



# **STRATEGIC PLAN**

## **for the BiCiCo Project**

*Prepared for the Center for Latino Progress by Civic Mind*

# In this Plan

<i>History / Mission of the Center for Latino Progress.....</i>	<i>3</i>
<i>BiCi Co. Social Enterprise Approach .....</i>	<i>6</i>
<i>A Strategic Vision.....</i>	<i>8</i>
<i>Metrics for Success.....</i>	<i>9</i>
<i>Strategic Goals.....</i>	<i>10</i>



## Mission

The mission of the Center for Latino Progress – CPRF (the Center) is to advance the socio-economic conditions of the community at large, with emphasis on Hispanics, through education, training, supportive services, leadership development, and advocacy.

## History

Since 1978, the **Center for Latino Progress – CPRF (The Center)** has offered culturally competent services and programs that foster individual and community growth, and create economic opportunities for all. The Center has built an array of accessible, cost-effective programs to the marginalized and disadvantaged residents of Hartford and neighboring communities, in order to help them enter the economic and social mainstream.

Formerly known as the Connecticut Puerto Rican Forum, The Center is a partner in building stronger communities and celebrating the strength, vitality, and potential of our Latino community.

The Center understands that a strong economy and individual asset building helps businesses and communities thrive. Supporting the people who power the economy is key. As our Latino population continues to grow, there is great opportunity to advance together. We may have a different heritage, but we are all part of the same future.

The Center's team collaborates with community partners to help our local Latino population achieve its full potential. The Center provides English as Second Language instruction to help adults become workplace-ready, fosters entrepreneurship, builds leadership skills, increases financial literacy, provides civic education, and empowers youth through college readiness programs and career training. The Center also advocates for local and national legislation that is in the best interest of our Latino community. The Center is a leader in this field at the local, state, and national levels.

## **The Center's Vision for the BiCi Co. Project**

Through BiCi Co., the Center for Latino Progress envisions a program expansion that overlaps as well as augments its mission while expanding opportunities. If successful, BiCi Co. will create a community empowered by cycling and independent, healthy and eco-friendly mobility. The development of a sustainable BiCi Co. social enterprise will promote alternative transportation, provide valuable, real-world training and create new economic opportunities for local residents. **In 10 years, BiCi Co. will be a stalwart asset to the community—and a sustainable, self-supporting venture—serving as a front door into the Center's mission.**

### ***Key Focus Areas:***

#### **Education and training**

- bicycle commuting and safety classes
- hands-on DIY bike repair to empower action and build confidence
- mechanical skills training and STEM education
- workforce development, internships, and mentorship
- teaching Hartford's rich history of bicycles, manufacturing, and innovation
- topics in economics, sustainability, and urban planning

#### **Youth employment, empowerment, and increased safety**

- summer youth employment program
- Earn-a-Bike program and BIKE LIFE – HARTFORD!

- access to helmets, lights, and safety training
- community space for youth learning and collaboration
- family programs to build interest in biking and promote healthy activity

### **Transportation access = increased mobility = jobs access**

- access to new and used bikes, replacement parts, and safety accessories
- convenient, local bike maintenance and repair services within the community
- donated bicycles upcycled into the community
- active transportation advocacy, Complete Streets and safety for all road users

### **Community building**

- partnerships with local companies and institutions
- connecting diverse audiences and neighborhoods
- building collective action and social networks around cycling
- storefront space as an anchor for neighboring economic development
- storefront as an accessible on-ramp to programs at BiCi Co. and the Center

