



WHEEL MOVEMENT

STRATEGIC ACTION PLAN (2011-2014)

APPROVED: OCTOBER 12, 2011
BOARD OF DIRECTORS
WHEEL MOVEMENT OF THE CSRA, INC.

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I. EXECUTIVE SUMMARY

INTRODUCTION AND EXECUTIVE SUMMARY.

Wheel Movement of the CSRA, Inc. (hereafter “Wheel Movement”) has prepared a strategic plan to identify, prioritize, and initiate those activities which best serve the organization’s mission. The resulting *Strategic Action Plan (2011-2014)* was prepared by a steering committee of members during Wheel Movement incorporation process. Subsequent to incorporation, Wheel Movement’s initial Board of Directors adopted the *Strategic Action Plan (2011-2014)* on October 12, 2011 to serve as the organization’s official work program.

Wheel Movement is a certified domestic non-profit corporation based in Augusta, Georgia, and organized pursuant to the Georgia Non-Profit Corporation Code¹. Wheel Movement was incorporated on September 6th, 2011, and serves as the principal cycling advocacy organization for metropolitan Augusta including the urbanized areas of Columbia and Richmond counties in Georgia, and Aiken County in South Carolina. The mission statement of the organization is:

“It is the mission of Wheel Movement to promote and support the local cycling community. Wheel Movement recognizes the lifestyle, economic, health and public relations value of cycling in the greater Augusta Georgia/South Carolina area. Wheel Movement will work to provide educational programs, conduct community outreach initiatives, and engage in advocacy efforts that generate and sustain a positive cycling environment throughout the community.”

From its mission statement Wheel Movement has established three (3) general goals:

- 1) *Wheel Movement will develop and deliver educational programs to a variety of targeted public groups to educate them on cycling.*
- 2) *Wheel Movement will promote and pursue necessary policies and infrastructure development for the support of cycling throughout the area.*
- 3) *Wheel Movement will provide sufficient opportunities for community outreach and act as a clearinghouse to establish a supportive environment for the cycling community.*

Both the organization’s mission and goals have been incorporated into the By-Laws of Wheel Movement of the CSRA, Inc. While effectively projecting the intent of the organization, a mission statement and goals rarely provide measureable objectives upon which an organization can focus its efforts. Without clear and prioritized objectives, an organization risks inefficiency and fragmentation resulting from a lack of common direction and shared purpose. In contrast, adherence to well-defined strategies enables Wheel Movement to present itself in a consistent manner that increases public confidence in the organization and helps it grow. Wheel Movement’s *Strategic Action Plan (2011-2014)* provides the structure around which all of the organization’s activities revolve and a transparent framework by which the mission of the organization may be communicated to other interested parties.

The *Strategic Action Plan (2011-2014)* includes a short-term work program containing 16 objectives – and corresponding actions (or strategies). The objectives are distributed among the organization’s three (3) goals and guide the work of the Wheel Movement

¹ 501 c.3 status pending.

Board of Directors and the various standing committees established via the adoption of the organization By-Laws. Further information regarding organizational structure, the strategic planning process and plan components can be found in Section II.

II. PLAN STRUCTURE

STRATEGIC PLAN TIME-FRAME.

As a new organization in the initial stages of developing its member and sponsor resources, Wheel Movement has opted to prepare a strategic plan with a limited time-frame for implementation. While strategic plans commonly consider a five (5) year horizon within which specific activities are undertaken – and success is measured – Wheel Movement’s *Strategic Action Plan (2011-2013)* considers a planning period of only three (3) years.

While the limited time-frame of the plan may reflect personal feelings of urgency to “get things done” on behalf of many of the planning participants, there are also practical reasons for the selection of a three (3) year planning period. First, as a nascent organization Wheel Movement does not yet know how successful it will be in recruiting members and sponsors to actively assist in plan implementation. Also, a three (3) year planning period coincides with the expiration of the terms of service of Wheel Movement’s second Board of Directors. For both reasons, a shorter planning period allows for a complete re-tooling of the plan should Wheel Movement find that it has reached all of its goals, or must otherwise modify its ambitious scope.

PLAN PROCESS.

