



Strengths

- **History of true action, not just talk – A legal entity that can take action**

Objective 1.0: Advocate for the expansion and preservation of Folsom trails and open space resources.

Strategy 1.0.1: Monitor and engage with local agency commissions, committees and city council agendas for items of critical concern.

Strategy 1.0.2: Submit written position papers when needed or requested.

Strategy 1.0.3: Testify and/or make calls to decision-makers in person as needed to amplify FoFP position on issues.

Objective 1.1: Participate in hands-on events to improve the parkway and trail system.

Strategy 1.1.1: Adopt and manage at least one Community Service Day project each September.

Strategy 1.1.2: Adopt and manage at least one project/task for the annual Trails Day/Arbor Day/Earth Day event.

Strategy 1.1.3: Support additional volunteer projects as appropriate.

Strategy 1.1.4: Consider annual budget/financial support for other volunteer efforts.

- **A recognized and registered non-profit (501c3)**

Objective 2.0: Develop and administer an annual budget.

Strategy 2.0.1: Identify all recurring annual expense obligations.

Strategy 2.0.2: Identify opportunities for revenue development.

Objective 2.1: Communicate non-profit status to potential donors

Strategy 2.1.1: Advertise/communicate Big Day of Giving availability

Strategy 2.1.2: Evaluate participation with the Sacramento Region Foundation

Strategy 2.1.3: Outreach/pursue local, new business donations equivalent to \$5,000 per year.

Strategy 2.1.4: Evaluate social media (Facebook) opportunities for donation opportunities

Strategy 2.1.5: Pursue local government support through special events, etc.

Objective 2.2: Evaluate FoFP board structure and consider potential/needed expansion to support strategy implementation, including potential committee structure

Strategy 2.2.1: Consider adding a “youth” (under 18) board member (or two?)

- **Visible, tangible benefit to the community (parkways/trails)**

Objective 3.0: Provide expertise and commentary in trail planning, development and management to trail and parkway developers and managers

Strategy 3.0.1: Coordinate with city staff as needed, as well as commissions and city council, including maintaining the history of trail and parkway development.

Strategy 3.0.2: Update and refresh FoFP website and include a history tab.

Strategy 3.0.3: Communicate on-trail/parkway maintenance/management needs via an annual, prioritized rehabilitation/hazard mitigation recommendation (State of the Parkways Report?).

Strategy 3.0.4: Identify opportunities for on-trail recognition of FoFP efforts (develop and install information on existing kiosks).

Objective 3.1: Participate (visibly and in-person) at community events to improve FoFP visibility and recognition.

Strategy 3.1.1: Host a booth at a minimum of four (4) Farmer's Markets in Historic Folsom.

Strategy 3.1.2: Host a booth at a minimum of one Summer Concert event.

Strategy 3.1.3: Develop a hosting plan with supporting infrastructure.

Strategy 3.1.4: Identify local/regional community event opportunities

Weaknesses

- **Not enough dues-paying members, especially active members, and consistent revenue stream.**

Objective 4.0: Increase the dues-paying membership to **100+** by December 2022, and **500+** within 5 years.

Strategy 4.0.1: Develop a membership structure, providing for different levels of membership and/or support; align membership with FoFP trails and parkway vision...

Strategy 4.0.2: Develop a membership benefits plan.

Strategy 4.0.3: Market the membership plan on the website, at events with booth, etc.

Strategy 4.0.4: Conduct at least one (two?) general membership meetings on an annual basis.

Strategy 4.0.5: Document FoFP activities, history, plans, goals so it can be communicated to prospective members.

Strategy 4.0.6: Identify volunteer opportunities to increase involvement potential.

Strategy 4.0.7: Consider quarterly(?) membership meeting (virtual?) general membership meeting.

Objective 4.1: Develop an alternative revenue plan

Strategy 4.1.1: Life Membership, Estate Planning/Bequeaths, advertising in the newsletter, etc. in the amount of \$10,000 in 5 years.

Strategy: 4.1.2: Provide for automated contributions (smaller monthly amounts)

Strategy: 4.1.3: Develop a matching gifts program

- **General public awareness / Consistent and compelling publicity**

Objective 5.0: Develop a publicity plan

Strategy 5.0.1: Continue the monthly e-newsletter

Strategy 5.0.2: Increase distribution from 120 to 1000+ within one year via the MeetUp list

Strategy 5.0.3: Publish four compelling social media posts each month via Facebook, Instagram, Next Door, etc.

Strategy 5.0.4: Seek outside media exposure... Telegraph, and neighborhood magazines, etc.

Strategy 5.0.5: Connect with Folsom Lake College and the two (soon 3) high schools to identify opportunities with FoFP...and two MTB teams.

Strategy 5.0.6: Consider adding a Social Media Director to the FoFP board (may or may not include website responsibility).

Strategy 5.0.7: Make connections with each of the city's HOA's

Strategy 5.0.8: Make connections with the community's other non-profits and other similar, i.e. CAPS, FATRAC, FolFan, Friends of...

- **No clear list of projects and goals that identify funding need or volunteer labor needs**

Objective 6.0: Develop a short-term (1 – 3 years) project list (physical trail improvements).

Strategy 6.0.1: Natural resource improvements (trees, wildflowers, etc.)

Strategy 6.0.2: On-trail improvements (shoulders, benches, etc.), focus on supporting renovation, but not maintenance

Strategy 6.0.3: Support multi-agency projects such as the JCT connection to the “safety bench” and Dike 7.

