

Reno Bike Project - Strategic Plan



2015



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RENO BIKE PROJECT

INTRODUCTION:

The direction and goals of this strategic plan are based on survey responses and an understanding of what members and customers value most about the Reno Bike Project (RBP); what they see as opportunities and challenges faced by the organization in its efforts to offer high quality service and support to the community.

This strategic plan is intended to guide the RBP on how to successfully deliver its core services and programs. Concurrently, the RBP will continue education and advocacy as part of its mission, but programs and image of the organization were identified as the top two target goals. To accomplish these goals, the RBP will target a broader array of community resources, facilitate cooperation with those partners, and actively engage more volunteers and members to become part of the RBP membership structure. The figure below (Figure 1) shows relevant program data for 2011 – 2014 and provides a benchmark from which to move forward.

FIGURE 1.
Reno Bike Project Program Statistics
2011 - 2014

Year	No. of People Served	No. of Bikes Sold	Capital	
			No. of Recirculated Parts	No. of Volunteer Hours
2011	6,700	902	4,500	650
2012	12,000	1,059	5,808	985
2013	12,000	817	4,589	1,160
2014	11,220	1,116	6,438	1,583

An internal assessment of the organization proves that the RBP has strong community involvement by offering, not only a community gathering space where people use public workstations to get affordable parts and fix their bikes for free, but educational classes to different populations from bike enthusiasts to low income families, homeless and at-risk youth.

Market Analysis:

The target market for the RBP involves a wide-range of people with an interest in outdoor fitness, including the most obvious group 18-44; those people with an interest in the sport of biking consists of locals across the Truckee Meadows. This group includes people who bike as a means of recreation, competitive riders whose passion for the sport keeps them on wheels at any spare moment, and weekend riders whose goal is to enjoy the outdoors

Other important segments of identified markets for the RBP are low income families and students, homeless, and at-risk youth. This group relies on bicycles as a primary means of transportation. The services and programs that the RBP provides benefit the entire community and there is significant potential for sustainable growth to meet the needs of its target market. Another potential market for the RBP to expand services to the population they serve are college students - freshmen at the age of 18 or 19. This group represents a potential desirable market because their reliance on bicycles as a primary means of transportation for on-campus convenience.

If we look at the biking industry in general, since the 1990s, it has grown into a multi-billion dollar industry. The core of the biking industry consists of the avid rider whose constant dollars spent on biking equipment is viewed as an investment. The avid rider consists mostly of the age group ranging from 18-35 (40% are males, and 30% are females). There has been a trend toward more bicycle retailers selling used bicycles. In 2013, an estimated \$1.6 billion in used bicycles were sold through bike shops, mass merchants, sporting goods stores and other retailers, bringing the total size of the bicycle industry to \$7.5 billion. Private party sales are not included in these numbers. Based on the industry trends data, there is market potential to support these demographics. The RBP can capitalize on these trends by providing affordable public workstation services to the community.

Based on the external assessment, many opportunities exist as favorable conditions in the RBP's environment that can produce rewards if leveraged properly. The general state and the local economic trends, bike industry trends, and demographic analysis indicate the strong potential for future growth.

Economic Trends:

Looking at the overall state economy it is easy to conclude that Nevada's economy is growing once again and should continue to post solid gains during the coming year. Nevada is growing at a rate of 2.5 percent or 3 percent annually, which is still under the 4 percent growth the state was enjoying in 2005 and 2006. While most business owners remain cautious as we head into 2015, economists believe Nevada's future is bright. More importantly, the state's economic forecast is sustainable, and not driven by speculation in a number of crucial industries, including the housing market.

Reno's recovery is also showing promise, and will get a sizable boost with 14 companies, creating almost 11,000 jobs approved by state incentive packages in Washoe County, not including Tesla's giant battery plant. Reno has attracted increased investment in recent years, in part due to its low costs relative to other western metro areas. The housing market is gradually recovering and should continue to make gains, even as investor demand wanes and traditional buyers slowly re-enter the market.

Continuous growth and influence of the bicycle movement in our community is gaining stronger political influence, empowering projects that make our streets safer. During the 2015 session of the Nevada Legislature, 10 bills impacting bicyclists were introduced and considered by

legislators. Many of the bills addressed bike lane use and safety, rider registration and training, and penalties for motorists in bike collisions. One bill introduced non-traditional bike lane use in urban areas for motorized wheel chairs. See **Appendix 1** for a summary of the bills.

Positive economic growth trends and a positive political climate could provide opportunities for the RBP for increased participation and engagement of the business community, creating corporate partnership as well as increased government participation in building cycling infrastructure and a safe cycling environment.

Industry Trends:

The biking industry accounts for about 25% of the outdoor fitness industry, which includes runners, cyclers, leisure walkers, and skaters. The biking industry faces significant seasonal trends, with peak activities between the spring and summer months due to outdoor weather conditions. However, with the increased offering of cold weather road gear, the fall and winter months have not kept cyclers indoors as much as in the past. Reno is fortunate to have a climate that accommodates year-round cycling.

The industry trend analysis is indicating that during the last decade, biking has become less popular, but more visible. While it faded as a pastime, it grew as a sport. This shrinkage of mainstream interest has caused core riders to become advocates. The industry benefitted from the growth of groups promoting “bicycle culture,” which integrates bicycling into daily patterns of work and play. They were the main reason why the number of American adults who bicycle at least 110 days a year increased 12 percent during the last decade, while the total number of bicyclers was essentially flat for the period.

Promotion of “bicycle culture” trends presents opportunities for this organization to continue its positive advocacy in engaging the community in using bicycling as an active type of transportation as well as promoting the positive health and fitness benefits and increase participation in the programs and services the organizations offers.