Development of the *Strategic Action Plan (2011-2013)* is a product of the overall effort of the Wheel Movement steering committee to create an organizational structure. These efforts began in 2010, and continued in earnest throughout most of 2011. Specifically related to the development of the plan, are the four (4) following activities/events:

- 1) *Informal visioning document/outline (See **Appendix A**).*
- 2) *Wheel Movement Cycling Preferences Survey (See **Appendix B**).*
- 3) *Wheel Movement public meeting (May, 2011).*
- 4) *Steering committee work sessions.*

Vision Document/Outline.

Initial efforts to form a cycling advocacy organization to serve the Augusta, Georgia metropolitan area began in early 2010. In the winter of 2010/2011 individuals involved in this process generated an informal document which outlined the proposed parameters of the organization – including: a mission statement, organizational structure, objectives, etc. (See **Appendix A**). This document provided an initial vision for the Wheel Movement organization but ideas regarding potential programs and initiatives remained conceptual. During this time however, Wheel Movement advocates established a blog and FaceBook page which served to identify individuals who would be interested in participating in cycling advocacy initiatives (when developed). By spring of 2011, over 300 individuals were participating in Wheel Movement forums via these social media tools.

Wheel Movement Cycling Preferences Survey.

In the spring of 2011, Wheel Movement steering committee participants, with the assistance of the CSRA Regional Commission, prepared a survey for distribution to a target audience of individuals informally viewed to be part of the “cycling community².” While not representative of the much broader audience of cyclists, and potential cyclists, that Wheel Movement hopes to serve through its initiatives, the target audience of the “cycling community” is pre-disposed to have strong opinions of cycling facility and education preferences, and was easy to reach through the organization’s successful social media initiatives.

The multi-page survey sought to establish local cycling preferences, and assist the Wheel Movement steering committee in preparing a strategic plan that reflected the desires of cyclists who may not necessarily be able to participate in the steering committee process. Based on the total number Wheel Movement’s Facebook participants at the time, the survey response was limited to about 10 percent. Regardless, themes emerged from this effort to guide ongoing steering committee activities. The “Wheel Movement Cycling Preference Survey” and results can be found in **Appendix B**.

Wheel Movement Public Meeting.

In May of 2011, Wheel Movement steering committee members advertised and conducted a public meeting at Enterprise Mill. The intention of the meeting was to educate citizens about the activities of the steering committee, provide them with an intended schedule for the development of the organizational structure, recruit additional steering committee members, and to solicit further input on the types of initiatives which Wheel Movement should undertake. A summary of participants’ preferences is provided in **Appendix C**.

Steering Committee Work Sessions.

Final development of the *Strategic Action Plan (2011-2013)* has spanned most steering committee meetings held since May, 2011. The vast majority of work on the plan however (referred to as “work program” in steering committee agenda packets) occurred on July 13, July 27, August 16 and August 31. During these strategic planning sessions, the steering committee reviewed prior survey and public input results to refine the organization’s mission statement and develop complementary goals. The mission statement and goals developed at these strategic planning sessions are listed on Page 1 of this document, and were incorporated verbatim into the organization’s By-Laws. Following goal development, corresponding objectives and strategies were developed – all of which have been incorporated into this plan. As previously stated, Wheel Movement has since adopted the *Strategic Action Plan (2011-2014)* to serve as the organization’s official work program.

² Generally assumed to be individuals who were more likely to be cyclist “by choice” - predominantly recreational cyclists and/or those who frequent bicycle shops or events.

PLAN COMPONENTS.

Wheel Movement's *Strategic Action Plan (2011-2014)* includes a short term work program of objectives, as well as a list of optional or long-range objectives. Each objective is tied to one (1) of Wheel Movement's three (3) goals.

Short-Term Work Program.

The short-term work program *Strategic Action Plan (2011-2014)* includes 16 objectives which Wheel Movement has identified as essential first steps in implementing the organization's mission and goals. Within each goal category of "Education," "Policy," and "Outreach," the plan prioritizes only the first three (3) objectives. Other objectives within each goal category remain unranked – with their level of priority changing to reflect community conditions.

All objectives within the short-term work program include a list of recommended and measurable strategies, identify parties responsible for implementation, and anticipate a timeframe for implementation. The short-term work program is located on Pages 9 through 18 of the plan.

"Optional" Objectives.

In generating the short-term work program, a handful of additional objectives were identified that did not receive prioritization by the steering committee. The list of optional or long-range objectives is by no means all-inclusive, but identifies additional methods by which Wheel Movement may implement its strategic plan.

