

I. Vision Statement – Our 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 and recreation. The system is valued, used and cared for by local residents and contributes to the livability and economy of Pierce County.

II. Mission Statement – Why do we exist? What will we do?

Support a countywide system of trails through education, advocacy, promotion, collaboration, and stewardship.

III. Values Statement – What we believe in (how we will behave as we do the work)

We believe that a community benefits in multiple ways from having access to a well-maintained network of trails. We support the development of the trails network by:

- Collaboration: We value the diverse experience of all community members and take time to listen and learn from others to inform and guide our work.
- Leadership: We believe that building effective relationships and working with others for positive impact leads to more powerful and lasting solutions.
- Partnership: We seek partners to identify opportunities and achieve mutual goals.
- 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: We encourage the careful and responsible management of natural resources, open spaces, and developed trails entrusted to our care.
- Organizational Integrity: We practice sound organizational management. We are honest, effective, efficient, transparent, and fiscally responsible.

IV. Objectives – What we will focus on and accomplish to advance our mission

1. Advocate for the acquisition, development, connectivity, maintenance and preservation of trails
 - a. Advocate for the full implementation of the Pierce County Trails Plan
 - b. Advocate for local jurisdictions to advance their trail systems
 - c. Advocate for public and private funding for trails
2. Educate on best practices, new opportunities, and benefits of trails
 - a. Offer educational events that bring users and providers together
 - b. Research, produce, and distribute information to advance trail use and development
3. Promote public use and stewardship of trails
 - a. Partner with agencies and other organizations to promote trail use and stewardship (such as Master Calendar, Adopt-a-Trail)
 - b. Host and attend public events to increase awareness and engagement
4. Collaborate with stakeholders to improve and advance the trail system
 - a. Advocate for consistent design standards, policies, and procedures which make it easier for users to enjoy the countywide trails system
 - b. Connect different stakeholders when opportunities to collaborate are identified
5. Secure sustainable funding for the operations for ForeverGreen Trails

Objective 1	Advocate for the acquisition, development, connectivity, maintenance and preservation of trails		
a. Advocate for the full implementation of the Pierce County Trails Plan			

Audience	How	Timeline	By Whom
Pierce County Parks	Provide input on PROS Plan Update	As possible	Myrick/Phelps/ED
New County Councilmembers	Inform of ForeverGreen Trails activities, general trails information, and trails in PROS Plan	Ongoing	ED
County Executive	Accelerate implementation of Trails Plans; provide necessary resources	Ongoing	ED
Cities	Prioritize city segments of County and Statewide Trail System	Ongoing	ED; Myrick; others

b. Advocate for local jurisdictions to advance their trail systems			
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Audience	How	Timeline	By Whom
Local Parks Boards and/or City Councils	Inform on priorities, route choices and design	Ongoing	ED; Various; Myrick Buzz
County/City Staff and elected officials	Advocate for facilities on projects for bikes/pedestrians	Ongoing	ED; Various Board Members

c. Advocate for public and private funding for trails

Audience	How	Timeline	By Whom
Cities: appointed and elected officials	Advocate for sustained funding sources such as impact fees	Ongoing	ED
Legislature	Advocate for RCO funding	February	ED; Various Board Members
WA Bike Summit	Join in advocacy part of summit	February	ED; Various Board Members
Funding Agencies	Write support letters	Ongoing	ED/Board

Objective 2

Educate on best practices, new opportunities, and benefits of trails

a. Offer educational events that bring users and providers together

Audience	How	Timeline	By Whom
Trail users & others	Pierce County Trails Conference	October 17	Staff & Board
Trail users	Trails & Ales	May 29	Staff; Board attend & promote
Specific communities such as Edgewood, Milton, Pacific	Happy Hour type events	Ongoing	Staff; Board attend & promote

b. Research, produce, and distribute information to advance trail use and development

Audience	How	Timeline	By Whom
General public	Create new trail map(s)	Fall	Staff; Pierce County
Trail users, elected officials, general public	Distribute "Benefits of Trails" flyer	Ongoing	staff & board
General public	Develop social media capacity; regular posts & promotions	Ongoing	Coordinator
General public	New brochure	May	staff
General public	Website: clearinghouse for resources on trail information	Fall	Coordinator
Jurisdictions & User Groups	Stewardship section on web site with Adopt-a-Trail How-To Kit	End of year	staff

Objective 3		Promote public use and stewardship of trails	
<p>a. Partner with agencies and other organizations to promote trail use and stewardship (such as Master Calendar, Adopt-a-Trail)</p> <p>b. Host and attend public events to increase awareness and engagement</p>			
Audience	How	Timeline	By Whom
Community	Pierce County Trails Day/Week	last Saturday in July – 7/27/19	Coordinator
	Develop promotional materials – limit printing Use web & social media – use links Contact PC cities & towns Contact agencies/directors Parks Appreciation Day list	Start March 1; Continue through event	Staff & Board
	Trails Day event list – on-line	distribute April-June	Coordinator
	Poster - electronic with link to print; standard size Limited swag unless sponsored or donated	May-June	Coordinator
	Develop promotional materials	by March	Coordinator
	Distribute promotional materials to agencies	April-June	Staff & Board

Potential Trail Users	Take info OUT into community promote trails PC-wide; local events as needed Public Events calendar; set schedule Info Table stuff: maps, brochures, give-away – limit printing	Start March 1; Continue through event	Brainstorm ideas/issues at board meeting for staff to use when planning Staff
	Staff table at events Share table at events when possible Collect names for contact list; use for communications Survey - purpose/why? Count how many pass by	Ongoing	Board/Staff
	Criteria if requested to participate Event checklist	by March 13	Staff/Board approval
Agencies	Stewardship toolbox	End of year	Board/staff

