

FGT Strategic Plan 2022-2025

(last updated @ April 13, 2022 Board Meeting)

I. Vision Statement

All of Pierce County's communities are more connected, livable, and economically viable due to a system of trails, sidewalks, bike lanes, and local pathways that provides safe, convenient, non-motorized travel and recreation for all ages and abilities. Residents and visitors use, value, and care for this network because it contributes to their health, wellbeing, quality of life, and local economies.

II. Mission Statement

ForeverGreen Trails supports a system of trails throughout Pierce County, WA, via education, advocacy, promotion, collaboration, and stewardship.

III. Core Values

Preamble: *ForeverGreen Trails (FGT) recognizes that we occupy native lands and that we operate within a society infused with institutional racism and various forms of oppression. Our Core Values communicate our organizational intent to address these issues as we deliver our mission.*

Our goals, objectives, actions, conduct, and overall operations are guided by the following Core Values:

- **Respect:** We base our relationships — within our organization, with our partners, with individuals, businesses, communities, and the land itself — on respect, trust, and tolerance.
- **Equity:** We value the diverse experiences of all community members and we listen to, involve, and learn from underserved populations and communities in need to help ensure that our work fosters greater social and environmental justice.
- **Stewardship:** We encourage the careful and responsible management of natural resources, open spaces, and developed trails.
- **Collaboration:** We believe that building effective relationships and working with others leads to more powerful and lasting solutions.
- **Integrity:** We practice sound organizational management through honesty, innovation, efficiency, transparency, and by being fiscally responsible.

IV. Long-Term Goals

In order to serve the Mission and Vision statements, ForeverGreen Trails will:

1. Improve and help implement trail and mobility plans at local, county, and state levels
2. Advocate for policies, standards, and programs that support active recreation and mobility
3. Support increased funding for acquisition, development, and maintenance of trails
4. Promote trail use and stewardship in concert with public and private entities
5. Work collaboratively to support active recreation and mobility justice/access in our region
6. Develop sustainable funding and talent to sustain FGT operations

V. Objectives & Actions

Guided by our Core Values we will respond to our Long-Term Goals with the following Objectives and Actions:

GOAL 1: Improve and help implement trail and mobility plans at local, county, and state levels

Objective & Actions: Monitor and participate in plan updates and master plan processes

- Identify major opportunities for and affecting our region and inform board
- Request resources if needed for analysis (e.g. volunteers, an ad-hoc committee, expert assistance, etc.)
- Meet with agency staff and officials as needed to throughout process

Objective & Actions: Develop a program to both analyze local trail planning efforts and make recommendations to jurisdictions on how to improve trail planning

- Center equity in analysis of proposals and recommendations
- Draft written recommendations for agencies and elected officials
- Obtain board input/authorizations when/as needed (e.g. official FGT positions)
- Represent FGT and its recommendations to agencies and governments

Objective & Actions: Develop incentives/resources to advance local trail planning

- Monitor trail planning best practices
- Provide training for citizens, staff, and elected officials to support trail planning
- Innovate new programs to accelerate trail construction across our region
- Maintain an effective social media presence, skills, and updated resources
- Promote public action/involvement when needed to forward FGT policies

GOAL 2: Advocate for policies, standards, and programs that support active recreation and mobility

Objective & Actions: Monitor opportunities to impact policy, standards, and programs

- Prioritize among opportunities given staff constraints
- Identify major opportunities for and affecting our region and inform board
- Represent FGT to agencies and governments

Objective & Actions: Initiate advocacy that aligns with FGT's positions.

- Center equity in analysis of proposals and recommendations
- Draft written recommendations for agencies and elected officials
- Obtain board input/authorizations when/as needed (e.g. official FGT positions)
- Represent FGT and its recommendations to agencies and governments
- Promote public action/involvement when needed to forward FGT policies

GOAL 3: Increase funding for acquisition, development, and maintenance of trails

Objective & Actions: Analyze trail funding needs with the help of jurisdictions and organizations

- Collect/utilize data to determine how well our region is providing for trails and related active recreation and mobility
- Center equity in the analysis of funding and recommendations
- Monitor best practices in supporting funding for trails

Objective & Actions: Develop programs to help provide increased funding of trails

- Create new programs to help accelerate trail construction in our region
- Partner with jurisdictions, organizations, and business to increase trail funding
- Center equity by addressing historical underinvestment in less privileged communities

Objective & Actions: Provide feedback at all government levels to support trail funding

- Participate in budget processes, hearings, and capital planning within staffing constraints
- Develop written feedback in concert with the board or EC as needed
- Represent FGT to agencies and governments

GOAL 4: Promote trail use and stewardship in concert with public and private entities

Objective & Actions: Identify opportunities to inform and inspire the public to be active on and around trails

- Promote the benefits of activity and of trails
- Promote existing stewardship opportunities (e.g. jurisdictional Pitch-in programs)
- Help organize events to promote public habits of activity and stewardship
- Assess ROI of opportunities/events given our finite staffing resources
- Identify individuals, organizations, agencies, and businesses to help cohost, cosponsor, and otherwise support events promoting activity and stewardship

GOAL 5: Work collaboratively to support active recreation and mobility justice/access in our region

Objective & Actions: Work in partnerships and coalitions that support active recreation and mobility

- Partner with agencies, organizations, and others to gain the benefit of their experience, perspectives, and community connections to leverage power
- Work in collaboration to effect change across multiple jurisdictions
- When needed, help found needed partnerships/coalitions that do not yet exist
- Provide or source leadership, coordination, and technical expertise resources
- Seek opportunities to center equity in collaborative work to help dismantle entrenched social injustices and foster understanding among people

GOAL 6: Develop sustainable funding and talent to maintain FGT operations

Objective & Actions: Assess and plan for the type and amount of financial and personnel resources we need for sustainable operations

- Charter a standing board committee to oversee this strategic work
- Create a Development Plan that characterizes needs and sets development goals
- Monitor changes in funding environment and adapt plans/policies accordingly
- Establish policies for earned income, planned giving, endowments, etc.
- Obtain expert assistance as needed to support/administer fundraising work
- Compensate staff competitively to attract and retain talented staff

Objective & Actions: Maintain sound operational policies to ensure proper management

- Update existing policies and create new ones as needed guided by best practices
- Create written financial and personnel policies and training/orientation materials
- Build and maintain fiscal reserves for sustainability
- Continually develop the board and involve it in active stewardship
- Gather and utilize board feedback about how to improve internal processes
- Annually reassess staff compensation and adjust policies as needed

Objective & Actions: Promote the organization to foster needed types of support

- Build and maintain a capacity to tell the story of FGT and the value of our programs, events, and project to existing and potential funders (of all types)
- Promote all the types of giving policies and programs we have to support short and long-term financial stability
- Actively recruit new jurisdictional members
- Incorporate feedback from jurisdictional members about how to best serve them