Scope of the Strategic Action Plan (2011-2014).

As the Wheel Movement Board of Directors' adopted work program The *Strategic Action Plan (2011-2014)* is a commitment on behalf of the to generate specific initiatives that promote cycling throughout metropolitan Augusta. Adherence to the ideas presented within the plan should remain a priority for the Board.

More importantly however, the *Strategic Action Plan (2011-2014)* is an extension of the organization's adopted mission statement and goals contained within the By-Laws of Wheel Movement of the CSRA, Inc. It is the mission and goals of the organization which create the binding commitment between the Board of Directors and the membership of Wheel Movement. The plan is merely a tool toward meeting those commitments. As such, issues or opportunities will arise during the three (3) year planning period that should be addressed by Wheel Movement but are not otherwise referenced in the strategic plan. While it would be unrealistic and inefficient to make adjustments to the strategic plan to address all unanticipated events, the Board of Directors will remain diligent in focusing on objectives contained herein, and proposing amendments to the plan when conditions warrant significant adjustments to the organization's work program.

III. STRATEGIC ACTION PLAN (2011 – 2014)

GOAL (EDUCATION): Wheel Movement will develop and deliver educational programs to a variety of targeted public groups to educate them on cycling.

Education Objective #1: Prepare cycling law and rider etiquette materials for distribution to area cyclists.

Actions:	Responsible Party(ies):	Timeframe:
<ul style="list-style-type: none"> Research existing materials on cycling law and rider etiquette with focus on Georgia/South Carolina materials and methods of print distribution. 	Educational Program Comm.	October, 2011 – January, 2012
<ul style="list-style-type: none"> Coordinate with Georgia Bike and Palmetto Cycling Coalition to develop content appropriate to metro-Augusta area. 	Educational Program Comm.; Partnering Orgs.	October, 2011 – January, 2012
<ul style="list-style-type: none"> Develop initial hand-out/print media that can be utilized by cyclists during a ride. 	Educational Program Comm.; Partnering Orgs.; Board	October, 2011 – January, 2012
<ul style="list-style-type: none"> Design and determine costs of reproduction. 	Educational Program Comm.	January, 2012
<ul style="list-style-type: none"> Evaluate methods of distribution (who, how, where). 	Educational Program Comm.; Partnering Orgs.	January – March, 2012
<ul style="list-style-type: none"> Tie unveiling of initial product to outreach initiatives. 	Educational Program Comm.; Admin. & Outreach Comm.; W.M. Board	March - May, 2012
<ul style="list-style-type: none"> Make available “print your-self” version. 	Admin. & Outreach Comm.	May, 2012
<ul style="list-style-type: none"> Track usage and measure feedback of initial product for future modifications, re-distribution activities and development of other future materials. 	Educational Program Comm.; W.M. Board	May, 2012 – Ongoing

Education Objective #2: Initiate a media campaign regarding safe cycling.

Actions:	Responsible Party(ies):	Timeframe:
<ul style="list-style-type: none"> Utilize position statements and presentation identified in other education objectives to serve as the basis of topic-specific press releases. 	Educational Program Comm.; W.M. Board	October, 2011 – Ongoing
<ul style="list-style-type: none"> Prepare media distribution list. 	Educational Program Comm.; W.M. Board	October – November, 2011
<ul style="list-style-type: none"> Work with partners to brand the print media campaign. 	Educational Program Comm.; W.M. Board; Partnering Orgs.	October, 2011 – Ongoing
<ul style="list-style-type: none"> Establish standard schedule for distribution of press-releases. 	W.M. Board	October – December, 2011

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<ul style="list-style-type: none"> For interested media outlets, tie press releases to pre-prepared op-ed articles expanding on the topic. 	Educational Program Comm.; W.M. Board	October, 2011 – Ongoing
<ul style="list-style-type: none"> Investigate the possibility of preparing brochures/flyers tied to the op-ed articles that may subsequently be distributed at target locations throughout the metropolitan area. 	Educational Program Comm.	October, 2012 – Ongoing

Education Objective #3: Create and facilitate educational programs on healthy and safe cycling targeted toward children.