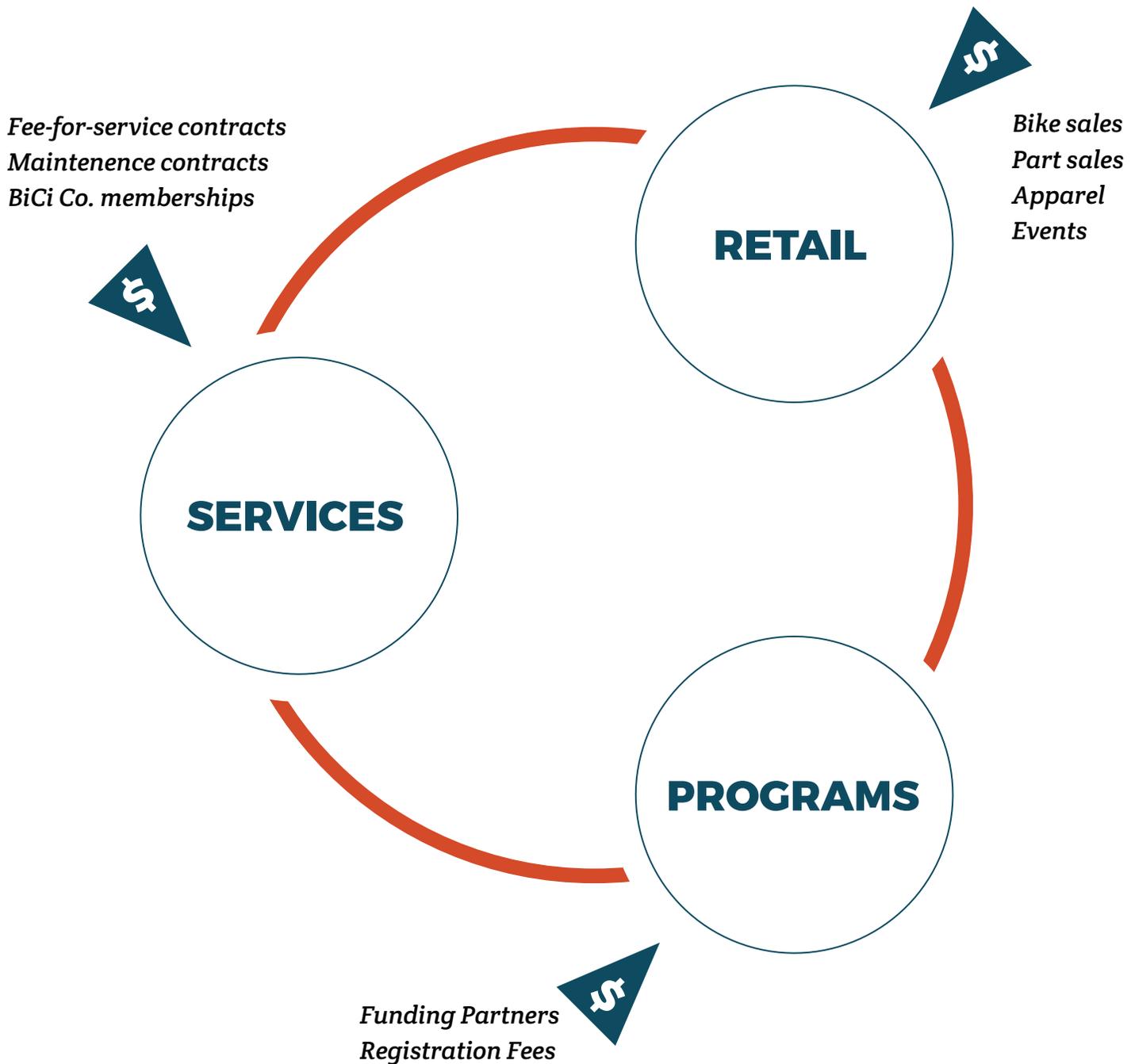


## A Social Enterprise Approach

The Center for Latino Progress recognizes the potential for BiCi Co. to provide additional resources to the organization and for the community. The business model is built on diversity in funding—investments from key partners; contributed, philanthropic revenue from institutions and individuals to underwrite programs and operations; and earned income generated from sales and services.

The goal for BiCi Co. is a sustainable, mission-driven social enterprise comprised of retail, service and programming components. It leverages the Center’s community standing and administrative resources as the “backbone” of support. The sustainability of the enterprise will be contingent on creating a strong foundation of each component, building on each pragmatically and patiently, and strategically connecting their respective audiences through coordinated marketing, resource development and action.