Objective 6.1: Develop a long-term (3 – 10 years) project list (physical trail improvements).

Strategy 6.1.1: i.e. Founder's Grove, etc.

Strategy 6.1.2: Under/Over-crossing of Folsom Blvd and connection with the American River Bike Trail

Objective 6.2: Develop a BHAG! (Big Hairy Audacious Goal...10+ years)

Strategy 6.2.1: i.e. The Folsom Lake Circuit Trail (single track)

Objective 6.3: Participate in annual events to build consistency of recognition

Strategy 6.3.1: Participate in Trails Day, Community Service Day, etc.

Opportunities

- **Large followers that want to support activities...1,600+ members in MeetUp group**

Objective 7.0: Convert a significant portion of interested residents into active and paid members.

Strategy 7.0.1: See strategies under Objective 4.0.

Strategy 7.0.2: Continue using MeetUp for consistent volunteer communication until another platform is needed

Objective 7.1: Identify what would interest potential members

Strategy 7.1.1: Develop and distribute a digital survey to gauge how FoFP can better serve, communicate and engage potential members

Strategy 7.1.2: Develop a paper survey for use at in-person events

- **30th Anniversary celebration**

Objective 8.0: Recognize the long-term engagement of the Friends in advancing the appreciation of Folsom's parkways.

Strategy 8.0.1: Incorporate recognition into the October tree planting event

Strategy 8.0.2: Seek media exposure to broadcast FoFP history

Strategy 8.0.3: Recognize the First Mile of Trail at Lake Natoma Waterfront

Strategy 8.0.4: Consider a strategic investment to excite the base (calendar, photo contest to be in calendar)

Strategy 8.0.5: Consider a special event featuring the parkways (i.e. progressive dinner via biking on the parkways...in spring when everything is green!)

Strategy 8.0.6: Consider recognition of FoFP Founders

Objective 8.1: Update FoFP social media presence

Strategy 8.1.1: Update website

Strategy 8.1.2: Update Facebook page

Strategy 8.1.3: Update MeetUp page

Strategy 8.1.4: Document the history of parkway development and milestones (store on website)

- **Folsom Ranch trail/parkway expansion...promotion of, new members, advocacy, use of trails as selling point for homes**

Objective 9.0: Recognize first trails built south of Highway 50

Strategy 9.0.1: Recognize the first trails built in Folsom Ranch (Russell Ranch)...and by the City too (Mangini Ranch)

Strategy 9.0.2: Coordinate recognition with the Cornell Group

Objective 9.1: Promote Folsom Ranch Trail/Open Space Master Plan

Strategy 9.1.1: Update website

Strategy 9.1.2: Tell the story, provide metrics, planned open space uses

Strategy 9.1.3: Highlight connectivity/opportunities (Rowberry, Old Placerville, etc.)

Strategy 9.1.4: Highlight open space + natural surface trails

Strategy 9.1.5: Highlight private development trail construction efforts (i.e. Toll Brothers)

Threats

- **Lack of new members**

Objective 10.0: See Objective 4.0...is there anything else we could add?

Strategy 10.0.1: Engage with the Folsom Chamber of Commerce and FLYP – Folsom Leading Young Professionals to communicate FoFP opportunities.

Strategy 10.0.2: Evaluate/consider buying an email list of new Folsom residents for membership consideration...such as the Welcome Wagon program; connect with Folsom Ranch builders...Ian Cornell.

Strategy 10.0.3: Consider providing/adding FoFP information to the Community Service Day "goodie bags."

Strategy 10.0.4: Connect with both high schools and their student body community service interests and obligations...Environmental Club at Folsom Middle School, etc.

- **Competing organizations for money, time, members**

Objective 11.0: Identify, understand and enhance factors and characteristics that distinguish FoFP from others

Strategy 11.0.1: Highlight FoFP characteristics on website (Who We Are, or About Us)

Strategy 11.0.2: Create unique opportunities for community (business) connections, i.e., SAFE Credit Union offer of volunteers out of workforce

Strategy 11.0.3: Strive to make public communications as compelling as possible to build FoFP's environmental/trails brand

Strategy 11.0.4: Connect with the Hinkle Creek Nature Area group to identify common issues and strategies and partnership opportunities.

Strategy 11.0.5: Support partner organization's efforts that parallel ours...such as Sac Tree Foundation's Urban Wood Rescue recycling program...maybe salvaging some of the PG&E tree removals (Blue Oaks)

- **Succession planning – engagement of new people for leadership positions**

Objective 12.0: Build and maintain an energized, forward-looking and action-oriented board of directors

Strategy 12.0.1: Evaluate the board structure of positions and consider if changes are needed (i.e., Social Media Director, Web Director, etc.)

Strategy 12.0.2: Evaluate contemporary non-profit board structures for applicable board compositions.

Strategy 12.0.3: Develop a system for moving interested people through the FoFP organizational structure to leadership positions

Strategy 12.0.4: At the appropriate time, advertise (website, social media, etc.) for interested persons to apply to the board of directors

Objective 12.1: Practice consistent, sound board operational business operations to sustain new leadership engagement

Strategy 12.1.1: Develop, approve and implement an annual operating budget.

Strategy 12.1.2: Publish and manage a consistent meeting agenda.

Strategy 12.2.2: Share FoFP Strategic Plan with others to assist with promotion and solicitation of volunteers.