

PNTA Mission Statement:

The mission of the Pacific Northwest Trail Association is to protect and promote the Pacific Northwest National Scenic Trail (PNNST), and to enhance recreation and educational opportunities for the enjoyment of present and future generations.

PNTA Vision Statement:

PNTA has a vision for the future of the Pacific Northwest Trail and a vision for the future of our organization:

In our vision:

- The PNNST corridor is permanently protected, well maintained, and effectively managed. Users enjoy the trail for its nationally recognized natural, scenic, and cultural resources; and
 - The PNTA serves stakeholders through volunteerism, education, and access that encourages advocacy and builds community for the PNNST.
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Structure: Goal → Objective → Success measure → Strategy

Goals represent expected long term outcomes, over 30 years or more.

Objectives state expected outcomes by December 31st, 2017

Success measures show progress toward achieving the 2017 objectives

Strategies articulate how the objectives will be achieved, or where resources will be concentrated to implement the objective.

Goal (long term)	Objective (by 7/1/17)	success measure (shows progress towards 7/1/17 objective)	strategies
Awareness	General increase in awareness of the PNNST	Increase annual website visits by 100% from 2014 to 2015	Redesign PNTA website
		Increase annual website visits by 25% each year starting in 2016	Use website as primary information point for PNNST
			Have Forest Service website direct traffic to PNTA site
		<i>(need to establish baseline use of new website before writing success measure)</i>	Update website regularly
			Produce short videos about different topics (thru-hiking, day hikes, working for PNTA, etc.) and post to website
			Fill marketing/outreach intern position
		Publish at least weekly website updates by 1/1/15	Generate excess content over the summer and use to post over the winter
		Increase social media activity (define metrics) by 25% between 1/1/14 and 1/1/15	Maintain an active social media presence with at least daily posts to Facebook and/or other social media outlets
			Promote all website updates via social media outlets to drive traffic to website
		Redesign PNTA brochure by 7/1/14	Design simple, affordable brochure to drive traffic to website
	Design “top 10” hikes on the PNNST by 7/1/14	Can be inserted into redesigned brochure or stand alone	
	Design local hike guides for at least five gateway communities by 4/1/15	Insert local guides into redesigned brochure to target specific gateway communities or audiences	
		Get information from local communities on which hikes they would like promoted	
	Expand media exposure of the PNNST	At least three articles about the PNNST/PNTA are published annually by 1/1/16 (at least one in Idaho or Montana)	Pitch story ideas to local and regional media
Write articles and submit them to free media sources			
Sponsor user group or community activities and			

			events and promote accomplishments in local media
Increase gateway community and corporate/business awareness of PNNST	Participate in at least 10 gateway community events annually by 1/1/17		Create a portable community events kit include table, banners, map, and printed material
	Sponsor at least 3 gateway community events annually by 1/1/17		Create a multi-year calendar of ongoing community events
	Participate in at least 5 gateway community chamber of commerce/rotary/tourism organization meetings annually by 1/1/16		Create a short presentation/talk about positive economic and community impacts from the PNNST
			Create a 'gateway community' or 'trail town' program to highlight willing communities along the PNNST
			Work with gateway communities to establish member discounts for food, lodging, and services
			Figure out a way to track PNTA member's economic impacts to gateway communities and use this to solicit additional interest in the gateway community program
			Ask them to invite local folks or organizations interested in trails/outdoor recreation
	Improve on the ground information about the PNNST	Distribute PNNST FAQ document to all land management offices by 4/1/15	
Complete PNNST sign inventory by 10/1/15			Utilize volunteers, PNTA crews, and local land managers to identify all existing PNNST signs on the ground
At least 25% of all PNNST trailheads on non-federal land signed by 12/31/15			Identify all primary and secondary PNNST access points
			Create PNNST trailhead information template for local land managers to use
At least 50% of all PNNST trailheads on federal			Provide signs and/or kiosk information to land managers
		Identify all primary and secondary PNNST access	

		land signed by 12/31/15	points
			Create PNNST trailhead information template for local land managers to use
			Provide signs and/or kiosk information to land managers
		Increase NST signage on non-federal land by at least 10% of the trail annually by 2015	Provide signs to land managers or owners
		PNNST is identified on all Federal and State land managers websites by 12/31/15	Follow up with local land managers after refined trail route is proposed
		PNNST signs installed at all crossings of federal and state highways by 12/31/17	Identify existing highway crossings and potential crossings based on potential CMP reroutes
Establish relationships with state and county transportation agencies			

