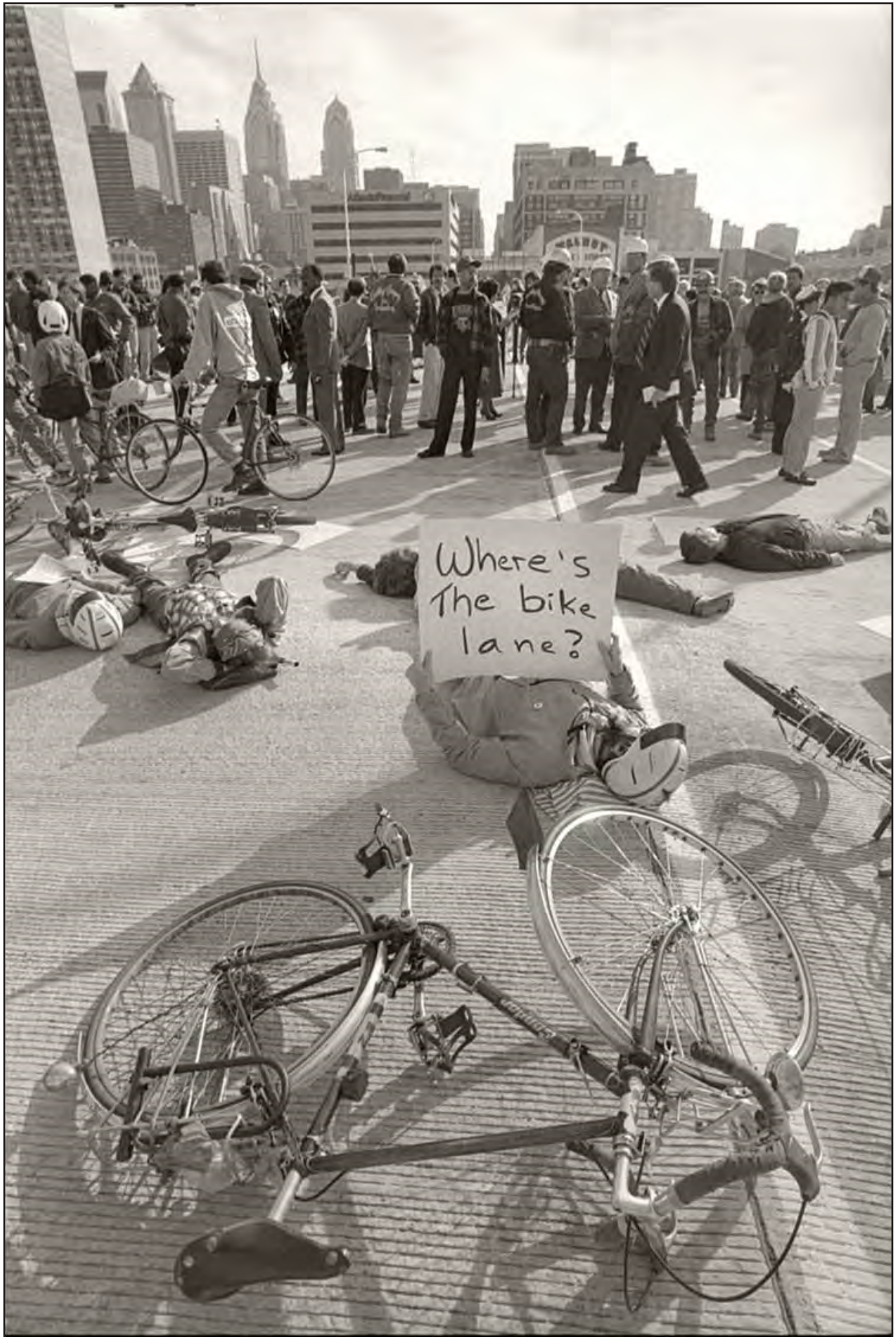




# THE BICYCLE COALITION OF GREATER PHILADELPHIA Strategic Plan





Walnut Street Bridge, 1990

# Summary

**Bicycling**, and the Bicycle Coalition, have experienced tremendous growth in Philadelphia and across the region in the last five years. Philadelphia now has twice as many bicycle commuters as any other big city in the country; the Bicycle Coalition has grown from a staff of three to thirteen.

Such speedy growth raises two fundamental questions that we set out to answer with this plan:

- How can we guide the city and region towards planning for the continued growth of bicycling -- and does that require expanding our mission to include other forms of active transportation?
- How does the Bicycle Coalition settle into its larger size with the fundraising and systems needed to make it a long-term force for the change we envision?

With funding from the William Penn Foundation, the board and staff met for three retreats between March and June of 2011 and, with assistance from consultant Andy Robinson, conducted interviews with over 20 stakeholders. Those stakeholders included peer groups in Chicago, New York, San Francisco and Portland that are engaged in advocacy for bicycling, walking and transit.

Learning from their experiences, the Board decided to continue to harness the energy and focus of being a bicycle group. However, to win the victories bicyclists seek we saw the need to occasionally engage in advocacy for all forms of active transportation through discrete, well designed campaigns to connect communities with safe, convenient, affordable and even fun forms of transportation.

This planning process also affirmed the Bicycle Coalition's commitment to connecting communities with safer roads and trails across the entire region. Because advocacy in the suburbs is much more decentralized, we identified a need for materials and training that will empower local transportation advocates to act on their own in their local municipalities.

This fits into a broader effort for us to extend our reach by integrating volunteers more fully into every aspect of our work so that we can reach exponentially more people with our message that there are better ways to get around.

