Introduction

Organized by a dedicated group of local citizens in 2007, Phoenix Bikes rose from the remnants of Community Spokes, a community bicycle shop in Barcroft Park in South Arlington. Phoenix Bikes supports local youth and bicycling through its youth bicycling education program and its bicycle repair and refurbishing program which operate together synergistically. Since our founding, we have enabled youth to earn hundreds of bikes and provided thousands of refurbished bikes for sale to the community. Over the next five years, we seek to increase our impact on the community following the ideas outlined in this strategic plan.

Mission

Phoenix Bikes educates youth, promotes bicycling, and builds community.

Values

- **Opportunity**: We are committed to social justice and providing equal access to bicycling as a means of transportation and recreation. We also believe in bringing new experiences and skills to all youth to promote a strong start in life.

- **Sustainability**: We operate with a sound business model and best practices of nonprofit management to ensure Phoenix Bikes is a community asset for decades to come. As stewards of the environment, we make “being green”, such as recycling and reusing materials, a daily habit.

- **Collaboration**: Teamwork is the basis for how we work together. We value our volunteers and seek partnerships within the bicycling and nonprofit community to increase our effectiveness and help others do the same.

- **Spirit**: Our shop and off-site programs are fun and welcoming places where innovation and creativity are encouraged. We actively celebrate the successes of our youth and those in our community.

- **Grit**: We believe in hard work and strive for excellence in everything we do, persevering through setbacks. Our goal is to continuously improve our programs and customer experience.
Vision

Building young leaders, sweet bikes and healthy communities.

Competitive Advantage

Phoenix Bikes enjoys many competitive advantages over other organizations because of our unique mission and operations:

- When compared with other local non-profits, we are the only one that combines service to underserved youth with education and skill-building in leadership, entrepreneurship, environmental sustainability, health, and community service.
- Among national youth bicycling organizations, our youth program features a well-established curriculum with opportunities for youth to fully integrate into shop operations and compete on a junior racing team.
- In relation to other nonprofits overall, we generate 50% of our annual revenue through a community bike shop, a sustainable funding source, while not charging any fees to our program participants.

Phoenix Bikes benefits from its political and social capital:

- We enjoy the support of the Arlington County government and local school districts.
- We leverage partnerships with a myriad of organizations and schools to deliver programming and make an even greater impact.
- We have a strong web, social media, and community presence.

Long-term Objectives

As we look forward to the future, it is important that we continue the successful efforts that we have undertaken over the first ten years of the organization’s existence. To that end, we will continue to provide:

- Hands-on education to youth in an economically and environmentally sustainable, community-serving bike shop
- Affordable refurbished bicycles and bicycle repair services
- Off-site youth programming that expands our reach beyond our physical location
- Organized bicycle rides throughout Arlington and the DC metropolitan area, including monthly community service rides
- Year-round junior racing team
- Adult bicycle education opportunities
- Bicycles donated to partner non profit organizations to distribute to folks in need
In the last five years we have dramatically increased the number of youth served, the number of bikes sold, and the breadth of our program. To achieve our vision, we will build on our successes and shift the organization into a higher gear by stabilizing our organization. Over the next five years, we aim to:

A. Improve retention of youth program participants and adult volunteers
B. Expand the percentage of girls in each of our programs to at least 40%
C. Enhance our physical capacity to support programs
D. Grow our organizational capacity to support programs

**Strategies**

How do we intend to achieve our vision?

A. Continue offering on-site programming at our shop space, increasing the variety of opportunities for youth and adults to get involved with Phoenix Bikes, and improving retention of all participants.
B. Continue to target recruitment of girls to our programs and expand girl-specific opportunities for involvement.
C. Improve our physical capacity to better support programs and operations, as well as improve our organizational capacity regarding staffing, volunteers, fundraising, processes, and financial systems.
D. Review our processes to make sure each meets the nonprofit standard of excellence.

**Goals, Priorities & Initiatives**

A. To **improve retention of youth participants and adult volunteers**, we will implement four programming initiatives:

1. Establish a youth bicycle touring program by recruiting a volunteer leader, who will be responsible for identifying events, establishing a schedule, and working with youth to build participation. Obtaining shop vehicles capable of transporting youth and bicycles will be essential to this effort.
2. Enhance our advanced skills training and job placement for youth who have completed our basic Earn-a-Bike program. We will formalize our advanced mechanics training, continue cultivating relationships with local bicycle shops, and provide professional development workshops to facilitate job placement.
3. Continue to support youth voice in programming, operations, and governance by actively seeking input from the Youth Advisory Council.
4. Maintain contact with youth who complete the Advanced Mechanics Program or participate in other advanced Phoenix Bikes programming (e.g. race team) to develop an alumni network.
5. Build our adult education opportunities by developing a structured training program for adult volunteer mechanics and by performing a needs assessment for community-oriented adult mechanic training classes.
6. Create a robust volunteer management program by focusing on outreach, recruitment, onboarding, training, and recognition.

B. There are four ways we will seek to expand the number of girls in our program:
   
   1. Continue to support and encourage the “Chain Breakers Girls Bike Club” and “All the Cycle Ladies” programs.
   2. Target recruitment of girls at our on-site and off-site programs through strategic outreach and partnerships with existing girl-specific programming.
   3. Reach out to women volunteers and mentors to take on leadership roles as Phoenix Bike Club instructors, Team Phoenix racing leaders and Phoenix Touring Club leaders so girls can see that they have an equal place in bicycle mechanics and cycling.
   4. Make a dedicated effort to maintain a diverse staff.

C. There are two ways in which we will enhance our physical capacity:

   1. Build out and move into a new shop space.
   2. Obtain two multi-passenger vehicles and a trailer to transport youth and equipment from the shop to various program locations/events throughout the area.

D. We have identified six ways in which we will grow our organizational capacity:

   1. Increase staffing, both programmatic and administrative. We will prioritize the hiring of an administrative assistant, assistant shop manager, and youth program coordinator, with additional positions to follow. Some of these positions may be filled by part time staff. The Board will need to budget for these positions, and will seek capacity-building grants to help secure initial funding.
   2. Devise and implement a rigorous, sustainable fundraising strategy.
   3. Enhance our volunteer program to get more out of the substantial goodwill Phoenix Bikes has built.
   4. Strengthen our financial systems, with the goal of obtaining an independent financial review by 2020 and a CPA audit by 2022.
5. Build a cash reserve equal to six months of operating expenses.
6. Identify, document, and review the processes that are critical to the success of Phoenix Bikes, standardizing those that are successful and improving those that do not meet industry standards of excellence.

Scorecard

Key performance indicators to track performance against annual targets. Number of:
- Youth served
- Girls served in programming
- Bicycles earned by youth
- Hours of youth participation
- Recreational rides completed
- Youth ride participants
- Miles ridden by youth on recreational rides
- Races competed by Team Phoenix junior racing team
- Days touring by Phoenix Touring Club
- Youth placed in bicycle-industry jobs
- Offsite Earn-a-Bike programs held
- Adults served in educational programs
- Adult volunteers engaged
- Hours of adult volunteer service
- Refurbished bicycles sold
- Bicycle repairs/service completed
- Bicycles donated to Phoenix Bikes
- Bicycles donated to other organizations
* = designated for Phoenix Bikes program graduates/alums