Actions:	Responsible Party(ies):	Timeframe:
<ul style="list-style-type: none"> Evaluate existing cycling safety programs geared toward children sponsored/provided by other organizations to generate ideas. 	Educational Program Comm.	October, 2011 – March, 2012
<ul style="list-style-type: none"> Identify funding sources which can assist with the development and ongoing delivery of children's cycling programs. 	Educational Program Comm.	October, 2011 – March, 2012
<ul style="list-style-type: none"> Develop the curriculum for one (1) or more cycling lifestyle and safety programs. 	Educational Program Comm.; Partnering Orgs.	March – September, 2012
<ul style="list-style-type: none"> Solicit the participation of law enforcement, recreation directors, church groups, scouting groups, etc. for program delivery. 	Educational Program Comm.	June – September, 2012
<ul style="list-style-type: none"> Recruit sponsors to provide material support to the program(s). 	Educational Program Comm.	June – September, 2012
<ul style="list-style-type: none"> Based on response of potential partnering organizations and sponsors, identify initial pilot program and location for program delivery. 	Educational Program Comm.; W.M. Board; Partnering Orgs.	September – December, 2012
<ul style="list-style-type: none"> Determine method(s) of program advertisement and timeframe for initial "roll-out." 	Educational Program Comm.; W.M. Board; Partnering Orgs.	December, 2012 – February, 2013
<ul style="list-style-type: none"> Implement pilot program. 	Educational Program Comm.; Partnering Orgs.	March – May, 2013

Education Objective (Non-Ranked): Prepare an educational program to the general public that fosters positive interactions with cyclists.

Actions:	Responsible Party(ies):	Timeframe:
<ul style="list-style-type: none"> Utilizing Georgia and South Carolina state law, work with Georgia Bikes and the Palmetto Cycling Coalition, to begin preparing position statements on proper cycling. 	Educational Program Comm.; W.M. Board; Partnering Orgs.	October, 2011 – Ongoing

<ul style="list-style-type: none"> Utilize position statements to create a safe cycling presentation for delivery to community groups. 	Educational Program Comm.; W.M. Board	December, 2011 – April, 2012
<ul style="list-style-type: none"> Incorporate existing PSA videos and other information to enhance the presentation method. 	Educational Program Comm.; W.M. Board	December, 2011 – April, 2012
<ul style="list-style-type: none"> Incorporate information regarding preferred cycling facilities and infrastructure into the presentation (See Policy Objectives). 	Educational Program Comm.; W.M. Board	April, 2012 - Ongoing
<ul style="list-style-type: none"> Identify and train Wheel Movement speakers. Establish a speaking schedule in the metropolitan area. 	Educational Program Comm.; W.M. Board	April – May, 2012

Education Objective (Non-Ranked): Develop a reciprocal educational relationship with local law enforcement officials.

Actions:	Responsible Party(ies):	Timeframe:
<ul style="list-style-type: none"> Identify law enforcement officials who may be receptive to developing relationships with cycling advocates. 	Educational Program Comm.	January, 2012 - Ongoing
<ul style="list-style-type: none"> Work with law enforcement partners to identify methods in which Wheel Movement can assist them. 	Educational Program Comm.	April, 2012 - Ongoing
<ul style="list-style-type: none"> Evaluate continuing education requirements for law enforcement. 	Educational Program Comm.	Ongoing
<ul style="list-style-type: none"> Speak with groups such as the International Police Mountain Bike Association. 	Educational Program Comm.	Ongoing
<ul style="list-style-type: none"> Determine if Wheel Movement may assist in the acquisition of equipment or maintenance to promote a greater number/presence of officers assigned to bicycle patrol. 	Educational Program Comm.; W.M. Board; Partnering Orgs.	Ongoing

GOAL (POLICY): Wheel Movement will promote and pursue necessary policies and infrastructure development for the support of cycling throughout the area.

Policy Objective #1: Prepare standardized organizational positions on a wide variety of cycling-related recreation and transportation facilities.