Demographics:

The bicycle industry has prospered in the past by catering to Baby Boomers born between 1946 and 1964. This mammoth generation of 78 million are now well into their 50s and 60s. Male Boomers have become “geezer jocks” increasing the number of riding days to more than that of men aged 18 to 24.

Women’s average riding days show how their lives are different. Women ages 18 to 24 ride more than their male counterparts, but the riding days drop dramatically during the child bearing years of 24 to 44. Female Boomers, who ride, do so as much as men do. It is evidence that women enjoy riding as much as men do, but have a hard time fitting it in if they are responsible for shopping and raising children.

Baby Boomers are no longer the only segment that matters to the bicycle industry. The largest group of bicycle riders is between the ages of 25 to 44 with 41.5 as the median age for adult riders in the U.S. So while Baby Boomers and retirees may ride more often and spend more per rider, young adults have the most potential for increased participation and sales.

It is important to add that the bicycling community is glaringly white. While eleven percent of all American adults are black and 14 percent are Hispanic, they represent 5 percent of cyclists.

Even though there will always be alternate fitness activities competing with bicycling, there is opportunity for broadening market segments—minorities such as Hispanics and post-child-bearing female riders ages 40 to 60.

One example of the opportunities for the RBP is to promote diversity within their existing programs offered to youth populations. Based on the US census data source, 85 percent of bicycle riders are white and non-Hispanics. In Nevada, Hispanics represent nearly one-third of the population. The future potential for expansion within Reno's bicycling community depends upon promoting the cycling culture to Hispanic populations.

Based on the same data analysis, persuading women to ride would be another path for cycling growth. Women are safety conscious, and prefer riding out of direct traffic and on planned community beltways. In Nevada, only 16 percent of bicycle commuters are women.

RENO BIKE PROJECT

PLANNING PROCESS:

This plan was largely developed by the board of directors and staff of the Reno Bike Project during a series of visioning meetings between 2014 and early 2015. The organization conducted stakeholder surveys, sought user feedback, and evaluated programming.

The major elements of the plan were developed with board involvement during the strategic plan retreat session held in 2014. During the retreat, board members and staff reflected on the mission, vision and core operating values underlying the organization's strategic approach to its work. This process set the stage to define the strategic planning direction.

RBP contracted the Silver Bighorn Company (SBC) to review the materials developed, facilitate further discussion, and develop the final strategic plan. The SBC conducted an environmental scan of the organization based on an internal organization assessment, reviewed data gathered from surveys with community stakeholders, as well as demographic and market data.

The environmental scan and organizational assessment were used to assess both the challenges and opportunities that the RBP will likely face over the next few years, and set the context for the choices reflected in this strategic plan.

The board of directors and staff will review and update the strategic plan as needed and make additional changes with the board and staff involvement and guidance.

The information and observations contained in this report are based on present knowledge of the components of RBP's business and operations. Expected results and estimates made in this plan are based on several assumptions, and data provided reflects the current structure of the organization. This report may be used only for the purposes that it was intended.

RENO BIKE PROJECT

EXECUTIVE SUMMARY:

STRATEGIC PLAN OVERVIEW 2015 - 2020



Increase Number of Participants

OBJECTIVES:

- Increase shop capacity
- Increase no. of program graduates
- Expand educational programs
- Increase no. of bikes distributed
- Implement externship/internship program to employ program graduates.

STRATEGIES:

- Determine additional no. of working days and hours
- Determine no. of additional workstations
- Determine number and types of sessions (summer camps, summer schools, etc.)
- Open recruitment to all schools (traditional, charter, etc.)
- Increase no. of partnering agencies
- Develop curriculum for advance classes and organize internships/externships for graduates
- Determine needed staff to support programs
- Secure funding source from job training funds, private funding, and shop revenues



Continue to advocate bicycling movement and positive image within the community

OBJECTIVES:

- Improve overall customer service in shop
- Continue current web and social media promotion and events
- Launch series of Open Street Events
- Increase general and business memberships

STRATEGIES:

- Implement "21 Customer Service Tips" staff and volunteers customer service training
- Maintain web and social media presence with updated content
- Connect with like-minded businesses and individuals to build partnerships
- Structure opportunities for donors and members to engage in projects and events

RENO BIKE PROJECT

RENO BIKE PROJECT

Background and History

The Reno Bike Project (RBP) was founded in October 2006 with the mission of getting people onto bicycles. One month later, the group of young volunteers hosted a day-long celebration of urban cycling culture called, “Bike-Out or Strike-Out.” Responding to the enthusiasm for alternative transportation, a small shop was set up in a basement for volunteers to congregate and repair bicycles.

Through the subsequent four years, the Reno Bike Project incorporated and gained non-profit 501(c)(3) status; diversified its funding resources, facilitating growth in its advocacy, education and philanthropic efforts; and, moved into its current and permanent home located at 541 E. 4th Street, Reno, NV 89512.

The RBP hosts several annual events promoting cycling and cycling culture, which include: We HeART Bikes Art Show, Bike to Work Day Pancake Feed, an annual Bike Swap, and provides Bike Valet services at various events that are open to the public.

Description of Services

The Community Bike Shop sells fully refurbished bicycles and used bicycles for adults and children. It is a full-service repair shop carrying a selection of new and used parts and accessories. The workstations are staffed by mechanics to assist walk-ins, providing general bike information and assistance to help teach customers how to repair their bicycles and properly use the tools. For do-it-yourselfers, the shop has eight equipped workstations that include: a repair stand, complete tool sets, access to specialty tools, rags, cleaner, and lubes.

The organization manages five educational programs—the Major Taylor Program, Biggest Little Commuter, Ladies’ Night, Dan’s Night and the Bicycle Repair Class. These programs are designed to increase bicycle awareness, education and equity for underserved communities.

Customers Served

The RBP services in general are provided to a diverse population from those who like biking as outdoor fitness to those who love cycling as a hobby to different socio-economically disadvantaged individuals actively seeking self-improvement.

