

Bicycle Alliance of Washington Strategic Plan 2011-2016

Vision:

By 2020, bicycling is an everyday, mainstream activity in communities across Washington. Bicycling is recognized, accommodated and funded as a legitimate and essential mode of transportation. Washington residents embrace a healthy and active lifestyle that includes safe and convenient active-transportation options. As a result, Washington communities enjoy lower health-care costs, a cleaner environment and more transportation choices. Washington is a national model for innovative bicycle-friendly transportation facilities and programs.

Mission:

The Bicycle Alliance of Washington advocates for a bicycle-friendly state, educates people of all ages to increase transportation safety, develops more inclusive communities for cycling, builds a coalition of organizations, and seeks to make bicycling accessible to everyone.

Guiding Principles:

- Bicycling is healthy, safe, affordable, and *fun*.
- Everyone should feel safe while riding a bike.
- Everyone has a right to transportation choices.
- More people bicycling more often make roadways safer for bicycle riders.
- Education, legislative changes, and improved infrastructure increase bicycle ridership rates.
- The bicycle provides a simple, elegant and inexpensive tool to achieve multiple goals.

Goals:

Ridership Goal

G-1 The Bicycle Alliance of Washington shall develop and implement strategies that effectively increase bicycle ridership and help Washington State achieve the highest bicycle ridership rate in the country.

Everyday Biking and Diversity Goal

G-2 The Bicycle Alliance of Washington shall develop and implement outreach and communications strategies that emphasize bicycling as an everyday activity, successfully encourage more people to “go by bike,” and make bicycling appeal to a broader segment of the public, so that bicycle ridership more closely reflects the state’s demographic diversity by 2016.

Legislation Goal

G-3 The Bicycle Alliance of Washington shall continue to actively encourage the development and passage of strong, relevant legislation on behalf of bicycle riders and pursue increased funding to improve the environment for bicycling in Washington.

Partnerships Goal

G-4 The Bicycle Alliance of Washington shall cultivate strategic and mutually beneficial partnerships with state, county and municipal governments and organizations that advocate on behalf of bicycling, active transportation, health, the environment, diverse communities and business by 2016.

Funding Goal

G-5 The Bicycle Alliance of Washington shall aggressively take action to increase membership and the organization’s unrestricted revenue each year.

Goals and Objectives

G-1 The Bicycle Alliance of Washington shall develop and implement strategies that effectively increase bicycle ridership and help Washington State achieve the highest bicycle ridership rate in the country.

- Objective-1 (**O-1**): Proactively provide resources for transportation planning, including review and consultation on design guidelines and bicycle planning activities, including League of American Bicyclists resources.
- Action 1.1 (**A-1.1**): Facilitate meetings between transportation planners around the state
 - Action 1.2 (**A-1.2**): Distribute action alerts to key stakeholders
 - Action 1.3 (**A-1.3**): Institute regional forums similar to Hub and Spoke but for transportation officials and activists
 - Action 1.4 (**A-1.4**): Secure funding and other resources to provide technical assistance to communities for mobilizing, advocating, and planning work
 - Action 1.5 (**A-1.5**): Provide educational materials and trainings for planners, engineers and advocates
 - Task 1.5a (**T-1.5a**): Provide examples of high quality plans including the 5 E's (Education, Engineering, Encouragement, Enforcement & Evaluation)
 - Task 1.5b (**T-1.5b**): Provide trainings on specific topics relevant for bicycle planners and activists
 - Task 1.5c (**T-1.5c**): Conduct research on the state of the art "best practices" for policy and roadway design for bicycle travel and maintain resources on website and shared drive
 - Task 1.5d(**T-1.5d**): Utilizing the above research, work at the local and state level for the financing and construction of high-quality bicycle infrastructure designed to be used safely and comfortably by a broad range of bicycle riders
- Objective 3 (**O-3**): Work with employers, workers, interest groups and communities to maximize bicycle trip generation using content developed by the League of American Bicyclists (LAB) bicycle friendly business program or other similar content.
- Action 3.1 (**A-3.1**): Partner with Commute Trip Reduction (CTR) qualifying employers and policy makers to improve the incentives and resources to encourage biking
 - Action 3.2 (**A-3.2**): Work with communities across Washington to develop a downtown to downtown greenway network

G-2 The Bicycle Alliance of Washington shall develop and implement outreach and communications strategies that emphasize bicycling as an everyday activity, successfully encourage more people to “go by bike,” and make bicycling appeal to a broader segment of the public, so that bicycle ridership more closely reflects the state’s demographic diversity by 2016.

