



Dear SF Bicycle Coalition Members and Friends,

This is the final draft of the SF Bicycle Coalition's 2017-2022 strategic plan that the board of directors is expected to approve at its meeting on November 28, 2017. Over the past 18 months, the strategic planning committee and board have worked to create this final draft plan. It begins with the organization's mission statement and core values, followed by goals, objectives and metrics to measure our progress toward achieving those goals. The duration for each metric is five years, unless otherwise stated. In the appendix, you'll find a table of definitions, an overview of the process followed to create this final draft plan, and a word map of input received. After the board approves the plan, the next step will be for staff to operationalize the plan by defining tactics and writing work plans to achieve the stated goals.

We believe the goals and objectives laid out in this plan will set a solid course to guide the work of the SF Bicycle Coalition over the next five years. We thank all those who provided input to this plan, especially our members.

Sincerely,

A handwritten signature in black ink that reads "Shirley Johnson".

Shirley Johnson  
SF Bicycle Coalition board member and chair of the strategic planning committee

**FINAL DRAFT**  
**SF Bicycle Coalition 2018-2022 Strategic Plan**

***Mission Statement***

The San Francisco Bicycle Coalition works to transform San Francisco's streets and neighborhoods into safe, just, and livable places by promoting the bicycle for everyday transportation.

(action taglines: Advocate. Educate. Collaborate.)

***Core Values***

**TRANSPORTATION JUSTICE:** We advocate for everyone's equitable access to safe, affordable, and healthy transportation to create a just city.

**SUSTAINABILITY:** We fight climate change by enabling and encouraging more people to bike more often.

**PEOPLE POWER:** We create positive change through coalition building and collective action.

**JOY:** We celebrate bicycling as a fun, healthy way to get around and connect with each other and our communities.

**GOAL I:** Demand high-quality infrastructure and push for visionary improvements to connect the city

**Objectives:**

1. Establish physically-protected bike lanes as the standard for bike improvements, especially on Vision Zero high-injury corridors.
  - A. *30 miles of protected bike lanes across every supervisorial district*
  - B. *25% of approved bike lane projects include protected bike infrastructure*
  - C. *18 miles annually of new and upgraded bicycle and pedestrian safety infrastructure constructed on high-injury corridors*
  
2. Fight for land use policies, street design and operations that prioritize safe, comfortable active transportation over fast driving
  - A. *150 "hot spot" improvements*
  - B. *50% increase in perceived safety biking in San Francisco*
  - C. *50% decrease in bicycle crash rate citywide*
  
3. Expand car-free spaces within parks and on city streets.
  - A. *15 regular open streets events per year*
  - B. *5 new permanent open, car-free spaces*
  - C. *One car-free event spanning multiple neighborhoods on a large scale*
  
4. Work to eliminate double-parking and illegal loading/unloading in bike lanes.
  - A. *Enable double-parking reporting through 311 to establish a baseline*
  - B. *60% reduction in the number of illegal bike lane encroachments in high-injury corridors and 40% reduction elsewhere compared with baseline*
  
5. Ensure bike access and capacity on bridges and local and regional transit.
  - A. *Secure full funding for construction of Bay Bridge western span path*
  - B. *50% increase number of people arriving and traveling by bike to BART and Caltrain*
  
6. Make bike parking secure and plentiful.
  - A. *3,000 additional bike racks/corrals installed*
  - B. *Facilitate valet bicycle parking programs to reach 75,000 people*
  - C. *Triple the number of locations with attended or otherwise secure bike parking service*
  
7. Decrease bicycle theft.
  - A. *Establish a bike theft unit in San Francisco Police Department (SFPD)*
  - B. *50% reduction in bicycle theft*
  - C. *50% increase in bike registration*



**GOAL II:** Build public support and political power to win affordable and sustainable transportation for all San Franciscans.