Because of the success of Bike Delaware we have decided to drop the state of Delaware from the area we serve.



Walnut Street Bridge, 2011

# History

The Bicycle Coalition serves Bucks, Chester, Delaware, Montgomery, and Philadelphia, counties and South Jersey (generally Burlington, Camden, Gloucester and Mercer counties)

The Bicycle Coalition of Greater Philadelphia was founded in 1972 as the 'Philadelphia Bicycle Coalition.' Its first meetings were held in a bar at 30th Street Station.

Today, thanks to the Bicycle Coalition's efforts, the trains and buses arriving at that station accommodate bicycles, just across the river the Schuylkill River Trail connects (albeit with several gaps) to Valley Forge and beyond and the streets leading to that station are part of a city network with over 215 miles of bike lanes.

Between the 1970s and 1990s, the Bicycle Coalition's focus changed from preserving, to expanding, bicyclists' rights. We worked hard to convince SEPTA to make its buses, trains, and subways bicycle-friendly.

We successfully lobbied to keep the Ben Franklin Bridge accessible to bicycles. We worked with Mayor Rendell to create the first bike lane plan, with Mayor Street to begin the first comprehensive bike plan and with Mayor Nutter to install the first buffered bike lanes.

Today the Bicycle Coalition has over 2000 members and a staff of 13. Our educational programming encompasses the Bicycle Ambassadors and Safe Routes Philly programs, plus the now-independent Neighborhood Bike Works.

We have become adept at advocating on the national, state and local level -- until playing a leading role in launching Pennsylvania Walks and Bikes, Bike Delaware and the New Jersey Bike and Walk Coalition, we were the only local bicycling group in the country conducting state-level advocacy in three states.

We have released two major reports in the past three years which have influenced city transportation planning. Our work on the Complete the Schuylkill River Trail Campaign helped win \$20 million in funding for local trails. And we have built a reputation of competence and pragmatism which has earned us, and thus bicycling, a seat at the table of regional transportation planning.



# Our 10-Year Vision

In 10 years, we will see communities connected by active transportation because:

- More people are biking but fewer are getting hurt
- Bike mode share triples across the region
- Philadelphia continues to be the #1 big city for bicycle mode share
- The number of bicycle and pedestrian deaths and injuries in Philadelphia falls by half
- For trips under four miles, bicycling and walking are viewed as convenient, safe transportation choices
- You can ride all day on a trail network to and from Philadelphia and any surrounding county
- Philadelphia is recognized as a national model for innovative transportation policies and facilities
- Our streets are calmer because motor vehicles and bikes are doing a better job of following the rules of the road
- The Bicycle Coalition is a thriving, financially stable organization that is recognized for its leadership locally and nationally

Because there are better ways to get around!



# Our Values

We will realize our vision by acting on a core set of beliefs:

- Bicyclists are the leaders of the shift we want to see but success requires collaboration with many others
- We are accountable to our members for excellence in pursuit of our mission and transparency in our operations
- The road to victory is long -- we will win while having plenty of time for family, friends and bike rides
- Our reputation rests on the efforts of our staff and volunteers working in a place where every person's contribution is valued
- We will create a world-class bicycling city and region after we become an organization, and movement, that represents the diversity of the community we serve
- Riding a bike is fun -- don't let the fact that it's convenient, healthy, green and affordable distract from the pure joy of it



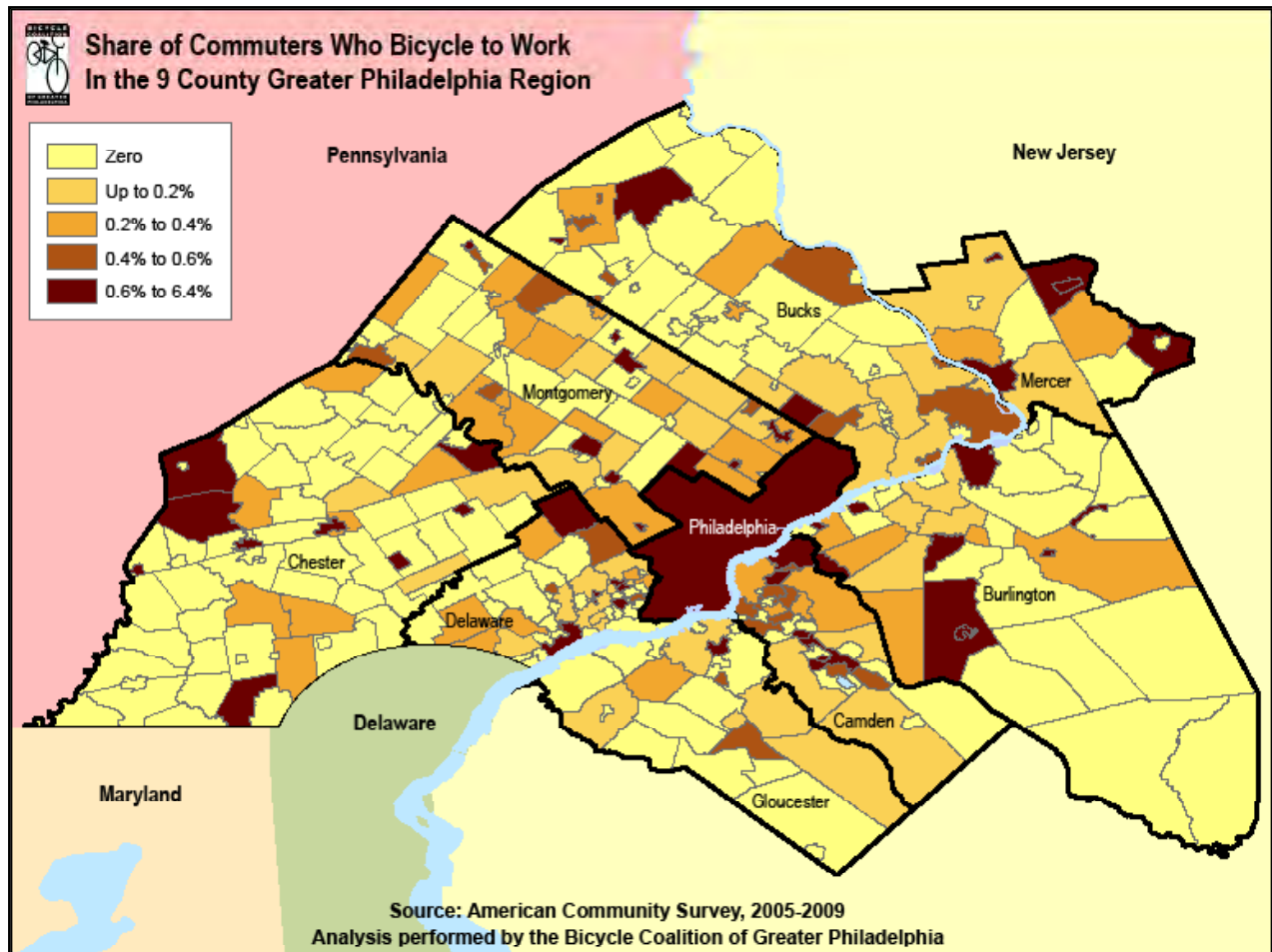
Riding a bike is fun!