Actions:	Responsible Party(ies):	Timeframe:
<ul style="list-style-type: none"> Identify the variety of cycling facility types and determine preferences – including preferred method and location of application. 	W.M. Board	October, 2011 – Ongoing
<ul style="list-style-type: none"> Review the bicycle facility policies of the Georgia and South Carolina departments of transportation – solicit assistance from Georgia Bikes and PCC. 	Policy & Facilities Comm.	December, 2011 – May, 2012
<ul style="list-style-type: none"> Create list of bicycle facilities for which policy statements will be prepared. 	W.M. Board; Policy & Facilities Comm.; Partnering Orgs.	May, 2012 – August, 2012
<ul style="list-style-type: none"> Develop policy statement format and method for approval (i.e. approval of general membership vs. approval of Board). 	W.M. Board; Policy & Facilities Comm.	May, 2012 – August, 2012
<ul style="list-style-type: none"> Determine method of policy statement disbursement/distribution. 	W.M. Board; Policy & Facilities Comm.	June, 2012 – October, 2012
<ul style="list-style-type: none"> Conduct annual evaluation and re-adoption process of bicycle facility position statements. 	W.M. Board; Policy & Facilities Comm.	Annual - Ongoing

Policy Objective #2: Develop an engaged, collaborative, and ongoing presence within the boards and commissions of state, regional and local government organizations.

Actions:	Responsible Party(ies):	Timeframe:
<ul style="list-style-type: none"> Identify the state, regional and local government organizations within which Wheel Movement oversight of ongoing transportation policy formulation is necessary. 	W.M. Board	October, 2011 – Ongoing
<ul style="list-style-type: none"> Recruit Wheel Movement Board and Committee members to serve as the organization’s “ambassadors” to the identified governmental organizations. 	W.M. Board; Policy & Facilities Comm.	December, 2011 – Ongoing
<ul style="list-style-type: none"> Prepare standard outline for ambassadors to utilize in “introducing” themselves to the local government officials at whose meetings they will be monitoring. 	W.M. Board; Policy & Facilities Comm.	January, 2012 – May, 2012
<ul style="list-style-type: none"> Monitor agendas of government organizations with which ambassadors have 	Policy & Facilities Comm.;	May, 2012 - Ongoing

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been assigned.	Ambassadors	
<ul style="list-style-type: none"> Coordinate with website/blog/FaceBook administrators to provide notifications of pertinent issues. 	Policy & Facilities Comm.; Web Admin.	May, 2012 - Ongoing
<ul style="list-style-type: none"> Issue Board statements and/or promote member involvement where necessary. 	W.M. Board	Ongoing

Policy Objective #3: Identify preferred commuter routes to develop a region-wide cycling transportation network suitable for cycling facility improvements.

Actions:	Responsible Party(ies):	Timeframe:
<ul style="list-style-type: none"> Participate in the ARTS 2011/2012 Bicycle and Pedestrian Plan. 	W.M. Board; Membership	October, 2011 – June, 2012
<ul style="list-style-type: none"> Evaluate ARTS Bike/Ped. Plan and other regional and local bike/ped. plans for familiarity with those routes being identified by local governments as part of a preferred on-street and off-street bicycle system. 	Policy & Facilities Comm.	June, 2012 – October, 2012
<ul style="list-style-type: none"> Poll membership regarding preferences related to local government plans' proposed bicycle route system. 	Policy & Facilities Comm.	October, 2012
<ul style="list-style-type: none"> Poll membership regarding other preferred bike routes. 	Policy & Facilities Comm.	October, 2012
<ul style="list-style-type: none"> Map preferred bicycle route system in relationship to that proposed by local governments. 	Policy & Facilities Comm.	November, 2012 – May, 2013
<ul style="list-style-type: none"> Utilize preferred bicycle route system to prepare a cycling suitability map (based on existing conditions, not proposed conditions) 	W.M. Board; Policy & Facilities Comm.	May, 2013 – July, 2013
<ul style="list-style-type: none"> Determine methods of advertising (including cost) cycling suitability map and reproduction. 	W.M. Board; Policy & Facilities Comm.	May, 2013 – July, 2013
<ul style="list-style-type: none"> Coordinate with local governments and cyclist to maintain cycling suitability map. 	Policy & Facilities Comm.	July, 2013 - Ongoing

Policy Objective (Non-Ranked): Target an existing thoroughfare within the metro-area with the potential to serve as an important cycling linkage and actively work to retro-fit it into a model cycling-friendly corridor.

