

## I. Vision Statement – desired future state

A countywide system of trails connecting all of Pierce County’s communities. The system links sidewalks, bike lanes, and local pathways into an integrated network for safe, convenient, non-motorized travel.

## II. Mission Statement – Why do we exist?

To educate on the importance of and advocate for the funding and implementation of a system of multi-use trails that links each community and jurisdiction in Pierce County and to promote public stewardship of trails. ForeverGreen will work inclusively with all interested trail stakeholder and user groups to promote coordinated policy, direction, and priorities for trail plan implementation and operations.

## III. Values Statement – what we believe in

*Need to develop – these are examples from other organizations*

*Leadership: We value the diverse experience of all community members and take time to listen and learn from others to inform and guide our work.*

*Collaboration: We believe that building effective relationships and working with others for positive impact leads to more powerful and lasting solutions. or - Partnership: We seek partners to identify opportunities and achieve mutual goals.*

*Organizational Integrity: We practice sound organizational management. We are honest, effective, efficient, and fiscally responsible.*

*Respect: We base all of our relationships – within our organization, with our partners, with individuals, businesses, communities, and the land itself – on respect, trust, and tolerance.*

*Stewardship:*

#### IV. Objectives – what do we want to accomplish *(current long-term goals)*

- A. Achieve implementation of the Pierce County Regional Trails Plan.
- B. Advocate for a dedicated long-term fund for acquisition, development, maintenance and preservation of trails.
- C. Advocate for design standards and other policies or procedures which promote pedestrian and bicycle oriented community design and connections to the county wide trails system.
- D. Secure sustainable funding for the operations of ForeverGreen Trails.
- E. Strengthen our collaborative relationships with other organizations and groups.
- F. Partner with agencies and other organizations to promote trail use and stewardship.

#### V. Strategies and Tactics – how will we accomplish work

##### A. Education & Advocacy

EA-1 Engage and educate local officials and community leaders on trails issues and priorities

EA-2 Participate in the planning and implementation of trails and active transportation components in the plans of local, regional, and federal agencies

EA-3 Provide community education on the value of trails and active transportation by presenting the annual Pierce County Trails Conference, community workshops, and informal educational gatherings

EA-4 Organize and prepare community members to speak at appropriate public meetings. Host 4 “Speak Up for Trails” trainings

##### B. Outreach & Communications

OC-1 Maintain a public presence through participation in community and advocacy events

OC-2 Maintain a web and social media presence

OC-3 Publish a quarterly ForeverGreen Trails newsletter

##### C. Stewardship

S-1 Organize and host Pierce County Trails Day

S-2 Establish and promote ‘Certified Trails Community’ and Trail Stewards program

S-3 Establish and promote “Walk” Pierce County program

S-4 Perform trail counts

##### D. Organizational Business

B-1 Secure long-term funding

B-2 Conduct fundraising in 2017

B-3 Compile 2016 Annual Report

B-4 Complete 501c3 application

B-5 Develop HR policies

B-6 Develop organizational sustainability plan

VI. Implementation/Action Plans – (cost, duration, priority order, accountability)

PAST DUE

NEED HELP

during ED vacation  
or defer until June

A. Education & Advocacy

EA-1 Engage and educate local elected officials and community leaders on trails issues and priorities (Objectives A, B, E)

1A Quarterly presentations to a government agency; Pierce County Council once a year, three (3) other agencies

*Present to the elected body during three (3) minute presentation time*

Action Step	Person(s) Responsible	Date to be Completed	Performance Measure	Collaborators
Develop fixed message/presentation	Executive Director (ED)	March, 2017 Board meeting	Copy of message/presentation	All Board
Compile list of jurisdictions and contacts	ED	May	Copy of list	All Board, plus Park Directors on Board
Schedule presentations	ED	May	Copy of schedule – Discuss location, strategy and confirm Board participant the month prior (May, August, November)	Board
Make presentations	Board members	June, Sept, Dec.	List of presentations made, dates, and locations	Board

