



**CO<sup>T</sup>A**  
CENTRAL OREGON TRAIL ALLIANCE

STRATEGIC PLAN 2018-2022



## **MISSION**

COTA's mission is to develop, protect, and enhance the Central Oregon mountain bike experience through trail stewardship, advocacy, collaboration, and education.

## **VISION**

COTA envisions a robust and diverse mountain biking experience that will endure for generations.



In early 2018, COTA adopted this strategic plan. The plan is comprised of five initiatives, each supported by multiple objectives. COTA's Board of Directors and other volunteers will be guided by this strategic plan to advance COTA's mission and vision.



INITIATIVE 1

# TRAIL BUILDING AND MAINTENANCE

- **Diversify riding opportunities** (e.g., harder trails, longer trails, high country trails, bike parks, beginner areas, varied habitat types, etc.)
- **Develop a comprehensive list of trails, including priority projects**
  - Identify new trail opportunities
  - Work with the U.S. Forest Service to complete the TAPAS list in Bend
  - Consider developing chapter trail plans and/or plans for specific regions
  - Inventory current trails and keep this list updated. Revisit the list annually in January.
  - Look at old maps to identify trails that could be reclaimed
- **Revamp the Adopt-A-Trail program by the end of 2018**
  - Develop a system to track trail mileage maintained in 2018, then put processes in place to increase this maintenance each year
  - Develop a system to log trail maintenance needs
  - Link a new 'Trail Maintenance Requests' section on our website with Bend Trails so folks can submit issues that they see on trails, perhaps by automatically emailing the person(s) responsible for that trail
  - Transform the Trail Adoption Committee to the Trails Committee; define the committee's duties/responsibilities
- Increase specialized trail building and maintenance training for volunteers
  - Train 10 additional crew leaders by the end of 2019
  - Organize regional crew leaders and trail adopter teams
  - Grow sawyer crew by 5 people by end of 2019
  - Set expectations for crew leader activity (e.g., spend X hours per year on maintenance or maintain X miles of trail per year)
  - Develop a baseline number of training classes per year and conduct at least that many classes annually, increasing the number as needed
  - Consider charging fees for trail building and maintenance classes
- Develop a baseline of number of trail maintenance events annually and increase it by 10% each year
- **Have at least three large trail maintenance events in 2018 and four annually from 2019 on**
- **Create a Trails Coordinator role and define its duties/responsibilities**



INITIATIVE 2

# **VOLUNTEERS, MEMBERS, AND SPONSORS**

- **Create a Volunteer Coordinator role and define its duties/responsibilities**
  - Outline volunteer needs (e.g., bookkeeping, GIS, webmaster, fundraising, etc.) so people volunteering administrative time can readily be given tasks
  - Document and track what skills our membership pool has
- **Increase membership 10% each year**
- **Develop a member benefits program**
- **Develop corporate sponsorship program**
  - Add four additional bike shops to the bike shop program by the end of 2019
  - Create a Sponsorship Coordinator role, and define its duties/responsibilities
  - Increase businesses' understanding of what COTA does and how COTA benefits the community and local businesses/economy (e.g., brochure)
  - Reach out to tourist promoters (e.g., Visit Bend, Travel Oregon, Central Oregon Visitors Bureau, etc.) to highlight volunteer organizations that highly impact tourism. Ask for a free ad in their magazine.
- **Increase number of and participation in trail maintenance events**
  - Develop a baseline number of people participating in work events annually and increase it by 10% each year
- Increase total hours volunteered by 10% each year
- Develop a baseline of rate of people returning for work events and increase it by 10% each year
- Expand user group volunteer work events (e.g., kids, dirt divas, women, companies, etc.)
- **Have a volunteer appreciation party annually**



INITIATIVE 3  
**ADVOCACY AND COLLABORATION**

- **Advocate for trail access and increased riding opportunities**
  - Meet with each land management agency one-on-one at least annually to discuss priorities, projects, and strategies to move forward
  - Strengthen relationships with and collaborate with other Oregon mountain biking groups and complementary organizations
  - Reach out to local politicians to educate them on COTA
- **Participate and contribute to the statewide Oregon Mountain Biking Coalition (OMBC)**
  - Identify regions that we can contribute resources for
  - Contribute to a strong statewide/regional mountain bike community
- **Identify and collaborate with other local organizations/ user groups on appropriate projects**





INITIATIVE 4

# COMMUNICATIONS AND COMMUNITY OUTREACH

- **Refine the monthly newsletter by the end of 2018**
- **Create a master plan for the website and finish the website build by the end of 2018**
- **Increase COTA's name recognition and presence within our community**
  - Increase outreach and diversify the types of communications we use
    - Ask for free ads in local papers and magazines
    - Increase our social media activity
    - Brainstorm additional community events (e.g., COTA movie night) and new types of outreach
  - Conduct more consistent outreach
    - Solicit more community input (e.g., use comment cards, google polls, surveys) to solicit input on topics such as e-bikes, wilderness, and one-way trails
  - Increase community awareness of what's happening with new trail construction
  - Develop a more robust COTA merchandise program
    - Develop a cool poster that gets the word out about COTA and hangs in bike shop windows and other appropriate places around town
    - Have both free and for purchase merchandise at every event where we have a booth (e.g. stickers, t-shirts and hoodies, socks, water bottles)
- Conduct educational campaigns on:
  - Trail use, trail etiquette, and trail maintenance issues
  - Trail building and maintenance: what happens behind the scenes and how you can help
  - Upcoming areas to ride and how to get involved
- **Develop guidelines for formal interviews**



INITIATIVE 5  
**ADMINISTRATION**

- **Increase administrative bandwidth and build organizational capacity**
  - Increase bandwidth by identifying opportunities to provide financial compensation for services performed
  - Set expectations for Board member contributions (e.g., expectation to chair a committee, etc.)
  - Explore pros and cons to funding paid staff (e.g., Executive Director, Administration, Committee Chair)
- **Develop active, well-functioning committees:**
  - Identify committees, define their scopes of work, and find individuals to spearhead them (e.g., Events, Finance, Elections, Communication, Training, Trail Maintenance, Strategic Plan, Fundraising)
- **Develop an organizational model for Chapters**
- **Financial**
  - By June 1, 2018, develop Board-approved revenue goals and an expenditure plan (e.g., how do we want to spend our money) through 2022
  - Ensure a diverse set of revenue streams (e.g., members, sponsors, grants, fundraisers)
- **Assess progress on strategic plan annually by the end of the year. Update the strategic plan as needed during the annual assessments. Do a thorough reassessment of the strategic plan in 2022.**
- **Revisit the bylaws by the end of 2021**



