



*Pacific Crest Trail Association
2010 - 2013 Strategic Plan*

Introduction

The Pacific Crest Trail Association (PCTA) is a membership organization formed to protect, preserve and promote the Pacific Crest National Scenic Trail. In 1977 the all volunteer Pacific Crest Trail Conference was incorporated after merging with the Pacific Crest Trail Club. In 1993 the Association hired its first paid staff and changed the name to the Pacific Crest Trail Association. The organization is the private complement to the US Forest Service, National Park Service, Bureau of Land Management and California State Parks, and is the government's major partner in the management and operations of the Pacific Crest National Scenic Trail.

Strategic Plan Revision Process

The Association's previous Strategic Plan ended in December 2009. The Association's Board of Directors decided that the Plan's goals were still very relevant. As a result, the Board of Directors agreed to revise this plan instead of starting over. As part of the Strategic Plan revision process, the Association gathered ideas and input from partners, members, volunteers, board members and staff on current issues and considered these issues in the revision process.

A key issue that emerged is the necessity of building the Association's capacity to support both land protection and ongoing trail operations. Other key issues include the need to increase awareness of the PCT's value and the Association's mission and to engage youth in all aspects of this work. The Strategic Planning Committee used input from the outreach process to finalize the organization's strategic plan, which was then adopted by the board.

*Pacific Crest Trail Association
2010 - 2013 Strategic Plan*

Conclusions and Focus

The PCTA is preparing to expand our organization's capabilities to more effectively steward the Pacific Crest Trail. We must engage more supporters and continue to engage youth in as many activities as possible. Several key initiatives to support these efforts are incorporated into this plan.

- We will continue to strengthen our partnerships and foster a mutually agreed upon purpose and common understanding regarding management and complete protection of the trail corridor. We will work with our partners to involve more youth.
- We will expand the involvement and support of members and volunteers along the entire trail. We will continue to engage volunteers in all aspects of the organization.
- We will grow the financial support for both the PCT and the PCTA. Through ongoing advocacy efforts we will work to keep public agencies focused on the Trail. Through membership and donor development we will strengthen the constituency of people who see support of the PCTA as a strategic and worthwhile investment.
- We will develop a marketing plan to increase awareness among a broader constituency that is touched by the values of the Trail. Through outreach and education activities we will involve more people who appreciate a national and international resource such as the Pacific Crest Trail.

Vision Statement

The Pacific Crest Trail Association has a vision for the future of the Pacific Crest Trail and a vision for the future of our organization. Our vision includes:

- The entire Pacific Crest Trail corridor is permanently protected, well maintained and managed. It is well known both nationally and internationally, and is treasured by hikers and equestrians who appreciate its remote natural character.
- Through strong partnerships, professional staff and committed volunteers, the Pacific Crest Trail Association is the Trail's champion and steward and is widely recognized for its roles.

*Pacific Crest Trail Association
2010 - 2013 Strategic Plan*

Mission Statement

The mission of the Pacific Crest Trail Association is to protect, preserve and promote the Pacific Crest National Scenic Trail as an internationally significant resource for the enjoyment of hikers and equestrians, and for the value that wild and scenic lands provide to all people.

Values of the PCTA

Although there are many important principles that guide our work, the Pacific Crest Trail Association emphasizes the following values as core to our efforts:

- **The Leadership and Contribution of People** – The great work of the Trail is a result of past leaders and visionaries who took a dream and made it happen. Today, that same leadership is provided by loyal volunteers throughout the organization and is supported by a professional staff and strong partnerships that build on the integrity of the other leaders within the Association.
- **Collaboration** – The Association works in positive and cooperative partnerships to make the most of resources available to the organization. We are committed to mutual trust and respect with our partners, and resolve differences when they may emerge with respect and civility every time.
- **Integrity** – We understand that our success and reputation depends on our integrity as an organization, and therefore use consistent, reliable decision-making to guide our efforts. We apply common sense and good judgment to our work, and recognize our essential responsibility to use contributions and resources to best support the needs of the Trail.
- **Stewardship** – We take seriously our responsibility to steward the resources of the Trail and the organization for the benefit of all, including future generations. We value the incredible contributions made by the volunteer corps involved with the trail. We commit to build even greater community involvement and “ownership” to the work of the Association and the Trail itself.