**Objectives:**

1. Secure significantly more funding for bicycle infrastructure by winning local and regional funding measures.
  - A. *Win all endorsed ballot measures that bring in new revenue for active transportation*
  - B. *10% of all new transportation revenues are allocated to bicycle and pedestrian projects*
2. Ensure new and emerging mobility technologies and services, especially transportation network companies (TNCs) and delivery services, are safe and complement bicycling.
  - A. *Enact city and state policies that positively integrate new and emerging mobility technologies into San Francisco's transportation network*
3. Elect powerful champions for bicycling as mayor of San Francisco, in key supervisorial districts, and to other important offices citywide.
  - A. *All SF Bicycle Coalition-endorsed candidates are elected to office and are held publicly accountable to their constituents*

**GOAL III:** Grow, engage, and empower our membership to strengthen our organization and deepen community support for bicycling.

**Objectives:**

1. Increase the number of members through grassroots organizing and strategic coalition building.
  - A. *Grow individual membership to 12,000*
  - B. *5% annual list growth across communications channels*
  - C. *50% increase in the number of business members*
2. Build an organization whose members, board, and staff reflect San Francisco's demographics.
  - A. *Report annually on closing the gap between the organization's and San Francisco's demographics*
3. Engage members and individuals to power our advocacy and increase our effectiveness.
  - A. *Maintain an average of at least 10,000 volunteer hours annually*
  - B. *Train 250 members in a leadership development program*
  - C. *Establish an organization-wide leadership ladder and increase member engagement by 10% at each level per year.*



**GOAL IV:** Introduce San Franciscans of all ages, identities, and backgrounds to the joy of bicycling and encourage more San Franciscans to bicycle more often.

**Objectives:**

1. Reach thousands of people through bicycle education and school safety programming, emphasizing rules of the road.
  - A. *Reach 50,000 adults*
  - B. *Reach 30,000 young people, parents, and caregivers*
  - C. *25% increase in the number of children biking to school*
  
2. Support bicycling for everyday transportation among communities that experience barriers to riding.
  - A. *Refurbish and distribute 1,000 bicycles through Community Bike Builds*
  - B. *50% increase in people who bike in San Francisco identify as female, trans, or femme*
  - C. *Support the expansion of accessible and affordable bike share systems and bike share membership programs*
  - D. *Hold at least one event annually in each supervisorial district with disproportionately low membership*
  
3. Educate all road users how to share the road safely and respectfully.
  - A. *Ensure SFPD continues to meet its Focus on the Five goals*
  - B. *Demand fair and equitable enforcement methods*
  - C. *Train 2500 professional drivers*
  - D. *Establish a ticket diversion program for people cited while biking*

**Appendices:**

A: Definitions

B: Process used to create the strategic plan

C: Word map of input received from member open house, stakeholder interviews and community listening sessions.

**Appendix A: Definitions**

Bicycle crash	A preventable situation in which a bicyclist greets the ground, a motor vehicle, or any other solid object in a way that results in bodily harm and/or property damage
Bicycle education	Classroom training, on-road training, distribution of educational materials, educational videos
Focus on the Five	A citywide enforcement initiative that targets the five most dangerous traffic violations that contribute to traffic injuries and deaths
High-injury corridor	The 12% of streets where over 70% of severe/fatal injuries occur to people walking, biking, driving and motorcycling
Hot spot	A small area where there are safety concerns due to gaps in bike infrastructure
Leadership ladder	A framework designed to deepen member engagement; it works by asking members to take increasingly important roles to walk up the figurative ladder to ultimately become leaders for the cause
Open streets event	An event that temporarily opens streets to people by closing them to cars
Professional driver	Anyone who is compensated for their time driving, including TNC drivers for Uber and Lyft
SFPD	San Francisco Police Department
Transportation network company (TNC)	An organization that uses mobile apps and the Internet to allow people to secure individual and carpooling rides from drivers in non-commercial vehicles. Examples include Uber and Lyft.
Vision Zero	A city policy to prioritize street safety and eliminate traffic deaths in San Francisco by 2024

## Appendix B: Process used to create this strategic plan

The table below provides an overview of the strategic planning process.

