

2014 WORKPLAN

The Continental Divide Trail Coalition

INTRODUCTION

In 2014 the Continental Divide Trail Coalition will initiate activities under all four of its strategic goals – to enhance the stewardship of the CDT, to build a strong community of CDT supporters, to promote the CDT to the broader public, and to strengthen our own organizational effectiveness.

As we deliver services and implement activities along the CDT that are designed to meet our short and long term goals, we will strive to ensure that our actions build and cultivate strong relationships with the agencies, stewardship organizations, funding partners and other stakeholders.

Western communities, landscapes, agency field staff, funding resources, and partner organization capacities vary widely along the Trail, and thus we will continue to take a flexible yet tailored approach to delivering our services in 2014 that reflects this diversity. While our core services will be accessible broadly along the CDT, we will also continue to think regionally in terms of specific strategies and activities. The scale and scope of our implementation strategies will be largely dependent on agency and partner readiness, and our fundraising success.

Without exception every state along the CDT has an organization or organizations that have stepped up to assist in the stewardship of the CDT, including but not limited to, the Volunteers for Outdoor Colorado, Colorado Trail Foundation, Rocky Mountain Youth Corps, Southwest Conservation Corps, Montana Conservation Corps, New Mexico Volunteers for the Outdoors, and the Montana Wilderness Association. We view this as a positive evolution when associations or networks are designed or adapt to the needs of the trail in a thoughtful and tailored way and provide for the most efficient use of human and financial resources. We will continue to work to develop collaborations that respect these efforts, and leverage them in the best way possible to ensure that our services are delivered to the places most in need. We will assist these organizations in developing the appropriate framework to support their long term plans for the CDT. In addition, we will seek to create the resources and implement the activities that are value added to the long term health and betterment of the CDT.

The CDTC's strategic pillars are:

Stewardship-Embracing the Vision for the CDNST. CDTC recognizes the Trail belongs to the American Public and that we have a responsibility to future generations to responsibly manage the Trail's resources and to place those resources in a sacred trust that will ensure the Trail continues to nurture others the way it has nurtured us. To that end, CDTC is committed to building a non-motorized backcountry Trail and protecting the Trail corridor along the Continental Divide. CDTC serves the Trail through on the ground projects that ensure the Trail is maintained and its corridor is protected in perpetuity. This will be accomplished through advocacy efforts for the Trail with agencies, law makers and the general public; supporting, and inspiring volunteerism for Trail construction and maintenance; communicating the vision and direction of the Trail as a sustainable resource, educating users, volunteers and the general public on the appropriate route and uses of the Trail; cultivating strong partnerships; fundraising to help leverage resources and widen our impact to protect and preserve the CDNST; and by encouraging and supporting land protection efforts to acquire the acquisition of the Corridor on private lands to solve some of the Trail's most challenging connectivity issues.

Building a Strong Trail Community. CDTC formed to establish strong community-based relationships through activities that support the construction, maintenance and support of the CDNST. CDTC also seeks to engage a wide audience of volunteers, supporters, and partners in an on-going process that will inform the work and the priorities of CDTC as the organization evolves. CDTC feels that building stronger local relationships with communities adjacent to the Trail and involving volunteers on the ground is the most powerful way to build our movement and preserve and protect the CDNST. This would include municipalities, "gateway communities", state and federal governments, public entities, and tribal communities and governments. While we will always look outward to build a diverse and broad coalition of supporters for the Trail, we will be mindful of our closest allies, including but not limited to; the federal and state agencies whom we depend on for support and guidance, the Trail's users particularly thru-hikers, and the volunteer stewardship organizations along the trail whom have adopted many sections of the CDT as their own and work independently with local land managers to implement projects. CDTC will also seek to establish formal cooperative agreements and strong cooperative relationships with federal and state agency partners. Through building this network of individuals, groups, and local communities, we will build a strong and healthy voice for the CDNST that will help promote the Vision for the CDNST and ensure it remains a national landmark for generations to come.

Trail Promotion. CDTC seeks to ensure the Trail enjoys a high profile with the public, and to ensure all Trail data and information remain of high quality and easily accessible to the various audiences who desire this information. To this end CDTC will serve as a virtual clearing-house to coordinate information among our partners, both public and private. We will work with various web based

and print media outlets to disseminate trail information and data. We will frequently post information on-line to highlight unique areas and opportunities to experience the Trail, provide available resources and services to users, and reach out with general information about the CDNST and other National Trail resources. It is our goal to be the hub of accurate, reliable information for the CDNST, its partners, and the general recreation and conservation communities. This also includes doing formal and informal presentations to existing and new communities and partners, and producing materials that effectively brand the Trail. Finally, CDTC will also focus on cultivating partnerships with media outlets and other promotional avenues for dissemination of Trail resources, issues impacting the Trail and partner and CDTC activities.