Actions:	Responsible Party(ies):	Timeframe:
<ul style="list-style-type: none"> Utilize local transportation plans/improvement lists to identify road corridors 	W.M. Board	October, 2011 – June, 2012

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that are slated for upgrade within the next five (5) years (including resurfacing).		
<ul style="list-style-type: none"> Review bicycle/pedestrian plans or plan components to identify corresponding road segments which are targeted for cycling use/improvement. 	Policy & Facilities Comm.	October, 2011 – June, 2012
<ul style="list-style-type: none"> Select pilot corridor within which Wheel Movement would like to see cycling infrastructure consistent with Policy Objective A. 	W.M. Board; Policy & Facilities Comm.	July, 2012 – September, 2012
<ul style="list-style-type: none"> Work with local government officials to identify the appropriate project scope within which to meet the cycling infrastructure objectives. 	W.M. Board; Policy & Facilities Comm.; Local Government	September, 2012 – January, 2013
<ul style="list-style-type: none"> Identify funding source for which Wheel Movement is eligible and may contribute to implementation of the objective. 	Policy & Facilities Comm.	September, 2013 – January, 2013
<ul style="list-style-type: none"> Solicit support of project from local elected official(s). 	W.M. Board; Policy & Facilities Comm.	2013
<ul style="list-style-type: none"> Apply for supportive funding. Solicit for local matching funds. 	W.M. Board; Policy & Facilities Comm.	2013 - Ongoing

Policy Objective (Non-Ranked): Develop a model bicycle parking ordinance for implementation by metro-area governments.

Actions:	Responsible Party(ies):	Timeframe:
<ul style="list-style-type: none"> Poll local cycling commuters to determine type of parking and other supplemental facilities desirable for area cyclists. 	Policy & Facilities Comm.	October, 2012
<ul style="list-style-type: none"> Evaluate existing bicycle parking ordinances currently utilized by metro-area governments. 	Policy & Facilities Comm.	October, 2012 – March, 2013
<ul style="list-style-type: none"> Work with a partner to study best-practices for bicycle parking in urban areas. 	Policy & Facilities Comm.; Partnering Orgs.	March, 2013 – August, 2013
<ul style="list-style-type: none"> Draft preferred bicycle parking ordinance. 	Policy & Facilities Comm.	August, 2013 – December, 2013
<ul style="list-style-type: none"> Solicit local government staff input/involvement in calibrating the proposed ordinance to “fit” the metropolitan area. 	W.M. Board; Policy & Facilities Comm.	December, 2013 – April, 2014
<ul style="list-style-type: none"> Solicit the support of local chambers of commerce and social benefit organizations. 	W.M. Board; Policy & Facilities Comm.	December, 2013 – June, 2014
<ul style="list-style-type: none"> Recruit local government sponsors of the model ordinance and solicit adoption by local governments in the metropolitan area. 	W.M. Board; Policy & Facilities Comm.; Local Government	June, 2014 - Ongoing

GOAL (OUTREACH): Wheel Movement will provide sufficient opportunities for community outreach and to act as a clearinghouse to establish a supportive environment for the cycling community.

Outreach Objective #1: *Develop website capabilities to serve as a local “clearinghouse” for cycling-related activities. Priority #1*

Actions:	Responsible Party(ies):	Timeframe:
<ul style="list-style-type: none"> Evaluate web-server programs, rates and capabilities. 	Admin. & Outreach Comm.	October, 2012 – November, 2012
<ul style="list-style-type: none"> Establish outline of minimum components and capabilities which Wheel Movement website must provide. 	W.M. Board; Admin. & Outreach Comm.	October, 2012 – December, 2012
<ul style="list-style-type: none"> Reserve a domain name. 	Admin. & Outreach Comm.	October, 2012
<ul style="list-style-type: none"> Designate one (1) or more website administrators. 	W.M. Board; Admin. & Outreach Comm.	December, 2012
<ul style="list-style-type: none"> Solicit corporate website sponsors to assist in cost of website upkeep and maintenance. 	Admin. & Outreach Comm.	December, 2012 - Ongoing
<ul style="list-style-type: none"> Create initial website containing minimum components. 	Admin. & Outreach Comm.; Web Admin.	December, 2012 – January, 2013
<ul style="list-style-type: none"> Ensure coordination between web administrator(s), Wheel Movement Board, Local shops/organizations so website is consistently updated. 	W. M. Board; Committees; Web Admin.	Ongoing
<ul style="list-style-type: none"> Monitor website usage and solicit member feedback on features and preferences. 	Admin. & Outreach Comm.; Web Admin.	Ongoing

Outreach Objective #2: *Create a positive working relationship with local transportation engineers, planners, and policy officials by offering a recurring professional education series focusing on best practices of cycling infrastructure development.*