Phase	What	When
0: Initiation	Gather information from other organizations Organize panel discussion Create draft scope Hire consultant	March - December, 2016
I. Needs Assessment	Review of existing data Input from board and staff	January - February, 2017
II. Shaping Direction for Strategic Plan	Determine plan scope and duration Development of core values Design and prepare Phase III	February - April, 2017
III. Broad Stakeholder Input	Input from membership and external stakeholders Data analysis	April - June, 2017
IV. Development of Strategic Plan	Development of goals, objectives and strategies	June, 2017
V. Plan Writing	Drafting, revising, and presenting plan	July - October, 2017
VI. Plan Approval	Finalize and approve plan	November, 2017

### *Phase 0: Initiation*

The strategic planning committee contacted eight nonprofit organizations to gather information on their strategic planning processes to help inform our process. The committee also organized “Bike Talk:

Growing Our Movement” with three distinguished panelists (Lateefah Simon, René Rivera, and Tamika Butler) to encourage dialog and discussion as we began the strategic planning process. The committee drafted a broad scope for the strategic plan and hired a consultant to facilitate the planning process.

#### *Phase I: Needs Assessment*

The consultant gathered existing data to assess our progress toward the 2012-2017 strategic plan and to set the stage for our next strategic plan. A survey of board and staff was conducted for a SWOT (strengths, weaknesses, opportunities, and threats) analysis.

#### *Phase II: Shaping Direction for the Strategic Plan*

The committee reviewed the SWOT analysis to refine the scope of the strategic plan and to draft core value statements. Groups and individuals were identified for listening sessions and stakeholder interviews, respectively.

#### *Phase III: Broad Stakeholder Input*

A member open house was held to collect input on the draft scope from SF Bicycle Coalition members. Board members conducted 29 individual interviews with key stakeholders including advocates, politicians, and city officials. Committee members and board members co-facilitated listening sessions with the following groups:

- Council of Community Housing Organizations
- Former SFBC board candidates
- Former SFBC staff
- Major donors
- Neighborhood associations
- PODER & Bicis del Pueblo
- Regional bike coalitions
- Self-identified seniors
- SF Bicycle Advisory Committee
- SF Municipal Transportation Agency Livable Streets Division
- SF2G
- Walk San Francisco

The consultant compiled the data and provided summaries for the committee’s review.

#### *Phase IV: Development of Strategic Plan*

Based on the data collected, the committee developed draft goals, objectives and strategies to serve as the foundation for the strategic plan.

#### *Phase V: Plan Writing*

An online survey was administered to collect input from SF Bicycle Coalition members on the draft goals and objectives. Based on this input, the committee refined the goals and objectives for discussion at two forums for SF Bicycle Coalition members. The committee then synthesized the member input to write a first draft strategic plan including draft metrics for the full board to review and provide input. The committee compiled the board’s input on the first draft and, after several rounds of revision with additional board input, created the final draft strategic plan.

#### *Phase VI: Plan Approval*

The board is anticipated to approve the final draft plan at its meeting on November 28, 2017.

## Appendix C: Word map of input received from member open house, stakeholder interviews and community listening sessions



### Acknowledgement

Thank you to all who participated in interviews and listening sessions, and to our members for their engagement and input. Special thanks to the strategic planning committee.

2017 committee members:

Abigail Tinker, Amandeep Jawa, Ana Vasudeo, Anna Gore, Brian Wiedenmeier, Catherine Orland, Chema Hernández Gil, Frank Chan, Janice Li, Jiro Yamamoto, John Beckman, Libby Nachman, Lindy Kae Patterson, Mary Kay Chin, Rocky Beach, Tracy Chinn, Sacha Ielmorini, Shirley Johnson (chair)

2016 committee members:

Amandeep Jawa, Andy Thornley, Andy Toebben, Brianne O'Leary Gagnon, Mary Kay Chin, Paul Supawanich, Shirley Johnson (chair)