

# **EL CAMINO REAL DE LOS TEJAS NATIONAL HISTORIC TRAIL ASSOCIATION**

## **STRATEGIC PLAN**

**2011 - 2016**

### ***ORGANIZATIONAL BACKGROUND***

In 2004, President George W. Bush signed legislation creating El Camino Real de los Tejas National Historic Trail. In effect, it established not one trail but rather a network of related routes used by travelers for centuries between Mexico and present-day Louisiana, fostering commerce and settlement along the way. In April 2005, individuals interested in recognizing and honoring the new national trail met for an initial informational meeting in Milam County, Texas. Among those in attendance was U.S. Senator Kay Bailey Hutchison, an author of the legislation that created the trail. Planning for a citizen-led trail association got underway soon after, with the group formally organizing in 2007. Early meetings and programs centered on membership, promotion, research, organizational structure, and regional representation. Development of a strategic plan followed as the next logical step in building the organization and ensuring its effectiveness.

### ***PURPOSE***

This document sets forth the framework for a strategic plan that will guide the Board of Directors of El Camino Real de los Tejas National Historic Trail Association through its activities and programmatic development in the years ahead. The plan is dynamic, providing ample flexibility to accommodate the growth of the organization. Its purpose is to provide both a focus and a foundation for all board planning, and it will hopefully serve as a model for trail chapters and partners as they come together to promote heritage tourism and historic preservation along the trail system.

### ***MISSION STATEMENT***

El Camino Real de los Tejas National Historic Trail Association promotes and advocates El Camino Real de los Tejas National Historic Trail. The Association seeks to protect the historic integrity of the trail, its contributions to tourism and economic development along its path, and to educate the public about its resources and opportunities.

**El Camino Real de los Tejas National Historic Trail  
Strategic Plan – 2011– 2016**

**Goal One: Develop and sustain an effective organization**

OBJECTIVES	ACTION ITEMS	MEASUREMENT	RESPONSIBLE PARTY	DATE	STATUS
<p>1.1 Cultivate dynamic leadership, appointment, Training, and tools for directors</p>	<p>1.1.1 Provide orientation for every new board member</p>	<p>Development of board orientation package to include:</p> <p>Board book – Responsibilities, Certificate of Incorporation, IRS Tax Exempt Status, By-Laws, Executive Director Performance Plan, NPS Agreement, Budget for 2 Years, Plus One Orientation Session with the Board Member</p>	<p>Executive Director</p> <p>Executive Director</p>	<p>10/2011</p> <p>10/2011</p>	<p>Annually after Appointment</p>
	<p>1.1.2 Provide leadership training for the board</p>	<p>Written documentation of leadership training</p>	<p>Executive Committee</p>	<p>01/2012</p>	
		<p>Written document detailing roles and responsibilities of executive committee</p>	<p>Executive Committee</p>	<p>Annually / 2012</p>	

OBJECTIVES	ACTION ITEMS	MEASUREMENT	RESPONSIBLE PARTY	DATE	STATUS
	<p>1.1.3 Establish executive committee roles and responsibilities</p> <p>1.1.4 Appoint a bylaws parliamentarian</p>	Written name of appointee	<p>Executive Committee</p> <p>President</p>	<p>01/2012</p> <p>04/2011</p>	Completed, Joy Graham appointed

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OBJECTIVE	ACTION ITEMS	MEASUREMENT	RESPONSIBLE PARTY	DATE	STATUS
1.2 Explore and present options and opportunities for teambuilding	1.2.1 Hold a team building exercise for the Board  1. Develop teambuilding Exercise  2. Present at annual meeting	Written documentation that training was held	Executive Committee and Executive Director  Executive Director and Executive Committee  Executive Director	04/2012  10/2011  10/2012	

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1.3 Build and maintain membership	1.3.1 Establish a membership committee	Written listing of membership committee	President	04/2011	Completed
	1.3.2 Improve membership database	Correct data base in evidence	Executive Director and Membership Committee	10/2011	
	1.3.3 Communicate effectively with members through newsletter, web site, electronic media, regional meetings and other means.	Record of communications on file	Executive Director	Ongoing	

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OBJECTIVES	ACTION ITEMS	MEASUREMENT	RESPONSIBLE PARTY	DATE	
1.4 Secure human and fiscal resources for the growth of the organization	1.4.1. Pursue grant opportunities	Evidence of grant searches, applications	Executive Director and Board	07/2012	
	1.4.2 Pursue corporate sponsorships	Written record of sponsorships pursued	Marketing Committee, Executive Director and Executive Committee	10/2012	
	1.4.3 Pursue trail related partnerships	Written record of partnerships pursued, including outcome	President, Executive Director	10/2013	

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OBJECTIVES	ACTION ITEMS	MEASUREMENT	RESPONSIBLE PARTY	DATE	STATUS
1.5 Develop a volunteer program	1.5.1 Define program needs	Written record of program needs defined	Vice president and Executive Director	04/2012	
	1.5.2 Recruit volunteers	Written record of procedures used and volunteers recruited	President, Vice president and Executive Director	04/2013	
	1.5.3 Provide training and placement	Written description of training and list of volunteers trained	Vice president and Executive Director	10/2013	

**El Camino Real de los Tejas National Historic Trail  
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**Goal Two: Preserve and protect the trail’s historic resources**