Goal (long term)	Objective (by 7/1/17)	success measure (shows progress towards 7/1/17 objective)	strategies
Organizational development	Develop a shared vision for the future of PNTA	Adopt a new three year strategic plan by 10/1/14	This is it – what does the organization want to look like in three years? How does it get there? Hold regularly scheduled quarterly (?) board meetings
		Update PNTA bylaws by 10/1/14	Establish a board working group/committee to draft update
	Improve organizational communication	Monthly update emails from staff to board by 1/1/15	Develop a template to use to provide important info to board on a monthly basis
		Establish a central information sharing location for all PNTA staff/board	Figure out what will work best: google docs, some function on the new website, other?
		Send monthly e-newsletter to all members by 1/1/5	Update e-newsletter template to match new website
	Develop a stable membership base	Increase PNTA membership by 50% by 12/31/15 (from 187 to 280; currently 187 paid members as of 7/16/14)	Increase general awareness of the PNNST
			Develop a 'one click' membership option on the PNTA website

			Establish new membership levels and identify specific benefits for each level
			Develop an ongoing membership appreciation program
		Increase PNTA membership to 400 by 12/31/16	Same as above
		Achieve a 75% renewal rate by 12/31/16	Identify membership ‘perks’ and promote them to potential and existing members
			Establish a renewal reminder program
			Allow online renewals
			Develop, license, or purchase a member management system
	Board development	Increase the size of the Board of Directors to at least 12 by 1/1/16	Plan for recruitment? How do we tell the story of what PNTA does to attract new board members?
		Create invitation packet to send to prospective board members by 9/30/14	Send to identified targets or people who express an interest
		Establish at least three Board sub-committees by 1/1/16	What should they be? What skills do we need to recruit to the board to be able to fill these sub-committees?
		Recruit at least two new Board members from Idaho and/or Montana by 1/1/16	Build on community networking to increase geographic diversity of the board
		Establish a new board member orientation program by 1/1/15	How do we set new board members up for success?
	Establish a sustainable staff table of organization	Define the desired future staff table of organization by 1/1/15	Identify skills needed for long term organizational development
			Rewrite employee position descriptions for desired future organization
			Establish long term funding plan for desired future organization

Goal (long term)	Objective (by 7/1/17)	success measure (shows progress towards 7/1/17 objective)	strategies
Fiscal health	Increase membership dues collected	<i>see “develop a stable membership base” under Organizational Development goal</i>	<i>see “develop a stable membership base” under Organizational Development goal</i>
	Reduce reliance on trail construction/maintenance contracting revenue	Less than 50% of all revenue comes from trail construction/maintenance contracting by 1/1/18 (Doug, Jon, and Matt need to work on this one)	Increase revenue from new and renewing members
			Seek grants beyond trail construction projects
			Evaluate efficacy of profitable management of Forest Service properties along the PNNST
	Diversify, balance, and increase funding sources	Establish a 3 month reserve fund for all fixed expenses by 12/31/15	Requires general increase in funding identified in other objectives and success measures
		Establish a six month reserve fund for all fixed expenses by 12/31/16	Requires general increase in funding identified in other objectives and success measures
		Create a web-based PNTA store by 5/31/15	Develop items to sell over the next two years
		Hold at least two profitable major fundraising events per year by 12/31/15	Continue the good work that is already happening
		Apply for at least three non-federal grants annually by 12/31/16	Recruit volunteers with grant writing skills to assist paid staff
	Increase number of corporate/business sponsors	At least 10 small-scale business sponsors annually by 12/31/16	Create new corporate/business membership levels
		At least a large-scale business sponsors annually by 12/31/16	Create new corporate/business membership levels
		Achieve a business sponsor renewal rate of at least 75% by 2018	Identify benefits to corporate/business sponsors and develop a ‘sales pitch’ to make to potential sponsors – what do they get out of PNTA sponsorship?
		At least \$10,000 in sponsorships annually by 12/31/17	

Increase contributions by major donors (define “major donor” – ex: greater than \$1,000/yr)	Recruit at least one new major donor annually by 12/31/16	Develop ‘sales pitch’ to sell to new major donors – why should they give big to PNTA?
	At least three major donors per year by 12/31/17	Develop an on-going donor appreciation system beyond an annual “thank you, please renew” card
	At least 50% of major donors renew annually by 12/31/17	Develop an on-going donor appreciation system beyond an annual “thank you, please renew” card

