

Goals	Key Action & Sub-steps	Who needs to lead the actions?	Who needs to be involved?	How do you want to measure the success of this action?	What year will this happen?	
<b>Goal #1: Identify and empower community leaders to mobilize people to take action to promote walkable communities.</b>	1. Develop Walking Ambassador Program and recruit members to educate community about local walkability issues. 2. Promote program at tabling opportunities, meetings of targeted PTA's, neighborhood orgs, business groups, etc. 3. Provide tools, guidance and empowerment. 4. Incorporate walking audits and crosswalk actions into walking ambassador program.	Staff	Board, Volunteers	1. Recruit 15 walking ambassadors in 2009. 2. Create training manual and hold ambassador orientation workshops. 3. Fully develop tool kit for program. 4. Post walks and audits to the Web site. 5. Support at least 3 community-led (i.e., not fee for service) walking audits per year.	Year 1	
	1. Develop questions for FF members to ask individual running for office.	Policy/Advocacy Committee	Staff, Board, FF Members	1. Have an article published about Seattle candidate's stance on pedestrian issues. 2. Receive feedback from members and volunteers on responses to questions. 3. Provide a common understanding of FF values through election. 4. Provide a forum for members to feel a part of FF Mission.	Year 1	
<b>Goal #2: Inform and motivate policy makers to make decisions that favor and prioritize funding and policies for walkable neighborhoods.</b>	1. Define what the FF agenda is for cities. 2. Create a FF packet that includes an agenda and background information about the organization. 3. Build relations with elected officials (local/state), staff and developers.	ED, Board	Staff, Board, Community	1. Identify a FF agenda that includes criteria and what we are offering cities (e.g. funding pedestrian priorities, complete streets and traffic calming). 2. Five cities have recognized the FF agenda throughout Puget Sound region per year.	Year 1 to 2nd Qtr Year 2	
	1. Secure lobbyist services and build relationships with legislators in Olympia. Start with Puget Sound area legislators.	ED, Policy/Advocacy Committee	Board, Staff	1. FF has a presence in Olympia.	Year 3	
	1. Honor policymakers, community leaders and developers who support walkable communities - create criteria for the award, identify current policies in place that support walkability.	Policy/Advocacy Committee	Staff, ED, Board	1. Create an annual recognition award to be presented at the annual meeting.	Year 2	
<b>Goal #3: Energize and inform the community about walkability issues through educational, interesting and interactive means.</b>	1. Improve, revise and expand website and have a more interactive presence. 2. Use software that allow for easy updates - start a blog, create presence on Facebook and Twitter, identify on staff a person who manages website/blog.	ED, Fundraising/ Marketing Committee	Staff Volunteers	1. Measure and track monthly hits. 2. Create a page that identifies if people are finding the information they are looking for. 3. Provide training to staff on website. 4. Systematize staff meetings to include updates on the website.	Year 1	
	1. Develop a Communications Plan. 2. Send op-ed to Seattle Times. 3. Identify high priority topics.	ED, Fundraising/ Marketing Committee	Board Volunteers	1. Approve Communications Plan. 2. Create a relationship with paper. 3. Get op-ed in the paper quarterly. 4. Continue to issue press releases.	Year 1	
	1. Refine tabling events to incorporate crosswalk action, neighborhood walks, place making event.	Staff	Volunteers, Fundraising/ Marketing Committee	1. Increase membership. 2. Become known in community for interesting events. 3. Strengthen Walking Ambassador program.	Year 1	
	1. Identify events and annual campaign to mobilize people for action (e.g. stairway walk).	Fundraising/ Marketing Committee	Staff Volunteers	1. Increase attendance each year by 5%.	Year 2	
	1. Outreach campaign focused on seniors.	Staff, Volunteers	Fundraising/Marketing Committee	1. Create of Safe Routes for Seniors program. 2. Increase senior FF membership. 3. Develop relationship with senior centers.	Late Year 2/ Early Year 3	
	1. Create Speaker Bureau.	Fundraising/ Marketing Committee	Board Volunteers	1. Increase participation and exposure at events.	Year 3	
	<b>Goal #4: Provide programs, tools, and infrastructure to effectively and measurably increase the number of people walking.</b>	1. Rebuild and develop SR2S program by providing a systemized approach to SR2S program - broaden focus to include middle/high school students, create innovative opportunities for program, assist community members on statewide level to support SR2S, provide gap between macro/mezzo level. 2. Tell the story about successful programs, encouragement campaigns. 3. Be connected to the big changes happening on a school district level (e.g. school busing) - fine tune the pedestrian safety training, update the parent choices brochure. 4. Use PMP crash data as advocacy tool to get SDOT to make improvements near schools.	Staff	Board Volunteers, WSDOT, Principals, Families, SDOT	1. Establish contracts with schools to provide safe routes to school programs (e.g. leverage the reduction of yellow bus to fund SR2S). 2. Create a crossing guard policy. 3. Become "go to" organization for Safe Routes to School. 4. Evaluations are well run and show an increase in active transportation.	Years 1-3