**Goal: Through strategic planning and creative thinking, The Center will become a leader in building an innovative earned income model for nonprofit sustainability and longevity.**



The interconnectedness of BiCi Co's three operational functions—retail, services and programs—creates a 'network' of potential markets, funding sources and audiences. As BiCi Co. grows and evolves from its early stages into an increasingly stable enterprise, each of these three areas must be built in parallel with the others to maximize efficiency and opportunity.

## A Strategic Vision

The Center for Latino Progress is charting an innovative path forward to sustainability through the development of the BiCi Co. project. The decision to design a socially enterprising initiative to generate an internal revenue stream is a wise, calculated move — with a keen awareness of the current economic and political constraints of the community — towards self-reliance, or at minimum, creating supplemental income beyond donors and grant funding.

The vision of the BiCi Co. initiative strategically reinforces the important mission of the Center for Latino Progress; through providing reliable transportation, job training and safety education, BiCi Co. will advance opportunity for the community—providing access to jobs, workforce development and interconnectedness across the City.

BiCi Co. is poised to have a tremendous, immediate impact on its local community. The storefront and its operations directly benefit the citizens of Park Street and surrounding neighborhoods with the momentum and support to provide citywide services. BiCi Co. is truly a grassroots asset that the community can take pride in and own. Opportunities for sweat equity and paid membership, the Earn-A-Bike programs, and workforce development foster an authentic feeling of ownership.

The impact of the BiCi Co. project, its services and training opportunities will be both tangible and intangible. An active storefront, training and safety programs and eventual growth of a bike-owning citizenry will increase the community's vibrancy; empowering individuals and families with independence and connectivity.

The BiCi Co. project is primed for eventual scalability — statewide, regionally and nationally. The initiative, as well as the knowledge obtained in building it, is an investment where the Center for Latino Progress will be the recognized regional expert. This expertise presents an opportunity to offer replication consulting services and case studies to other communities in need.

# Metrics for Success

Data collection—both quantitative and qualitative—are crucial to helping communicate the impact of BiCi Co. successes and build a collective understanding about the progress of this project. This information can be used to build support, highlight needs and inform strategic decision-making.

<b>Evaluation Framework</b>	<b>Data Collection</b>
Program participation & evaluation	number of registrants (Hartford and non-Hartford residents) return participants versus new participants program pre- and post- surveys and tests
Community and city cycling statistics	Car ownership and bike ridership Safety statistics (number of incidents, crashes) number of donated bikes to BiCi Co. and upcycled back to the community
Audience and service demographics	community demographics, socio-graphics, education levels, income, etc. service density map, zip code of participants social media engagement and stats
Stories, narratives & visuals	testimonials photos and videos of programs and events cases for support

# Strategic Goals

In order to maximize opportunity, increase sustainability and provide an impact on the community, the BiCi Co. project should advance the following strategic goals and objectives:

**1 | Strengthening Community Outreach and Engagement**

**2 | Constructing a Storefront Experience**

**3 | Developing a Platform of Programs**

**4 | Diversifying Revenue**

**5 | Expanding the Fanbase**

# 1 | Strengthening Community Outreach and Engagement

The BiCi Co. program is a blossoming community asset. The Center for Latino Progress will educate all stakeholders on the mission and how it relates to the BiCi Co. enterprise. It is critically important when articulating the value-proposition of BiCi Co. to begin from an understanding of The Center for Latino Progress and its existing programs. From there, an explanation of The Center's vision of BiCi Co. will connect more meaningfully, offering a deeper understanding of the value of this social enterprise to the community.

BiCi Co. has become a valuable asset to Park Street and its Latino neighborhood as a connector between neighborhoods and diverse demographics which are known to operate in silos. BiCi Co. is filling a pre-existing void of structured and supported bike programs, lack of community space and a bike shop in the City. All these successes, combined with hyperlocal and regional connections are the origin of its rapid growth and continued momentum. Meanwhile, BiCi Co. has an opportunity to build upon its successes by cultivating partnerships with community organizations who share a common vision for the city.

