



TEXAS HERITAGE TRAILS PROGRAM FY 2016 CONTRACT SCOPE OF WORK

Texas Plains Trail Region

Date 8/31/15 FINAL

Board Chair: Kristine Olsen

Executive Director: Barbara Brannon

Directions for completing this form are below and at the end of the document.

Organizational Mission Statement

Through promotion, preservation, and education, the Texas Plains Trail Region assists in the development of its unique cultural, heritage, and natural resources for communities and their visitors.

Organizational Vision Statement

Our vision is to stimulate economic development through tourism in the 52-county Texas Plains Trail Region by enhancing awareness and appreciation of the cultural, heritage, and natural resources for communities and their visitors.

Operational Approach. Please be comprehensive and include details.

This is new and serves as an introductory explanation of how your regional organization plans to move forward with less THC funding than in past years and how the organization will measure its success. Will services be reduced? If so, in what ways? Will the organization utilize “reserve” funds (i.e. non-THC grant related checking/savings account/s and/or cash in a CD)? If so, how much and from what source/s? Will the organization secure additional funding from existing or new programs/projects (i.e. membership program, ~~country~~ county partnership, donations, fundraising, etc.)? If so, how much does the organization anticipate securing and specifically how does the organization propose raising those funds? Will the organization utilize a combination of approaches? If so, elaborate. And finally, how will the organization measure its success? Please be detailed and specific.

The Texas Plains Trail Region is prepared to continue operations — and to serve its partners responsibly — for the next two years via a dual strategy of budget reductions and added fund-raising strategies that are outlined below in our Scope of Work and detailed in our FY16 Budget. Combined with current reserves, we expect these additional revenue streams will allow us to pay our ED at the same (or slightly increased) level while reasonably reducing other budget items, as outlined in the FY16 Budget.

Anticipated work for the FY 2016 funding year. Please be comprehensive and detailed including who is going to be responsible for completing the work (i.e. Regional Executive

Director, Board of Directors, other volunteers-please specify- or some combination of these groups-please specify), and how the work is going to get done based on the Operational Approach above.

Responsible personnel are stipulated below, to the extent practical.

Sector: *Organizational Sustainability*

This relates to non-profit organizational management issues such as financial stability, legal and accounting obligations, personnel and operating policies and procedures, and board development.

Goal 1: Maintain non-profit organizational structure and responsible fiscal management to support regional program operations.

- **Strategy:** Maintain and enhance appropriate non-profit operating practices.
 - Action/Task: Conduct annual personnel review of ED early in program year.
 - Action/Task: Maintain liability insurance for Board of Directors.
 - Action/Task: Continue to enhance “Partners and Resources” web page begun in FY14.
 - Action/Task: Control and reduce expenditures by combining and reducing travel itineraries, sharing travel costs, and reducing advertising and programming expenditures.
- **Strategy:** Maintain and enhance appropriate non-profit accounting practices.
 - Action/Task: Review 501(c)(3) status with IRS and State of Texas.
 - Action/Task: Conduct external review of financial statements and records, after close of 2014–15 fiscal year.
- **Strategy:** Recruit, train, and retain actively engaged Board of Directors.
 - Action/Task: Formally recognize retiring and incoming officers and directors at annual meeting.
 - Action/Task: Recruit, nominate, and elect at least a replacement number of new officers.
 - Action/Task: Implement Board Training for new officers and directors early in program year.
- **Strategy:** Recruit, train, and use interns to support ongoing work of Region.
 - Action/Task: Reinstate (unpaid) internship program as feasible, partnering with educational institutions and youth organizations to support operations of Region, provide valuable learning experience, and generate community goodwill and awareness.
- **Strategy:** Collaborate and cooperate more fully with other Regions for most efficient use of resources and talents.
 - Action/Task: Continue to seek major travel partner for Texas Heritage Trails Booth at State Fair of Texas.
 - Action/Task: Create shared database of Trails Regions contacts, for joint communication and appeals.
 - Action/Task: Create shared website for joint Trails partner projects, information, and resources.
 - Action/Task: Designate representatives among Regions for membership and representation in statewide organizations and events.
 - Action/Task: Designate representatives among Regions for membership and representation in statewide organizations and events.

