



*Pacific Crest Trail Association  
2010 - 2013 Strategic Plan*

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**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.

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**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.

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**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.

<b>Goal I. The Pacific Crest Trail corridor is permanently protected.</b>			
<b>Strategies</b>	<b>Milestones</b>	<b>Status</b>	
<b>A. Ensure proper design of the trail corridor.</b>	1. (A, B) Optimal Location Reviews are completed for an additional 100 miles of Trail by 4th Quarter 2012.	In progress - The long awaited Snoqualmie Pass Optimal Location Review has finally been signed and the location chosen is one that PCTA has been advocating for over 10 years.	
	<b>B. Ensure effective management of lands affecting the trail experience consistent with the PCTA's vision.</b>	2. (A, B) All newly adopted agency management plans will include PCT management and protection guidelines and will establish a PCT management corridor.	In progress - Mike will be in DC in August to join with representatives of the Partnership for the National Trails System, Appalachian Trail Conservancy, and Pacific Northwest Trail Association to advocate for requirements for national scenic and historic trail corridors in Forest Management Plans. We are also advocating for inclusion of such a corridor and appropriate direction in the first three California Forest Plans.
		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 - Excellent direction for national scenic and historic trails has been finalized by the Bureau of Land Management.
	<b>C. Advocate for Congressional support.</b>	5. (C) A US Forest Service dedicated PCT lands team is in place by 4th Qtr 2012.	In progress - The USFS PCT Program Manager has had the assistance of a USFS realty specialist since February 2012.
6. (C) \$25 million in Land and Water Conservation Fund funding is secured (cumulatively) in 2011, 2012 and 2013.		In progress – A Collaborative Landscape Plan Proposal including \$15 million for the PCT in FY2014 is moving forward among the federal land management agencies responsible for PCT land acquisition. This collaborative approach is new and could result in increased LWCF. A letter was recently circulated to garner Congressional support.	
<b>D. Build the capacity of the PCTA to implement the Land Protection Program.</b>		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.	Deferred - Funding has not been secured.
<b>E. Develop a prioritization system for PCT acquisition parcels.</b>		8. (E) Develop criteria for prioritizing land protection projects from within the land acquisition inventory by 4th Qtr 2010.	For the second year Mike and Beth have gathered a listing of priority tracts for the proposal for funding for the National Trails System Collaborative Landscape Proposal Land and Water Conservation Fund budget in FY15.

<b>Goal II. The entire Pacific Crest Trail is designed, constructed and maintained through partnerships.</b>		
<b>Strategies</b>	<b>Milestones</b>	<b>Status</b>
<b>A.</b> 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 - Refer to the Trail Operations Report for details.
	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).	Complete for 2013. 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.	Complete for 2012 - 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 2013 reports have been submitted on time.
<b>B.</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"> <li>▪ 12 modules by 4th Qtr 2010</li> <li>▪ 14 modules by 4th Qtr 2011</li> <li>▪ 16 modules by 4th Qtr 2012</li> <li>▪ 18 modules by 4th Qtr 2013</li> </ul>	In progress - 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.

<b>Goal III. The Pacific Crest Trail is well-known nationally and internationally.</b>		
<b>Strategies</b>	<b>Milestones</b>	<b>Status</b>
<p><b>A.</b> Increase public awareness and support for the PCT and PCTA.</p> <p><b>B.</b> Include the U.S. Forest Service in the process of developing a PCT &amp; PCTA Marketing Plan.</p> <p><b>C.</b> Get young people involved in all aspects of the PCTA.</p> <p><b>D.</b> Preserve and raise awareness of the Trail's heritage.</p>	1. (A) Develop a plan for increasing awareness of the PCT and the PCTA by 4th Qtr 2010.	Deferred – Funding has not been secured to develop a plan.
	2. (A) Develop a process for tracking awareness of the PCT and the PCTA.	Not started.
	3. (C) Develop a strategy to get young people involved in all aspects of the PCTA by 2nd Qtr 2011.	In progress – Currently the PCTA has thirteen youth trail crew programs and for the past four years has included youth in the annual trip to Washington DC to participate in Hike the Hill. A new youth program for 2012 was a collaboration between LifeSteps and PCTA in which underserved youth were introduced to the PCT through education, camping and hiking on the PCT.
	4. (D) An archive-quality storage system for Trail history documents and photographic materials is secured by 4th Qtr 2012.	Deferred - 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.	Deferred.