1B Annual electronic letter to elected officials & staff (who we are, what we do)

Action Step	Person(s) Responsible	Date to be Completed	Performance Measure	Collaborators
Compile list of elected officials with contact information	Program Coordinator (PC)	Fall (October-November)	Copy of list – create a segregated list in Mail Chimp with elected officials, City Managers, Parks Directors	ED oversight
Draft letter – annual update/report	ED	December	Copy of letter	Board participation
Distribute letter electronically	ED	January	Record of messages sent	Board

EA-2 Participate in the planning and implementation of trails and active transportation components in the plans of local, regional, and federal agencies (Objectives A, C)

2A Annual letter to planning/parks/public works staff in Pierce County government agencies reminding them of ForeverGreen’s mission and available support for grants, planning efforts

Action Step	Person(s) Responsible	Date to be Completed	Performance Measure	Collaborators
Compile list of jurisdictions and contacts	PC	July	Copy of list	
Draft letter/email	PC	July (draft) January (dist.)	Copy of letter – this is a standard form letter to be reused annually. Similar to 1B.	
Note that we can provide presentations, advocacy or training for boards	PC	July	Copy of letter	
Note that we can provide letters of support or public testimony if needed	PC	July	Copy of letter	
Compile responses	PC	March	Summary of responses	

2B Annual check in phone interview with agency staff regarding annual CIP, trail construction, sidewalks, bike/ped master plans, etc.

Action Step	Person(s) Responsible	Date to be Completed	Performance Measure	Collaborators
Compile list of jurisdictions and contacts	PC	July	Copy of list	
Identify location of existing plans	PC	July	Copy of list of locations	
Complete phone interviews	Board sub committee	February, annually	Number of plans reviewed over phone	
Compile results	ED, Board sub committee	April, annually	Summary of results – report out Summary of FG’s opportunities to participate in plan making, advocacy annually	

2C Provide letters of support and public testimony as appropriate Copy of letters; list of testimony provided

Action Step	Person(s) Responsible	Date to be Completed	Performance Measure	Collaborators
Develop calendar of planning projects – follow up to phone interviews under 2B	Board sub committee, ED	April	Calendar of events	

Develop criteria/outline for ED to comment on projects using fixed messaging	PC, Board	April	Guidelines for ED use, approved by Board as a formal policy	
Maintain record of requests	ED	December	Number of requests	
Draft and send letters of support	ED	As needed	Copy of letters; number of letters sent	
Draft remarks and provide public testimony	ED	As needed	Copy of remarks; number of times testified	

EA-3 Provide community education on the value of trails and active transportation by presenting the annual Pierce County Trails Conference, community workshops, and informal educational gatherings (Objectives A, B, D, E)

3A Organize and host Pierce County Trails Conference

Action Step	Person(s) Responsible	Date to be Completed	Performance Measure	Collaborators
Create master list of tasks, outcomes, and deadlines for conference planning	ED, Conference planning committee (annual)	February	Copy of Master List – on file	
Establish conference planning committee		February	Bryan Bowden, Mary Dodsworth, Terry Reid, Kurt Reuter	
Set schedule for committee meetings		February	Dates & locations of meetings	
Brainstorm possible dates & locations		March	3/8/2017	
Brainstorm theme & format for conference		March	3/8/2017	
Brainstorm possible speakers/panelists		March	3/8/2017	
Select date & reserve facility		April		
Choose theme & format for conference		April		
Contact potential speakers/panelists		April		
Draft conference budget		April		
Publish preliminary conference information in quarterly newsletter		April		
Develop food plan & contact caterers for estimates		May		
Develop list of past & potential sponsors & exhibitors		May		

