

# The Bicycle Collective

## 2018

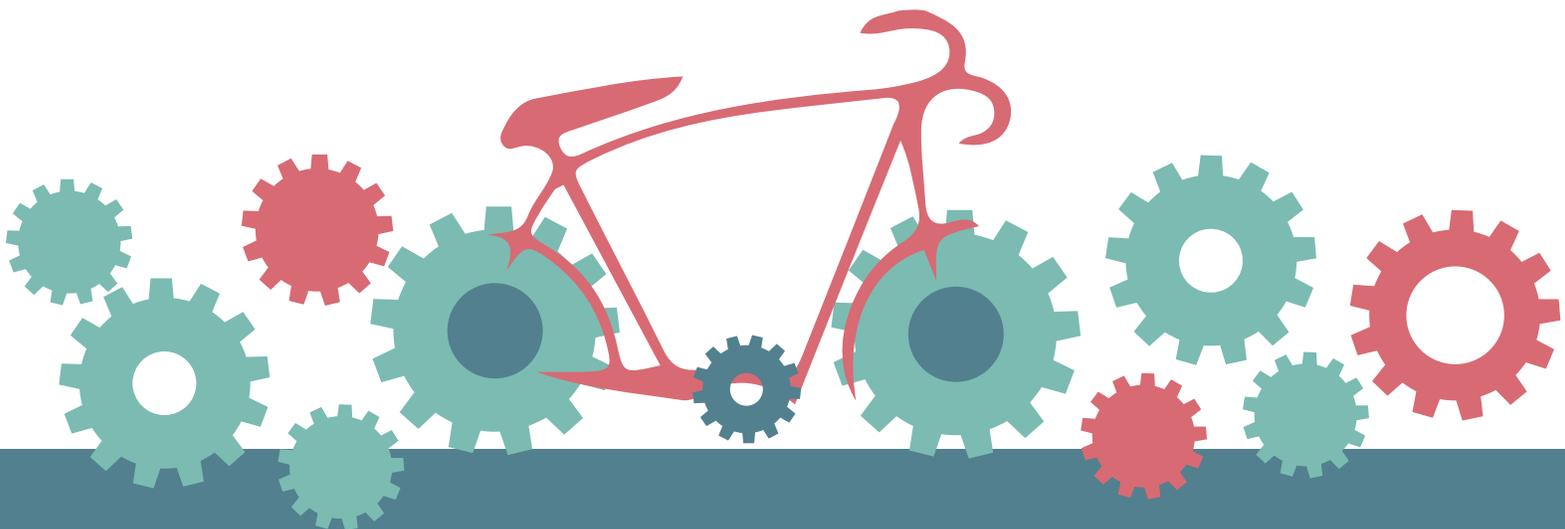
# Strategic Plan

Welcome to the Bicycle Collective's first strategic plan! Crafting this plan has produced our organization's most ambitious attempt to direct and so ensure our future. This plan will guide the Board of Director's major efforts for years to come and provide a touch point as we strive to balance local leadership and central support at our shops across Utah.

This is an incredibly exciting time for the Bicycle Collective. From humble beginnings in a home garage in Salt Lake City, we're now greeted with open arms by residents and officials everywhere we go. As long as people around Utah want a Bike Collective in their town, we'll be there to support that community. Whether you're a current or potential employee, volunteer or partner, or if you're simply interested in the Bicycle Collective, we invite you to review this strategic plan to see what we're working on. And swing by a shop to fix up that bike.

Very Best,

Sean Murphy,  
Chair of the Board



# The Bicycle Collective 2018 Strategic Plan

## Our Plan

The Bicycle Collective is a 501(c)3 nonprofit organization of local, full service bike shops. We believe that the bicycle is a solid option for transportation that can help clean our air, reduce traffic congestion, and make everyone a little healthier. Our strategic plan is a dynamic tool, designed to help everyone participate to our success, as we strive to achieve our vision of Lifetime, Self-Reliant Mobility.

## Our Environment

Our strategic environment consists of a variety of internal and external forces that drive change and reveal opportunities and strengths. Understanding these forces also allows us to leverage our advantages and manage risk. Our strategic environment includes: our local communities and the markets we serve; public transportation; public infrastructure for active transportation; communication and education; our facilities; and our own internal systems. Our metrics, strategic goals, and daily operations should strive to improve our ability to operate within our strategic environment.