Even further, BiCi Co. has a tremendous opportunity to explain its importance as a citywide initiative and become embraced as a regional thought leader. The Center for Latino Progress can assume a leadership role in transportation advocacy and public policy through the BiCi Co. project. It will be important to integrate within the communications / marketing plan of the organization while building relationships and growing in the community.

## ***Objective 1 — articulate the value-proposition of BiCi Co.***

- Dedicate the time and commitment to educate stakeholders, staff and early-adopters about The Center for Latino Progress and how it connects to its vision. This will be a time-consuming process, but will be extraordinarily fruitful to build an informed core constituency.
- Share the scope of BiCi Co. and explain how the project reinforces the mission of The Center for Latino Progress.
- Create a platform of marketing and promotional materials to reach diverse audiences and allow The Center to tell the "BiCi Co. story"
- Now armed with a deeper understanding and value of the work, empower stakeholders to take ownership of the success of BiCi Co.

## ***Objective 2 — develop diverse community partnerships; hyperlocal to citywide to regional***

- BiCi Co. is the solution to a range of community challenges; The Center must not be bashful in expressing its willingness to develop partnerships to make progress for the community.
- Express gratitude with personal correspondences to committed partners.
- Introduce and regularly engage city and regional leaders encouraging participation and demonstrating value.

## ***Objective 3 — create a leadership role for Complete Streets and active transportation advocacy***

- Acknowledge the organization's role in policy discussions
- Build trust with stakeholders as the leading advocate on transportation and safety issues
- Embrace being a leader; BiCi Co. can insert itself in important community conversations, be available to participate in forums, make speeches or support others.
- Invite local, regional, and state level active transportation meetings, training, and discussions to The Center's BiCi Co.

## ***Objective 4 - develop communications and marketing plan for community engagement efforts***

- Execute a communication plan to engage internal stakeholders; staff, board members and volunteers.
- Develop a clear and friendly storefront display to introduce BiCi Co. programs to those that visit the street level entrance. Incorporate electronic systems to capture contacts and register visitors for future classes, programs, and outreach efforts.
- Execute a communication plan to continually engage members, donors, and external partners.
- Build relationships with like-minded organizations to cross-promote efforts, initiatives, progress and events. Develop and accurately maintain a stakeholder database to effectively target communications.

## 2 | Storefront Experience

The BiCi Co. storefront and retail experience is the external face of the enterprise. It will often serve as the first point of contact to BiCi Co. As such, the storefront experience must reflect the overall experience and values The Center for Latino Progress works to represent and hopes to inspire in others. The retail experience should be curated to reflect the ideal environment The Center for Latino Progress desires for the community it serves—both local Park Street shoppers to the larger City of Hartford, which currently lacks a bike shop.

The storefront is also an integral component in the sustainable funding model of BiCi Co. as a social enterprise. While the success of the storefront is not solely contingent on sustaining itself on retail sales alone, a sustainability plan must be in place to continuously audit operations; ensuring cost-effective practices, eliminating waste, identify services and products to carry, and maximize potential revenues.

The storefront is the ideal environment for staff to share the mission, vision and ongoing work of The Center for Latino Progress. The storefront represents an opportunity to educate the community on your “home field.” The interaction at the storefront will be where program information can be shared, contact data captured, and program registration completed. The BiCi Co. team must be prepared to maximize this opportunity.

### ***Objective 1 — Create a retail experience that accurately represents The Center for Latino Progress and its community***

- Design an engaging, compelling storefront environment to purposefully represent the value of The Center for Latino Progress.
- Build the space incrementally or in stages; a pragmatic approach will be both cost-effective and engage customers and partners in BiCi Co.'s progress.
- Acknowledge valuable partnerships, locally-sourced materials, local artists, volunteers, and an appreciation for customer support.
- Build a versatile workforce with cross-functional training to reinforce a “team” philosophy and maximize efficiency.