Identify contact for each past & potential sponsor & exhibitor		May		
Identify board member to contact each past & potential sponsor & exhibitor		May		
Draft message for sponsor & exhibitor request		May		
Compile list of emails for past attendees & potentially interested organizations		May		
Send electronic Save the Date notice to list		May		
Post Save the Date notice on web page, Facebook, blog & other social media		May		
Prepare preliminary conference information for Trail Line News column		May		
Confirm speakers/panelists		June		
Contact past & potential sponsors & exhibitors		June		
Develop list of area media contacts		June		
Plan pre-conference walk/bike event		June		
Request nominations for trail awards		June		
Select caterer and finalize contract		July		
Compile responses from sponsors & exhibitors		July		
Follow-up contact with unresponsive past & potential sponsors & exhibitors		July		
Update conference budget		July		
Send electronic invitation to list		July		
Post invitation on web page, Facebook, blog & other social media		July		
Publish final conference information in quarterly newsletter		July		
Establish on-line conference registration		July		
Recruit board members for tasks at conference		July		
Draft press release about conference		July		
Compile information on trail award nominees		July		
Finalize conference budget		August		

Provide final conference information for Trail Line News column		August		
Send press release to media contacts		August		
Present nominations to Executive Committee for review and selection		August		
Send electronic reminder of invitation to list		Late August		
Post invitation reminder on web page, Facebook, blog & other social media		Late August		
Send reminder to speakers/panelists		Early September		
Confirm catering arrangements		Early September		
Draft program – agenda, sponsors, FGT information		September		
Finalize program		September		
Have program printed		September		
Post final notice on web page, Facebook, blog & other social media		September		
Create & print check-in list for people registered		September		
Create & print name tags for people registered		September		
Create & print sign-in sheet for day of conference registering		September		
Print award certificates		September		
Obtain frames for award certificates		September		
Create PowerPoint for award presentation		September		
Create sponsor recognition PowerPoint		September		
Design/plan table decorations		September		
Obtain needed supplies for table decorations		September		
Set up table decorations		September		
Purchase sparkling cider for toast		September		
Purchase glasses for cider toast		September		

Purchase dinner plates/napkins/cutlery if not supplied by caterer		September		
Arrange for drinks – coffee/tea/water – and cups		September		
Put on conference		September		
Write article summarizing conference		October		
Create financial summary for conference		October		
Account for funds received at conference; make bank deposit		October		
Debrief conference		October		
Create conference report – summary, registrants, financial		October		
Publish conference summary in newsletter and blog		October		
Submit conference summary to Trail Line News		November		



3B Host a 'Trails and Ales' community education event

Action Step	Person(s) Responsible	Date to be Completed	Performance Measure	Collaborators
Establish planning committee	Project Sub-Committee (all)	February		
Select date and location	Project Sub-Committee	March	May 17, 2017; The Hub Event Space	
Compile list of emails for past conference attendees & potentially interested organizations	ED, Project Sub-Committee	March		
Send electronic Save the Date notice to email list	Communications Director	March		
Post Save the Date notice on web page, Facebook, blog & other social media	Communications Director	March		
Send electronic reminder of invitation to list	Communications Director	April		
Send electronic invitation to list	Communications Director	April		
Post invitation on web page, Facebook, blog & other social media	Communications Director	April		
Post invitation reminder on web page, Facebook, blog & other social media	Communications Director	April		
Post final notice on web page, Facebook, blog & other social media	Communications Director	May		
Host community education event	Selected Emcee	May		
Prepare summary report	Project Sub-Committee	June		

EA-4 Organize and prepare community members to speak at appropriate public meetings. (Objectives A, B, C)

Action Step	Person(s) Responsible	Date to be Completed	Performance Measure	Collaborators
Host 4 "Speak Up for Trails" trainings	ED	June, July, September, October	Locations & dates of trainings; number of people attending each; list of attendees	AT COI, TPCHD
Select locations and dates for trainings	ED	April		
Develop lists of organizations & individuals to invite	ED	April		
Prepare & send invitations	ED	Prior to each		
Publicize trainings in newsletter & on web page, Facebook, blog & other social media	Communications Director	Prior to each		
Prepare flow sheet for each location	ED	Prior to each		
Print flow sheets & other handouts	ED	Prior to each		
Invite local elected officials	Outreach Director	Prior to each		
Identify board member(s) to help at each location	Board	Prior to each		
Prepare report after each training	ED	After each		

