



5-Year Strategic Plan

2020-2025

Board Approved
9-19-2022

Bike/Walk Central Florida 2020-2025 Strategic Plan

EXECUTIVE SUMMARY

Bike/Walk Central Florida was founded with the recognition that the streets of Central Florida are not equally safe for all. Since 2010, Bike/Walk Central Florida has worked tirelessly to advocate on behalf of pedestrians and bicyclists for safer and more convenient transportation options. In the last decade, the organization made progress with more than eight cities adopting and implementing complete streets policies, advocating for Orange County to change its School Siting Ordinance so future elementary and middle schools will no longer be built on “high volume” roads; and worked with local cities to bring Orange County its first cycle track and second road diet.

The organization’s contract staffing model ended in Spring of 2020 when Emily Hanna was hired as the new Executive Director. Taking a new approach to achieve the organization’s **vision of transforming Central Florida into a premiere biking and walking community**, leadership conducted a strategic assessment to determine the new trajectory of the organization. The priorities set forth in the original business plan were realigned with new strategies, and were defined by SMART goals which are specific, measurable, achievable, relevant and time bound.

To achieve Bike/Walk’s **mission of educating and advocating to make communities more walkable, bikeable, and rollable**, the board determined the key priorities to be policy, perception, practice, and sustainability.

1. **Policy:** Advocate, educate, and support policies and infrastructure that reduce serious and fatal bicycle and pedestrian crashes.
2. **Perception:** Normalize walking and biking and foster a culture of courtesy among road users.
3. **Practice:** Get people of all ages and abilities walking, biking, and rolling more.
4. **Sustain:** Ensure long-term sustainability to achieve our mission.

In Spring of 2022, graduate students at the University of Central Florida Nonprofit Management program conducted a SWOT/TOWS analysis of the organization. The analysis highlighted strong partnerships and specific expertise in urban planning as strengths but pointed out that the organization needed to diversify revenue sources away from its highly concentrated government funding and establish fundraising efforts, expand brand awareness, and develop a personnel plan to match the fast growth projected in the next several years. With the findings, leadership updated the original 2020 plan to include more strategies focused on long-term sustainability of the organization.

Since the elimination of the outsourced staffing model, Bike/Walk has established policies and procedures from the ground up and built a team of staff dedicated to achieving Bike/Walk’s



mission. Emily Hanna leveraged her experience as an urban planner to expand programming and diversify revenue sources, while educating players both public and private on creating biking and walking access to underserved communities.

The next three years bring great promise as Bike/Walk continues to grow. Staff will continue to work to ensure internal systems and policies are integrated, transparent and succinct to spend more time focusing on what really matters, expanding our reach and supporting our community members of all ages and abilities.



2020 – 2025 Strategic Plan
Updated September 2022

Vision: To transform Central Florida into a premiere biking and walking community

Mission: Bike/Walk Central Florida educates and advocates to make communities more walkable, bikeable, and rollable. We strive toward a connected and equitable transportation system that is safe and comfortable for all.

Our Values: Safety, Health, Civility Transportation Choice, Collaboration, Equity, Transparency

Our Strategic Priorities

1. **Policy:** Advocate, educate and support policies and infrastructure that reduce serious or fatal bicycle and pedestrian crashes.
2. **Perception:** Normalize walking and biking and foster a culture of courtesy among road users.
3. **Practice:** Get people of all ages and abilities to walk, bike, and roll more.
4. **Sustain:** Ensure the long-term sustainability of the organization to achieve its mission.

Objectives/Strategies

1. **Policy:**
 - Develop a board composition strategy that allows for participation across diverse disciplines.
 - Leverage board members to educate and advocate and further achieve the mission and vision of the organization.
 - Establish a Technical Advisory Committee for reviewing projects and educating on best practices.
 - Highlight and celebrate successful biking and walking projects.
2. **Perception:**
 - Develop partnerships so BWCF is also connected to health, protecting the environment and a broader definition of mobility.



- Expand the Best Foot Forward program, focused on changing driver behavior, to new regions.
- Promote League of American Bicyclists' Bicycle Friendly Business program in conjunction with established main street districts, downtowns, or other urban planning districts.