Goal 2: Employ a variety of revenue streams to support regional programs and products and to ensure long-term financial sustainability.

- **Strategy:** Actively pursue grant opportunities to support operating costs and specific projects.
 - Action/Task: Create a Fund-raising Task Force among board, whose purpose will be to research, identify, and vet foundation, corporate, and friends funding strategies, with a goal of replacing at least \$25,000 in lost THC revenue during FY16 and more in FY17.
 - Action/Task: Research grant funding for educational component of Quanah Parker Trail; take steps to qualify for federal funding; prepare relevant application(s).
 - Action/Task: Research, select, and apply for 3 regional grant opportunities, using resources of Amarillo Area Foundation and Lubbock Area Foundation, during FY16.
 - Action/Task: Re-brand “52 Club”: create and distribute Friends of the Texas Plains Trail brochure and appeal for voluntary donations during FY16.
 - Action/Task: Introduce cooperative marketing ventures to generate revenue during FY16.
- **Strategy:** Increase county participation in marketing package.
 - Action/Task: Update benefits descriptions and values; cite metrics to bolster case.
 - Action/Task: Submit a Letter to Editor of region’s newspapers concurrent with launch of funding appeal; concentrate on post-legislature status of Texas Heritage Trails.
 - Action/Task: Encourage counties to participate earlier in fiscal year.
 - Action/Task: Enclose new partner window decals with thank-you letters.
- **Strategy:** Continue participation with Heritage Trails LLC, with goal of financial sustainability.
 - Action/Task: Continue to contribute research and ideas to enterprise, especially e-commerce.
 - Action/Task: Review business plan and suggest advisable revisions.
 - Action/Task: Participate in scheduled meetings and activities.
- **Strategy:** Continue book publishing initiative, to support revenue goals and education mission.
 - Action/Task: Promote FY14 pilot publication more widely; undertake next projects.
 - Action/Task: Cultivate internship or academic partnership arrangements for producing future projects.
 - Action/Task: Continue to promote and sell books via established channels and at Region events; expand outlets.
- **Strategy:** Formulate and implement a plan of action for legislative interaction/advocacy and other state and regional leadership, to secure support and future funding for the Texas Heritage Trails Program and the Texas Plains Trail Region. “Be Visionary, Be Visible, Be Viable.”
 - Action/Task: In concert with other 9 Regions, implement inter-session advocacy strategy with focus issues, goals, and communication points.
 - Action/Task: Prepare Board members to cultivate relationships and communicate with relevant legislators between sessions.
 - Action/Task: Schedule in-person visits with each of Region’s 11 legislators/staffs in their district offices; ED and at least one board member to attend each of these meetings.
 - Action/Task: Attend legislators’ Town Hall Meetings, Texas Treasure Business Award presentations, and other public events in Region to the greatest extent possible.
 - Action/Task: Attend quarterly meetings of Texas Historical Commission whenever possible.
 - Action/Task: Attend annual meeting of regional or state County Judges’ Association.
 - Action/Task: Identify and cultivate a “champion” organization and/or individual for the Trails.

Sector: *Products and Services for Partners*

This relates to activities developed to educate and work with regional partners and communities to preserve and interpret historic resources.

Goal 3: Provide opportunities to build community awareness and understanding of local assets and resources to encourage community pride.