Goal (long term)	Objective (by 7/1/17)	success measure (shows progress towards 7/1/17 objective)	strategies
Trail protection through land management planning	Partner with USFS to develop PNNST Comprehensive Management Plan (CMP)	Nature and Purposes statement approved by 12/31/2015	
		Allowed trail uses established by 12/31/15	
		Refined trail route approved by 6/30/15	
		PNNST CMP completed by 12/31/17	
	Participate in all land use planning efforts along the PNNST	Submit formal comments on all federal land use plan actions occurring along the PNNST by 2015	
		Submit formal comments on all non-federal land use plan actions occurring along the PNNST by 2016	
	Participate in national policy development to strengthen protection for National Scenic Trails	PNTA represented in all national policy discussions	Maintain membership in Partnership for National Trails System
			Serve on PNTS board of directors, when possible and beneficial
	Continue to reduce miles of	Final comprehensive plan refined route	Get exact number of miles of

	motorized roads/trails utilized by the PNNST as the primary trail route	includes at least a 20% reduction in miles of motorized routes utilized from Congressionally-approved route	road currently utilized for the PNNST
		At least 10 miles of motorized route are replaced by non-motorized trail annually after the comprehensive plan is completed	Work with local land managers to continue to develop non-motorized route options after CMP is completed
	Develop a land acquisition/holding program to protect suitable parcels of land for future trail development	Develop a list of priority parcels for acquisition or conservation easements by 12/31/14	Develop relationships with private landowners along the trail
			Build private land parcel database
		Documented relationship with at least one regionally-recognized land trust by 12/31/15	Formalize existing relationships with land trusts
			Develop a list of all known land trusts that operate along the PNNST
	Meet with at least one new land trust organization annually by 2016	Invite land trusts to any local community meetings	

Goal (long term)	Objective (by 7/1/17)	success measure (shows progress towards 7/1/17 objective)	strategies
Develop sustainable public service programs	Increase youth served by the Service, Knowledge, Youth (SKY) program	Increase number of SKY crews by one each year by 12/31/17	
	Develop sustainable trail related public service programs to improve user satisfaction and raise awareness	Hold at least three PNTA youth education events annually by 12/31/15	Continue Experience the Wild Deliver Experience the Wild on the eastern half of the PNNST

	Establish and manage a coordination thru-hiker permit system (potential membership benefit)	Feasibility determination made (is it possible, worth the effort, etc.) by 12/31/17 (or whenever the PNNST comprehensive plan is completed)	Begin discussions with National Park Service units to determine efficacy of coordinated permit system Talk to Pacific Crest Trail Association staff to find out how the PCT permitting process works
	Support outdoor education programs (youth, families, user groups, veterans, elders)		Partner with existing outdoor education efforts along the trail
	Sponsor user group activities and events	Sponsor a PNNST trail festival by 12/31/16	
	Promote trail angels for thru-hikers	At least one trail angel in each gateway community by 12/31/17	Promote and recognize trail angels via PNTA website and social media
	Sponsor volunteer vacations		Potential partnership with WTA?
	Hold trail maintenance training classes for interested volunteers or agency partners	At least one publicly available trail construction and maintenance trailing course annually by 12/31/16	Signing up for the class also makes you a member of PNTA
	Promote arts programs along the PNNST	Sponsor at least one artist residency annually by 12/31/15	Incorporate the arts into future deliveries of “Experience the Wild”
	Support academic research along the PNNST	Partner with at least one college/university annually by 12/31/17	Tie in to existing outdoor programs For-credit internship program through WWU or UW?

Goal (long term)	Objective (by 7/1/17)	success measure (shows progress towards 7/1/17 objective)	strategies
Trail maintenance and construction	Redefine PNTA relationship with existing trail maintenance organizations	Move to chapter model by 12/31/15	Redefine PNTA’s relationship with TMOs in 2014 rewrite of bylaws
	Improve relationships with existing trail maintenance organizations or chapters	Establish mutually beneficial relationship between PNTA and TMOs/chapters by 12/31/15	Participate in local TMO events Support local TMO volunteer projects Promote local TMO events and volunteer projects
	Build new relationships with existing trail maintenance organizations	One trail maintenance chapter of PNTA in every gateway community by 12/31/17	Identify groups that are working on the PNNST but are not currently affiliated with PNTA
	Assist with development of new trail maintenance organizations	One trail maintenance chapter of PNTA in every gateway community by 12/31/17	Identify areas where no TMO currently serves the PNNST
	Increase volunteers’ trail construction and maintenance skills	Host at least one volunteer skills training (Western Washington) annually by 2016 Host at least one volunteer skills training (outside of Western Washington) annually by 2018	
	Continue and expand contract trail construction and maintenance along the PNNST		Increases awareness of PNTA