## ***Objective 2 — Design a sustainability review process.***

- Create simple, standard policies for inventory management, handling petty cash, merchandising strategy and window displays.
- Design an overall seasonal sales strategy to maximize retail operations around the weather.
- Design in a process for sales originating from the DIY hours to complement the walk-in sales
- Ensure the accurate recording of sales to identify peak sales days and times; adjusting hours and staffing accordingly.
- Develop an annual report with sales data, expenses, and visit counts to track sustainability from year to year.

## ***Objective 3 — Maximize customer interactions to share the mission and vision of BiCi Co.***

- Train staff with an engaging elevator pitch of the mission of The Center for Latino Progress, as well as the vision and importance of the BiCi. Co project.
- Ensure staff are knowledgeable of upcoming events and programs.
- Create cross-promotional materials to showcase important events and milestones. Display prominently in the storefront.
- Include simple take-away promotional materials to share with every walk-in customer.
- Directly capture visitor contact data, program registration, and program interest from walk-in visits using standard electronic forms; create a pipeline of information from first point of contact to ongoing engagement and connection

### 3 | A Platform of Programs

To gain early traction, success and deliver an immediate impact, the BiCi Co. project was built around existing programs already in place at The Center for Latino Progress—adding an additional layer of cycling education, bike maintenance and safety instruction to the long-standing Summer Youth Employment & Learning program. Additional pilot projects, like DIY Member Hours and the successful Earn-A-Bike initiative, maximized impact on shoestring resources and include long-term plans to grow and expand with the addition of new investments and dedicated space.

Programs provide an important source of income for the BiCi Co. project and provide a mechanism for delivering the Center's vision and impact for its community. As BiCi Co. grows, programs will need to expand as well to reach new markets, serve appropriate audiences and engage a diverse cross-section of Hartford and the region. The Center's efforts must be on ensuring programs match and deliver the change it wants to see: filling immediate and long-term needs to improve economic opportunity.

As the focus of BiCi Co. shifts away from a program-heavy model to a "holy trinity" that includes community services and a retail operation, successful programs must further the goals of each piece of the BiCi Co. operation, as well as draw from the added resources of new initiatives and developments.

**See chart on page 17: Program Mapping: CFLP Strategic Initiatives to BiCi Co. Supporting Programs**

#### ***Objective 1 — create a 3-year program timeline designed to engage key constituencies and deliver a visionary impact***

- Make a strategic framework for creating programs—what are the needs BiCi Co. is trying to serve? How can a program respond to and address these needs and stay within The Center's mission?
- Ensure programs are linked with specific goals for community impact to deliver vision
- Plot out current programs on a 3-year spectrum. Set goals for growth in both participation and revenue, as well as a process to revise and hone program development
- Determine milestones for launching new initiatives—what resources are needed before a new program can be implemented? What is required in

staffing, capital, equipment, space, etc.?

- Map programs to their target communities to gain a better understanding of who is being served; make sure programs are reaching all intended audiences

### ***Objective 2 — implement an evaluation framework to analyze outcomes and track accomplishments***

- Determine which metrics to track and the proper method of data collection and analysis
- Utilize survey tools to build understanding about the experience of program participants
- Solicit information from funders and community members to understand which metrics and stories are most compelling; report this quantitative and qualitative data
- Prepare a media and communications outreach strategy to share accomplishments—consider statistics, graphs, infographics and other deliver methods
- Create a “feedback loop” cycle to leverage program evaluation to make smart, strategic changes to program structure and development

### ***Objective 3 — partner with community institutions and funding agencies to capitalize on new opportunities to develop joint projects***

- Scan and survey the local community to see which needs are being met and which are “left out.” Ask: can BiCi Co. provide an enhanced service on existing programs or projects?
- Develop ongoing two-way communication with funders, supporters and audiences to identify opportunities to innovate
- Remain collaborative and open to outside agencies and external communities to shape the identity and catalog of future projects
- Empower members and program participants to help identify program enhancements