Goal I. The Pacific Crest Trail corridor is permanently protected.		
Strategies	Milestones	Status
A. Ensure proper design of the trail corridor.	1. (A, B) OLRs are completed for an additional 100 miles of Trail by 4th Quarter 2012.	The big OLR on the Tahoe National Forest is now complete, including a substantial relocation to improve the PCT near Sierra Buttes. The Echo Summit OLR, though funded, seems to be stalled out despite Justin's efforts.
	B. Ensure effective management of lands affecting the trail experience consistent with the PCTA's vision.	2. (A, B) All newly adopted agency management plans will include PCT management and protection guidelines and will establish a PCT management corridor.
C. Advocate for Congressional support.	3. (B) In areas covered by PCTA regional representatives, the PCTA will respond to and favorably influence 90% of the decisions regarding proposed actions affecting the PCT experience.	In progress - Refer to the Trail Operations Report for details on specific projects.
	4. (B) Effective agency management direction for the PCT is in place by 4th Qtr 2012.	In progress - see Milestone 2.
	5. (C) A USFS dedicated PCT lands team is in place by 4th Qtr 2012.	In progress.
D. Build the capacity of the PCTA to implement the Land Protection Program.	6. (C) \$25 million in LWCF funding is secured (cumulatively) in 2011, 2012 and 2013.	In progress - The FY2012 federal budget is still not finalized.
	7. (D) Funding is secured for a lead land protection staff person by 4th Qtr 2011 and the staff person is in place to take a lead role in PCT land protection projects by 2nd Qtr 2012.	In progress - We are working with a consultant to develop an implementation plan that will be used to raise funds. We have held several meetings to address the plan details.
E. Develop a prioritization system for PCT acquisition parcels.	8. (E) Develop criteria for prioritizing land protection projects from within the land acquisition inventory by 4th Qtr 2010.	Deferred.
F. Increase private fundraising. (See Goal IV)		

Goal II. The entire Pacific Crest Trail is designed, constructed and maintained through partnerships.		
Strategies	Milestones	Status
A. Develop strong, effective partnerships with government agencies that have trail responsibilities.	1. (A) Each PCTA regional office holds annual meetings with 100% of agency partner offices in its region at the unit and local level. Begin reporting in 2011.	In progress - We are on track to achieve this in 2011. Several meetings have taken place.
	2. (A) Meetings are held with agency partners at the regional and/or state level every two years.	In progress.
	3. (A) Annual meetings are held with agency partners at the national level (Washington, D.C. office staff).	Completed for 2011. Meetings were held in Washington, D.C. in February during Hike the Hill.
	4. (A) Meet or exceed the program targets in the Annual Operating Plan of the U.S. Forest Service Challenge Cost Share Agreement as reported to the Forest Service on a quarterly basis.	In progress - We continue to meet this goal and exceed it in many respects. The quarterly and annual reports are well received by the Forest Service. All 2011 reports have been submitted on time in 2011.
B. Ensure that the trail is designed, constructed and maintained to the Comprehensive Management Plan standard.	5. (B) A system of training modules is in place in trail design, construction and maintenance. <ul style="list-style-type: none"> ▪ 12 modules by 4th Qtr 2010 ▪ 14 modules by 4th Qtr 2011 ▪ 16 modules by 4th Qtr 2012 ▪ 18 modules by 4th Qtr 2013 	Complete for 2010 and 2011 - Fourteen courses have been developed as part of PCTA's Trail Skills College curriculum. We continue to make edits and revisions to current course materials.
	6. (B) Develop an internal quarterly assessment of the overall condition of the Trail.	Not started.