Objective-1 (O-1): Cultivate partnerships with groups across a diverse range of communities.

- Action 1.1 (A-1.1): Develop prioritization criteria and then identify constituent groups using a consistent taxonomy (potential groups include: Children, Seniors, Women, Governments, Partnership groups, The Business Community, Elected Officials, Rural, Urban, Parents, Disabled, Ethnic minorities, “Non-cyclists,” Educational Organizations and Institutions and City, County and State transportation engineers)
- Action 1.2 (A-1.2): Identify contact person or leader within each group selected
- Action 1.3 (A-1.3): Develop strategy for effective outreach to members of each group
- Action 1.4 (A-1.4): Implement outreach strategy for each group

Objective-2 (O-2): Develop and implement programs that emphasize bicycling as an everyday activity.

- Action 2.1 (A-2.1): Produce ‘Go By Bike’ themed social events to showcase and promote bicycling in everyday casual and formalwear
 - Task 2.1a (T-2.1a): Partner with Green Drinks (and/or other networking groups)
 - Task 2.1b (T-2.1b): Support local dinner group leaders for bike-to-dine events across Washington (‘Dinner Train’ or ‘Safe Routes to Dine’)
 - Task 2.1c (T-2.1c): Develop and implement a marketing plan and strategies to promote bicycling as an everyday activity

Objective 3 (O-3): Increase the breadth of demographic diversity among staff, membership, volunteers, and board of the Bicycle Alliance of Washington.

- Action 3.1 (A-3.1) Set goals to diversify staff
- Action 3.2 (A-3.2) Set goals to diversify membership
- Action 3.3 (A-3.3) Set goals to diversify volunteer base
 - Task 3.3a (T-3.3a) Develop program for recruiting volunteers from middle schools and high schools
- Action 3.4 (A-3.4) Seek to diversify board
 - Task 3.4a (T-3.4a) Seek out under 30 year-old and under 40 year-old board members

Objective 4 (O-4): Seek alliances, formalize partnerships and establish clear roles and responsibilities.

G-3 The Bicycle Alliance of Washington shall continue to actively develop and pass strong, relevant legislation on behalf of bicycle riders and pursue increased funding to improve the environment for bicycling in Washington.

Objective-1 (O-1): For all relevant legislation, develop and implement a *communication* plan to get the legislative agenda to clubs and other spokespeople in legislative districts and to negotiate with legislators.

Action 1.1 (A-1.1): Encourage members and volunteers to participate in legislative efforts

Task 1.1a (T-1.1a): Recruit volunteers and members from each legislative district to write letters of comment

Task 1.1b (T-1.1b): Recruit volunteers and members to participate in lobbying events like Transportation Lobby Day, increase participation annually

Task 1.1c (T-1.1c): Recruit volunteers and members in key legislative districts and elsewhere around state to conduct outreach to their own social networks to encourage letter writing and lobbying

Task 1.1d (T-1.1d): Document and acknowledge volunteer contributions

Objective-2 (O-2): For all relevant legislation, develop and implement an *evaluation* plan to determine whether to support legislation or not.

Action 2.1 (A-2.1): Select and develop a suite of analytical methods

Action 2.2 (A-2.2): Develop criteria for evaluation

Action 2.3 (A-2.3): Perform analyses based on methods selected

Objective-3 (O-3): For all relevant legislation supported by the Bicycle Alliance, develop and implement an *education* plan.

Objective-4 (O-4): Follow through on previously passed legislation to ensure implementation, compliance and effectiveness.