The **shop** serves the general public and provides affordable parts and free service for obtaining and maintaining a bicycle. The primary customers of the **educational programs** are to a wide range of the population from at-risk youth, doctors in the bicycle repair class, to previously homeless veterans in the computer programming class.

With different partnering agencies that RBP is working with, (Veterans Resource Centers of America, Inter-Tribal Council of Nevada, WestCare Foundation, etc.) the populations they serve represent different minority groups like single mothers, Latin and Black communities, and LGBT individuals.

The RBP recognizes how important the family's role is in the community and that is why services are offered to all people who love and enjoy biking. The RBP wants to have a part and contribute to the development of the Truckee Meadows.

Major Accomplishments and Highlights

- Incorporating with the Nevada Secretary of State and receiving 501(c)3 recognition from the Internal Revenue Service;
- Moving into a permanent location capable of serving an estimated 10,000 people a year.
- Instituting Positively 4th Street—a project designed to improve the streetscape with a protected bike lane, wider sidewalks, seating, and trees;
- Distributing more than 4,300 bikes back into the community through the shop and various programs; and, recirculating more than 23,000 bicycle parts;
- Providing affordable access to the tools and expertise cyclists need to maintain their own bikes; our customers logged more than 4,000 hours of workstation time;
- Recognizing the impressive role of volunteers by establishing a formal Volunteer Program;
- Increasing memberships 390 percent in one year—bringing memberships from 66 to 324 in 2014;
- Establishing community-wide partnerships with more than 18 organizations, including the Office of Traffic Safety, local law enforcement, and the Reno Transportation Commission.

RENO BIKE PROJECT

VISION, MISSION AND CORE VALUES:

Vision

A Reno where everyone bikes!

Mission

Reno Bike Project (RBP) is a 501(c)(3) non-profit community bicycle shop and resource for the Truckee Meadows committed to creating a nationally recognized, cycling-friendly community through education, cooperation and advocacy.

Core Values

RBP passionately believes that the bicycle is the world's greatest, most utilized mode of transportation and that every individual, regardless of age, gender, race, or class has a right to afford, maintain, and enjoy one.

The RBP recognizes that engaging and participating in the community has a positive impact, not only on people's health and safety, but also on their families. The RBP educational and advocacy work will yield long term improvements on the quality of life for the Reno-Sparks community.

RENO BIKE PROJECT

GOALS AND OBJECTIVES:

SWOT Analysis

The RBP board and staff performed an internal and external SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis to identify major goals and objectives for the strategic plan.

Internal and External Assessment (SWOT Analysis)	
Internal	External
Strengths <ul style="list-style-type: none">▪ Affordable▪ Public work station▪ Educational classes▪ Knowledgeable mechanics▪ Financial vigilance▪ Brand awareness▪ Strong advocacy▪ Focus as a commuter shop▪ Downtown location▪ Community gathering space▪ Core volunteers▪ Low barrier of entry▪ Strong community involvement▪ Strong fiscal management	Opportunities <ul style="list-style-type: none">▪ Participation on national cycling movement▪ Increase local cycling infrastructure via the built environment (Safe route to school)▪ Collaboration and networks▪ Increased participation by senior and “tween” demographics▪ Expand locations and presence▪ Government contracts/grants▪ Corporate partnerships▪ Active transportation and health and wellness connection▪ Engaging the business community▪ Expansion of programing▪ Bike library and greater advocacy
Weaknesses <ul style="list-style-type: none">▪ Exclusive “hipster” attitude▪ Location perceived as “Unsafe”▪ Quality of bike selection▪ Board leadership▪ Class attendance for Dan’s and Ladies’ Night out▪ Professional image▪ Communication▪ Gaps in hours of operation▪ Planning based on resources opposed to needs▪ Board and employee turnover▪ Poor customer service from employees	Threats <ul style="list-style-type: none">▪ A deepening of community poverty▪ Economic factors▪ Urban Sprawl▪ Political Climate▪ Perception of safety for cyclists▪ Business competition

This SWOT analysis represents facts and trends that are likely to affect the organization and its future work. These points are defined as follows:

Strengths:

The RBP key strengths include strong community involvement: community gathering place, keeping the enthusiasm alive for cycling in the community by bringing community access to bicycle resources, ability to provide high quality and affordable service in fixing bikes and educational programs offered to the community, technically very knowledgeable and committed staff, as well as strong fiscal management.

Weaknesses:

RBP weaknesses are grouped into four categories:

- **Operational:**
 - Location is perceived as unsafe for bicyclist; lack of parking lot
 - Operation hours are limited; not enough hours during the week
 - Staff has great technical knowledge but lack customer service skills
- **Image:** Seen as “hipster” organization; elitist to outsiders
- **Advertising:** Lacking proper communication about current events; need to advertise more often; need more social media presence; more events per year.

Opportunities:

The opportunities listed as important include the following:

- **Expanding location and presence and increased visibility** to different areas in Midtown, locations in Sparks, as well as South of downtown Reno through collaboration.
Implications: Expanding locations/presence might provide new opportunities in expanding community resources. This includes additional volunteers and members interested in being part of the organization, create better access to bikes and classes, and expand services. Explore areas for collaboration with Kiwanis.
- **Expanding the customer base** to include older demographics and local race teams or peddlers.
Implications: Diversifying the serving population may draw in more customers, members and volunteers, and create additional opportunities to develop educational programs, internships for students and secure new funding sources.
- **Expanding participation in the advocacy arena and cooperation with other organizations and businesses** in the community to influence and inform decision makers on issues and needs; letting local officials know about the importance of bike lanes and safety, and potential statewide involvement.
Implications: This may provide opportunities for continued improvement in cycling legislation, and continuing industry/governmental support for cycling and related projects; as well as different funding opportunities to continue education through government contracts, grants, local foundations, and corporate support.

