



**Mission:** Provide youth enrichment opportunities for personal growth through bicycling-related activities

**Vision/Primary Program Outcome:**  
 As a result of engagement with the Community Bicycle Center's programming and staff, youth will develop beliefs, attitudes, skills, and actions to be successful in relationships, educational pursuits, future employment, health, and civic engagement.

### The CBC's Six Strategic Priorities

#### Youth Development

Provide low-barrier, high-quality program activities that address the developmental needs of all youth and young adults ages 8-18 years

##### STRATEGIES

- Provide youth high-quality programming, designed and implemented based on Best Practices
- Guide youth through staff and caring adult mentors trained in our theoretical underpinnings and program principles
- Provide programming dosage and intensity at a level that promotes positive youth development
- Engage youth in raising personal aspirations and future thinking through CBC programs
- Provide youth with leadership opportunities at increasing levels of complexity and engagement

##### METRICS

- Number of youth served & frequency of participation
- Number of distinct programs provided (program diversity)
- Number of caring adult mentors
- Number of youth engaged in postsecondary planning

#### Social Responsibility

Promote civic engagement and service learning among youth and young adults

##### STRATEGIES

- Engage youth in opportunities to serve others within the CBC and larger community
- Engage youth in external fundraising causes and ride/walk benefit initiatives
- Engage youth in preparing bikes for annual service projects
- Facilitate youth service learning opportunities through the CBC's *Bike Doctor* program
- Provide opportunities for youth to fulfill mandated community service and restitution through CBC programs

##### METRICS

- Number of youth volunteers & service hours completed
- Number of benefit initiatives supported
- Number of bikes prepared for annual service projects
- Number of youth served through *Bike Doctor* outreach

#### STEM (Science, Technology, Engineering, and Math)

Increase youth access to hands-on STEM learning experiences through CBC programs, and provide opportunities of increasing complexity for youth to develop STEM competencies

##### STRATEGIES

- Meet regularly with a network of educators, youth-focused community partners, and field-active professionals to determine needs related to STEM education and the workforce
- Adapt programs to support the Common Core State Standards (CCSS) and Next Generation Science Standards (NGSS)
- Implement an eight-week, STEM-based mentoring program using the CBC's existing *Bike Monkeys* program model

##### METRICS

- Updated program curriculum based on CCSS & NGSS
- Adapted *Bike Monkeys* manual provides a documented framework for using bike repair to teach STEM concepts
- Number of STEM *Bike Monkeys* graduates & trained volunteers

#### Job Readiness

Engage older youth in soft and technical job skills development opportunities through *Kids Bike Factory (KBF)*

##### STRATEGIES

- Engage youth in managing *KBF*'s daily operations including: bike repairs, sales, and customer service
- Engage youth in communication, public speaking, and leadership skill development through the *KBF Toastmasters Club*
- Engage youth in soft skill development including: time management, problem solving, decision-making, and integrity
- Engage youth in technical skill development including: bike mechanics, financial literacy, and project management

##### METRICS

- Number of youth ages 12-18 enrolled in *KBF*
- Number of completed resumes & interviews
- Number of *Toastmasters* graduates & public speaking opportunities
- Number of bikes repaired & sold

#### Healthy Living

Provide activities that engage youth in physical fitness, outdoor recreation, and mind/body health

##### STRATEGIES

- Provide youth access to bikes for recreation and transportation, and provide the tools and education to maintain them
- Provide opportunities for youth to learn essential nutrition concepts
- Strengthen youth connection to the natural environment through camping trips and outdoor adventure
- Increase protective factors that promote positive mental health and social well-being<sup>1</sup>

##### METRICS

- Number of bike rides, miles ridden, & helmets distributed
- Number of bikes earned
- Number of healthy lunches provided
- Number of outdoor adventure trips & overnight camping experiences

#### Sustainability

Develop the four components of organizational sustainability: people resources, partnerships & collaborations, communications, and resource development<sup>2</sup>

##### STRATEGIES

- **People Resources:** Ensure policies, procedures, and a positive culture that supports effective leadership
- **Partnerships & Collaborations:** Nurture long- and short-term relationships with outside organizations and businesses
- **Communications:** Effectively communicate the CBC's youth-development mission on a variety of platforms
- **Resource Development:** Diversify and enhance general operating, endowment, and project-based revenue streams

##### METRICS

- Effective Board, staff, & volunteer retention
- Maintain a relationship with one or more outside entities
- Increase exposure measured by metrics specific to each communication platform
- Meet annual budgets, & grow endowment

<sup>1</sup>Search Institute: 40 Developmental Assets  
<sup>2</sup>AmeriCorps/VISTA National Integrated Training