# Our Goals

1. Advocate for excellent, integrated transportation infrastructure throughout the region.
2. Advocate for first-class trails that connect green spaces with urban areas.
3. Create a safer, healthier region through education and by encouraging biking and walking.
4. Broaden the community of bicyclists, walkers and transit riders who support healthier, safer neighborhoods.
5. Be a recognized leader on transportation advocacy.
6. Build a sustainable, diverse and financially stable organization.

**Our** work will result in more people biking in 3 years, which can be measured by 40% bicycle mode share increases in each county (measured from 2009 to 2012 due to the timing of census data):

County/Area	Mode Shift
Philadelphia	2.20 to 3.10 percent
Montgomery	0.35 to 0.49 percent
Delaware	0.43 to 0.60 percent
Chester	0.47 to 0.66 percent
Bucks	0.30 to 0.42 percent
South Jersey	0.23 to 0.32 percent



# Strategic Goals and Objectives

## STRATEGIC GOAL #1: ADVOCATE FOR EXCELLENT, INTEGRATED TRANSPORTATION INFRASTRUCTURE THROUGHOUT THE REGION

### 1. Working towards a fully connected bikeway network with innovative facilities

Task	Benchmark	FY '12	FY '13	FY '14
A. Ensure effective implementation of the Bicycle Network section of the City of Philadelphia's Bicycle Plan	A. Annual review of paving program A. Review of operating and capital budgets A. Review of DVRPC funding programs and priorities	x	x	x
B. Advocate for suburban bike plans	B. 2 school walkability audits conducted by local transportation advocates annually B. advocate for 3 suburban municipalities to apply for bike plan funding B. 2 municipalities apply for Bicycle Friendly status in each of 2013 and 2014 B. Advocate for Montgomery County to secure funding for a bike plan update	x	x	x
C. Advocate for bike sharing in Philadelphia	C. Field trips to bike sharing program for city officials C. Integrate bike sharing into mayoral questionnaire C. Meet with Bike Share Philadelphia quarterly	x	x	x
D. Improve access for bikes on the Delaware River bridges	D. Ramp on Camden side of Ben Franklin Bridge completed D. Annual review of bridge access	x	x	x
E. Assist in installation of in street bike parking corrals	E. Find 5 sites with landlord or BID partner			PF
F. Assist in siting and installation of sheltered bike parking at transit stations or hubs	F. Work with SEPTA to locate and secure funds for sheltered parking at 5 transit stations or hubs			TA

### 2. Foster a network of local transportation advocates

A. Advocate to remove barriers for installing bike lanes in Pennsylvania suburbs	A. PennDOT proposes rule changes to fix BOP (Bicycle Occupancy Permit)	x	x	x
B. Develop a training manual for volunteer advocates	B. Completed Training manual in cooperation with PA Walks and Bikes		PF	PF

Tasks are marked with:

X for the year they will be accomplished

PC for Pending Contract with the City (if we are not awarded the contract, the work will not be done)