1. Provide and expand Walking Audits (fits in with Walking Ambassador program and SR2S upcoming contracts) - utilize interactive pictures/video and post to website, refine guide to develop community based walking audit, incorporate them into SR2S tool package, provide advanced training to staff, promote an easy "hand off" tool for neighborhood districts, chamber of commerce's to utilize. 2. Refine method of participant outreach to ensure participants represent the community.		Staff, Fundraising/ Marketing Committee	Volunteers	1. Hold 4 walking audits per year. 2. Create fee for service document. 3. Recommendations from report are implemented and assist with achieving FF mission. 4. Receive media coverage from event and recommendations to press. 5. Articles published in PostGlobe.org Seattle PI (Hearst).	Year 2	
1. Rigorously pursue funding for the Center for SR2S in Washington State. 2. Federal funding. 3. Create relationships with new partners.		Fundraising/Marketing Committee	Staff, ED	1. Receive grants to fund program for 2 years consecutively.	Years 1-3	
1. Create 2 walking maps. Look for funding for this through PMPAG - relate the maps to programs and community needs. 2. Continue to refine the process for creating maps. 3. Systematize the distribution. 4. Leverage with PMPAG energy. 5. Pursue funding of maps (e.g. business sponsorship). 6. Communicate to neighborhoods about the maps and walks. 7. Incorporate neighborhood walks with release of map. 8. Utilize the maps with Walking Ambassador program. 9. Link maps to school (e.g. incorporate the design, have SR2S icon on legend, inset of school on map). 10. Use maps in different formats (e.g. allow people walk on their own, create an online version of material).		ED, Staff (for current service)	Fundraising/ Marketing Committee	1. Identify needs and partners. 2. Secure funding. 3. Create maps. 4. Create fee for service document. 5. Secure sponsors for reprints of existing maps. 6. Apply for Small and Simple grants through Department of Neighborhoods.	Year 2	
1. Get cities to hire FF for some element of implementing cities' Pedestrian Master Plans. 2. Get on the contractors list cities, UW, Sound Transit.		ED	Staff	1. Receive project aligned with mission.	Years 1-3	
1. Broaden dissemination of monthly e-newsletter to 5,000 - create new sign-in sheet, create easy sign-in for online.		Staff, Fundraising/ Marketing Committee	Volunteers	1. Track monthly open, bounce and unsubscribed rates.	Year 2	
1. Start another wayfinding project.		Staff, Fundraising/ Marketing Committee	Board	1. Secure funding for capital and staff time. 2. End with transferrable "how-to" guide.	Year 3	
1. Provide content for aggregators.		Chas & John; Fundraising/ Marketing Committee	Volunteers	1. FF seen not just as advocacy group but also info / knowledge group	Year 3	
<b>Goal #5: Secure adequate resources and partnerships to sustain the organization and achieve its mission.</b>		1. Create a realistic and cost effective fundraising plan. 2. Develop grant writing resources. 3. Create a fundraising committee to take a leading role. 4. Solicit board members to help with direct fundraising. 5. Create a membership criteria for individuals and corporations. 6. Socials/Appeal Letter/Corporate sponsorships.	ED; Fundraising/Marketing Committee	Board, Staff	1. Achieve budget goals. 2. Increase members by 5%. 3. Create marketing material for fee services/products. 4. Salesforce is finally being used effectively. 5. Track fundraising methods for effectiveness, cost vs. benefit, \$\$ raised	Years 1-3
		1. Receive grants. 2. Create grant strategy.	ED; Fundraising/Marketing Committee	Board, Volunteers	1. Achieve budget goals. 2. Percentage of revenue being unrestricted funds.	Years 1-3
	1. Market Feet First fee for services - use fee for services sheet.	ED	Staff	1. Achieve budget goals.	Years 1-3	
	1. Increase board development. 2. Create strategy for board recruitment (e.g. UW Business School board) - establish committees (board/selected community members), establish understanding of board's role in organization (Executive Committee), formalize the board process, create orientation package, identify role of advisory board (possible role here is to get participation from groups we wish to represent, increase diversity), review and update bylaws.	Executive Committee	ED, Staff	1. Establish an active board of 15. 2. Use the matrix to establish diverse board.	Years 1-3. By Year 3 have full board of 15 people.	
	<b>Goal #6: Cultivate a dynamic, diverse, and active cohort excited to call themselves Feet First members.</b>	1. Increase number of members - define membership, revise membership plan, add statewide members.	Staff, Fundraising/Marketing Committee	Board, Volunteers	1. 500 new diverse members (geographic, age, income). 2. Conduct membership survey annually.	Year 2
1. Provide outreach to youth, low income seniors, and minorities. Goal is to increase diversity in membership and at events, to not exclude groups who are often excluded. Possible tie-in with advisory board (Goal 5).		Staff, Fundraising/Marketing Committee	Board, Volunteers	1. 500 new diverse members (geographic, age, income). 2. Conduct membership survey annually.	Year 2	
1. Hold annual recognition for board/staff/volunteers/leaders.		ED and Community Organizer, Fundraising/Marketing Committee	Board, Volunteers	1. One annual meeting and volunteer recognition at board member house or appropriate location.	Annually	
1. Recruit and improve use of volunteers - designate person to manage all volunteer listings, develop method to allow greater volunteer buy-in and autonomy to projects.		Community Organizer	Staff, Volunteers	1. Track volunteer work through Salesforce. 2. Annual party for volunteers. 3. Recognition of VIP volunteers at quarterly socials.	Year 1	