

# **Santa Fe Trail Association**

## **Strategic Plan**

**April 2013**  
***(revised 2018)***



Santa Fe Trail Association  
1349 K-156 Highway  
Larned, Kansas 87550

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## **Strategic Plan**

### **Introduction**

The Santa Fe Trail Association (SFTA) was established in 1986 to help protect and preserve the historic Santa Fe Trail. In 1987, the U.S. Congress recognized the significance of the trail through its designation as the Santa Fe National Historic Trail (SFNHT), a component of the National Trails System to be administered by the National Park Service.

The association developed its first strategic plan in 2003. That plan has been reviewed and updated internally at annual Board meetings from 2006 – 2011.

On April 21, 2012, the SFTA board held a strategic planning workshop in Ulysses, KS to produce the framework for a new 10-year plan, which will span the bicentennial of the trail in 2021. Reviewed by SFTA members and stakeholders, this new plan was approved by the Board and adopted in April, 2013, and will be presented to the general membership at the September, 2013 Symposium held in Ulysses, KS.

This strategic plan describes the Santa Fe Trail Association's future direction. The Association's purpose, mission, and broad goals for future achievement are included. These provide the foundation for a strategy of specific objectives and actions to be implemented. These actions are considered critical, and therefore of the highest priority, for realizing the Association's mission.

This strategic plan will be reviewed annually at Board meetings to guide work plans and track accomplishments.

### **Mission**

- To protect and preserve the Santa Fe Trail and to promote awareness of the historical legacy associated with it

### **Goals**

These broad goals describe how the Association will support its mission. Each goal is supported by specific objectives and actions recommended to achieve these objectives. The lead column indicates who is likely to lead the effort to take that particular action. All items may be modified as required by the Association through regular evaluations.

## Goal 1. Achieve national awareness of the Santa Fe NHT

To accomplish this goal by 2023, SFTA will:

Objective	Actions	Lead
A. Identify Kiosk Sites and Complete the Program	i. Identify needed Kiosk sites	Chapters, Kiosk Committee
	ii. Determine tasks to complete the program	Kiosk Committee, Mapping/Marking Committee
	iii. Develop additional signage/interpretation to complement the Kiosks, where appropriate	Kiosk Committee, Chapters, National Park Service
B. Develop range of informational and interpretive media products that reach out to the diverse populations	i. Update and print new SFTA brochures	Publications/Website, and Membership Committees
	ii. Develop and distribute Electronic Media that contain/convey trail-related information and trail orientation to meet the needs of diverse populations	Outreach Committee, National Park Service
C. Develop partnerships with diverse organizations (Hikers, Bikers, Birders, Quilt-barners, American Indian Tribes, etc.)	i. Identify potential partners	Various committees as appropriate & Association Manager
	ii. Identify and pursue mutual projects	
D. Increase use of Internet and social media	i. Utilize current technologies, such as Quick Read codes/podcasts to access SFTA website and Facebook page while keeping appraised of new technologies	Association Manager Publication/Website Committee
	ii. Maintain contact through Twitter, etc. and through new interactive social media in future years	
	iii. Expand and update website with current content	

Objective	Actions	Lead
E. Recognize efforts to promote the awareness of the SFT.	<ul style="list-style-type: none"> <li>i. Present SFTA Awards</li> <li>ii. Provide publicity through <i>Wagon Tracks</i> and other media</li> </ul>	Awards Committee Publicity Coordinator <i>Wagon Tracks</i> Editor Publications/Website Committee
F. Insure proper signage at all sites	i. Maintain current roadway signs and interpretive exhibits	Mapping/Marking Committee, Chapters, and National Park Service
	ii. Develop new signs and exhibits as appropriate, in coordination with NPS Sign Plan Standards	Association Manager, Mapping/Marking Committee, Chapters
	iii. Replace damaged & worn signs as needed	Chapters alert Manager
G. Engage young people; grades K-16; ages 21-55	i. Develop “apps” (games & tours) for smart phones & tablets	Publication/Website and Education Committees, National Park Service
	ii. Promote children’s books on the website and in <i>Wagon Tracks</i>	Education & Publications/Website Committees, <i>Wagon Tracks</i> Editor
	iii. Conduct a writing contest for children’s books	Education Committee
	iv. Conduct creative contests for children and young adults	Education Committee
	v. Assist NTIR in the creation of a media tour	Chapters
	vi. Maintain the Jr. Wagon Master youth education program	Education Committee
H. Increase access to Trail-related sites	i. Continue to establish relationships with owners of private sites	Chapters
	ii. Offer tours	
I. Increase awareness of the Santa Fe National Historic Trail & the Association into the Spanish speaking community	<ul style="list-style-type: none"> <li>i. Create a brochure, or rack card, printed in Spanish</li> <li>ii. Place at appropriate sites along the Trail</li> </ul>	Publications Committee
J. Promote and observe 200 <sup>th</sup> anniversary of the opening of the Santa Fe Trail in 2021	i. Create a “200 <sup>th</sup> Anniversary” (Bicentennial of the Opening of the Santa Fe Trail) Committee	President
	ii. Develop strategy for planning and promoting year-long observation activities	200 <sup>th</sup> Anniversary Committee National Park Service Association Manager