Threats:

Threats mentioned include economic factors like deepening poverty within the community that might affect the RBP's ability and cost of providing good service, and urban sprawl that might shift population away from the city, making it difficult to provide services and making communities rely more on the need for cars as a means of transportation.

Strategic Direction – Major Goals:

Based on the RBP mission, primary customers the organization serves and support, core values, SWOT analysis, and data on the existing market and end environment, the two major priorities identified for RBP are **programming and image**. These key goals provide a roadmap for fulfilling the strategic direction.

Goals:	Directions:
PROGRAMS: Increase the number of RBP program participants	<ul style="list-style-type: none">➤ Expanding existing programs and services offered to the public;➤ Continue making bikes affordable and more accessible to the public;➤ Building a strong network of partnering agencies, schools and other organizations to engage audience, in particular youth in cycling;➤ Determining incentives for future customers/youth graduating from programs.
IMAGE: Maintain positive image as a leading community cycling resource	<ul style="list-style-type: none">➤ Keeping an open mind to all cycling needs and ideas and helping to facilitate positive image of organization;➤ Organizing different promotional and open event activities within the community;➤ Partnering and complementing other local groups and political organizations to encourage more people on bikes, advocate for safe and healthy means of transportation;➤ Maintain existing and engage more new members to join the project.

Reno Bike Project Program Goal:

Four major programs managed by the RBP provide many benefits for the community:

- **The Shop** is a community bike shop that provides an affordable resource to the community, and where everyone is encouraged to come and work, volunteer, or simply hang out and to take an active role in bike repair and education.
- **Major Taylor Program (MTP)** created for at-risk youth to provide an opportunity to ride bikes for 2-5 hours a week, designed to improve and stimulate their mental and physical health, provide the knowledge to ride safely, and gives them an outlet that is good for the community.
- **Biggest Little Commuters Program (BLCP)** provides sustainable transportation in the form of bicycles to socio-economically disadvantaged individuals who are actively seeking self-improvement by removing the barrier of reliable transportation when entering the labor force. The community outreach generated by BLCP for its support in getting people back to work has been applauded by the community and further elevated RBP's reputation throughout the Reno/Sparks metropolitan area. While this program is still in the fledgling stage of development, feedback from the greater community has been extremely positive.
- **Bicycle Repair Class (BRC)** is a comprehensive bicycle repair class that has been well received by the Reno/Sparks metropolitan area. Participants overhaul bicycles which are then donated to the Biggest Little Commuter Program. This provides participants with an educational experience that simultaneously provides a resource to those in need. BRC brings a unique way of engaging the community by instilling knowledge and confidence in members to take care of their own bikes.

Besides these major programs, the RBP hosts additional classes and workshops for those that are not looking for something as in-depth as the Bicycle Repair Class. Those educational programs are:

- **Ladies' Night** - an informal workshop for women to learn and work on their bicycles in a supportive and open environment. The volunteer mechanic guides those in attendance on how to repair and maintain their bicycles at their individual paces.
- **Dan's Night** – a class open to cyclist-mechanics of all skill levels interested in learning about how to repair and maintain their bicycles. This is a free and informal workshop taught by experienced volunteer mechanics. Those in attendance guide the evening based on what they want to learn and the type of work their bicycles need.

Objectives and Strategies for **major programs** managed by the RBP are listed in the table below:

PROGRAM GOAL:		
Increase Number of Participants		
Program:	Objectives:	Strategies:
Community Shop		
<p>The bike shop is a 2,850 sq. ft. organized community bike shop with a mass of used bikes, tools and people. The shop has an open door policy where everyone is encouraged to come and work, volunteer, or simply hang.</p> <p>Program Achievements 2014: Number of people served: 11,220 Number of work hours: 1,677 Gross Revenues: \$285,000 Number of bikes sold: 1,116</p>	<p>Objective 1. Increase Shop capacity (2015): Number of people served: 13,000 Number of work hours: 1,929 Gross Revenues: \$328,000 Number of bikes sold: 1,300</p> <p>Objective 2. Increase Shop capacity (2016): Number of people served: 14,500 Number of work hours: 2,100 Gross Revenues: \$360,000 Number of bikes sold: 1,450</p> <p>Objective 3. Increased capacity from 2015 by 100% (2020)</p>	<p>Strategy 1. Determine additional number of work days as well as needed hours to provide increase capacity and serve increased number of customers</p> <p>Strategy 2. Determine if additional locations are needed to best serve and support increased customer base</p> <p>Strategy 3. Determine the number of staff that will be needed</p>

Program:	Objectives:	Strategies:
Major Taylor Program (MTP):		
<p>The Major Taylor Ride Club is a bicycle riding and commuting education course club for at risk youth. The ride club uses bicycling as a tool to teach youth about physical fitness, nutrition, bike maintenance, setting and meeting goals, cycling safety, and the environmental benefits of bikes.</p> <p>Participants/Customers: High school students (16 – 19 years of age)</p> <p>Program Achievements 2014: Rainshadow Community Charter High School was the first school that participated in this program. Students who attended the program were low-income family students; substance abused, struggling in school, living in atypical situations. Program started with 11 student participants. Successfully graduated 5 students. Graduated students will receive credits towards school requirements.</p>	<p>Objective 1. Increase number of graduate students that have ridden 15 miles in one day while demonstrating exceptional safe habits to:</p> <ul style="list-style-type: none"> • 45 students (2015) • 90 students (2016) • 100 students (2020) <p>Objective 2. Expand educational programs to summer school, camps, as well as private lessons</p>	<p>Strategy 1. Determine number of sessions and type of programs that would be offered to participants</p> <p>Strategy 2. Determine the incentives for students participating and graduating from offered programs.</p> <p>Strategy 3. Open recruitment to all traditional, charter, and technical schools in the area</p> <p>Strategy 4. Determine needed staff to support program</p>

