



## STATEMENT OF PRINCIPLES

- We offer high-quality mentoring programs that use bicycles and books to connect youth with adult and peer mentors who can teach them skills that help them succeed.
- In order to help students reach their full potential, we offer additional resources and partner with organizations to help strengthen students' families and the community.
- In all we do, we seek to give students and families a meaningful voice in our work. We strive to be an organization of racial and economic justice and equality, not charity.

## STRATEGIC PRIORITIES

**We aim to serve more students, more deeply, through high-quality mentoring programs.**

- Ensure that the programs of Community Bike Works remain effective in delivering the mission of the organization and that our youth have the tools they need to succeed.
- Increase the number of students served, while seeking to serve those who could benefit most.
- Increase our engagement with participating youth and families, in order to provide them with opportunities for deeper connections to mentors and more avenues to success.
- Develop and maintain effective partnerships that allow Bike Works to serve our students and strengthen the community.
- Ensure that dedicated and capable staff, board and volunteers are in place.
- Strengthen and diversify our funding base.
- Implement administrative and facility improvements that increase Bike Works' effectiveness and ability to serve as a safe place for students.

## PROGRAMMATIC GOALS

- Offer engaging bike mentoring programs that are effective in providing students with the tools they need to succeed.
- Increase our engagement with participating youth in order to provide opportunities for deeper connections and more meaningful learning experiences.

## PROGRAMMATIC OBJECTIVES

- Serve 500 or more students each year in Earn a Bike and Junior Earn a Bike.
- Maintain Earn a Bike and Junior Earn a Bike completion rates of 75% and 85%, respectively.
- Have all students who complete Earn a Bike and Junior Earn a Bike demonstrate bike learning and express satisfaction with their mentoring experience.
- Have 30% or more of onsite Earn a Bike students participate in supplemental programming, including Drop-in, Earn a Book, cycling programs, and Youth Leadership.
- Have 100% of Youth Leaders graduate from high school with a plan for post-secondary education and community engagement.

## BIKES & BOOKS

### Earn a Bike: Life Lessons through Bicycle Mechanics

**Objective:** 425 students will participate in Earn a Bike, at our Madison Street and Mosser Village bike shops, at schools in Allentown and Bethlehem, and at KidsPeace. 75% will complete the program and earn their refurbished bike and new helmet, and 30% of onsite EAB graduates will participate in supplemental programming.

1. Update the journal and ensure curriculum consistency among all locations. Update and improve demonstration materials and incorporate more explicit lessons on life skills/growth mindset. Ensure students complete the program as safe and competent/improved riders.
2. Update the program evaluation.
3. Find new ways to encourage EAB student participation in enrichment and cycling programs.
4. Explore an expanded in-school program that would include one CBW staff with one ASD or BASD teacher.

### Junior Earn a Bike: Reading, Riding, and wRenching

**Objective:** 75 students will participate in Junior Earn a Bike at Madison Street and Mosser Village bike shops and at schools in Allentown and Bethlehem. 85% will complete the program and earn their refurbished bike, new helmet, and three new books.

1. Ensure program continuity for instructors' maternity leaves. Develop regular procedures for procuring JrEAB materials, especially cut wood.
2. Develop updated program evaluation and pre-posttests.
3. Explore ways to offer JrEAB at more schools, on four days a week instead of three.

### Earn a Book

**Objective:** 24 unique students will participate at Madison Street in the fall and spring semesters, and 25 in the summer semester. 50% will report positive outcomes related to an enthusiasm for reading.

1. Distribute 2,000 books to students for their home libraries through Earn a Book and other programs.
2. Develop updated program evaluation.
3. Explore more synergy with Earn a Bike program, including advance registration, daily consistency, and a volunteer library coordinator.
4. Establish Earn a Book in East Allentown, including by exploring a relationship with DeSales University.

## CREATING & CONNECTING

### Drop-in

**Objective:** On any day, 12 students will attend drop-in at Madison Street and 8 at Mosser Village to participate in bike work, healthy living, and STEAM activities. Students will have access to a fresh fruit or vegetable snack each day, and healthy plant-based lunches during the summer.

1. Continue to incorporate mindfulness and other best practices of positive youth development.
2. Explore additional opportunities for students to participate in 'maker' activities, including through the development of a maker space and partnership with Da Vinci Science Center.
3. Formalize opportunities for students to make and sell bike-part crafts, beginning at Velofest.
4. Find ways to incorporate more student-driven activities.
5. Consider a name change that more accurately represents program activities and outcomes.

### Girls' Club & Other Enrichment

1. Develop objectives for Girls' Club and a meeting plan for the year.
2. Continue to work with partners to offer life lessons through non-bike activities.
3. Explore opportunities for boys to connect with each other and mentors. Explore opportunities to better serve teens.

# COMMUNITY, COLLEGE & CAREERS

## Youth Volunteer/Apprentice

**Objective:** Students who are 12 and older will have the opportunity to volunteer in Earn a Bike classes. Youth volunteers who are 14 or older and who have volunteered for at least one semester will have the opportunity to apply for a paid youth apprentice position.