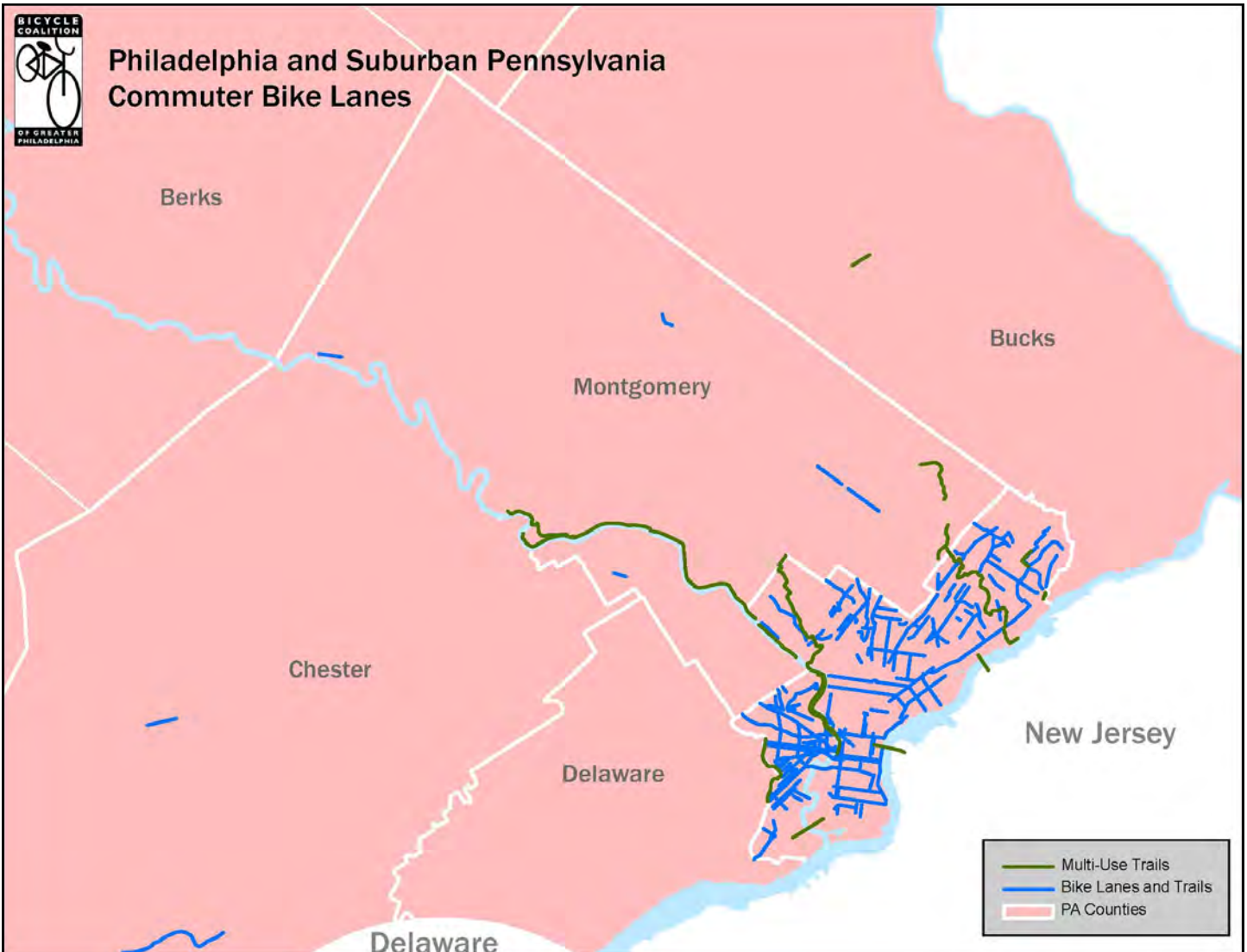
PF for Pending Funding (we are searching for funding as part of our development plan)

TA for if Time is Available (we will conduct this work if staff time is available)

C. Facilitate workshops for local advocates	C. Host funding workshop at DVRPC (PF FY2012) C. Activist workshop in 5 counties in PA and 2 in NJ over 3 years C. Create a list of local bike plans in the region	PF	PF	PF
D. Work to transform state policies to promote bicycle-friendly communities	D. NACTO guidelines implemented/adopted by PennDOT D. Serve on the board of PA Walks & Bikes D. Participate in PPAC (Pedalcycle & Pedestrian Advisory Committee via PennDOT) D. Participate in NJ Bike Task Force	x	x	x
E. Leverage local relationships in Camden to ensure quality facilities are constructed	E. Participate on boards E. Comment on proposed designs"	x	x	x

### 3. Create a more just system for traffic laws and enforcement

A. Assist police in creation of equitable enforcement campaigns	A. Support radar enforcement at PA Bike Summit A. Participate in launch of Give Respect, Get Respect Campaign A. Participate in quarterly Bicycle and Pedestrian Safety Task Force meetings	x	x	x
B. Work with City Council to update the Philadelphia traffic code to mirror the state and UVC (Uniform Vehicle Code)	B. Bill passes in City Council			TA