Program:	Objectives:	Strategies:
Biggest Little Commuter Program (BLCP):		
<p>Biggest Little Commuter Program was established to address a need for increased accessibility to job sites and employment-related activities for those with limited resources. Reno Bike Project's BLCP provides sustainable transportation in the form of bicycles to socio-economically disadvantaged individuals who are actively seeking self-improvement by removing the barrier of reliable transportation when entering the labor force.</p> <p>Participants/Customers: Veterans; Foster care youth (ages 14 – 18) and former foster youth (ages 18 – 21)</p> <p>Partnering Agencies: Healthcare for Homeless Veterans (HCHV)/Veteran's Outreach Children's Cabinet Washoe County Department of Social Services (Independent Living) The Ridge House, Inc.</p>	<p>Objective 1. Increase number of bikes distributed to employed participants:</p> <ul style="list-style-type: none"> • Distribute 40 bikes (2015) • Distribute 50 bikes (2016) • Distribute 100 bikes (2020) <p>Objective 2. Implement Future Cycle Program (2016)</p>	<p>Strategy 1. Expand classes as needed to produce bicycles that will be given to employed commuters</p> <p>Strategy 2. Increase number of partnering agencies</p> <p>Strategy 3. Determine needed staff to support program</p>

Program:	Objectives:	Strategies:
Bicycle Repair Class (BRC):		
<p>Bicycle repair Class was organized to provide students with a solid introduction to basic cycle maintenance. Bikes that would be finished at the end of the class will be ready to go for BLCP.</p> <p>Participants/Customers: Members of the community</p> <p>Program Achievements 2014: Program started with 14 student participants. Approximately 10 students finished the class</p>	<p>Objective 1. Graduate 48 people and 48 bikes with total of 864 volunteer hours. (2015)</p> <p>Objective 2. Expand the program sessions aimed at graduates and advanced mechanics. (2016)</p> <p>Objective 2. Graduate 100 people and 100 bikes with total of 1800 volunteer hours. (2020)</p>	<p>Strategy 1. Create advanced classes or different education series on various topics hosted by guest instructors once or twice a month.</p> <p>Strategy 2. Determine needed staff to support program</p> <p>Strategy 3. Create partnerships with educational institutions</p>

Program:	Objectives:	Strategies:
Future Cycle Program (new program):		
<p>FutureCycle Program would be an 18 week paid job training/internship/externship program that would teach youth basic job skills, customer service, mechanic skills, and safe riding skills to train them for industry work experience.</p> <p>After the internship they will be placed into an externship with one of the program partners.</p>	<p>Objective 1. Graduate 5 students with 30% getting jobs (2016)</p> <p>Objective 2. Graduate 10 students with 30% getting jobs (2020)</p>	<p>Strategy 1. Partner with agencies and organizations to create internships and externships for graduate students</p> <p>Strategy 2. Develop process of student recruitment as open public application process</p> <p>Strategy 3. Develop curriculum related to business, customer service, and other elements of job training.</p> <p>Strategy 4. Determine needed staff to support program</p> <p>Strategy 5. Secure funding source (job training funds, private sponsors, shop revenue).</p>

Image Goal:

Image Goal is divided into two categories:

- **Internal Marketing – Customer Service Image:**
As a community bike shop and place of community gatherings, the RBP's goal is to continue to improve its customer service to better serve its constituency.
- **External Marketing – Continuous Promotion and Events Planning**
RBP's goal is to continue to advocate for the cycling movement by organizing existing events that were successful in the past, like Slow Rolls, Bike Valet, We HeART Bikes, and more. RBP will also organize new open streets events and activities, thus building a strong network of pro-bike members and business partners.

Image objectives and strategies are listed in the table below:

IMAGE GOAL:
Continue to advocate for the cycling movement and positive image within the community

Internal Marketing:	Objectives:	Strategies:
Customer Service:		
<p>The bike shop is the place where most people go for biking needs, and image is defined by interaction between public and shop.</p> <p>The Reno Bike Project will continue to improve and protect its brand and image as it strives to elevate its visibility across the Truckee Meadows.</p> <p>Participants/Customers: Reno Bike Project Board, Staff, Volunteers, Donors and Members</p>	<p>Objective 1. Capitalize on the image of the shop as “front line” of service for customers.</p> <p>Objective 2. Maintain Reno Bike Shop appearance as a clean, safe, location and foster neighborhood redevelopment.</p> <p>Objective 3. Improve overall customer experience</p>	<p>Strategy 1. Implement “21 Customer Service Tips” customer service program by training staff and volunteers in the top 21 tips for service. Empower and recognize outstanding service.</p> <p>Strategy 2. Host annual Positively 4th Street neighborhood curb appeal event.</p> <p>Strategy 3: Continue volunteer training.</p>

External Marketing:	Objectives:	Strategies:
Continuous Promotion:		
<p>The Reno Bike Project will continue their activities and strive to become a highly visible, well-respected nonprofit organization that attracts increasing numbers of volunteers, members, and higher levels of contributions to support their operations and goals.</p> <p>Participants/Customers: Reno Bike Project Board, Staff, and Volunteers Donors and Members</p>	<p>Objective 1. Increase name recognition in core service areas and across the Truckee Meadows.</p> <p>Objective 2. Achieve donor and member respect as a well-managed nonprofit organization.</p>	<p>Strategy 1. Maintain website and social media presence with fresh content. Encourage program participants to post photos during events.</p> <p>Strategy 2. Connect with like-minded businesses and individuals on social media platforms. - Profile reporters by interest, and follow. Upload events to broadcast and print media. Cross-calendar of events on like-minded, and partner sites.</p> <p>Strategy 3. Structure opportunities for donors and members to work alongside you to fully engage them in achieving the goals.</p>