1. Develop a mechanics/youth development training program for youth interested in teaching Earn a Bike.
2. Establish Youth Volunteer/Apprentice program in East Allentown.
3. Maintain a 2 consistent youth apprentices at Madison Street and 1 at Mosser Village.

## Youth Leadership

**Objective:** Students will have the opportunity to participate in semester-long leadership sessions that include a summer book club, a fall session on college and careers, and a spring session on citizenship and community engagement.

1. Develop curriculum for summer, fall, and spring sessions at Madison Street that are less classroom-based. Explore how to involve East Allentown students.
2. Develop program evaluation.
3. Take 8 youth leaders to fall 2017 Youth Bike Summit in Washington, DC
4. Implement a plan to register all students to vote when they turn 18.

## Deep Mentoring

**Objective:** 100% of Allentown students who participate in youth leadership programming will graduate high school and begin a path toward postsecondary education or training. All deep mentoring students will have a personal education/career plan and an understanding of justice and equity issues and a vision of the positive role they can play in their community.

1. Identify Community Bike Works students from the past five years who have participated in youth leadership activities or are otherwise "Bike Works kids" age 12 or older, beginning with Madison Street students.
2. Develop and begin to implement a plan to work with these students individually and in small groups, with input from CIS, Big Brothers Big Sisters, ASD, BASD, and other community partners. Focus on drop-out prevention. Increase opportunities for peer-to-peer mentoring.
3. Build the Bike Works/school relationship. Request student grades to be able to see where students could use tutoring/homework help?
4. Name and brand the program; seek funding. Forging Futures?
5. In general, plan ways to engage teens more effectively.

## Youth Scholarship/Student Support/Emergency Fund for Families

**Objective:** Ensure that Bike Works students pursuing postsecondary education are not discouraged from their studies because of a small shortfall of funds. Ensure support for students who are interested in pursuing cycling sports or whose families need emergency funding.

1. Distribute scholarship materials more widely, including in Bike Works programs and in local high schools.
2. Develop guidelines around student support and emergency funding (connect to 211 and/or other resources, maintain supply of gift cards for gas and groceries, determine limit per occurrence/year).
3. Pursue opportunities to raise funds specifically for these purposes.

## **CYCLING**

**Objective:** Students will be introduced to cycling as a life sport, and will have exposure to a range of cycling opportunities. 28 students who are interested in a particular cycling sport will have the opportunity to connect with the local club (track, mountain, or road riding) to pursue their interest and develop life skills.

### **Trail/Recreational Riding**

1. Offer near-daily rides from our East Allentown location.
2. Offer weekly rides from Madison Street in the summer.
3. Offer at least 12 Saturday bike rides during the spring, summer and fall for 10 students each ride. Students will gain confidence in their ability to ride a bike for transportation and for recreation, and will have mechanics and safety skills reinforced.
4. Identify sponsors for each Saturday ride.

### **Track Cycling (12 students)**

1. Continue to partner with Lehigh Valley Health Network and the Valley Preferred Cycling Center to take 12 students in the fall and spring semester to Gear Up.
2. 8 students will participate in the summer racing at the Velodrome.

### **Mountain Biking (12 students)**

1. Lead East Allentown students, with support from Madison students and the cycling community, in developing the Keck Park Mountain bike trail.
2. Work with Andy Munas and other volunteers to offer once a month mountain biking training; explore participation in High School Mountain Bike League.

### **Road Riding (4 students)**

1. Partner with Lehigh Wheelmen Association to allow students to participate in road training and LVW ride meet-ups. Have 4 students continue their engagement with LVW.

### **BMX**

1. Explore opportunities to connect with the BMX community

## **BIKE SHOP**

**Objective:** Maintain a professional bike shop that supports our bike mentoring programs and also offers an increasing source of revenue for the organization.

1. Formalize bike sales procedures. Develop database for student bikes and additional inventory and implement online system for sales. Explore vintage bike sales through specific vintage venues. Partner with ReStore.
2. Formalize bike scrapping as a student activity, inventory control, and revenue generator.
3. With student support, maintain fleet bikes and helmets at each location.
4. Identify opportunities for relationships with bike companies.
5. Ensure a steady source of bike donations to serve higher numbers of students. Develop and distribute marketing materials for each local bike shop. Compile contact information for each donor, and encourage each donor to support our work with a \$5 -\$10 donation.
6. Review/formalize the community bike shop procedures for supplying bikes to adults in need of transportation, and for neighborhood kids and adults who need a quick part or repair.
7. Explore a bike theft prevention plan—Community Bike Works stickers, higher-quality locks.
8. Explore opportunities for tire recycling.
9. Offer advanced mechanics training for program staff.

# **CROSS-CUTTING**

## **Safety**

1. Update, distribute, and review with staff organizational safety policies. Implement needed improvements and ensure consistency across sites.
2. Develop and implement a new helmet policy based on positive youth development/best practices.
3. Develop guidelines for students who are allowed to leave without parent pickup.