<b>OBJECTIVES</b>	<b>ACTION ITEMS</b>	<b>MEASUREMENT</b>	<b>RESPONSIBLE PARTY</b>	<b>DATE</b>	<b>STATUS</b>
2.1 Participate in and support on-going trail-related research	2.1.1 Utilize tools approved in NPS’ CMP  2.1.2 Create a resource list of institutions, museums, archival collections, and research centers where trail-related research can be conducted  2.1.3 Enlist support of county historical commissions, local businesses and other organizations for the trail-related research program  2.1.4 Identify sites along the trail for designation	Listing of tools used  Written list of available resources approved by Executive Committee  Written evidences of enlistment activities and the result of these activities  Written log of activities conducted for the purpose of identifying sites for designation	Executive Director and Resource Protection Committee  Regional Directors  Regional Directors  Board and Resource Protection Committee	10/2011 (Ongoing)  01/2013  10/2013  Ongoing (2016)	

**El Camino Real de los Tejas National Historic  
Strategic Plan – 2011 – 2016**

**Goal Two: Preserve and protect the Trail’s historic resources**

<b>OBJECIVES</b>	<b>ACTION ITEMS</b>	<b>MEASUREMENT SYSTEMS</b>	<b>RESPONSIBLE PARTY</b>	<b>DATE</b>	<b>STATUS</b>
2.2. Foster appreciation and awareness for the need for preservation along the trail	2.2.1 Serve as a resource for preservation strategies and tools  2.2.2 Develop an educational program with partners on preservation tools and strategies  2.2.3 Serve as a watchdog on the ground for identifying threats to trail resources	Written minutes of meetings concerning preservation strategies and tools  Minutes of meetings and results with educational partners  Minutes of meetings focusing on identification of threats	Executive Director, Regional Directors  Vice President, Resource Protection Committee.  Regional Directors, Membership	10/2012  04/2013  Ongoing (2016)	

**El Camino Real de los Tejas National Historic Trail  
Strategic Plan – 2011 – 2016**

**Goal Three: Foster (local, regional, national, and international) awareness and appreciation for the NHT**

<b>OBJECTIVES</b>	<b>ACTION ITEMS</b>	<b>MEASUREMENT</b>	<b>RESPONSIBLE PARTY</b>	<b>DATE</b>	<b>STATUS</b>
3.1 Develop signage along the trail	3.1.1 Create sign committee that outlines the process for signing  3.1.2 Establish priorities (signing) with NPS, TXDOT, and THC  3.1.3 Identify sources of funding for signage	Written record of committee appointment  Written record of committee meetings and results in terms of priorities  Written record of meetings and sources identified	President  Executive Director Signage Committee  Executive Committee, Signage Committee	10/2011  10/2012  Ongoing (2016)	

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**Goal Three: Foster (local, regional, national, and international) awareness and appreciation for the NHT**

OBJECTIVES	ACTION ITEMS	MEASUREMENT	RESPONSIBLE PARTY	DATE	STATUS
<p>3.2 Educate the public on the history, heritage, and significance of the trail</p>	<p>3.2.1 Partner with local school districts and TEA Regional Ed. Svc. Centers, and NPS to develop an educational curriculum for the trail</p>	<p>Written copies of materials developed</p>	<p>Regional Directors Vice President</p>	<p>Ongoing (2015)</p>	
	<p>3.2.2 Partner with the THC, TEA Regional Ed. Svc. Centers., and NPS to develop and distribute educational material</p>	<p>Listing of materials developed and distributed</p>	<p>Vice-President and Executive Director</p>	<p>Ongoing (2016)</p>	
	<p>3.2.3 Partner with local communities and county historical commissions to promote information about the trail to interested persons</p>	<p>Written record of efforts and agreements</p>	<p>Regional Directors</p>	<p>Ongoing (2014)</p>	

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**Goal Three: Foster (local, regional, national, and international) awareness and appreciation for the NHT**

OBJECTIVES	ACTION ITEMS	MEASUREMENT	RESPONSIBLE PARTY	DATE	STATUS
3.3 Develop interpretive materials to explain the significance and meaning of the trail	3.3.1 Support county historical commissions and other parties to develop and place interpretive wayside exhibits	Written record of efforts made	Signage Committee and Regional Directors	Ongoing (2016)	
	3.3.2 Explore interactive interpretive applications	Written record of efforts made	Executive Director and Executive Committee	10/2013	
	3.3.3 Work with NPS and others to develop interpretive material	Written record of efforts made	Executive Director and Marketing Committee	Ongoing (2016)	

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**Goal Four: Promote the NHT as a destination**

<b>OBJECTIVES</b>	<b>ACTION ITEMS</b>	<b>MEASUREMENT</b>	<b>RESPONSIBLE PARTY</b>	<b>DATE</b>	<b>STATUS</b>
4.1 Develop and implement a marketing plan for the trail with a 1 – 5 year delivery	4.1.1 Form a marketing committee within the organization  4.1.2 Develop a database that identifies potential partners  4.1.3 Identify and secure funding to support marketing efforts	Written listing of committee members  Database in evidence  Written record of efforts to identify funding	President  Executive Director and Marketing Committee  Executive Director and Marketing Committee	10/2011  10/2012  Ongoing (04/2013)	