on work done, sources of funding, and real estate acquired to support staff housing or new programmatic space.	Develop a framework for facilities funding and capital expenditure reporting.														Finance Committee	40 hours of staff and committee time.
		Facilitate cross-department facilities oversight and reporting cadence.														Executive Director	10 hours of staff time quarterly.
		Create a real estate portfolio dashboard and strategic review cycle.														Executive Director	40 hours of staff time, with 10 hours annually for review.
4	Develop processes for better program oversight and compliance to ensure costs do not exceed acceptable measures of success. This may include a centralized database with access for all primary users to evaluations of programs, grants, and contracts.	Develop a centralized program, grant, and contract performance database.														Director of Finance and Administration	Funding of ≈\$25K-\$40K per year for outsourced accounting, grant compliance consultants, or technical accounting support during audits and heavy grant cycles.
		Develop program oversight and compliance framework.														Departmental Directors	10 hours of staff time for each departmental director annually.
		Develop program cost monitoring and variance response protocol.														Departmental Directors	10 hours of staff time for each departmental director annually.
		Create a cross-functional program review cadence.														Executive Director	5 hours of staff time quarterly.