## STRATEGIC GOAL #2: ADVOCATE FOR FIRST-CLASS TRAILS THAT CONNECT GREEN SPACES WITH URBAN AREAS

### 1. Continue the Complete the Schuylkill River Trail Campaign

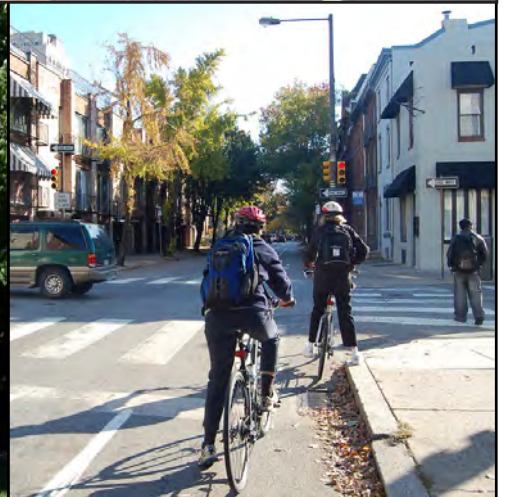
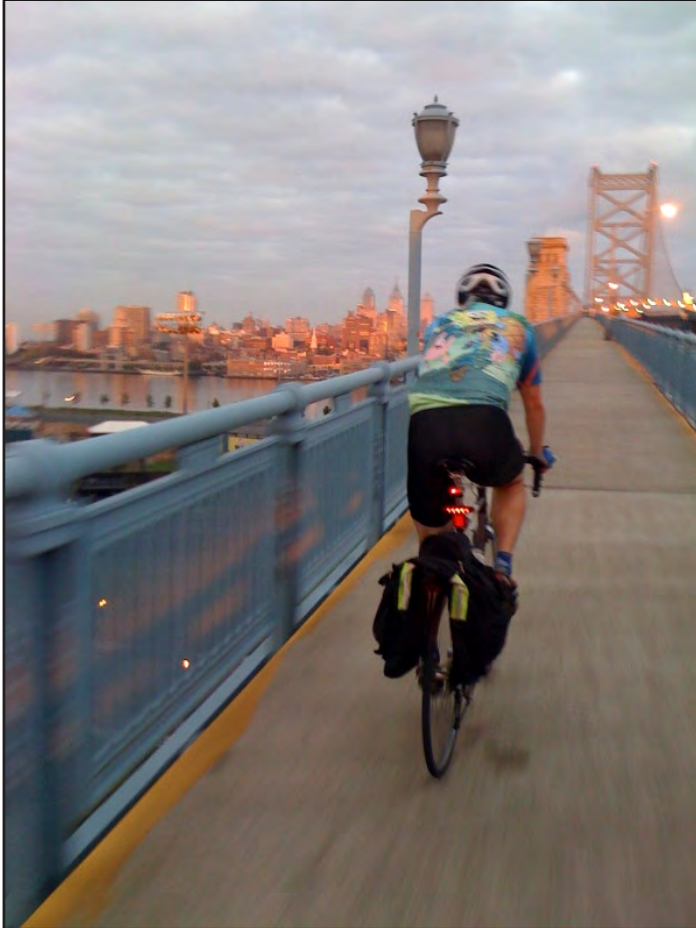
Task	Benchmark	FY '12	FY '13	FY '14
A. Advocate for funding to design or construct all gaps in Philadelphia County	A. All gaps are designed and/or funded A. Host a "trail day" event A. Comment on DVRPC MLK traffic study (FY2012) A. Identify ways to widen the sidewalk on the MLK Bridge A. Implement a trail etiquette campaign with Bicycle Ambassadors along "The Loop"	x	PF	PF

### 2. Promote the regional trail network

A. Design, develop and launch regional trail network website with trip planning function	A. website launched	x		
B. Organize a trail opening event	B. One successful event each year	x	x	
C. Assist with the communications effort to "build" the East Coast Greenway	C. Assist with Active Transportation Summit (FY2012) C. Promote East Coast Greenway efforts through our communications channels	x		
D. Encourage local transportation advocates to support local trail segments	D. Highlight local trail segments at county workshops	x	x	x
E. Find funding for a feasibility study for the Forge to Refuge Trail (Heinz Wildlife Refuge to Valley Forge)	E. Sponsor found for feasibility study E. Funding for study secured	x		

### 3. Educate decision-makers on the need for, and benefits of, biking and walking transportation projects

A. Advocate for Transportation Enhancements, CMAQ and Safe Routes to School funding	A. Attendance at National Bike Summit A. Hold in district meetings with congressional offices set as a priority by America Bikes A. Attendance at PA Walks and Bikes Summit A. Membership of DVRPC RCC	x	x	x
B. Mayoral questionnaire for 2011 election	B. Questionnaire completed and posted for membership.	x		
C. Facilitate member communication on key topics	C. Development of direct action emails 3 times each year, particularly in response to America Bikes calls to action	x	x	x



# STRATEGIC GOAL #3: CREATE A SAFER, HEALTHIER REGION THROUGH EDUCATION AND BY ENCOURAGING BIKING AND WALKING

## 1. Effectively complete two current Safe Routes Philly contracts while building toward a successful transition of the program to a new funding stream

Task	Benchmark	FY '12	FY '13	FY '14
A. Assist the 180+ Philadelphia Public Elementary schools in implementing our Safe Routes Philly 2nd grade pedestrian and 5th grade bicycle safety lessons.	A. 70% of schools have taught bike and ped lessons by March 2012	x		
B. Work with the Department of Health, Safety and Physical Education at the School District of Philadelphia to adopt the Safe Routes Philly curriculum as the standard for their state mandated safety education for walking and bicycling.	B. School District of Philadelphia adopts Safe Routes Philly curriculum as a required curriculum for elementary schools	x		
C. Create age appropriate and engaging multimedia assembly programming for bicycle and pedestrian safety.	C. completed design of ped and bike assembly. Hold 15 total assembly programs by March 2012	x		
D. Promote October as Bike and Walk to School month at elementary schools in Philadelphia. This promotion includes the design and launch of a youth commuter challenge website.	D. 6 schools participating in Bike and Walk to School month and actively using the youth challenge website.	x		
E. Continue direct education model for bicycle safety including in-class teaching at non-public Philadelphia elementary schools, recreation centers, after school programs and community bicycle rodeos. Build and maintain relationships with recreation centers, schools and community organizations for future programming.	E. Reach 3400 students and host 4 bicycle rodeos through direct education model by contract end date of December 2011.	x		
F. Acquire a fleet of bicycles to assist with on-bike instruction (mainly for use during bicycle rodeo style events).	F. Acquire a fleet of 10-15 youth sized bicycles.	x		
G. Host 2nd Annual Safe Routes Philly Family Phest to bring together youth and health based organizations with our bicycle and pedestrian safety programming.	G. 50 bike rodeo participants. 10 organizations at expo area. 4 hands-on activity stations for families to learn about healthy living options.	x		
H. Acquire IRB approval for survey work and implement research at a set number of elementary schools in the School District of Philadelphia.	H. Completed survey work with 6 SDP elementary schools	x		
I. Increase number of lessons developed for Safe Routes Philly "train the teacher" curriculum binder.	I. 3 additional lesson completed and added to curriculum binder (and on the website)	x		
J. Host professional development training for Safe Routes Philly "train the teacher" program. These development trainings will include Act 48 accredited trainings for SDP teachers as well as community based trainings for interested community organizations and parents.	J. Host 6 professional development trainings (at least 4 will be Act 48 accredited).	x		
K. Identify and work with a small group of School District of Philadelphia elementary schools to provide additional support and encouragement for schools to increase walking and biking initiatives.	K. 6 schools receive additional support and guidance to increase walking and biking initiatives.	x		