Organizational Effectiveness. CDTC seeks to develop and sustain an active governing body that is responsible for setting the mission and strategic direction of the organization and provide oversight of the finances, operations, and policies of CDTC. To accomplish this, CDTC will ensure that board members and staff have the requisite skills and experience to carry out their duties and that all members understand and fulfill their governance duties acting for the benefit of CDTC and its public purpose. CDTC will ensure the organization conducts all transactions and dealings with integrity and honesty and promotes working relationships with board members, staff, volunteers, partners, and program beneficiaries that are based on mutual respect, fairness and openness. CDTC will clearly articulate and adopt organizational policies. CDTC will seek sufficient resources to ensure financial stability of the organization, so that CDTC can effectively carry out its responsibilities. CDTC will ensure all spending practices and policies are fair, reasonable, and appropriate to fulfill the mission of the organization and be knowledgeable of and comply with all laws, regulations and applicable conventions for best management practices of non-profit organizations. Finally, CDTC will ensure that all the resources of the organization are responsibly and prudently managed and the organization has the capacity to effectively carry out its programs.

The CDTC's geographic strategies are:

National.

Focus:

1. Introduce and establish relationships with Congressional delegations, Washington office agency staff, and Region- 2 Forest Staff, all local units.
2. Ensure trail-wide consistent management direction and appropriate application of CDNST Comprehensive Plan is achieved in all level agency project proposals
3. Development and engagement of broad national CDT Community

Events: 2014 PNTS Hike the Hill Advocacy Week, PNTS National Scenic Trails Workshop (May 2014)
Projects: Large Landscape Collaborative 2014 LWCF Proposal
Organizational Partners: PNTS, AHS, BCH, CDTS
District/Field Office Priority Partners: Washington Office Staff, Region 2 USFS Staff, NPS BLM CDNST Leads
Volunteers: Don Owen, David Simon, Dean Winstanley,
Trip scheduled for: Washington DC- 2/9-2/14, Lake Tahoe May 2014
General Strategy: Attendance at national level conference and events, one on one meetings with key agency staff, correspondence out to all units with CDTC contact information

Montana/Idaho.

Focus:

1. USFS Travel Management Planning
2. Build and manage relationships with Montana Wilderness Association

Events: Montana Partners Summit

Projects: Blackfoot Travel Management Plan,

Organizational Partners: NPTF, MWA, MCC

District/Field Office Priority Partners: Beaverhead Deerlodge

Volunteers: Philip Hough, Ryan Jordan

Trip tentatively scheduled for: September 2014

General Strategy: Coordinate regularly scheduled calls with Montana contacts. At least one personal visit to touch base with key partners and host a Montana state "listening session".

Wyoming.

Focus:

1. Engage in Shoshone Forest Planning Effort
2. Develop relationships with partners in WY
3. Engage with Rawlins, WY Community

Events: Laramie, Lander, Jackson (possibilities)

Projects: Yellowstone, Pinedale, MedBo

Organizational Partners: WY YCC, land trust community (TBD), Wyoming Outdoor Council, Greater Yellowstone Coalition, Wyoming Land Trust, Wyoming Stockgrowers Agricultural Land Trust

District/Field Office Priority Partners: BLM Rawlins Office, Pinedale District, Yellowstone NP

Volunteers: John Rowland

Trip tentatively scheduled for: Summer 2014

General Strategy: Organize a “goodwill tour” through Wyoming. One week – meeting with as many trail players as possible.

Colorado.

Focus:

1. Rio Grande /Saguache Trail Planning
2. RMNP NEPA
3. Adoption of 300 miles to sign

Events: Rocky Mountain Horse Jamboree, REI presentations, Boulder and Denver small events/parties

Projects: 10 volunteer projects throughout CO.

Organizational Partners: CTF,VOC, CFI, SCC,RMYC, SMT

District/Field Office Priority Partners: Region 2, Salida RD, Gunnison RD, Divide RD, Clear creek RD, RMNP

Volunteers: Tim Zvada, Jerry and Helga Bell, Paul Mags, Jim Beck, many others

Trip tentatively scheduled for: year round

General Strategy: quarterly visits with Jim Bedwell, engage quarterly with key districts (two phone calls and two in person meetings),

New Mexico.