3. Practice:

- Become a go-to online resource for all things biking and walking in Central Florida.
- Engage the community through education and events.
- Create or expand programs to foster behavior change.

4. Sustain:

- Create a long-term sustainability plan.
- Increase brand awareness.
- Establish proper budgeting and implement GAAP principles.
- Diversify revenue sources and expand fundraising.
- Creating a staffing model with a focus on retention to support programs and future growth.
- Ensure the diversity of the board and staff reflects that of the community it serves.
- Implement a central management system for all constituencies.

Priority #1: POLICY. Advocate, educate, and support policies and infrastructure that reduce serious and fatal bicycle and pedestrian crashes

#	Goal	Specific	Measurable	Achievable	Relevant	Time Bound	Budget
1-1	Develop a board composition strategy that allows for participation across diverse disciplines	Create criteria as to the board composition and membership	Percentage completion of identified composition makeup	Central Florida region has sufficient community and professional industry members	Board diversity reduces tunnel vision in policies and infrastructure	2025	ED time for committee management and development and monitoring of board requirements, recruitment
1-2	Leverage board members to further achieve the mission and vision of the organization	Board members will advocate or champion a minimum of one biking or walking project or policy in each of the three counties through a letter of support or website recognition	Number of articles and letters of support written, Complete Streets or Vision Zero policies adopted, Number of hours served on committees or working groups	Board members actively do this	Input from the board with professionals knowledgeable in the industry will influence safety projects	Yearly	Board driven - Reduction in staff costs
1-3	Establish a Technical Advisory Committee	Create a Technical Advisory board to review projects and ensure bicycle and pedestrian facilities are updated with current standards	Number of projects reviewed and board hours participating, safety measures added to plans because of reviews	Requires board participation	Accountability to community partners to put appropriate bike/ped facilities in place	2023 (2 years)	Board driven, ED involvement pending available funds

	Goal	Specific	Measurable	Achievable	Relevant	Time Bound	Budget
1-4	Highlight and celebrate successful biking projects	Establish Wheel of Approval program, develop categories and criteria for awards and host event to promote award winners	Number of award categories, number of awards given, number of nominations submitted	Requires credibility and brand awareness of Bike/Walk Central Florida	Celebrating successful projects motivates industry professionals to do more bike/ped related projects	2023	The award ceremony will serve as fundraiser to offset costs



Priority #2: PERCEPTION. Normalize walking and biking and foster a culture of courtesy among road users.

	Goal	Specific	Measurable	Achievable	Relevant	Time Bound	Budget
2-1	Develop partnerships so organization is also connected to health, protecting the environment, and a broader definition of mobility	Develop appropriate partnerships to highlight and promote the health and environmental benefits of walking, biking, and rolling through community awareness and strategic marketing.	Number of partnerships Increased Funding Increased engagement	Expand on existing relationships with FL Health Department, hospitals	Sustainable Goals: Good Health + Wellbeing Reduced inequalities Sustainable communities, climate action + Healthy People 2030: PA-10-11	2022	Board driven or ED if funding is available
2-2	Expand the Best Foot Forward program to new regions	Enable expansion by packaging program, offering A La Carte services	Number of new partners, regions	FDOT D5 Safety office support, interest in Lake and Volusia counties	Drivers do not know jurisdictional boundaries, expanding network will create more behavior change "spillover effect"	2026	Partners pay for their own program expansion



	Goal	Specific	Measurable	Achievable	Relevant	Time Bound	Budget
2-3	Promote League of American Bicyclists (LAB) Bicycle Friendly Businesses (BFB) program	Target 3 specific focus areas, develop framework for outreach/coordination with established bike program/benefits in each area in conjunction with main street districts, downtowns, and other urban planning districts	Number of business designations awarded; Number of communities awarded or upgraded in the region	Requires collaboration and promotion from Main Street District directors or City/County staff	Increasing bicycle friendly businesses normalizes biking culture, increases perception of use	3 years	Funded through sponsorships and support from bicycle-friendly businesses.

Priority #3: PRACTICE. Get people of all abilities biking, walking, and rolling more.