Objective 4 Collaborate with stakeholders to improve and advance the trail system			
<p>a. Advocate for consistent design standards, policies, and procedures which make it easier for users to enjoy the countywide trails system</p> <p>b. Connect different stakeholders when opportunities to collaborate are identified</p>			
Audience	How	Timeline	By Whom
PC Parks	Inquiry to see if/when signage plan for Foothills Trail is starting	4/1/2019	President/ED
PC Parks	Offer assistance, seek involvement or presentation on signage plan project/standards as interested party	6/1/2019	President/ED
Park & Public Works agencies across PC	Organize a presentation or release of information on signage plan across county for use by other jurisdictions to encourage consistency	10/1/19 or 2020	Staff
Key Stakeholders	Ask PC Public Works, PC Parks, AT COI to collaborate on a PC Trails Conference presentation on trail design & development standards	4/1/2019	President/ED
	Work with stakeholders on a presentation format	8/1/2019	President/ED
	Delivery of presentation at PC Trails Conference	10/17/2019	President/ED
	Evaluate materials provided; archive as appropriate for sharing on website & introduce to stakeholders as needed	11/1/19-12/30/19	President/ED/ Coordinator

Objective	5. Secure sustainable funding for the operations of ForeverGreen Trails		
Audience	How	Timeline	By Whom
Jurisdictions & Agencies	Solicit organizational memberships	Ongoing	Staff/Board
Other organizations	Solicit organizational memberships or sponsorships	Ongoing	Staff/Board
Businesses & Corporations	Solicit sponsorships	Ongoing	Staff/Board
Individuals	Request for support/donations at Trails & Ales	May	Board President
	Spring fund-raising letter (mail/email)	May	Staff
	Facebook fundraiser	August	Coordinator
	Opportunity for donation with Trails Conference registration form	October	Staff
	Silent Auction at Trails Conference	October	Staff/Board
	Request for support/donations at Trails Conference	October	Board President
	Giving Tuesday campaign	December	Coordinator
Foundations	Watch/look for potential grant opportunities	Ongoing	Staff/Board
	Apply for appropriate grants	Ongoing	Staff

2019-2020 ForeverGreen Trails Operations Plan

In order to advance the mission and objectives of ForeverGreen Trails:

1. The Board must work with Executive Director & Coordinator to advance the Advocacy work of the organization (Objective #1) and identify and pass on Collaborative opportunities between stakeholders (Objective #4).
 - President or Designee must be spokesperson for official positions
 - Need to be clear about type of advocacy so remain within 501c3 boundaries
 - Professionals in field/Official Representatives have the best peer to peer influence and influence with elected officials
 - Able to speak to the identity and role of FGT to foster an appreciation of the organization as advocate.

ACTIONS:

- Expand the Board
 - Advance protocols for making statements of official positions
 - Spend most of the Board time on this activity, looking for collaborative opportunities and ways to foster collaboration through advocacy and education.
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2. The Executive Director and Coordinator must facilitate the Educational and Promotional work of the organization (Objectives #2 and #3).
 - Education involves the research, development and distribution of information.
 - Education involves planning and producing events (which is done with Board input and volunteers).
 - This work must be in accordance with grant requirements and data needs to be captured to demonstrate results.
 - The education and promotions are done in a way to demonstrate the value that FGT can add.
 - Educational events should allow for collaboration between stakeholders or share the product of collaboration whenever possible (Objective #4)

ACTIONS:

- Invest in technology/ways to collect and release relevant information on best practices and benefits.
- Only table/create number of events and activities that are sure have the volunteer base for and that staff can lead the efforts on.
- Find ways to create a shared calendar of activities and information created by other agencies in the County. Broker, package and share information more to make best use of internal resources.

3. The Board should create a standing Sustainability Sub-Committee including staff to create revenue strategies that fund the budget, is realistic and moves the agency forward (Objective #5)
 - The organization needs a way to rally members and volunteers and the staff will be faces of the organization with the public; they need the capacity to do so.
 - While ED can write grants and needs to ensure compliance, the Board should define the right strategies and commit to advancing them.
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 - Staff hours and capacity is limited by resources which is limited to the robust work of the Board to commit to the revenue strategies.
 - A sub-committee should steer this work and present it regularly at Board meetings without taking too much time from advocacy and collaboration work.

ACTIONS:

- Form a Sustainability Committee
- Sustainability Committee should craft budget recommendation, revenue strategies and tasks funded/unfunded.
- Sustainability Committee members report on financial condition and action steps at the monthly meeting.

2019 ForeverGreen Trails Tasks for Active Transportation Community of Interest Puyallup Watershed Initiative

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| 1. Pierce County Trails Conference
(1.A.5.2.A) \$500 | 1. Objective 2.A |
| 2. Speak Up! Local Government
Trainings (1.A.5.4.C) \$1180
(rollover from 2018) | 2. Objective 3.B |
| a. continue work: flow charts
for additional jurisdictions;
advocacy section on web
site | |
| 3. Training Active Transportation
Champions (1.A.5.6.A) \$1000 | 3. Objective 3.B |
| 4. Active Transportation Support &
Technical Assistance,
Recognition & Stewardship
Programs (2.A.4.6) \$6000 | 4. Objectives 2, 3, & 4 |
| 5. Pierce County Trails Day
(3.A.1.1.C) \$4000 | 5. Objectives 2 & 3 |
| 6. Trails Recognition Program
(2.C.2.3) \$2569 (rollover from
2018) – roll into #4 | 6. Objectives 2, 3, & 4 |