External Marketing:	Objectives:	Strategies:
Open Street Events:		
<p>The Reno Bike Project has established their image in the community by organizing multiple events held annually. In an effort to continue encouraging people to ride a bike, the Reno Bike Project will organize several Open Street Events to promote the organization, its goals and programming.</p>	<p>Objective 1. Launch first Open Street Event—a 1.5-mile bike ride through Downtown and Midtown with an estimated attendance of 2,500-5,000 people. (2015)</p> <p>Objective 2. Host two/three Open Street Events with a combined attendance of 15,000-25,000 people. (2016)</p>	<p>Strategy 1. Determine needed staff to develop and fully support the event as an ongoing program.</p> <p>Strategy 2. Identify and recruit new business memberships in downtown and midtown area—along the planned ride route(s).</p>

Participants/Customers: Downtown Population: 67,668 Men (51%), Women (49%) Median Age: 40.13 Midtown Population: 39,052 Men (51%), Women (49%) Median Age: 44.15	Objective 3. Host five Open Street Events with a combined attendance of 60,000 people. (2020)	Strategy 3. Build partnerships with businesses—Midtown District Reno/Reno Riverwalk District—to cross promote and placement on event calendars and foster proven relationships with city and other gov. agencies.
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External Marketing:	Objectives:	Strategies:
Membership:		
<p>The Reno Bike Project represents a membership base that supports the organization’s financial structure, mission and goals, shared core beliefs and culture.</p> <p>At 305 program members in 2014, the Reno Bike Project achieved an exponential increase in the number of memberships—from 66 to 324 in one year. This increase in membership was a result of the organization’s current efforts in expanding visibility within the community; and, the recognition and endorsement of the Reno Bike Project image and brand.</p> <p>Reno Bike Project has five individual membership levels and one business membership. Each membership level supports designated programming.</p>	<p>Objective 1. Increase total membership to 625. (2016)</p> <p>Objective 2. Increase the number of Business Members to 10. (2016)</p> <p>Objective 3. Maintain members and recruit new members to support continued growth of the organization. (2020)</p>	<p>Strategy 1. Determine needed staff to develop and fully support membership development.</p> <p>Strategy 2. Develop target audience and businesses, create audience-appropriate membership materials—manage appeals, renewals, and welcome process.</p> <p>Strategy 3. Track member usage of services and participation in events. Evaluate and upsell memberships to appropriate usage levels.</p> <p>Strategy 4. Communicate with and encourage members to network and participate in Reno Bike Project programming and events.</p>

Note: For detailed info on specific programs Objectives and Strategies and budget info, please see Appendix 2. Data provided in Appendix 2. are notes generated from visioning meetings held by Board member.

APPENDIX DATA

Appendix 1. 2015 Nevada Legislative Session – Bill Summary:

Bill No.	Status	Summary Text
SB 354	Passed Sent to Governor 05/21/15	Authorizes the use of motorized wheelchairs in bicycle lanes.
AB 168	Failed	Requires moped riders to ride as far right as bicyclists, and for motorists to treat with due caution when passing.
SB 144	Passed Effective 07/01/15	Allows for the designation of pedestrian safety zones, enhanced penalties in those zones, and requirements for motorists (and bicyclists) to observe designated zones.
SB 152	Failed	Allows for the enhanced penalties in pedestrian safety zones, and authorizing courts to impose mandatory attendance in a pedestrian, bicycle and traffic safety course for the driver of a vehicle found guilty of certain traffic violations.
SB 394	Failed	Defining various hazards and dangers that are particular to children, including bicycle and playground safety and rules applicable to pedestrians.
SB 404	Failed	A bill requiring the registration of electric bicycles and mopeds.
SB 188	Failed	Requiring the registration of bicycles, obligations of persons involved in traffic crashes, other than the duties to stop, render aid and provide necessary information.
SB 2	Passed Effective 10/01/15	With regard to the maximum speed limits in Nevada, if the driver is the cause of a collision with a bicyclist the driver is subject to enhanced penalties.
SB 66	Passed Effective 07/01/15	An act relating to local government planning--A transit plan showing a proposed multimodal system of transit lines, including mass transit, streetcar, motor coach and trolley coach lines, paths for bicycles and pedestrians, satellite parking and related facilities
SB 426	Failed	An act relating to taxation, exemption of 8% amusement services tax—on rental use or rental of bicycles, boats, exercise equipment, horses, motorcycles, snowboards, skis or other recreational equipment.

Appendix 2. Programs & Image Objectives and Strategies – Detailed Info:

Source of Data: *Shop Visioning Meeting – 2/3/2015:*

RBP Shop:

The bike shop is a 2,850 sq. ft. organized community bike shop with mass of used bikes, tools and people. The shop has an open door policy where everyone is encouraged to come and work, volunteer, or simply hang

Participants/Customers: Open to public

Results of 2014 programs session: Number of people served: 11,220 sales
Number of work hours*: 1,677
Gross Revenues: \$285,000
Number of bikes sold: 1,116

*Note: Number of work hours includes volunteer hours and paid hours.

Objective 1 (2015):

Number of people served: 13,000
Number of work hours: 1,929
Gross Revenues: \$328,000
Number of bikes sold: 1,300

Strategy:

1. Increase Staff
2. Increase days open (6 days)

Budget:

\$

Objective 2 (2016):

Number of people served: 14,500
Number of work hours: 2,100
Gross Revenues: \$360,000
Number of bikes sold: 1,450

Strategy

1. Increase Staff (6 mechanics)
2. Increase days open (adding more days maybe in this phase)

Budget:

\$

Objective 3 (2020):

Number of people served: 25,000
Number of work hours: 4,000
Gross Revenues: \$600,000
Number of bikes sold: 2,500
Current number of public workstations: 1

Strategy:

1. Increase Staff (12-15)
2. Increase days open (7 days)
3. Increase no. of public workstations (12 – 15)

Budget:

\$

Source of data: *Program visioning meeting – 1/16/2015*

Major Taylor Program (MTP):

The Major Taylor Ride Club is a bicycle riding and commuting education course club. The ride club uses bicycling as a tool to teach youth about physical fitness, nutrition, bike maintenance, setting and meeting goals, cycling safety, and the environmental benefits of bikes.