- **Strategy:** Launch and hold regional education/training workshops on topics such as cultivating media exposure; designing effective printed materials; maximizing social media; hospitality training.
 - Action/Task: Develop workshops in collaboration with local partners and media.
 - Action/Task: Pursue ED's recertification of Texas Friendly Hospitality Trainer.
 - Action/Task: Develop training materials that can be shared online as well as in person.
- **Strategy:** Prepare and encourage Board members to represent TPTR at regional events and solicit speaking engagements on behalf of TPTR.
 - Action/Task: Promote this benefit via newsletters and board reminders.
 - Action/Task: Share PowerPoints with board members via DropBox or other cloud-based workspace.
- **Strategy:** Reinststate community grants program later in FY16, as feasible, to support small-scale product and project development for area non-profit organizations.
 - Action/Task: Wait for appropriate timing during uncertain funding period.

Goal 4: Facilitate useful connections for tourism, economic, and preservation development between communities and resource experts.

- **Strategy:** Hold annual Tourism & Preservation Roundup .
 - Action/Task: Go back to holding Roundup in smaller city, with local representative at venue
 - Action/Task: Set date and location by December 2015.
 - Action/Task: Make Roundup self-sustaining with no customary allocation from Region budget.
- **Strategy:** Continue to build partnerships with state and regional organizations with expertise appropriate to TPTR work.
 - Action/Task: Identify targeted organization(s), dividing up representation with other Regions.
 - Action/Task: Ask partners to include TPTR logo on their marketing materials at no additional cost, to demonstrate their partnership and common cause.

Goal 5: Enhance marketing program and activities on behalf of partners.

- **Strategy:** Inventory, collect, and distribute travel literature and branded items at appropriate outlets.
 - Action/Task: Inventory twice annually; encourage partners to participate regularly.
 - Action/Task: Make all partners' brochures available at no cost other than their shipping.
 - Action/Task: Distribute West Texas TravelHost Visitor & Museum Guide on behalf of partners.
 - Action/Task: Promote our Plains Trail rack card and Quanah Parker Trail rack card to Texas Travel Information Centers and other relevant outlets.

- **Strategy:** Build on FY15 “Texas Fifty-Two-Step Tour” campaign to promote partners, destinations, and counties.
 - Action/Task: Maintain and promote permanent web link to all 52 county newsletters.
 - Action/Task: Repurpose newsletter content to create virtual rack card for each county. Create in print as needed.
 - Action/Task: Make Texas Fifty-Two-Step Tour notebook of one-sheets a benefit and focus of Roundup 2016.
 - Action/Task: Manufacture card decks (delayed from FY15).
- **Strategy:** Attend and exhibit at trade and consumer events to represent and promote partners.
 - Action/Task: Participate in 3 major events during FY16.
 - Action/Task: Participate in others cooperatively.
 - Action/Task: With cooperation of multiple Regions, promote Trails to statewide partner organizations and travel/preservation conferences.
- **Strategy:** Promote regional events; systematically gather and redistribute news and event listings from partners, via website, newsletter, and social media.
 - Action/Task: Train partners to use TexasTimeTravel.com calendar of events more effectively.
 - Action/Task: Create printed calendar of partner events for fall and spring.

Sector: *Products and Services for Travelers*

This relates to activities and materials developed to direct participation in heritage experiences by the traveling public.

Goal 6: Continue activities that promote heritage and cultural tourism within the Texas Plains Trail Region.

- **Strategy:** Continue Quanah Parker Trail project, with goals of installing arrow in the few remaining counties of Region during FY2016, and installing accompanying granite markers.
 - Action/Task: Cultivate two remaining counties lacking arrows.
 - Action/Task: Continue producing granite marker text, and manufacturing and installing granite markers according to priority list.
 - Action/Task: Create brochure guide to Quanah Parker Trail arrows.
- **Strategy:** Promote TPTR website, THC travel apps, and statewide Texas Heritage Travel Guide.
 - Action/Task: Promote TexasTimeTravel.com and TexasPlainsTrail.com widely via newsletter reminders, social media, and printed materials.
 - Action/Task: Promote THC themed mobile travel apps.
 - Action/Task: Distribute Texas Heritage Travel Guide at PDCSP Visitor Center and travel shows; promote downloads via newsletter.
- **Strategy:** Continue partnership in annual Visitor’s Guide/Museum Guide.
 - Action/Task: Train partners to use TexasTimeTravel.com calendar of events more effectively.
 - Action/Task: Create printed calendar of partner events for fall and spring.
- **Strategy:** Promote special historical emphases in FY16.
 - Action/Task: Promote Bankhead Highway activities and interpretive materials, especially with approaching anniversaries of Federal Highway Act, Bankhead Highway, and Texas Highway Department.