Focus:

1. Build strong relationship with Village of Cuba
2. Rebuild relationship with NM State Parks
3. Carson NF Projects
4. Land Acquisition efforts in Central NM

Events: Santa Fe (organized with Faith Garfield)

Projects: Carson NF, Santa Fe NF, BLM Socorro

Organizational Partners: NMFO, New Mexico Land Conservancy, Santa Fe Conservation Trust, Wilderness Land Trust

District/Field Office Priority Partners: Socorro FO, Santa Fe NF, Carson NF, El Malpais NM

Volunteers: Faith Garfield, Nic Martinez, Dick Kozoll, Carl Pope

Trip tentatively scheduled for: March/April, August

General Strategy: Establish good working relationships with land trust community in New Mexico via educational presentations. Establish good working relationships with James Sipple with BLM. Meet with SFNF trail lead and Carson trail lead (one in person and two phone calls).

FUNDRAISING OPPORTUNITIES AND CHALLENGES

Increased boots on the ground, the success of the organization's launch, an ongoing investment in relationship building and outreach, along with the strategic investment in strong organizational governance and planning will pay dividends for CDTC's fundraising work in 2014. We now have some wonderful stories to tell through a significant number of on-the-ground ambassadors who have benefited from the CDT and are strong supporters of the creation of the CDTC. These stories will continue to be an invaluable resource for us as we continue to build sustainable funding sources for the organization. We are successfully re-establishing ourselves in the trails community, thus ensuring our relevancy to funders. With this success comes the opportunity to demonstrate to our most dedicated supporters that their renewed investment in us will pay off.

At the same time, we face a major challenge in the uncertainty relating to the future funding for the trail. Agency budgets are tightening, state grants funds are drying up, and there is more competition for these scarce resources than ever. Continuing to demonstrate to these funders our plan and our value will be our top priority. Moreover, our board will continue to manage relationships with foundations to properly manage each grant, submit LOIs, and submit proposals. In addition, we will initiate new relationships in our priority geographies and seek out foundation leads for further discussion and development.

2014 will be our first year implementing a new major donor strategy. To this end, the board, in coordination with our partners and advisors will develop a fundraising plan for 2014. The plan will outline our strategies in each state and nationally to develop the financial support necessary to implement our work plan. The plan will also identify the lead volunteers in each state responsible for fundraising outreach, cultivation, and closing, as well as, the specific individuals we could find support from.

Finally, we will launch a crowd funding campaign on Indie go go (or a similar website) to generate some of the startup funding needed to keep our momentum going. The campaign will involve not only the formal online launch but also a number of associated outreach efforts, marketing blitzes, and special events to draw attention to our organization and the trail.

1. ENHANCING THE STEWARDSHIP OF THE CDT

Outcome 1: 100 miles of trail is improved, signed, maintained, or constructed by the end of 2014.

Outcome 2: 12 partnerships have been officially recognized and their goals and objectives for the care and stewardship of the trail have been documented by the end of 2014.

Outcome 3: 8 land trusts along the trail have been briefed on the status of the CDT in their service area and how they can assist in the completion of the CDT through their work by the end of 2014.

Outcome 4: Developed and submitted appropriate responses to priority agency project proposals (approx 5) by the end of 2014.

P	List specific activities and outputs in order of priority	Metric	Due Date	Status
1	Finalize our land protection policy and complete the land acquisition plan for the CDT.	Report published	Q2 2014	On Track
2	Publish an update to the “State of the Trail” report – more comprehensive than just a complete/incomplete metric but includes land manager surveys, funding analyses, and other drivers and trends impacting the trail’s completion. Publish an update to the strategic completion plan (communicating all caveats and provisos)	Report published	Q2 2014	On Track
3	Respond to all scoping notices, DEAs, public meeting requests, etc related to the CDT	Track opportunities to comment v. how many comments we write	Ongoing	On Track
4	Design, publish, and promote 25 volunteer projects in cooperation with partners and agencies (vol work plan)	Web, FB, and Twitter promo	Q2 2014	On Track
5	Develop a Trail Data Program - design and publish an interactive map of the CDT online for the public’s consumption.	Online map published	Q1 2014	On Track

2. BUILDING A STRONG COMMUNITY OF CDT SUPPORTERS

Outcome 1: Key partners, agency offices, and community leaders are informed about and engaged in the strategic direction of the CDT and CDTC.

Outcome 2: Strong relationships with partners and individual members are established and/or enhanced.

Outcome 4: Increased understanding of the factors affecting the CDT’s stewardship region to region.

Outcome 5: Members, partners and agency leads have the sense of improved “customer service” from the CDTC on all issues related to the trail.

Outcome 6: Public funding for the CDT at the federal level is secured or enhanced.