<b>Center for Latino Progress</b> <b>Existing Programs</b>	<b>BiCi Co.</b> <b>Supporting Programs and Connections</b>
<p>Youth programs and development</p>	<p>Engagement with younger, active teens</p> <p>Introduces valuable skills and supports recruitment for college prep cohorts</p> <p>Summer youth employment service learning and internship opportunities</p> <p>Alignment with career pathways and interchangeable or transferable skills</p>
<p>Job training programs and employment</p>	<p>Bicycles for jobs access – increased mobility and range</p> <p>Clerk, inventory, sales, bicycle mechanic, customer service, and youth program staff internship and on-the-job training opportunities</p> <p>DIY repair hours offer resources for individual entrepreneurship</p>
<p>English as second language courses</p>	<p>Bilingual staff and direct application of English language</p> <p>Develop ESL curriculum for contextualized learning associated with bicycles</p>
<p>Home buyer programs</p>	<p>Bicycle transportation lowers transportation costs and promotes community asset building</p> <p>Financial counseling introduces the cost of owning a car and the benefits of transit-oriented developments</p>
<p>Immigration services</p>	<p>Low cost transportation key to jobs access and mobility of recent immigrants</p>

## 4 | Diversifying Revenue

A key goal of The Center is to ensure long-term viability and sustainability for the BiCi Co. project. Crucial to achieving this objective is the development of multiple sources of revenue from different markets to avoid over dependence on one funding stream.

Some of the most successful cycling enterprises around the country employ a fee-for-service model across all operations to provide ongoing income. As a program of The Center, BiCi Co. must continue to keep its products and services accessible to consumers and stakeholders, yet reinforce the importance and value of supporting (and sustaining) the overall organization. Creative, branded opportunities will not only increase the share of earned and contributed revenue, but help build awareness and excitement for BiCi Co. in the community.

### ***Objective 1 — create a fee-for-service model to tap new revenue markets and provide valuable, sustainable community services***

- set competitive rates and services in the BiCi Co. retail shop to attract business from local residents
- explore for-hire training and certification courses to outside agencies looking for education in safety, maintenance and cycling history
- gauge community interest in a Bike Valet service for local events and festivals—especially those where cycling is a critical component
- market bike “tune-up” events and opportunities in the shop and across the neighborhoods and charge a flat, accessible rate for basic bike maintenance (for example, supporting neighborhood bike rodeos with BiCi Co. trained mechanics)
- pilot a community bike rental program anchored at BiCi Co. with a growth plan to include outlets across Hartford's neighborhoods to provide a biking network for visitors and residents
- assess a voluntary (or required) outreach fee to donated bikes to cover the costs up upcycling and replacement parts

## ***Objective 2 — maximize “wrap-around” funding opportunities with local corporations and institutions***

- conduct conversations with stakeholders and funders to uncover new partnership opportunities and possibilities for increased funding around key services
- engage corporations on team-building events, volunteer days, and lunch-and-learn opportunities
- utilize tabling at corporate and institution transportation, health, and Earth Day fairs to publicize the opportunities and programs offered by BiCi Co.
- design signature BiCi Co.-branded bike racks and 'sell' sponsorship to local companies and businesses to make bike storage more visible and accessible city-wide
- explore innovative company-cycling partnerships, such as on-site mini bike share programs at large companies for employees to enjoy recreational use of cycling during the work day or ask corporations to underwrite indoor bike "spots" in parking garages—utilizing BiCi Co. branded bike racks—to provide all-weather storage spots for cyclists
- develop a referral program from employers for employees to expand the market for BiCi Co. services and retail

## ***Objective 3 — design a scalable, needs-based registration model to increase earned revenue while keeping programs accessible to all audiences***