B. Outreach & Communications

OC-1 Maintain a public presence through participation in community and advocacy events (Objectives D, E, F)

Action Step	Person(s) Responsible	Date to be Completed	Performance Measure	Collaborators
Develop/maintain event calendar for upcoming events of interest	PC, ED	February	Calendar – wall calendar at meetings	
Monitor community for new events	PC, ED	Ongoing		
Update web site and social media feeds with news of upcoming events	Communications Director	Monthly	Number of events promoted	
Participate in select, appropriate events	ED	Monthly	Number of events actively participated	
Reserve date for Green Drinks	PC, ED	January	Reserved September 7, 2017	
Choose and reserve room for Green Drinks	PC, ED	June		
Publicize Green Drinks in newsletter & on web page, Facebook, blog & other social media	Communications Director	June-September		
Host Green Drinks Tacoma	ED, Board members	September		

OC-2 Maintain a web and social media presence (Objectives A, B, D, E, F)

Action Step	Person(s) Responsible	Date to be Completed	Performance Measure	Collaborators
Develop content focus areas/post frequency standards for web and social media	Communications Committee, Comm. Coordinator		List of focus areas and LOS policy for Board approval	
Develop/create/gather information to develop content for postings	Communications Committee, Comm. Coordinator		Number of social media posts and web updates	
Create and execute a calendar for delivering web and social media postings	Communications Committee, Comm. Coordinator		Number of people following ForeverGreen on the web and social media	

OC-3 Publish a quarterly ForeverGreen Trails newsletter (Objectives A, B, D, E, F)

Action Step	Person(s) Responsible	Date to be Completed	Performance Measure	Collaborators
Create a production calendar for quarterly newsletter	Communications Committee, Comm. Coordinator		Calendar	
Create/gather content for newsletter	Comm. Coordinator			
Publish newsletter	Comm. Coordinator		Number of quarterly newsletters published	

## C. Stewardship

### S-1 Organize and host Pierce County Trails Day on 4<sup>th</sup> Saturday in July (Objectives E, F)

Action Step	Person(s) Responsible	Date to be Completed	Performance Measure	Collaborators
Promote Pierce County Trails Day	PC, Trails Day sub-committee			
Assist 3 pilot jurisdictions to host an event	PC, Trails Day sub-committee		Description of events	
Set up booth at B&O race	ED, Trails Day sub-committee			
Arrange proclamations with 3 jurisdictions/agencies	PC, Board President		Copies of proclamations	
Investigate partnership with WTA on local trail work events	Trails Day sub-committee			
Create marketing materials to use countywide	PC, Trails Day sub-committee			

### S-2 Establish and promote ‘Certified Trails Community’ and Trail Stewards program (Objectives E, F)

Action Step	Person(s) Responsible	Date to be Completed	Performance Measure	Collaborators
Call for applications & press release		March	Copies of application & press release	
Designate official Certified Trails Communities		July	List of communities	AT COI, TPCHD

### S-3 Establish and promote “Walk” Pierce County program (Objectives E, F)

Action Step	Person(s) Responsible	Date to be Completed	Performance Measure	Collaborators
Establish “Walk” program model in 2 new Pierce County jurisdictions			Names of jurisdictions	AT COI, TPCHD
Host 4 walks – entirely or partly on trails			Dates & locations of walks; number of people attending	AT COI, TPCHD

S-4 Perform trail counts (Objectives E, F)

Action Step	Person(s) Responsible	Date to be Completed	Performance Measure	Collaborators
Conduct a spring trail count		June	Results of count	AT COI
Assist with fall WSDOT/Cascade Bike Club counts		September	All spots in fall count are filled	AT COI

D. Organizational Business

B-1 Secure long-term funding (Objective D)