Participants/Customers: High school students (16 – 19 years of age)

Results of 2014 programs session: Rainshadow Community Charter High School was the first school that participated in this program. Students who attended the program were low-income family students; substance abused, struggling in school, living in atypical situations. Program started with 11 student participants. Successfully graduated 5 students. Graduated students will receive credits towards school requirements.

Objective 1 (2015):

Graduate 45 students that have ridden 15 miles in one day while demonstrating exceptional safe riding habits.

Strategy:

Budget:

1. Determine potential sessions:
 - Spring, fall or late fall sessions – total of 3 sessions \$29,450
 - Summer Programs:
 - Kids Kottage
 - Privately recruited sessions (4 to 5 sessions) – RBP will be charging fee for service
 - Day Camps – needs additional research to determine if there is a need and interest
 - Summer School – currently looking into the possibility of having summer schools
2. Determine potential customers/schools/participants:
 - Open recruitment to traditional as well as charter and technical schools in the area
3. Determine staff needed:
 - Program Educator (create new paid position)
 - VISTA for the remainder of 2015
 - Additional Instructors – if the need is there
 - AmeriCorps members

Objective 2 (2016):

Graduate 90 students that have ridden 15 miles in one day while demonstrating exceptional safe riding habits.

Underplaying assumption:

In 2016, RBP will attempt to double the capacity of this program, while adding a Safe Routes to School Portion to the program. This would depend on several factors including getting AmeriCorps members, SRTS VISTA, and capacity building VISTA in 2015.

<u>Strategy</u>	<u>Budget:</u>
1. Determine potential sessions: <ul style="list-style-type: none">▪ Spring, fall or late fall sessions – total of 3 sessions▪ Summer Programs – 1 session▪ Summer School – 5 day camp	\$85,000
2. Open recruitment to all traditional, charter and technical schools in the area	
3. Determine staff needed: <ul style="list-style-type: none">▪ Program Director▪ VISTA for the remainder of 2016▪ Additional Instructors – if the need is there▪ AmeriCorps members	

Objective 3 (2020):

Graduate 225 students that have ridden 15 miles in one day while demonstrating exceptional safe riding habits.

Underplaying assumption:

By 2020, the RBP plans to have full time AmeriCorps members on staff; with 10 members in 15 schools. They would host both MTP and SRTS programs. Significant funding would be required for this program.

<u>Strategy:</u>	<u>Budget:</u>
1. Determine sessions and participants/customers/schools: 45 sessions (3 sessions at 15 schools)	\$250,000
2. Open recruitment to all traditional, charter and technical schools in the area	
3. Determine staff needed: <ul style="list-style-type: none">▪ 10 members (full member program)▪ Member supervisor▪ Program Director▪ Development Director▪ Admin Assistant (full or half time)	

Biggest Little Commuter Program (BLCP):

The Biggest Little Commuter Program was established to address a need for increased accessibility to job sites and employment-related activities for those with limited resources. Reno Bike Project's BLCP provides sustainable transportation in the form of bicycles to socio-economically disadvantaged individuals who are actively seeking self-improvement by removing the barrier of reliable transportation when entering the labor force.

Partnering Agencies: Healthcare for Homeless Veterans (HCHV)/Veteran's Outreach
Children's Cabinet
Washoe County Department of Social Services (Independent Living)
The Ridge House, Inc.

Participants/Customers: Veterans
Foster care youth (ages 14 – 18) and former foster youth (ages 18 – 21)

Objective 1 (2015):

Distribute 40 bikes to employed commuters.

<u>Strategy:</u>	<u>Budget:</u>
1. Increase number of partnering agencies to potentially 5 new partners	
2. Determining staff needed:	\$
1. Volunteers: primary volunteers include RBP members within the Bicycle Repair Class that would overhaul and produce high quality bikes distributed to BLCP participants.	
2. Program Director – would manage operations of BLCP (1 hour – 2 hours) and Bicycle Repair Class (3 hours)	
3. Mechanic Educator/Class instructor – they will answer questions about program and check finished bikes from Bicycle Repair Class that will be distributed to participants	

Objective 2 (2016):

Distribute 50 bikes to employed commuters

Underplaying assumption:

In 2016 BLCP will attempt to increase the number of bikes distributed, and also will try to distribute new bikes if possible to employed participants. During the 2016 program year, a new phase of BLCP will be created Future Cycle training/internship/externship will be introduced and integrated, as well as Earn-A-Bike program where recipients would be able to fix their own bikes.

<u>Strategy:</u>	<u>Budget:</u>
<ol style="list-style-type: none"> 1. Increase the number of partnering agencies – working with partnering agencies on establishing a baseline for the Future Cycling program externships (determine pay and duration of externship) 2. Determining staff needs: <ul style="list-style-type: none"> ▪ Volunteers: primary volunteers include RBP members within the Bicycle Repair Class that would overhaul and produce high quality bikes distributed to BLCP participants. ▪ Program Director – would manage operations of BLCP (1 hour – 2 hours) and Bicycle Repair Class (3 hours) ▪ Mechanic Educator/Class instructor – they will answer questions about the program and check finished bikes from the Bicycle Repair Class that will be distributed to participants) 3. Secure sources for new bikes donations 	\$

Objective 3 (2020):

Distribute 100 bikes to employed commuters

Underplaying assumption:

By 2020, BLCP will expand classes as needed to produce bicycles to employed commuters and assist them in meeting their transportation needs as well as creating larger pool of skilled potential volunteers, creating more advocates for the RBP programs.

