

POTOMAC APPALACHIAN TRAIL CLUB STRATEGIC PLAN

LEADERSHIP	COMMUNICATIONS	PARTNERSHIPS	FUNDING
<p>To Be State: Cohesive and Collaborative Organization</p>	<p>To Be State: Clear and Effective Communications</p>	<p>To Be State: Comprehensive Engagement with Partner Agencies and Organizations</p>	<p>To Be State: Sound Financial Management</p>
<p>Rationale: Strong, ongoing volunteer and staff leadership is essential for PATC to achieve its mission. A cohesive organizational structure with members and staff working collaboratively toward our common goals is also necessary to achieve the mission. The membership survey identified the need to strengthen the leadership development process; evaluate and realign, as needed, the internal organizational structure; and reinforce our relationships with organizations with shared interests.</p>	<p>Rationale: Effective communications, both internally and externally, is critical to the successful operation of PATC. The membership survey highlighted the need to clearly document the roles and responsibilities of leadership, staff, and volunteers. The survey also identified some weak spots in our communication efforts, such as the need to improve our use of the web to facilitate internal and external communication and to develop a more consistent marketing and branding strategy for external outreach, especially with regard to changing demographics in our community.</p>	<p>Rationale: Full knowledge of and coordination with our current and potential partner organizations are needed for strengthening our mutual interests and for providing an increasingly diverse membership for the future success of PATC. The membership survey reflected a concern that PATC needs to expand its partnership efforts beyond its traditional focus to remain viable and to strengthen its relationships with government and private sector partners at all levels.</p>	<p>Rationale: Sound financial planning and management are critical for ensuring PATC has the resources available to fund the organization's mission and programs on a long-term sustainable basis. While PATC's funding base is sound, the membership survey indicated concerns regarding our ability to support capital investment, the connection between budget formulation and strategic priorities, and improved financial accountability for programmatic activities.</p>

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<p>GOAL 1: Establish and maintain an ongoing leadership recruitment and development program that reflects our diverse community.</p> <p>OBJ 1. Establish a process for the identification and development of a diverse group of future leaders that includes recruitment and training. [Target: DEC 2016]</p> <p>OBJ 2. Develop a succession management plan for committee and other leadership positions that includes position descriptions, duties, and responsibilities. [Target: DEC 2017]</p> <p>GOAL 2: Evaluate and realign as necessary the PATC organization to support organizational growth.</p> <p>OBJ 1. Evaluate the club's existing organizational structure for strengths and weaknesses, document the results, and provide recommendations. [Target: DEC by 2016]</p> <p>OBJ 2. Clearly define the relationships between volunteer positions and staff so that there is accountability in the organizational chain. [Target: DEC 2017]</p> <p>OBJ 3. Identify operational areas where there is a workload imbalance and change the number of positions where appropriate. [Target: DEC 2018]</p>	<p>GOAL 1: Establish efficient and coherent internal communications within PATC.</p> <p>OBJ 1. Develop and/or revise position descriptions for all volunteer and staff positions that accurately reflect the actual work being done and to facilitate succession planning; publish; and train all volunteers accordingly. [Target: DEC 2016]</p> <p>OBJ 2. Prepare and issue internal guidelines, policies and procedures to facilitate records management, accountability, and knowledge transfer, including handbooks for major operational areas. [Target: DEC 2017]</p> <p>OBJ 3. Establish an internal communications plan that emphasizes the use of online resources and PATC intranet site to promote communications. [Target: DEC 2018]</p> <p>GOAL 2: Improve the club's external branding, visibility, online presence, and diversity outreach.</p> <p>OBJ 1. Develop and implement a strategy for coordination of consistent club branding and provide professionalism in all published materials (brochures, guide books, maps, and online materials). [Target: DEC 2017]</p> <p>OBJ 2. Establish an outreach program for the club that increases visibility to new communities of potential users and the media. [Target: DEC 2018]</p>	<p>GOAL 1: Expand the breadth of PATC partner agencies and, organizations to broadly reflect the diverse community we serve.</p> <p>OBJ 1. Create/enhance an outreach program for colleges, schools, and youth organizations. [Target: DEC 2017]</p> <p>OBJ 2. Increase involvement with the business community through outreach to business groups and individual business entities that serve the trail user community. [Target: DEC 2018]</p> <p>GOAL 2: Establish PATC as a leader in the community by strengthening our ties with government and private sector partners.</p> <p>OBJ 1. Increase involvement with AT-designated communities to publicize and coordinate both their and PATC's activities and to enhance mutual participation in those activities. [Target: DEC 2016]</p> <p>OBJ 2. Ensure club agreements with our partner Agencies and organizations are active and appropriate. [Target: DEC 2017]</p> <p>OBJ 3. Develop and maintain a comprehensive contact directory with all our government partners. [Target: JUN 2018]</p>	<p>GOAL 1: Expand donor base to support PATC's mission and strategic priorities.</p> <p>OBJ 1. Fully demonstrate compliance with non-profit rating groups commonly used in decision-making by donors. [Target: DEC 2016]</p> <p>OBJ 2. Fully validate compliance with IRS and other regulatory agency requirements at the Federal, State, and Local government levels. [Target: DEC 2017]</p> <p>OBJ 3. Increase financial support from external donors by 15%. [Target: DEC 2018]</p> <p>GOAL 2: Align budget formulation and execution with PATC's strategic priorities.</p> <p>OBJ 1. Align PATC's budget formulation process to support the priorities in the strategic plan. [Target: 2017 budget formulation]</p> <p>OBJ 2. Institutionalize PATC's budget monitoring and management policies, systems, and processes to ensure budget execution is in line with budget formulation and strategic priorities. [Target: DEC 2017]</p> <p>OBJ 3. Establish a program monitoring and evaluation system for all PATC activities, services, and programs to ensure continued relevance and incorporate that into the budget formulation process. [Target: 2018 budget formulation]</p>