Action Step	Person(s) Responsible	Date to be Completed	Performance Measure	Collaborators
Establish a fundraising committee	Organizational committee, ED	April		
Develop an outline for Strategic Funding Plan	Organizational committee, ED	May		
Establish an annual funding goal	Organizational committee, ED	June		
Brainstorm funding strategies	Organizational committee, ED	October		
Explore fiscal year	Organizational committee, ED			
Present results to board	Organizational committee, ED	November		

B-2 Conduct fundraising in 2017 (Objective D)

Action Step	Person(s) Responsible	Date to be Completed	Performance Measure	Collaborators
Develop donor list	Organizational committee, ED	March		
Develop messaging for donations	Organizational committee, ED	March		
Develop call list, set up schedule for calling	Organizational committee, ED	March		
Implement call schedule	Organizational committee, ED	April		
Tracking against list	Organizational committee, ED	April		
Follow-up with list	Organizational committee, ED	June		

B-3 Compile Annual Report

Action Step	Person(s) Responsible	Date to be Completed	Performance Measure	Collaborators
Outline report – use 501c3 application	ED, Organizational committee	April		
Draft content	PC, ED, Organizational committee	July		
Final report – graphics, etc.		September		

B-4 Complete 501c3 application

Action Step	Person(s) Responsible	Date to be Completed	Performance Measure	Collaborators
3-year plan and budget		March	Completed – part of draft application	
Complete application		May		

B-5 Develop HR policies

Action Step	Person(s) Responsible	Date to be Completed	Performance Measure	Collaborators
Inventory what we have – what do we still need	Organizational committee, ED	April		
Draft policy		June		
Legal review		July		

B-6 Develop organizational sustainability plan

Action Step	Person(s) Responsible	Date to be Completed	Performance Measure	Collaborators
Outline topics (board development, staff succession planning, build committee interest, board recruitment)		May		
Draft strategy for board recruitment		September		
Other chapters from outline		2018-19		

Other Board related items:

Items on the horizon:

- Finishing, submitting 501C3 (March – April)
- Designate committees, establish schedule (March)
- Insurance and signing contract with TPCHD (March)
- 'Trails and Ales' event (Feb – May)
- Developing job description for program coordinator, communications coordinator; advertising, hiring (March – April)
- Conference sub-committee – first meeting (March)
- Trail count table event (June)
- 'Walk' series – target two communities, outreach, schedule development (March- April)
- Form Certified Trails Community Program implementation team CTCIT (March)

Board members (active) – 15 total

- Chris Beale
- Bryan Bowden
- Alan Carter Mortimer
- Brianna Charbonnel
- Gary Cooper
- Mary Dodsworth
- Buzz Grant
- Bob Myrick
- Tim Payne
- Shawn Phelps
- Lyle Quasim
- Terry Reid
- Kurt Reuter
- George Walk
- Scott Hall

Advisory/Lifetime Board members:

- Kirk Kirkland (lifetime)
- Barbara Skinner (lifetime)
- Scott Gallacher
- Anders Ibsen
- Randy King
- Terry Lee
- Rick Talbert



Board sub-committees – *Standing sub-committees responsible for over-seeing the implementation of each major area of ForeverGreen’s work. Each sub-committee will meet bi-monthly and will be chaired by one Board member, designated as a Director of each topic area. Three total Board members, with an alternate*

- Education & Advocacy
  - o **Director:** Bryan Bowden
  - o **Members:**
  - o **Alternate:**
- Communications & Outreach
  - o **Director:**
  - o **Members:**
  - o **Alternate:**
- Stewardship
  - o **Director:** Chris Beale
  - o **Members:**
  - o **Alternate:**
- Organizational
  - o **Director:** Terry Reid (Vice-president position annually)
  - o **Members:**
  - o **Alternate:**

Special event committees – *These committees are for special projects or meetings, as needed on an annual basis*

- Pierce County Trails Conference sub-committee
- Pierce County Trails Day sub-committee
- Elected officials training sub-committee

Certified Elected Official/candidate training program:

- Complete once a year training for candidates and elected officials
- Volunteer at one event a year: speaker series, Local Gov 101 training,
- Require listing of ForeverGreen certification in Education and Training section of election filing