	Goal	Specific	Measurable	Achievable	Relevant	Time Bound	Budget
3-1	Become an online resource for all things bicycle, pedestrian, trails, and projects	Create a central hub online that lists all clubs, events, trails, bicycle routes, pedestrian spaces, upcoming projects that relate to bicycle and pedestrian infrastructure	Website visitors, time spent on website, number of routes listed	Requires easy user experience and relevant and useful content	Enables the community to have a reliable resource to inform and motivate use of local facilities.	2024	Fundraise for web development



	Goal	Specific	Measurable	Achievable	Relevant	Time Bound	Budget
3-2	Engage the community through education and events	Increase events and opportunities to get the community out biking and walking	Number of events, number of attendees (break out by children, low income)	Requires funding or volunteers.	Directly increases opportunities to make the community more mobile.	Annually	Fundraise or grow volunteer base
3-3	Create or expand programs to foster behavior change	Increase programs and services offered by organization annually. Target children, aging populations, and low-income areas.	Number of programs	Pending available staff or volunteer resources	Teaching and empowering people to bike or ride safely will increase confidence and use.	Annually	Fundraise or utilize volunteers



Priority #4: SUSTAIN. Ensure long-term sustainability of the organization.

	Goal	Specific	Measurable	Achievable	Relevant	Time Bound	Budget
4-1	Create a long-term sustainability plan	Create a long-term sustainability plan for BWCF that includes important policies and procedures and that outline performance metrics for the organization	Establish plan	Steps are outlined in this strategic plan	Serves as guide to long-term sustainability.	2024	Overhead contributions from grants or fundraising
4-2	Increase brand awareness in the Central Florida Community	Create an awareness campaign schedule and market through targeted awareness campaigns	Increase in social media followers, subscribers, volunteers, event attendees and donors	Utilize existing marketing and communications manager	Increased brand awareness will provide more credibility, resources, and make a larger community impact	2022	Staff led + board supported. Board to serve on the Marketing and Fundraising committee.
4-3	Utilize proper budgeting and GAAP processes	Work with CPA to ensure budget is uniform with 990 and best practices utilized, conduct an audit to access larger grant funds.	Complete audit	Board and ED led budgeting; audits will be budgeted for	Promotes organization credibility, influences potential donors.	2022	Board and ED work in conjunction to establish budget, budget for audit



	Goal	Specific	Measurable	Achievable	Relevant	Time Bound	Budget
4-4	Diversify revenue sources and expand fundraising	Establish fundraising plan, develop corporate sponsorship program, increase direct donor platforms and campaigns	Percentage of revenue composition, number of new donors, fundraising \$ growth	Current staff, requires board participation in fundraising committee	Risk mitigation in the event of economic downturn.	2023	Staff led; board supported
4-5	Create a staffing and retention plan to ensure the scalable success and continued support of programs and services	Establish criteria and thresholds to warrant hiring of additional staff, establish volunteer management program	Number of programs, staff, number of volunteers and hours, retention rate over time	Requires expertise in human resource planning	Ensures organization will stay lean, use funding responsibly, and scale at an appropriate rate.	2023	Staff led, supported with board expertise



	Goal	Specific	Measurable	Achievable	Relevant	Time Bound	Budget
4-6	Ensure diversity of board and staff reflects that of the community it serves	Conduct an organization-wide internal equity assessment, inclusive of board/staffing, activities, programs, and develop specific recommendations and timelines for improvements	Percentage of DEI composition closely reflecting area census data	Utilize established best practices for internal equity improvements	Walking and biking are inherently activities and modes that reach across all ages, races/ethnicities, and communities and our staff and work should be adequately comprised and structured to appropriately respond to community needs and concerns, particularly in traditionally underserved communities	2024	Board participation/led



	Goal	Specific	Measurable	Achievable	Relevant	Time Bound	Budget
4-7	Develop internal structure to integrate communications across platforms	Implement a central management system to for all constituent relationships, including volunteers, donors, community partners, clients, and proposals	Percentage of administrative time reduced, feedback surveys	Requires funding for research, development, implementation, and training	Improve and grow communications with stakeholders, improve understanding of KPI's and program metrics	October 2023	Staff supported research and program selection, board shall fundraise to fund implementation and buildout of system.