<u>Strategy:</u>	<u>Budget:</u>
<ol style="list-style-type: none"> 1. Continue work with partnering agencies 2. Determine additional staff needed: <ul style="list-style-type: none"> ▪ Volunteers ▪ Program Director ▪ Mechanics Educators/Class Instructors 	\$

Future Cycle Program (new program):

FutureCycle Program would be an 18 week paid job training/internship/externship program that would teach youth basic job skills, customer service, mechanic skills, and safe riding skills to train them for industry work experience. After the internship they will be placed into an externship with one of the program partners.

Partnering Agencies: Different organizations and agencies that will partner with the RBP and provide externships to students/participants. After the internship with the RBP, students/participants will be placed into an externship with one of the program partners (different shops and organizations).

Participants/Customers: Recruited through an application process that is open to the public in order to create a diverse cohort. Students/participants will be age 16-21 (Students from high schools, clubs, RBP members, etc.).

Curriculum: Curriculum would be accepted from MTP, Earn-A-Bike Program that would be adapted from the BRC Program.

The RBP will develop an internship curriculum related to aspects of the business, including customer service, register, and other elements related to job training.

- Admin – Programming Director
- Dedicated Internship Leader – this person would work with the cohort on a daily basis, attend all programs, and works days until participants are placed in an externship. A bi-weekly session will follow with students focusing on learned skills, additional work skills, etc.
- MTP instructor

Earn-a-bike:

- Two instructors

RBP Internship/Burner Builder:

- Combination of staff and dedicated staff
- Dedicated staff person

Bike Shop Internship

- Shop Manager

Funding Source: Funding be secured through:

- Job Training funding
- Private
- Shop revenue (future source after program is developed)

Objectives (2016 – 2020):

2016: Graduate 5 students with 30% getting jobs

2020: Graduate 10 Students with 30% getting jobs

Bicycle Repair Class (BRC):

Bicycle repair Class was organized to provide students with a good introduction to basic cycle maintenance. Bikes that would be finished at the end of the class will be ready to go for BLCP.

Participants/Customers: Members of the community

Results of 2014 programs session: Program started with 14 student participants. Approximately 10 students finished the class

Objective 1 (2015):

Graduate 48 people and 48 bikes with total of 864 volunteer hours.

Strategy:

1. Number of sessions for this year will stay the same – 4 sessions
2. Staff will stay the same:
 - 2 staffers
 - 2 volunteers
 - Program director

Budget:

\$3,000
(\$750/session)

Objective 2 (2016):**Graduate 48 people and 48 bikes with total of 864 volunteer hours.**Underplaying assumption:

In 2016, BRC will expand the program by adding more sessions, and create advanced classes or different education series on various topics hosted by guest instructors once or twice a month.

Strategy:

1. Increase the number of sessions
2. Create and Advance class or education series on various topics once or twice a month
3. Determining staff needed:
 - Volunteers: 1 volunteer instructor per session
 - Program Director – would manage operations of BLCP (1 hour – 2 hours) and Bicycle Repair Class (3 hours)
 - Additional staff TBD as classes increase

Budget:

\$ TBD
(\$750/class)

Objective 3 (2020):**Graduate 100 people and 100 bikes with total of 1800 volunteer hours.**Strategy:

1. Determine number of sessions and classes:
 - BRC – 4 sessions
 - BRC Advanced 4 sessions
 - Monthly workshop (free or paid) aimed at graduated and advanced mechanics
2. Create partnership with educational institutions (UNR, WCSD, TMCC, etc.)
3. Determining staff needs:
 - Volunteers- 1 volunteer\session
 - Instructors
 - Program Director
 - Development director

Budget:

\$TBD (\$750/ session)

Source of Data: *Program Visioning Meeting – 1/16/2015*

Open Street Events:

The Open Street Event is a bike ride of 1.5 miles through downtown and midtown.

Suggestion: add prize incentive at the end of ride – like certificate for service, or free membership level for 1 year.

Objective 1 (2015):

Launch first Open Street Event on 10/17/2015

<u>Strategy:</u>	<u>Budget:</u>
1. Bike ride of 1.5 miles through downtown and midtown	\$25,000
2. Estimated Attendance: 2,500 – 5,000 people	(\$10,000 already
3. Sponsorship: City of Reno Special Events	secured through City Special Event Sponsorship)

Objective 2 (2016):

Host 2 – 3 Open Street Events

<u>Strategy:</u>	<u>Budget:</u>
1. TBD	\$75,000
2. Estimated Attendance: 15,000 – 25,000 people	
3. Sponsorship: TBD	

Objective 3 (2020):

Host 5 Open Street Events

<u>Strategy:</u>	<u>Budget:</u>
1. TBD	
2. Estimated Attendance: 60,000+ people	\$150,000
3. Sponsorship: TBD	

Membership:

Retain 225 members from 2014

Objectives (2015):

1. Increase total membership to 625 by the end of 2015
2. Increase number of Business members to 10 businesses

Customer Service:

The bike shop is the place where most people go for biking needs, and image is defined by interaction between the public and the shop – “front line of service” for customers

Objectives (2015):

1. Implement “21 Customer Service Tips” Program– training staff and volunteers – Make an employee training handbook and do a 1-hour power point training for both old and new employees and volunteers.

Appendix 3. Action Plan Form:

Program:

Strategy:	Estimated Cost: \$
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1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

Actions:	Responsibilities:	Timeline:
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____
4. _____	_____	_____
5. _____	_____	_____
6. _____	_____	_____
7. _____	_____	_____

Measurement:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

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