



# PHOENIX BIKES

## STRATEGIC PLAN

### 2022 - 2023 - 2024







# ABOUT US

Phoenix Bikes is an Arlington nonprofit that uniquely combines youth educational programs with a full-service professional bike shop and retail store.

As the only bike repair training organization for youth in Northern Virginia area, our free, hands-on instruction teaches youth to build and repair used bikes, provides them exposure to retail work in our full-service bike shop, and empowers them with the skills and confidence to take into their futures – all while making bikes more accessible to our community.

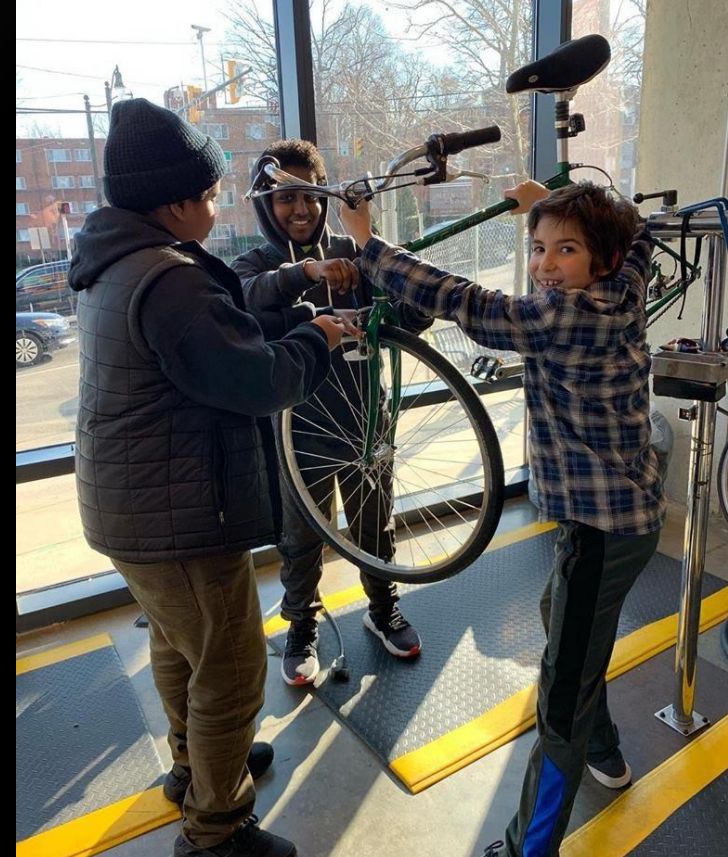
## PHOENIX BIKES BY THE NUMBERS (ANNUAL)

**100-150** YOUTH EARN-A-BIKE GRADUATES

BIKES DONATED THROUGH YOUTH GIVE-A-BIKE PROGRAM **50+**

**400+** YOUTH PARTICIPANTS IN COMMUNITY PROGRAMMING

BIKE SHOP CUSTOMER REPAIRS **1000+**





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## Our Mission

Harnessing the power of bikes to help youth build passion, purpose, and a place in the community.



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## Our Vision

Empowered youth, thriving communities, and a second life for every bike.

# Our Values



## Community

We celebrate and embrace the diversity of all who walk through our doors and strive to be an inclusive place that cultivates compassion, expands perspectives, and grows the future stewards of our collective community.

## Learning

We teach youth to repair bikes, and to discover among the spokes and gears of bike mechanics the life skills and values that will help equip them to be contributing members of our community: teamwork, respect, resourcefulness, responsibility, independence, environmental stewardship, grit—and the inherent satisfaction of a job well done.



## Passion for Bikes

Bikes are magical machines. They transcend the simple function of transportation and offer opportunities to address issues of injustice, health, climate, and access to economic mobility. They are vehicles of fun and improved social condition.

## Sustainability

As a social and moral imperative, we believe in the power of bicycling to alter the trajectory of climate change, and we are inspired by the awesome responsibility of environmental stewardship.

## Leadership

Whether as a prelude to a public life of leadership or individual quiet acts of service, we empower youth with self-sufficiency and the knowledge that they can make a difference in the lives they will lead and the world they will inherit.

# OUR STRATEGIC FOCUS





# Education & Job Readiness

Recruit and retain a vibrant, diverse community of youth participants by offering top notch programs

- Graduate 200 Earn-a-Bike youth from our programs annually by the end of 2024
- Continue supporting youth from historically underrepresented backgrounds in cycling by maintaining a diverse population which includes youth from low income households, youth of color, and youth who identify as girls and young women
- Ensure that the sales and service side of our shop is a learning experience for youth, including a formalized bike career pathway for Earn-a-Bike graduates
- Retain at least 10% of Earn-a-Bike graduates by having them complete one or more of the following pathways: advanced mechanics, job readiness, leadership and service, or race team
- Continue to expand opportunities which engage Phoenix Bikes youth in the cycling community, biking adventures, and general fun!

# Operations & Impact

Increase Phoenix Bikes' impact in our community through expanded, well-run operations, facilities, and outreach.

- Increase our bike shop's open hours so the community can better access our youth programs and shop services
- Improve our physical storage capacity to better supply our education programs with used bikes and transition more bikes back into our community
- Realize our bike shop's full potential so it serves as a model of business best practices for Phoenix Bikes youth, and financially supports our programs
- Offer more pop-up bike education and maintenance opportunities in underserved neighborhoods
- Conduct a feasibility assessment to decide if and where Phoenix Bikes should establish a second location for retail and/or education







# Culture & Capacity

Live our commitment to inclusion, invest in our staff, and increase organizational stability.

- Continue to ensure our programs and bike shop are welcoming for all people
- Grow our staff appropriately to meet the demands of our organization
- Ensure our compensation and benefits are competitive with peer organizations, are internally equitable, and encourage staff retention
- Improve our finance policies and procedures, including strengthening internal controls and increasing the segregation of duties
- Enhance our infrastructure in the areas of human resources and finances to meet the organization's missions and goals contained in this plan



# Community & Giving

Enable our community to better support Phoenix Bikes by offering increased volunteering and donor giving opportunities

- Strengthen volunteer engagement and retention to support the growth of our programs
- Increase individual donors by 5% annually to sustain the health of our organization
- Reach \$300k in annual contributions from individuals, corporate donors, grants, and events
- Expand our monthly giving program to 100 donors



Inspiring recreation, fitness, fun,  
and happiness.

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“When I think of Phoenix Bikes, I don’t just think of the mechanics and bike riding. I think of a safe haven where I was free to be myself amongst my friends... The most meaningful thing that I attribute to Phoenix was stability throughout some of my toughest times.”

- Phoenix Bikes Earn-a-Bike Graduate

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