**2. Effectively complete current Bicycle Ambassadors contract while building toward a successful transition of the program to a new funding stream**

A. Develop a cohesive Bike Month calendar of events.	A. calendar of events is publicized on blog and website events calendar	x
B. Research, design and launch a commuter challenge website with associated marketing and support.	B. working commuter challenge website based on national best practices	x
C. Recruit regional companies and organizations to participate in summer long walking and biking commuter challenge.	C. 200 companies and 2000 individuals participating by September 2011	x
D. Host annual Bike to Work Day ride with invitations going out to local, regional, state and national dignitaries and VIP's.	D. successful Bike to Work Day ride with 150+ participants and 4+ dignitaries/VIP's	x
E. Complete two rounds of dead bike removal in cooperation with the City of Philadelphia Streets Sanitation Department	E. two rounds completed and bikes donated to Neighborhood Bike Works	x

**3. Make our communities safer and healthier by integrating Safe Routes Philly programs into key Bicycle Coalition initiatives**

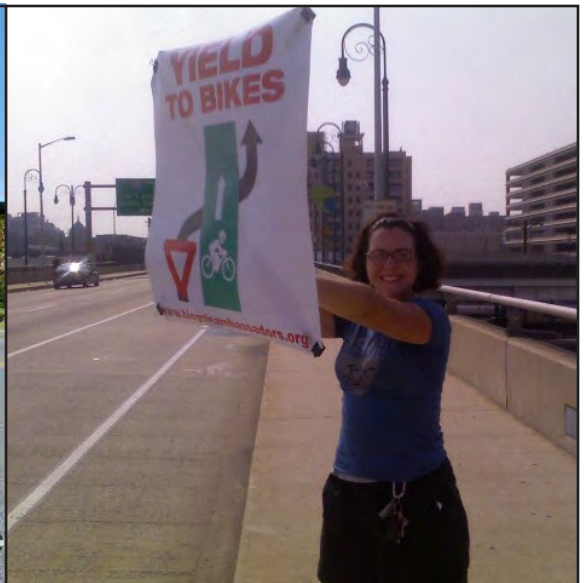
A. Support Safe Routes Philly curriculum in all Philadelphia elementary schools.	A. Attend School District of Philadelphia Professional Development days A. Maintain website database A. Continue monthly newsletter"	PC	PC
B. Expand programming at target schools in "safe corridors for healthy neighborhoods" (such as walkability/bikability audits, walking school buses, bike rodeos, changing school policies, etc.)	B. Identify corridors based on safety, health and commute data. B. Identify 3 schools to receive targeted support."	PC	PC
C. Promote bicycling and walking to school to the community	C. Outreach to Home and School associations C. Outreach to Parent Resource Centers C. Press campaign to community papers C. Marketing of Walk and Bike to School Month/Student Commuter Challenge C. Outreach to community organizations and businesses	PC	PC
D. Make curriculum available to local transportation advocates.	D. Provide training at each county workshop D. All materials are available on website D. Coordinate curriculum with training manual	PC	PC



E. Research effectiveness of Safe Routes Philly program	E. Conduct survey work based on Internal Review Board (IRB) approval		PC	PC
F. Promote Safe Routes Philly as a national model	F. Participate on monthly State SRTS Network call F. Attend yearly SRTS conference	x	PC	PC
G. Develop a staffing assessment document that accounts for basic program needs and includes a detailed plan of action for scaling the program based on funding.	G. completed Safe Routes Philly staffing assessment plan		PC	PC

**4. Make bicyclists safer by integrating the Bicycle Ambassadors program into key Bicycle Coalition initiatives.**

A. Promote safe bicycling and respect for vulnerable road users	A. Speak to 3500 people per year A. Outreach at problem intersections identified by crash data, new facilities, etc. A. Outreach at places where bicyclists congregate A. Services stations on popular bike routes		PC	PC
B. Support trail etiquette on Schuylkill River Trail campaign	B. Speak to 3000 people per year B. Expand trail etiquette brochure B. Partner with marketing firm to develop messaging B. Participate in "trail day(s)" B. Engage in on-trail outreach		PC	PC
C. Outreach along "safe corridors for healthy communities"	C. Speak to 1000 people per year C. Partner with Safe Routes Philly to identify community partners and events		PC	PC
D. Promote the Commuter Challenge	D. Speak to 1000 people per year D. Conduct 25 brown bag lunch classes D. Outreach to employers with a focus on City of Philadelphia and University of Pennsylvania		PC	PC
E. Train local transportation advocates to become outreach volunteers in their community	E. Conduct seminar at County Workshops E. Produce an outreach guide in coordination with volunteer manual E. Train 10 Outreach Volunteers who will partner with staff Ambassadors		PC	PC
F. Use social media to promote Bicycle Ambassadors appearances and messages	F. Post 2 blogs per week F. Use Twitter to promote daily appearances F. Utilize Facebook to drive messaging and events		PC	PC
G. Develop a staffing assessment document that accounts for basic program needs and includes a detailed plan of action for scaling the program based on funding.	G. completed Bicycle Ambassadors staffing assessment plan		PC	PC
H. Research effectiveness of Bicycle Ambassadors program	H. Conduct survey work at Brown Bag Lunches		PC	PC