## **Youth Development/Mentoring**

1. Ensure Community Bike Works is able to maintain commitment in East Allentown beyond original two-year partnership agreement with Mosser Village.
2. Take steps to ensure we are serving the students who could benefit most.
3. Build Bike Works-school connections, especially with counseling staff.
4. Align mentoring practices with United Way and ASD efforts on trauma-informed youth development. Explore ways to instill values that could include kindness, empathy, non-violence.
5. Standardize program reporting.
6. Consider more effective parent communication/connections and parent-family/focused events.
7. Regularly offer additional resources for students/families: haircuts, school supplies, etc.
8. Develop materials identifying all riding and other opportunities at Community Bike Works.
9. Develop guidelines for community service students.

## **Justice & Equity**

1. Identify opportunities to apply social justice and equity principles and best practices to Community Bike Works programs and operations. Continue to offer board and staff training.
2. Explore ways for students to have a more meaningful voice in programs and the organization.
3. Work with the United Way, Water Fountain Project, and other partners on antiracism initiatives.
4. Develop organizational sustainability plan.

## **Communications**

1. Continue to send three mailings each year (summer, annual report, holiday). Send a newsletter-type email at least every other month. Increase our email list to 2,500 (from 1,600).
2. Increase our social media following to 1,500 (from 1,000) on Facebook and 500 (from 100) on Instagram; post 3-5 times a week on each. Develop LinkedIn site. Update website quarterly.
3. Incorporate student note in thank yous; provide staff easy way to thank community partners.

## **Staff Development**

1. Update personnel policies. Ensure all staff clearances and folders are up-to-date.
2. Offer Red Cross training for staff. Offer other professional development, including LCI /bike safety, mental health first aid and cultural competency training.
3. Develop staff meetings and individual supervision plan. Incorporate regular workplan review.
4. Continue participation on outside boards including LANta, UW Public Policy, Food Policy Council, Summer Learning, school leadership teams. Join LV Greenways and Allentown Rotary.

## **Operations & Administration**

1. Complete the transition to bringing bookkeeping inhouse.
2. Complete database transition: import 5 or more years of financial data, implement affinity groups, add complete information for individual and corporate donors, develop volunteer list in database. Develop 1-page policies and procedures. Train staff and add their contacts.
3. Develop computer backup system.
4. Compile key organizational documents and ensure staff access at each location. Implement mechanism to share online documents among staff/ board.
5. Develop capital plan for computers, key cards, security system, other capital items.
6. Explore cost-savings measures for all operations. Procure non-AmEx credit card.
7. Continue to purge and organize program and storage space at both locations.

# BOARD COMMITTEES

## Executive/Board Development/Strategic Planning

1. Continue to make board diversity, community representation, and inclusion a priority.
2. Identify and fill gaps on board and committees, especially related to finance and accounting.
3. Offer board development opportunities, and develop board orientation materials.

## Strategic Partnerships

1. Ensure Community Bike Works is able to maintain commitment in East Allentown beyond original two-year partnership agreement with Mosser Village.
2. Assess current relationship with KidsPeace and determine steps forward.
3. Explore partnership opportunities in preparation for potentially extended services in 2018-19, including in South Allentown and South Bethlehem.
4. Strengthen relationships with partners including:
  - **Boys and Girls Club:** Offer joint open house and Earn a Bike opportunities
  - **Juvenile Probation:** Serve students identified as at-risk by Lehigh County Juvenile Probation
  - **Habitat for Humanity:** Explore partnership based on sweat equity model.
5. Develop how-to document for Bike Works expansion (facility, staff, materials, funding). (Explore feasibility of EAB/JrEAB in a Box?)

## Finance

1. Review financial policies, especially related to bringing bookkeeping in house.
2. Review accounts to explore the potential for higher returns.

## Fund Development

Implement the 2017-18 fund development plan to fully support the 2017-18 budget, including:

1. Hold 2018 gala, with new financial goal. Explore new location and approach.
2. Develop new fall spin-a-thon event. Explore additional ways to partner with Wheelmen for spring 2018 VVV, including a 20-mile option and opportunities for riding for Bike Works.
3. Train additional staff and board to give offsite presentations.
4. Pursue individual giving at new leadership levels. Involve board in donor prospecting.
5. Hold planned giving information event.
6. Apply for United Way funding under next four-year investment cycle.
7. Send EITC letter to all local banks and 12 other corporations.
8. Explore part-time development position.

## Volunteers

1. Fill committee, non-EAB, and EAB volunteer slots. Streamline communication with volunteers regarding opportunities outside of Earn a Bike. Make diversity, community representation, and inclusion a priority.
2. Hold volunteer social event.
3. Review written policies in late 2017.

## Outreach, Marketing & Events

1. Develop robust social media engagement program, including training for staff and plan/procedures.
2. Update rack card and other materials to reflect East Allentown location. Develop uniform look for printed materials.
3. Develop long-form marketing plan.
4. Hold 4-6 Bikes & Brownies events, with a special focus on groups including the Wheelmen, other cycling groups, and gala committee members/donors.
5. Hold East Allentown open house at appropriate time.

## Facilities

1. Madison Street: Paint exterior of building, rework upstairs bike room.
2. Mosser Village: Make repairs and upgrades as needed.