P	List specific activities and outputs in order of priority	Metric	Due Date	Status
1	Gain the USFSs support for the organization through an MOU and cost share arrangement to implement specific work plan objectives.	MOU signed	Q3 2014	On Track
2	Initiate 20 strategic new contacts along the trail to gather and track feedback about how CDTC can add value to their local projects, community, or organization.	5 new contacts per quarter	March - 5 June -5 September -5 Dec -5	On Track
3	Conduct a 2 Partner Summits – Locations TBD (Denver, Santa Fe, Butte)	Measure customer complaints	Q4 2014	Not Started
4	Obtain and manage CDT GIS data for USFS – partnership agreement	USFS, BLM, NPS shares all relevant data to be managed by CDTC GIS lead	Q1 2014	On Track
5	All agency partners are contacted and introduced to CDTC. Initiate 20 new federal agency contacts at the local, state and national level	5 new contacts per quarter	March - 5 June -5 September -5 Dec -5	Off Track
6	Meet with 20 elected officials, committee staff, and agency leads during Hike the Hill and other events and meetings to	5 new contacts per quarter	March - 5 June -5	Off Track

	educate them about the trail and our priorities for the trails funding.		September -5 Dec -5	
7	2 additional MOU agreements signed with key regional organizations and/or communities along the trail	2 service agreements signed	Q4 2014	Not Started

3. PROMOTING THE CDT TO THE BROADER PUBLIC

Outcome 1: Individuals are increasing their level of engagement in national, state, and local CDT projects and plans.

Outcome 2: Increased financial support to fund projects and support the CDTC.

P	List specific activities and outputs in order of priority	Metric	Due Date	Status
1	Complete a 2014 communications plan	Report approved by board	Q2 2014	Not Started
2	4 membership appeals written to ensure 200 members join the CDTC	200 members	Q2 2014	On track
3	Organize 10 events or projects on the CDT	Events can include hikes, listening sessions, parties, and vol projects	Q2 2014	On Track
4	Membership program adopted - CDTC General Membership brochure published			Complete
5	Collect 1000 email addresses		Q2 2014	On Track
6	Establish/maintain 12 relationships with key media, press contacts and secure 5 stories published in state regional journals or online magazines and write 12 press releases	Media list built and formalized	Q2 2014	Complete
7	Post 60 facebook posts per month	Maintain current frequency and tone of FB voice	Q2 2014	On Track
8	Post 5 blogs/trail updates per month on CDTC website	Review content freshness and flow monthly	Q2 2014	On Track
9	Publish 6 newsletters	6 enews released	Q2 2014	On Track
10	2015 Calendar Campaign results in 100 pictures submitted		Q3 2014	Not Started
11	3000 social media followers for CDTC (Facebook and		Q2 2014	Complete

	Twitter)			
12	CDT Map developed and produced for retail			Complete
13	Support 2014 Warrior Hike	Up to 5 events	Q4 2014	On Track

4. STRENGTHENING ORGANIZATIONAL EFFECTIVENESS

Outcome 1: More secure and professionally managed organization with proper oversight function being played by a strong board.
 Outcome 2: More attractive candidates for board and other leadership positions
 Outcome 3: More transparency with our supporters, partners, and the public – instilling the public trust.

P	List specific activities and outputs in order of priority	Metric	Due Date	Status
1	Re-establish and maintain excellent relationships with foundations that have supported the CDT in the past.	10 meetings confirmed	Q1 2014	Off Track
2	Fundraising plan written	Plan approved by board	Q1 2014	On Track
3	Cultivate relationships with 8 foundations – these aren’t necessarily new contacts, but will advance new proposals.	8 foundation meetings confirmed	Q1 2014	On Track
4	Cultivate and support relationships with key individual donors and prospects as appropriate and as time allows. 4 new board members recruited to the board. Advisory board of 6 established.	50 contacts made – via email, phone, and in person	Q3 2014	On Track
5	D & O insurance secured		Q1 2014	Complete
6	Board Handbook drafted board orientation established	Handbook drafted and approved	Q1 2014	On Track
7	Establish board committees for Membership, Trail Planning, and Development		Q1 2014	Not Started

CONCLUSION

This document serves as a comprehensive overview of the goals, objectives, and tasks of the CDTC for 2013 and early 2014. While, many of our goals are “SMART” – Specific Measurable, Attainable, Realistic, and Time-bound, there is a level of aspiration in the document. For those goals and tasks that do seem unrealistic or unattainable in 2013, we believe that they could be quickly implemented given the correct amount of staff capacity, organizational support, and funding.

Given our current status as an all-volunteer organization, we will focus our work on the priority projects and tasks that we believe we will have the greatest degree of impact or where partnerships can help us leverage our financial and human resources most effectively. As the year goes along, we will continue to revisit the work plan through our dashboard tracking system and reconfigure our priorities and adjust our strategies as appropriate.