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

Strategies	Milestones	Status
<p><b>A. Increase private fundraising.</b></p>	<p>1. (A) The following amounts are raised each year from private sources:</p> <ul style="list-style-type: none"> <li>▪ 2010 – \$800,000</li> <li>▪ 2011 – \$1,100,000</li> <li>▪ 2012 – \$1,325,000</li> <li>▪ 2013 – \$1,475,000</li> </ul>	<p>In progress - 2012 total: \$979,820</p>
	<p>2. (A) Pacific Crest Trail Association has achieved membership levels as follows:</p> <ul style="list-style-type: none"> <li>• 2010 – 8,000</li> <li>• 2011 – 8,250</li> <li>• 2012 – 9,000</li> <li>• 2013 – 9,250</li> </ul>	<p>In progress. Total for 2nd Quarter 2013 as of June 30, 2013 = 7,370</p>
<p><b>B. Raise funds to establish a cash reserve.</b></p>	<p>3. (B) Cash reserve balance at year end is:</p> <ul style="list-style-type: none"> <li>▪ 2010 – \$125,000</li> <li>▪ 2011 – \$200,000</li> <li>▪ 2012 – \$275,000</li> <li>▪ 2013 – \$350,000</li> </ul>	<p>In progress - Current cash reserve balance is \$156,000.</p>
<p><b>C. Secure sustained government funding to support PCTA's work.</b></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 - The 2013 budget has a revenue ratio of 58% private and 42% 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"> <li>▪ 2010 – 25</li> <li>▪ 2011 – 30</li> <li>▪ 2012 – 35</li> <li>▪ 2013 – 40</li> </ul>	<p>In progress. Current total = 38</p>
<p><b>D. Increase the number of people who have included the PCTA in their estate plans.</b></p>		

<b>Goal V. The Pacific Crest Trail Association has the human resources needed to accomplish its mission.</b>		
<b>Strategies</b>	<b>Milestones</b>	<b>Status</b>
<b>A. Continue to strengthen the Board of Directors.</b>	1. (A) The Board has at least 14 active members.	In progress - The board currently has 11 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.	Complete for 2012 - There was a 91% attendance rate at board meetings in 2012. So far in 2013 there has been a 96% attendance rate at board meetings.  The last board survey was conducted in 2010.
	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.	Complete.
	4. (A) The Board Development Committee has developed an orientation plan for new board members by 1st Qtr 2011.	In progress by the Board Development Committee.
<b>B. Recruit, support and invest in volunteers in all aspects of the organization.</b>	5. (B) Reach the following numbers of volunteer hours in trail maintenance each year: <ul style="list-style-type: none"> <li>▪ 2010 – 101,000 <i>(includes ARRA* funded corps crews)</i></li> <li>▪ 2011 – 104,000 <i>(includes ARRA* funded corps crews)</i></li> <li>▪ 2012 – 86,500</li> <li>▪ 2013 – 89,500</li> </ul> *American Recovery and Reinvestment Act	In progress 2010 - 132,447 hours 2011 - 115,400 hours 2012 - 88,116 hours 2013 - 16,371 hours to date
	6. (B) Reach the following numbers of volunteer hours in areas other than trail maintenance each year: <ul style="list-style-type: none"> <li>▪ 2010 – 4,400</li> <li>▪ 2011 – 4,800</li> <li>▪ 2012 – 5,200</li> <li>▪ 2013 – 5,700</li> </ul>	In progress 2010 - 3,708 hours 2011 - 3,050 hours 2012 - 4,302 hours 2013 - 1,666 hours to date
<b>C. Recruit, support and invest in staff.</b>	7. (C) 100% of staff attend at least one professional development training each year.	In progress - Professional development plans are part of every review.



<b>Goal V. The Pacific Crest Trail Association has the human resources needed to accomplish its mission.</b>		
<b>Strategies</b>	<b>Milestones</b>	<b>Status</b>
<b>D. Build staff capacity.</b>	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)	Complete for 2010 - 2012. Incomplete for 2013 - There is currently no 401(k) match.
	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.

<b>Goal VI. The Pacific Crest Trail Association has the systems and infrastructure needed to accomplish its mission.</b>		
<b>Strategies</b>	<b>Milestones</b>	<b>Status</b>
<b>A.</b> 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 four public regional offices. Discussions regarding office space in the Palm Springs BLM office for a Southern California regional office are ongoing. We are not able to add a sixth regional office in 2013.
	<b>B.</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.
<b>C.</b> Develop and implement a plan for a new website.	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. In 2013, a staff committee has been formed to research and recommend database upgrades to increase efficiency and effectiveness. We are also in the process of researching cloud-based software solutions that will make it easier for those in the PCTA community to access needed information and tools.
	<b>D.</b> Determine future comprehensive planning needs.	4. (C) PCTA's new website is in place by 1st Qtr 2012.
<b>E.</b> Establish a process and update the Strategic Plan by 4th Qtr 2013.	5. (D) A three year budget is completed by 4th Qtr 2010.	In progress - a multi-year budget is being developed as part of the new strategic plan.
	6. (D) A search conference is held and provides a strategic vision by 4th Qtr 2011.	Deferred
	7. (E) A strategic planning process is established by 4th Qtr 2012.	Complete – The Strategic Planning process began with a session at the January 2013 board meeting.
	8. (E) The next PCTA Strategic Plan is adopted by 4th Qtr 2013.	In progress – The Strategic Plan work took place during January – June 2013, to be complete by 4th Qtr 2013.