

BIKE WORKS STRATEGIC PLAN

2017- 2020

COMPETITIVE ADVANTAGE STATEMENT

Bike Works is uniquely positioned to leverage over 20 years of exceptional quality bicycle education and youth leadership development programs. Our commitment to social justice and our environmental focus on the reuse and recycling of bicycles creates a lasting impact. We strive to deliver culturally competent programs in the most diverse parts of Seattle and create authentic connections in our community. We have cultivated multiple revenue streams including earned income from our Bike Shop and the donations from our generous supporters. Bike Works is recognized as a national and local leader in this work.

MISSION

Bike Works promotes the bicycle as a vehicle for change to empower youth and build resilient communities.

VISION

Mobilized people. Thriving communities. Healthy planet.

VALUES

Bicycling We believe that bicycling is an accessible form of transportation that promotes public health, builds confidence, encourages environmental stewardship, and strengthens community.

Youth We are committed to youth empowerment. We provide opportunities for youth to grow as leaders, give back to the community, work together, and see themselves as owners and creators of our collective future.

Community We work to build strong, supportive, inclusive communities. We welcome and respect diversity of experience, identity, and opinion, and believe that collaboration is a powerful tool for social change.

Education We believe that we are all teachers and learners, and we strive to be a place to work, learn, and grow together. Through our work, we foster creativity, critical thinking, curiosity, and cooperation.

Access We are committed to making cycling accessible, affordable, and welcoming to people of all backgrounds, abilities, and incomes.

Environment We believe that respecting and connecting to the world around us leads to more livable communities. We practice and encourage waste reduction and reuse, prolong the life of bicycles, promote cycling, and teach environmental stewardship.

Social Justice Inequalities of wealth and opportunity in our community lead to the privilege of some and the marginalization of others. We see bicycles as vehicles of empowerment and our work as contributing to creating a more just and equitable world.

HIGH LEVEL STRATEGIC GOALS & OBJECTIVES

YOUTH PROGRAMS STRATEGIC PLANNING GOALS & OBJECTIVES:

1. **Offer progressive opportunities in order to create a greater impact for the youth we work with**
 - A. More partnerships with Seattle schools
 - B. Continue high level work in Youth Development and Youth Leadership.
 - C. Expand youth programs to include ages 2-18.
 - D. Increase Job Skills Training/BikeMobile Apprenticeship positions and Summer Camp/Camp Leadership opportunities.

2. **Increase bicycling access and encourage a more diverse cycling community in Seattle**
 - A. Develop a youth-led advocacy and awareness campaign
 - B. Deepen engagement in SE Seattle by creating a specific outreach plan with diversity goals
 - C. Increase bike giveaway opportunities for youth from low income households in SE Seattle (UGottaGetABike, Kids Bike-O-Rama, etc.).
 - D. Create bike riding opportunities (clubs, classes, rodeos, etc.) specifically for 3rd – 5th graders in SE Seattle schools

ADULT PROGRAMS STRATEGIC PLANNING GOALS & OBJECTIVES:

1. **We will offer progressive opportunities in order to create a greater impact for the adults we work with**
 - A. Develop programming with multiple types of opportunities for Adults.
 - B. Increase Bike Mobile offerings with targeted adult partner organizations.
 - C. Offer Job Skills Training/Adult EAB for 18-24 year olds
 - D. Create specific adult training programs to support the work we do in youth programs.