—Action/Task: Promote Route 66 activities and awareness, supporting goal of National Trails designation for the route.

—Action/Task: Promote US Highway 83 activities and awareness, calling attention to connected communities along the route.

—Action/Task: Begin planning for recognition of Texas Heritage Trails 50th anniversary in 2018.

- **Strategy:** Update and reproduce TPTR road map.

—Action/Task: Solicit participation in pay-to-play regional map with Texas Fifty-Two-Step theme.

- **Strategy:** Maintain a robust and regular, consistently branded, marketing and publicity presence in social media, print, and broadcast outlets, as feasible.

—Action/Task: Boost social media audience, with goal of increasing audience from 7,000 Facebook followers to >10,000 by end of FY2016; and from 2,600 newsletter subscribers to >3,000.

—Action/Task: Emphasize free publicity.

—Action/Task: De-emphasize print advertising outlets.

- **Strategy:** Make improvements to updated travel literature display at Palo Duro Canyon State Park Visitor Center.

Goal 7: Explore and develop new activities and materials that will encourage direct participation in heritage experiences by the traveling public.

- **Strategy:** Develop motor coach and group itineraries with cooperation of multiple Regions.

—Action/Task: With cooperation of multiple Regions, Update West Texas Trip website and printed itineraries, and promote to ABA and NTA travel-industry meetings.

—Action/Task: With cooperation of partners within region, develop museum loop and themed itineraries to encourage travel to multiple destinations.

Directions for Completing this Form FY 2016 CONTRACT SCOPE OF WORK

What is the Scope of Work and when should it be submitted?

The Scope of Work describes the region’s anticipated work for the funding year and should provide a blueprint for activities, reinforce accountability and measure success. A new Operational Approach section has been added for FY2016 that will serve as an introductory explanation of how your regional organization proposes moving forward with reduced funding from the THC and how your region proposes to measure its success,

The work of the region must support the Texas Heritage Trails Program 2009 Strategic Plan and is described using three sectors: Organizational Sustainability, Products/ Services for Partners and Products/Services for Travelers. The Budget lists the anticipated income sources and other funds available for operations identified in the Operational Approach, and summarizes anticipated expenditures of the regional organization in the three sectors.

The deadline for submitting regional Scope of Work and Budget for the FY 2016 Contract Funding period is upon completion or **August 31, 2015**, whichever is sooner Please submit via

email to Brad Patterson at brad.patterson@thc.state.tx.us, Teresa Caldwell at teresa.caldwell@thc.state.tx.us and Ginny Owens at virgina.owens@thc.state.tx.us .

This document, along with the Budget is part of your FY 2016 Contract. We must have these documents in hand and they must be *officially approved* by THC staff before contracts will be sent for signatures. September disbursements will not be made until your properly executed Contract of Work and Participation Agreement has been received by the THC.

Description of terms:

Goals(s) as identified in the strategic plan and in regional planning describe how the regional organization plans to facilitate the mission, vision and values of the program.

Strategies are programs, projects and/or work products that the region proposes to produce or provide during the funding period to support its goals. Strategies include such things as: workshops and other programs or events to educate regional partners and communities about preservation and interpretation of historic resources; professional development for Regional Executive Directors; development and implementation of marketing plans; production of advertising and promotional materials using a variety of media, etc.