Action 4.1 (A-4.1): Create an action plan to work more closely with law enforcement agencies like Washington State Patrol (WSP), Association of Sheriffs and Police Chiefs, traffic engineers and other agencies to ensure implementation and compliance of relevant legislation

Objective-5 (O-5): Fulfill programmatic actions based on specific legislative efforts. (For example, create Power Point Presentation for Traffic Safety classes.)

Action 5.1 (A-5.1): Support and encourage the implementation of the statewide complete streets policy at the jurisdictional level

Action 5.2 (A-5.2): Actively encourage passage of a statewide 20 Mile per Hour bill

Action 5.3 (A-5.3) Promote educational programs for bicyclists and drivers on legal, safe and effective street riding behavior.

Objective 6 (O-6): Develop and maintain on website a list of successful legislation, including date, sponsors, and subject of legislation.

G-4 The Bicycle Alliance of Washington shall cultivate strategic and mutually beneficial partnerships with State, county and municipal governments and organizations that advocate on behalf of bicycling, active transportation, health, the environment, diverse communities and business by 2016.

Objective 1 (**O-1**): Develop criteria to guide creation of a prioritized list of active transportation advocacy groups to court as partners.

- Action 1.1 (**A-1.1**): Assemble working group/ committee
- Action 1.2 (**A-1.2**): Brainstorm list
- Action 1.3 (**A-1.3**): Vet list with Staff and the Executive Committee
- Action 1.4 (**A-1.4**): Design communication plan, strategies and tactics,
- Action 1.5 (**A-1.5**): Implement communication plan, strategies and tactics

Objective 2 (**O-2**): Each year develop relationships based on prioritization from the list generated in **O-1**.

- Action 2.1 (**A-2.1**): Affirm and strengthen existing partnerships
 - Task 2.1a (**T-2.1a**): Strategize by organization
 - Task 2.1b (**T-2.1b**): Edit list
 - Task 2.1c (**T-2.1c**): Design communication plan, strategies and tactics
 - Task 2.1d (**T-2.1d**): Implement communication plan
- Action 2.2 (**A-2.2**): Engage board members from various communities to facilitate relationships in their local area (like service organizations)
 - Task 2.2a (**T-2.2a**): Establish staff liaison/coordinator
 - Task 2.2b (**T-2.2b**): Identify participating board members
 - Task 2.2c (**T-2.2c**): Work with each participating board member to select partnerships to be cultivated
 - Task 2.2d (**T-2.2d**): Employ relationship building strategies and tactics
- Action 2.3 (**A-2.3**): Develop strategy and policy about Alliance/club relationships
 - Task 2.3a (**T-2.3a**): Identify expectations and roles
 - Task 2.3b (**T-2.3b**): Clarify financial relationships for dues and membership
 - Task 2.3c (**T-2.3c**): Communicate relationship and ask for buy-in from each club in the state
- Action 2.4 Host statewide gathering to connect government staff for active transportation with community groups and organizations to connect and support our community.

G-5 The Bicycle Alliance of Washington shall aggressively take action to increase the organization's unrestricted revenue and membership each year.

Objective 1 (O-1): Create and implement financial plan and investment policy statement (IPS).

Action 1.1 (A-1.1): Financial plan creation

Action 1.2 (A-1.2): IPS creation

Action 1.3 (A-1.3): Develop bequest society and board-designated endowment policy.
Focus on unrestricted revenue

Objective 2 (O-2): Create and implement *membership* plan.

Action 2.1 (A-2.1): Articulate the meaning and value of membership

Objective 3 (O-3): Create and implement *development* plan.

Action 3.1 (A-3.1): Research and write plan

Action 3.2 (A-3.2): Finalize plan and work through to adoption

Action 3.e (A-3.3): Expand awareness of giving opportunities

Task 3.3a (T-3.3a): Develop and implement a workplace giving program/campaign
(including variations like automatic deduction)

Task 3.3b (T-3.3b): Conduct major donors campaign