- create a culture of value by building in a nominal registration fee for BiCi Co. programs as applicable
- set registration rates tailored to different audiences—City of Hartford and Greater Hartford residents, low- and moderate-income participants
- launch “high earning” programs to help offset costs of community outreach
- utilize and market paid membership to offset costs of equity membership for DIY hours

***Objective 4 — build long-term service contracts with community partners to become the go-to destination for institutional and youth program bike maintenance***

- brand BiCi Co. as the local solution to bike service needs across the community
- survey different organizations who utilize biking—police and public safety, messenger services, bike rental outlets, nonprofit service agencies transportation districts, etc.—to attract business and secure the market
- set a standard maintenance cost rate on any external partner program

## 5 | Expanding the Fanbase

During its initial development BiCi Co. quickly attracted a small, fervent following—the foundation of an enthusiastic, committed constellation of members, ambassadors and volunteers who believe in the project's vision. Growing this base of supporters is an important piece of achieving The Center's ambitious goals for BiCi Co.

The Center is well-positioned to impact large and diverse audiences across the City of Hartford and throughout the region. Shaping, sharing and spreading the BiCi Co. story will help interest and engage new potential supporters while connecting program participants, members and volunteers to tangible achievements.

As the project grows its outreach efforts and expands its footprint (see "Hub & Spoke Strategy"), it will be crucial to convert casual consumers into die-hard fans. Understanding consumer and constituent behavior will help shape operations, products and services as the project grows, and recruiting supporters from key stakeholder groups and audiences—especially the local Latino community—are essential to success.

### ***Objective 1 — recruit members, ambassadors and volunteers reflective of community demographics***

- design a pipeline for program participants to stay involved as volunteers, ambassadors and members
- further define stakeholder groups ("those with an interest in the success of the project") and target audiences ("those consuming or engaging with the project's services and programs")
- ensure a representative sample of those stakeholder groups will stay connected and engaged with BiCi Co. work; recruit community leaders to assist with audience development
- provide ongoing opportunities to survey and solicit feedback from the local community

## ***Objective 2 —provide “plug-in” experiences to attract underserved audiences***

- identify those audiences not currently connected to the BiCi Co. project and collaborate on ways to build engagement
- continue to grow Women’s Committee and set goals for female ridership, membership, and participation parity in programs
- connect with local Latino leaders and build opportunities to impact The Center’s core constituency
- expand the Bikes for Jobs Access initiative to provide an important service to the City’s under-employed, homeless, and transitioning residents who need transportation for work
- continue to design opportunities to co-populate and connect audiences: i.e. pair members of different neighborhoods, socio-economic backgrounds, ethnic and cultural groups

## ***Objective 3 — create a focused campaign for member engagement and renewals***

- plot annual milestones for member touchpoints—program/project updates, sales opportunities, celebrating membership anniversaries, etc.
- assess member demographics and interests to create targeted communications and calls to action
- create a policy and standard pitch for converting buyers, volunteers and program participants into members
- execute annual membership drives across the community and region
- explore 3rd party outlets for membership sales and promotion

## ***Objective 4 — integrate a database solution to gather, track and analyze constituent data***

- utilize DonorPerfect & MailChimp platforms to store information about members, volunteers, program participants and program evaluations
- integrate with web form inputs and e-mail functionality; provide a process for connecting store and sales data into supporter records
- utilize the database to send automated renewal notices to members and include membership numbers (paid, equity, renewal rates) in the annual

sustainability report

- build different member profiles, with tailored communications and an understanding of the “triggers” for each, to maximize ongoing recruitment efforts

### ***Objective 5 — use strategic communications tactics to enhance outreach, build a narrative and recognize supporters***

- create a suite of marketing materials sharing the same message and visual brand
- gather testimonials, video messages and impact statements to build a case for support
- provide engaging content—photos, video, audio—that tells stories
- leverage social media and relationships with media and local community “thought leaders” to increase awareness
- highlight volunteers and members throughout the year to showcase a diverse community of support
- soliciting the support and buy-in of local businesses, especially those on Park Street, to provide bike accessibility in every corner of the city.