Goal III. The Pacific Crest Trail is well-known nationally and internationally.			
Strategies	Milestones	Status	
A. Increase public awareness and support for the PCT and PCTA.	1. (A) Develop a plan for increasing awareness of the PCT and the PCTA by 4th Qtr 2010.	In progress - The Education and Outreach Plan is in draft form.	
	B. Include the U.S. Forest Service in the process of developing a PCT & PCTA Marketing Plan.	2. (A) Develop a process for tracking awareness of the PCT and the PCTA.	Not started.
		C. Get young people involved in all aspects of the PCTA.	3. (C) Develop a strategy to get young people involved in all aspects of the PCTA by 2nd Qtr 2011.
	D. Preserve and raise awareness of the Trail's heritage.	4. (D) An archive-quality storage system for Trail history documents and photographic materials is secured by 4th Qtr 2012.	In progress - PCTA collection has been indexed by volunteers.
		5. (D) A Trail History Preservation plan is initiated by 3rd Qtr 2011 and completed by 4th Qtr 2012.	Not started.

Goal IV. The Pacific Crest Trail Association has the financial resources needed to accomplish its mission.

Strategies	Milestones	Status
<p>A. Increase private fundraising.</p>	<p>1. (A) The following amounts are raised each year from private sources:</p> <ul style="list-style-type: none"> ▪ 2010 – \$800,000 ▪ 2011 – \$1,100,000 ▪ 2012 – \$1,325,000 ▪ 2013 – \$1,475,000 	<p>Complete for 2010 with \$853,000 raised.</p>
	<p>2. (A) Pacific Crest Trail Association has achieved membership levels as follows:</p> <ul style="list-style-type: none"> • 2010 – 8,000 • 2011 – 8,250 • 2012 – 9,000 • 2013 – 9,250 	<p>In progress - As of September 30, 2011, PCTA has 8,926 members.</p>
<p>B. Raise funds to establish a cash reserve.</p>	<p>3. (B) Cash reserve balance at year end is:</p> <ul style="list-style-type: none"> ▪ 2010 – \$125,000 ▪ 2011 – \$200,000 ▪ 2012 – \$275,000 ▪ 2013 – \$350,000 	<p>In progress. Cash reserve balance at 12/31/2010 = \$125,000 Projected cash reserve balance at 12/31/2011 = \$200,000 The draft budget that was submitted to the board for approval in October included an additional \$75,000 for the cash reserve.</p>
<p>C. Secure sustained government funding to support PCTA's work.</p>	<p>4. (C) Achieve the following revenue ratios by 4th Qtr 2012: Private funding: 55 - 65% Public funding: 35 - 45 %</p>	<p>In progress - Ratios will not be in line with this milestone in 2010 or 2011 because of the American Recovery and Reinvestment Act funding. The draft 2012 budget as submitted to the board for approval has a revenue ratio of 57% private and 43% public.</p>
	<p>5. (D) The following number of people have notified the PCTA that they have included the PCTA in their estate plans:</p> <ul style="list-style-type: none"> ▪ 2010 – 25 ▪ 2011 – 30 ▪ 2012 – 35 ▪ 2013 – 40 	<p>In progress - Current total = 27</p>
<p>D. Increase the number of people who have included the PCTA in their estate plans.</p>		