# STRATEGIC GOAL #4: BROADEN THE COMMUNITY OF BICYCLISTS, WALKERS AND TRANSIT RIDERS WHO SUPPORT HEALTHIER, SAFER NEIGHBORHOODS

## 1. Create a sustainable and growing Commuter Challenge

Task	Benchmark	FY '12	FY '13	FY '14
A. Increase participation each year	A. Participation benchmarks by FY: 1500, 3000, 5000	x	x	x
B. Secure sponsorship	B. Create a variety of sponsorship levels/packages B. Secure 3 corporate level sponsors	x	x	x
C. Create a marketing plan based on the concept of I LOVE MY COMMUTE	C. Marketing plan developed		PF	PF
D. Integrate education messages	D. Add an education component to the website D. Survey participants to identify information gaps D. Research the viability of an "intake" survey for bicyclists to deliver customized education and encouragement information.	x	x	
E. Research ability to combine local commuter challenge efforts	E. Meet with Greater Valley Forge TMA		x	

## 2. Develop a "safe corridors for healthy neighborhoods" campaign

A. Identify corridors to advocate for innovative design encouraging active transportation, mixing high and low bike mode share areas, connecting neighborhoods to employment centers or green space	A. Identify 6 corridors based on safety, health and commute data and bicycle facilities (existing and planned) FY 2012 A. Develop three-year plan for outreach, encouragement and design for each corridor FY 2013	x	PF	
B. Identify local partners for outreach, encouragement and feedback on design on corridors, with a particular emphasis on increasing the diversity of active transportation supporters	B. Identify one stakeholder for each corridor B. Identify key concerns regarding active transportation for each corridor B. Conduct walkability audits for one school on each corridor in coordination with Safe Routes Philly B. Neighborhood outreach conducted in coordination with Bicycle Ambassadors	PF	PF	PF
C. Partner with design and engineering firms to propose innovative designs	C. Firm(s) produce innovative design plans for each corridor	PF	PF	PF
D. Promote the proposed designs to neighborhood and decision-makers	D. Meeting with local councilperson D. Meeting with Streets Department/MOTU D. Presentation of plan to local community and stakeholder	PF	PF	PF
E. Promote Summer Streets/Ciclovía street closures on corridor streets	E. Work with neighborhood partners to coordinate block parties E. Identify potential routes for MOTU and Parks and Rec E. Develop sponsorship package in partnership with MOTU and Parks and Rec	PF	PF	PF

# STRATEGIC GOAL #5: BE A RECOGNIZED AUTHORITY ON TRANSPORTATION ADVOCACY

## 1. Collect and analyze transportation data to inform policy initiatives and programming

Task	Benchmark	FY '12	FY '13	FY '14
A. Issue annual data analysis of active transportation	A. Report released annually A. Walking added in 2013 A. Transit added in 2014	x	x	x
B. Conduct annual bike counts to track bicyclist behavior and monitor DVRPC counts.	B. Counts conducted and data entered	x	x	x

## 2. Analyze transportation budgets and policies of the city and MPO

A. Encourage DVRPC to prioritize bike and pedestrian spending	A. Bring Advocacy Advance 2020 workshop to DVRPC	TA		
B. Scan of bike plans in the MPO to provide a starting point for local advocates	B. Create a list of local bikes plans to be provided at County Conferences		TA	
C. Compare City of Philadelphia budget (spending and staffing) to peer cities	C. Issue report and press release in Fall 2013			TA

## 3. Communicate our programs, goals and accomplishments internally and externally

A. Create and implement a yearly comprehensive communications plan.	A. Completed yearly communications plan A. Optimize current website content (FY12) A. Create a yearly communications calendar A. Consolidate three blogs (FY12) A. Produce BCGP annual report	x	x	x
B. Create, design new BCGP website	B. Secure funding for new website B. Launch new website		PF	
C. Develop a cohesive branding plan for the organization	C. Secure marketing firm to complete branding plan.		PF	
D. Coordinate public messaging	D. Develop internal messaging and hold twice yearly staff trainings on frequently asked questions D. Develop external messaging and host two public forums yearly	x	x	x
E. Facilitate internal communication amongst programs	E. Create a system for cross departmental communication driven by Communications Coordinator	x	PF	PF
F. Complete Annual Member survey in January	F. Yearly survey completed	x	x	x

## STRATEGIC GOAL #6: BUILD A SUSTAINABLE, DIVERSE, FINANCIALLY STABLE ORGANIZATION

### 1. Implement a development plan that comprehensively addresses the needs of the organization through a variety of funding sources

Task	Benchmark	FY '12	FY '13	FY '14
A. Double membership in three years (to 2885 households)	A. Create a three year development plan A. Increase retention rate to 65% A. Send quarterly special appeals A. Recruit new members through prospect mailings, friendraising/tabling and social media	x	x	x
B. Raise \$250,000 in major individual gifts in 3 years	B. Establish and maintain prospect list of 400 potential major donors B. Meet with 270 prospects B. Host 20 house parties	x	x	x
C. Create and implement a three-year plan for Bike Philly and other events	C. Assess franchising options for Bike Philly C. Design sponsorship package that combines events and programs C. Create a marketing plan to double ridership at Bike Philly to 5000 riders in three years	x	x	x
D. Secure grant funds for current and pending funding programs	D. Apply for 12 grants per year	x	x	x