2. **We will increase bicycling access and encourage a more diverse cycling community in Seattle**
 - A. Develop women-identified specific programming
 - B. Offer more Bikes for All opportunities, and more varied partner sites
 - C. Create SE Seattle specific outreach campaign
 - D. Institute a signature social ride to raise awareness about Bike Works and biking in SE Seattle

SHOP & RECYCLE/REUSE STRATEGIC PLANNING GOALS & OBJECTIVES

1. Continue to develop the capacity and effectiveness of the Bike Shop

- A. Grow the Bike Shop with the intention of remaining a vibrant space for the community and generating at least 40% of organizational revenue annually.
- B. Use the Bike Shop to tell our story as an organization.
- C. Continue to improve and maximize the use of the existing Shop space
- D. Explore the feasibility of long-term improvements to the shop space

2. Ensure everyone who visits the Shop receives the products/services they're looking for

- A. Create a comprehensive marketing plan for the Bike Shop
- B. Work to understand who our customers are and what their needs are.
- C. Streamline our service processes to meet or exceed customer expectations and turnaround time.

3. Increase the number of usable bikes to support our Bike Shop & Programs

- A. Develop and market to our network of community partnerships
- B. Strengthen communications about what bikes we need and when we need them.
- C. Hone our storytelling and messaging about our environmental impact
- D. Continue to improve the capacity of the Recycle & Reuse Dept

RESOURCES FOR BIKE WORKS STRATEGIC PLANNING GOALS & OBJECTIVES:

1. Bike Works will acquire the resources needed- including facilities, funding, communications strategies, staff and volunteers- to grow, support and sustain our quality programs and operations.

- A. Create facilities plan for near term improvements and long term solutions
- B. Continue to create a positive and supportive environment for our staff
- C. Invest in professional development and staff training opportunities
- D. Continue to foster pipeline of qualified board volunteers
- E. Develop long-term financial and resource
- F. Create a comprehensive marketing and communications plan

STRATEGY SCREEN

Before implementing major new strategies or initiatives, particularly ones that fall outside our stated Strategic Goals and objectives, Bike Works will evaluate the impact of the strategy using specific decision-making criteria that is illustrated below in our Strategy Screen. This Strategy Screen tool is designed to be used at all levels of the organization to evaluate new opportunities, projects or initiatives. The questions are designed to provoke dialogue and conversation and ensure we've evaluated opportunities from all angles. While saying "yes" to each question is not required, the intent is that Bike Works should be able to affirm most, and discuss any areas that need more information or clarity. This is meant to be a living document and questions can be added as needed.

MISSION and COMPETITIVE ADVANTAGE ALIGNMENT:

- Is it consistent with our mission, vision, values?
- Would it make the Bike Works community proud?
- Does the strategy build on our competitive advantage and offer the organization an opportunity for growth, evolution and/or leadership?
- Does it align with the priorities of our current strategic plan?

FINANCIAL, BUSINESS MODEL AND OUTCOMES VIABILITY:

- Is it fundable? Could it be fundable? Will it generate new funding opportunities? Can we write grants for this? Would Donors be compelled by this? Could it generate revenue?
- Does it provide high value and have a clear return on time spent, talent used and financial investment?
 - Do the benefits of pursuing this strategy outweigh the costs?
 - Do we have sufficient financial resources?
 - Do we have sufficient human resources including talent, skills and time?
 - What are the trade-offs? Would we need to stop doing something to take this on?
 - What are the risks and liabilities associated with this project?
- What is the intended impact? To the greatest extent possible, can we articulate clearly defined outcomes that are quantifiable?

SERVING OUR COMMUNITY WITH THE HIGHEST QUALITY PROGRAMS AND PARTNERSHIPS:

- Does it serve an identified need that we are uniquely qualified to address?
- Does it allow for innovation and new potential for quality work, creating positive outcome for SE Seattle and/or the greater community?
- Will it enhance Bike Works role in meeting needs in SE Seattle, Youth Development Field, environmental sector and/ or Bicycling community?
- Will it build on best practices in Youth Development and Youth Program Quality Initiative? (where applicable)
- Does it impact our target audiences? Geographic area?
- Does the strategy attract, engage and/or diversify our base of members, donors and/or volunteers? Does it enhance our reputation?
- Does the strategy build, strengthen, and/or leverage partnerships?
 - Are we the best group to do it, or could others do it equally as well or better?
 - Does it support community and funder partnerships?