Goal V. The Pacific Crest Trail Association has the human resources needed to accomplish its mission.		
Strategies	Milestones	Status
A. Continue to strengthen the Board of Directors.	1. (A) The Board has at least 14 active members.	Complete for 2011 - The Board currently has 14 active members.
	2. (A) More than 85% of Board Members attend board meetings regularly, rate their involvement as making a difference for the PCT and feel as though they contribute regularly to governance decisions.	In progress - There has been an 82% attendance rate at board meetings so far in 2011. A Board Self Evaluation Survey was distributed to gauge directors' feelings about their involvement in and contributions to the board. In 2010, 82% of respondents rated their involvement as making a difference for the PCT (the two who did not noted that they had only recently joined the Board). 100% of respondents felt as though they contribute regularly to governance decisions.
	3. (A) The Board has recruited at least one member from the Outdoor Industry, one member from Oregon and one member who can help with fundraising by 1st Qtr 2011.	In progress - The PCTA Board has recruited one member from the Outdoor Industry and has been working on adding other candidates to its active recruitment list.
B. Recruit, support and invest in volunteers in all aspects of the organization.	4. (A) The Board Development Committee has developed an orientation plan for new board members by 1st Qtr 2011.	Deferred.
	5. (B) Reach the following numbers of volunteer hours in trail maintenance each year: <ul style="list-style-type: none"> ▪ 2010 – 101,000 (<i>includes ARRA funded corps crews</i>) ▪ 2011 – 104,000 (<i>includes ARRA funded corps crews</i>) ▪ 2012 – 86,500 ▪ 2013 – 89,500 	In progress - In 2010 volunteers contributed 132,447 hours. To date in 2011, volunteers have contributed 64,108 hours.
	6. (B) Reach the following numbers of volunteer hours areas other than trail maintenance each year: <ul style="list-style-type: none"> ▪ 2010 – 4,400 ▪ 2011 – 4,800 ▪ 2012 – 5,200 ▪ 2013 – 5,700 	In progress - In 2010 volunteers contributed 3,708 hours. To date in 2011, volunteers have contributed 2,650 hours.
C. Recruit, support and invest in staff.	7. (C) 100% of staff attend at least one professional development training each year.	In progress - Funding is included in the 2011 budget for staff to attend at least one training. Professional development plans are part of every review.

Goal V. The Pacific Crest Trail Association has the human resources needed to accomplish its mission.		
Strategies	Milestones	Status
D. Build staff capacity.	8. (C) Complete a staff satisfaction survey by 4th Qtr 2010 and respond to the results.	Deferred.
	9. (C) The 401(k) match by PCTA increases to the following percentages each year: 2010 – 2% 2011 – 4% 2012 – 6% (maximum)	In progress - the match for 2011 is 4%. The draft budget submitted to the Board for approval includes a 6% match in line with this milestone.
	10. (D) Add staff positions based on the staffing plan.	In progress - the staffing plan is updated each year as part of the budget process.

Goal VI. The Pacific Crest Trail Association has the systems and infrastructure needed to accomplish its mission.		
Strategies	Milestones	Status
A. Develop and maintain the necessary facilities.	1. (A) PCTA has 6 publicly accessible regional offices by the end of 2012.	In progress - There are currently 4 public regional offices. The position of Regional Representative for the North Cascades region has been filled and Bob Woods started on 6/20/11. A public regional office will be opened as soon as possible. It is currently unlikely that we will be able to add a sixth regional office in 2012.
	B. Integrate the best technology into the organization's operations.	2. (A) PCTA has access to 3 trail crew base camps by the end of 2012.
3. (B) Technology assessment recommendations are prioritized and implemented in 2011 and 2012.		In progress - A technology assessment was conducted in May, 2010. Recommendations have been prioritized and staff committees have been developed to do additional research and work on implementation. The draft 2012 budget includes funding for database upgrades to increase the number of users for fundraising and trail operations. We have also included funding to redo the website.
C. Develop and implement a plan for a new website.	4. (C) PCTA's new website is in place by 1st Qtr 2012.	In progress - An internal website team has started the planning process for a new website.
	D. Determine future comprehensive planning needs.	5. (D) A three year budget is completed by 4th Qtr 2010.
E. Establish a process and update the Strategic Plan by 4th Qtr 2013.		6. (D) A search conference is held and provides a strategic vision by 4th Qtr 2011.
	7. (E) A strategic planning process is established by 4th Qtr 2012.	Not started.
	8. (E) The next PCTA Strategic Plan is adopted by 4th Qtr 2013.	Not started.