## Our Foundation

At the core of our strategic plan are our vision, mission, and core values. Our vision is a long-term goal, a description of our desired future. Our mission articulates what we do day in and day out. Our core values are a set of unwavering principles to guide us in our actions and decisions.

### Vision

Our desired future of Lifetime, Self-Reliant Mobility, means we are working toward a day when the bicycle serves as a means of independent travel for work, school, and recreation for everyone.

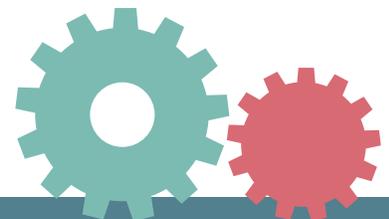


### Mission

The mission of the Bicycle Collective is to promote cycling as an effective and sustainable form of transportation and recreation, and as a cornerstone of a cleaner, healthier, and safer society. The Collective provides refurbished bicycles and educational programs to the community, focusing on children and lower income households.

### Core Values

- |                |  |
|----------------|--|
| Inclusion      | We serve all of our customers, regardless of ability to pay. |
| Respect        | We treat everyone in a friendly and respectful manner.       |
| Empathy        | We try to understand our customers' objectives.              |
| Integrity      | We are honest and reliable in all we say and do.             |
| Sustainability | We operate our shops to serve our communities' needs.        |



Recycling Bicycles. Building Communities.

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## Our Goals

We have identified a set of strategic goals to move us closer to our vision. Achieving these goals will provide a stronger financial foundation, a more consistent operation from shop to shop, a stronger executive team, and enhanced facilities.

### Funding

We will build a capital fund and create a funding plan to manage grants, donor relations, membership, estate giving.

### Franchise Model

We will develop a franchise model to manage current and future community shops.

### Executive Development

We will build an expanded executive team to include: Development Director; Operations Director; and Programs Director.

### Education and Outreach

We will strive to develop metrics and techniques to better assess the impact of our educational and community outreach programs, and to better understand the needs of the communities we serve.

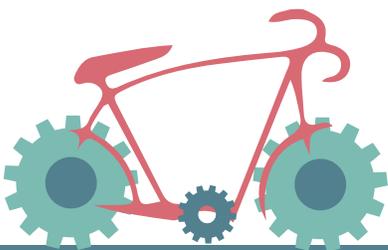
### Facilities

We will secure a new home for the Salt Lake City shop.

## Our Metrics

The Bicycle Collective will move closer to achieving our goals and vision by holding ourselves accountable to critical success metrics.

The Bicycle Collective will collect meaningful data about the customers we serve, the bicycles we deliver, and the programs we offer. We will record the number of bicycles delivered—categorized by charitable program—to adults and to minors. To measure the impact of our bicycles on our referred customers, we will have them tell us about themselves and how they expect to use the bike. Then we will engage the case workers of the referring organizations to conduct quarterly follow-up surveys. We will protect any personal identifying information.



## Execution

To develop our strategy, we have analyzed our strategic environment; we have identified our vision, mission, and values; and we have established strategic goals and measures of success. The next phase is deployment and action.

Our strategic plan must be well aligned, from vision to action, across all strategic and operational areas. Our plan must include a well-maintained system of relevant metrics to ensure that our activities are moving us closer to our vision, while maintaining operational efficiency and fiscal accountability. Each of our strategic goals, as well as our several operational projects, must support one or more of our metrics.



Our alignment model illustrates how we will leverage our core competencies (special skills and knowledge that makes us who we are), our operation (key work processes) and a commitment to maintain a streamlined and consistent operation. This alignment will allow the Bicycle Collective to operate with the necessary speed and agility to understand and meet the needs in our community.

## Summary

The Bicycle Collective's strategic plan is a litmus test to ensure that our limited resources are spent in pursuit of our vision of Lifetime, Self-Reliant Mobility. Refer to this plan during all decision-making events, board and staff meetings, and strategic planning reviews.

We live in a dynamic world, and the factors that influence our strategies will shift. As change occurs, it is important we revalidate the timeliness and relevance of this plan.

This plan belongs to everyone: staff; volunteers; management; and the Board of Directors. It is our road map and the key to our success.

SLC Shop	2312 S West Temple, Salt Lake City, Utah 84115	801-328-2453
Provo Shop	397 E 200 N, Provo, Utah 84606	801-210-9032
Ogden Shop	936 E 28th Street, Ogden, Utah	801-997-0336
St. George Shop	70 W St George Blvd, St. George, Utah	435-574-9304