### 2. Improve finance and operations to best practices for an organization of our size

A. Build a cash reserve of 3 months operating expenses	A. Cash reserve goal is reached by the end of 2014	x	x	x
B. Upgrade audit to comply with requirements that our federal funding level now dictates	B. Obtain a yearly audit which is approved by the board	x	x	x
C. Consolidate and upgrade multiple donor, event and activist databases	C. Evaluate current needs across all programs (FY12) C. Select appropriate platform/program (FY12) C. Convert database(s) to new platform (FY13) C. Develop database policies and manuals with associated staff training	x	x	
D. Provide timely monthly financial reports to the Finance Committee which include cash flow forecasts	D. Coordinate monthly efforts of bookkeeper, accountant and staff to produce monthly report.	x	x	x
E. Conduct a yearly technology audit	E. Report submitted to Executive Director in January on current technology needs	x	x	x
F. Yearly review of policy recommendations contained in the 990 tax return.	F. Report submitted to Governance Committee	x	x	x
G. Review strategic plan annually	G. Completed G. Annual work plan (by department) created	x	x	x
H. Prepare 3-year budgets annually	H. Budget is submitted and approved by Board at March meeting	x	x	x

### 3. Cultivate a generous Board of Directors with the skills, relationships and resources to guide and expand the Bicycle Coalition's work

A. Identify ideal characteristics of new board members (skills, relationships and resources – and including diverse representation of Philadelphia communities).	A. Establish Board Governance Committee (FY12) A. Create a Board Asset Map (FY12)	x	x	x
B. Engage the board in all facets of the Major Donor Campaign	B. Give or Get Policy facilitated by board members (total to be established by the board) B. Development training provided to the board B. Development Committee meets 5 times annually B. Board members collaborate to host 20 house parties	x	x	x
C. Review membership and job descriptions for standing subcommittees	C. Report to board by December 2011	x	x	x
D. Develop annual governance plan for the Board and nominate new potential board members	D. Establish and maintain a pool of prospective board members (FY12) D. Governance Committee develops and reports on annual governance plan D. Governance Committee nominates new members	x	x	x
E. Provide learning opportunities for the Board	E. Invite board members to all trainings and workshops. E. Present on some aspect of program work to the board twice a year. E. Training on development at a board meeting annually. E. Training on reading financial reports at a board meeting (FY 2012).	x	x	x

### 4. Increase the utilization of volunteers across all aspects of our work

A. Recruit interns	A. Two interns per year in various programs	x	x	x
B. Recruit and train effective and competent outreach teams for membership campaign	B. 10 people trained each year, 1 captain	x	x	x
C. Recruit local transportation advocates	C. 35 attendees at each county workshop.	PF	PF	PF
D. Involve volunteers in all aspects of event planning	D. Establish Bike Philly advisory committee	x	x	x
E. Recruit and train effective volunteer Ambassadors to promote Commuter Challenge	E. Train 10 volunteer Ambassadors		PC	PC
F. Recruit and train volunteers to support Safe Routes Philly	F. Train 10 volunteers to assist with rodeos and walkability audits		PC	PC

### 5. Increase the diversity of the organization's board, staff and membership to reflect the community we serve

A. Recruit new board members	A. Recruit 1 under-represented community member each year A. Recruit for board committees, especially the program committee	x	x	x
B. Solicit membership in community corridors our programs are serving	B. Host or attend 4 targeted membership events yearly	x	x	x
C. Recruit job applicants in communities we intend to serve	C. Establish a procedure for promoting job openings that includes outreach to communities of color	x	x	x

## 6. Maintain a first-class work environment that appeals to current and prospective employees

A. Annual performance evaluations that cover next year's objectives, including executive director	A. Yearly performance evaluations completed	x	x	x
B. Annual review of personnel policies	B. Conducted by Executive Director each November	x	x	x
C. Establish a retirement plan	C. Retirement plan established.		x	
D. Maintain competitive benefits package	D. Review of benefits package each January D. Establish Flexible Spending Accounts (FY12)	x	x	x
E. Peer to peer professional development	E. Attend national movement gatherings E. Staff will seek out opportunities to connect with big city peers.	x	x	x



## BOARD OF DIRECTORS

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## STAFF

Alex Doty, Executive Director  
Emily Boerner, Safe Routes Philly Community Representative  
John Boyle, Research Director  
Benjamin Cromie, AICP, Research Fellow  
Mary Duffy, Development Director  
Breen Goodwin, Education Director  
Caroline Heffernan, Event Coordinator  
Cy Maramangalam, Safe Routes Philly Youth Instructor  
Jill Minick, Office Manager & Event Coordinator  
Nicholas Mirra, Communications Coordinator  
Diana Owens, Assistant Director of Education  
Megan Rosenbach, Safe Routes Philly Community Representative  
Sarah Clark Stuart, Campaign Director  
Steve Taylor, Safe Routes Philly Community Representative



## BICYCLE COALITION OF GREATER PHILADELPHIA

1500 Walnut Street  
Suites 1107 & 305  
Philadelphia, PA 19102  
215.BICYCLE (242.9253)

[bicyclecoalition.org](http://bicyclecoalition.org)  
[bicycleambassadors.org](http://bicycleambassadors.org)  
[saferoutesphilly.org](http://saferoutesphilly.org)  
[commutebetter.com](http://commutebetter.com)