Objective	Actions	Lead
	iii. Host variety of public events	Santa Fe Trail Association, Chapters, National Park Service

## **Goal 2. Preserve the tangible remains of the Trail and strive to insure the survival of Trail-related resources**

To accomplish this goal by 2023, SFTA will:

Objective	Actions	Lead
A. Continue to improve the SFNHT resource inventory	i. Monitor and Update information in the Rediscovery Project	Association Manager, Chapters, Mapping/Marking Committee, Preservation Committee, National Park Service
	ii. Improve awareness of resources through website and media publications	Preservation Committee National Park Service, Publications/Website Committee
	iii. Continue historic research activities inventorying trail resources on private property	Chapters
	iv. Disseminate resource inventory data to public through website/media applications to locate Trail-related resources, where publicly accessible	Publications/Website Committee, National Park Service
B. Map & Identify all Trail sites and establish a trail-wide database of trail resources	i. Take GPS readings for Trail-related resources and interpretive sites	Mapping/Marking Committees Chapters
	ii. Continue mapping efforts by hosting a cooperative mapping workshop with the NPS	Mapping/Marking Committee Association Manager National Park Service
	iii. Disseminate mapping data to public through website/media applications, for publicly accessible sites	Publication/Website and Mapping/Marking Committees National Park Service

Objective	Actions	Lead
C. Establish a Trail Monitoring Program	i. Establish preservation contact and "Trail steward" program in each Chapter	Chapters, Preservation Committee
	ii. Provide training and incentives	National Park Service, Chapters, Preservation Committee and the Mapping/Marking Committee, as needed
D. Increase value placed on private Trail-related sites	i.. Develop a relationship with all Private landowners who have Trail- related resources	Preservation Committee Chapters
	ii. Work with state and local governments to provide National Register protection and other incentives for private landowners to protect Trail-related sites	Preservation and Mapping/Marking Committee, National Park Service, Chapters

### Goal 3. Ensure organizational effectiveness and sustainability

To accomplish this goal by 2023, SFTA will:

Objective	Action	Lead
A. Increase revenue and net worth by 10 percent	i. Promote memorial gifts	Fundraising/Special Appeals Committee
	ii. Promote planned giving	
	iii. Conduct Special appeals	
	iv. Pursue avenues to save on printing/shipping costs of <i>Wagon Tracks</i>	Publications/Website Committee <i>Wagon Tracks</i> Editor
	v. Solicit Corporate Sponsors	Fundraising/Special Appeals, and Membership Committees
	vi. Solicit Grants	
	vii. Solicit donations and/or movement to higher membership levels	

Objective	Action	Lead
	viii. Raise dues	Santa Fe Trail Association Board
B. Make sure that SFTA expenditures support the Strategic Plan	i. Evaluate budget requests as to how they relate to SFTA goals	Association Manager, President, Budget Committee
	ii. Evaluate each line item of SFTA budget as to how they relate to SFTA Goals	
C. Ensure best use of NPS funding	i. Identify potential SFT projects that could be funded through Challenge Cost Share Program and/or other funding	Association Manager Office Administrator President, Chapters and Budget Committee
	ii. Establish priorities yearly for NPS funding requests	
D. Increase organizational image, strength, and growth	i. Increase publicity ii. Use member survey results as guidelines for future activities iii. Develop a marketing plan based on member survey	Publicity Committee
E. Increase membership by 10% yearly	i. Follow marketing plan	Membership Committee
	ii. Continue membership campaigns, such as direct mail membership invoice & business membership focus	Membership Committee
	iii. Encourage members to raise level of membership by offering premiums	Membership Committee
	iv. Motivate chapter members to join the Santa Fe Trail Association	Chapters, Membership Committee

Objective	Action	Lead
F. Support efforts of the Partnership of the National Trails System (PNTS)	i. Pay suggested dues on time	Office Administrator
	ii. Inform the Board, Chapter and Membership about their efforts/activities	SFTA Representative(s) to the PNTS

#### **Goal 4. Increase public use and enjoyment of the Santa Fe Trail**

To accomplish this goal by 2023, SFTA will:

Objective	Action	Lead
A. Establish partnerships to increase visitation	i. Identify & develop database of potential partners, i.e. state tourism agencies, etc.	Various Committees Association Manager
	ii. Develop database of contacts	
	iii. Actively work with partners to promote Trail site visits	
B. Increase diversity of visitors	i. Identify potential visitors from special interest groups, such as birders, golfers, hikers, geocachers, etc.	Various Committees Association Manager
	ii. Develop data base of special interest contacts	Various Committees Association Manager
	iii. Develop materials/activities that appeal to these groups	Various Committees Association Manager Publications/Website, and Education Committees
C. Reach special interest groups through electronic media for smart phones	i. Provide maps, site information, etc.	Mapping/Marking and Publications/Website Committees and National Park Service
	ii. Develop materials/activities, using electronic media, that will appeal to special interest groups	Education and other Committees National Park Service
D. Increase number of "human" guides along the Trail	i. Recruit and train guides locally	Chapters
	ii. Train guides at Symposia and Rendezvous	Chapters and Education Committee



<b>Objective</b>	<b>Action</b>	<b>Lead</b>
	iii. Establish list of guides on SFTA website	Publications/Website Committee
E. Create a Geo Cache program	i. Establish a Geocache Task Force	President & Association Manager
	ii. Identify sites already on geocache sites.	Geocache Task Force Association Manager
	iii. Develop SFTA geocache boxes	Association Manager
	iv. Create a "Geo Tour" along the Santa Fe National Historic Trail	Geocache Task Force; Mapping/Marking Committee; Association Manager
	v. Place geocaches at sites	Volunteers along the Trail Association Manager
	vi. Monitor "Geo Tour" geocache.com website	Geocache Task Force Association Manager
	vii. Monitor geocache containers for needed supplies/replacement	Volunteers along the Trail Association Manager



**Goal 5: Promote Research on the Santa Fe Trail and Related Topics**

To accomplish this goal by 2023, SFTA will:

Objective	Actions	Lead
A. Develop the scope of the Research Task Force and Scholarly Research Committee	i. Identify research objectives for the SFTA.	Research Task Force
	ii. Develop a strategy to achieve these objectives	Scholarly Research Committee
	iii. Determine the feasibility of SFTA sponsored research projects—including funding for such projects, aid to researchers in the publication of the results of such projects, and a means for evaluation of the research/project.	

Objective	Actions	Lead
	iv. Consult and coordinate, with National Park Service staff, topics for SFTA promoted and sponsored research  v. Clarify SFTA research efforts with regard to the objectives and activities of the SFTA Scholarly Research Committee  vi. Determine role of SFTA Research Task Force	Research Task Force Association Manager   Research Task Force Scholarly Research Comm.
F. Identify gaps in SFT research and topics that need to be researched	i. Periodically invite a group of historians and researchers to be a part of a research forum	National Park Service Historian, President, Association Manager, Scholarly Research Committee and/or Research Task Force
	ii. Periodically request input from <i>Wagon Tracks</i> Editorial Board and other members	<i>Wagon Tracks</i> Editor, President, Research Task Force
G. Explore viable means for collecting, cataloging and disseminating data and databases concerning the history and the heritage of the Santa Fe Trail, including both physical and electronic resources.	i. Determine locations and gather data on collections/archival holdings	Research Task Force and/or appointment(s) by President
	ii. Create an index of what is available in various forms (such as on-line; in-house only, etc.	Research Task Force and/or appointment(s) by President
D. Expand the scope of the Scholarly Research Program	i. Increase the number of grants	Scholarly Research Committee
	ii. Increase the potential dollar amount of awards available	Scholarly Research and Fundraising/Special Appeals Committees
	iii. Institute high school and college level scholarly research competitions	

Objective	Actions	Lead
E. Complete cataloging of the Harry E. Myers Research Collection and make SFTA archives more available to the public.	i. Secure NPS funding and/or other grant monies to complete inventory	Association Manager Funded Assistant Santa Fe Trail Center Staff And Volunteers Archives/Acquisitions Committee and Website/Publications Committee
	ii. Hire an intern to assist in cataloging of SFTA Archives	
	iii. Inventory items in SFTA holdings	
	iv. Create database of items	
	v. File/arrange in a user-friendly manner	
	vi. Digitize select items	
	vii. Publish select items on SFTA Website	
F. Update the index of <i>Wagon Tracks</i> and make available online	i. Index by Author, Title, Keyword, Date, Geo-Graphical Area	Publications/Website Committee, <i>Wagon Tracks</i> Editor, (Intern Project?)
G. Electronically publish on website and/or in <i>Wagon Tracks</i> , proceedings of Symposiums, Rendezvous, and SFTA sponsored research.	i. Require Author Submission of presentation and permission to publish	Symposium Planning Committee, Publications/Website Committee
	ii. Require submission of, and permission to publish Scholarly Research Projects to receive reimbursement for funding	Scholarly Research Committee Publications/Website Committee
	iii. Place materials on SFTA website and/or publish in <i>Wagon Tracks</i>	Publications/Website Committee, <i>Wagon Tracks</i> editor