Actions:	Responsible Party(ies):	Timeframe:
<ul style="list-style-type: none"> Serve as a host for the monthly trade webinar series offered by the Association of Pedestrian and Bicycle Professionals (APBP). 	Admin. & Outreach Comm.	October, 2012 - Ongoing
<ul style="list-style-type: none"> Select a host location and determine parameters of event (program, refreshments, fees, etc.) 	Admin. & Outreach Comm.	October, 2012
<ul style="list-style-type: none"> Develop a mailing list of private and public sector engineering, planning and 	Admin. & Outreach Comm.	October, 2012

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transportation policy professionals.		
<ul style="list-style-type: none"> Establish a minimum number of Wheel Movement Directors who will serve as hosts for the series. 	W.M. Board; Admin. & Outreach Comm.	October, 2012
<ul style="list-style-type: none"> Prepare a standardized flyer/invitation to be distributed to individuals on the mailing list. 	Admin. & Outreach Comm.	October, 2012
<ul style="list-style-type: none"> Solicit RSVPs for the event – initial distribution of invitation to be in form of a letter rather than e-mail. 	Admin. & Outreach Comm.	October, 2012
<ul style="list-style-type: none"> Host six (6) or more webinars per calendar year. 	Admin. & Outreach Comm.	October, 2012 - Ongoing
<ul style="list-style-type: none"> Distribute program evaluation form to program participants. 	Admin. & Outreach Comm.	Ongoing
<ul style="list-style-type: none"> Measure success to determine feasibility of hosting additional training options (i.e. National Highway Institute courses, etc.) 	W.M. Board; Admin. & Outreach Comm.	Ongoing

Outreach Objective #3: **Develop and distribute “benefits” to members and sponsors who support the activities of Wheel Movement.**

Actions:	Responsible Party(ies):	Timeframe:
<ul style="list-style-type: none"> Research benefits which are cost effective. 	Admin. & Outreach Comm.	October, 2012 – January, 2013
<ul style="list-style-type: none"> Solicit member feedback on preferred benefits. 	W.M. Board; Admin. & Outreach Comm.	October, 2012 – January, 2013
<ul style="list-style-type: none"> Speak with bike shops regarding possible offers to Wheel Movement members. 	Admin. & Outreach Comm.	November, 2012 - Ongoing
<ul style="list-style-type: none"> Provide up-to-date list of Wheel Movement members to bike shop and other business owners to allow for members’ utilization of special offers. 	Admin. & Outreach Comm.	January, 2013 – Ongoing Annual
<ul style="list-style-type: none"> Consider the development of membership cards. 	W.M. Board; Admin. & Outreach Comm.	Ongoing
<ul style="list-style-type: none"> Determine the contents of an initial membership package, and/or renewal offers. 	W.M. Board; Admin. & Outreach Comm.	February, 2013 - Ongoing

Outreach Objective (Non-Ranked): **Inventory and consolidate information on local recurring group rides, cycling events and popular ride routes.**

Actions:	Responsible Party(ies):	Timeframe:
<ul style="list-style-type: none"> Interview local bike shop representatives about weekly ride schedules and characteristics of group rides. 	Admin. & Outreach Comm.	October, 2012 – January, 2013
<ul style="list-style-type: none"> Develop a ratings system for varying types of organized rides and events. 	Admin. & Outreach Comm.; Partnering Orgs; Bike Shops	January, 2013 – April, 2013
<ul style="list-style-type: none"> Provide standardized mapping and cue sheets for all group ride routes. 	Admin. & Outreach Comm.	March, 2013 – June, 2013
<ul style="list-style-type: none"> Incorporate mapping information related to preferred commuter routes identified within the Policy objectives. 	Admin. & Outreach Comm.	June, 2013 – December, 2013
<ul style="list-style-type: none"> Advertise ride information on the Wheel Movement website. 	Admin. & Outreach Comm.	March, 2013 - Ongoing
<ul style="list-style-type: none"> Maintain a schedule and method for updating group ride and cycling event information on a recurring basis. 	Admin. & Outreach Comm.; Partnering Orgs.; Bike Shops	Ongoing

Outreach Objective (Non-Ranked): **Establish a road chaperone program to provide support to first-timers or beginners participating in road rides.**

Actions:	Responsible Party(ies):	Timeframe:
<ul style="list-style-type: none"> Coordinate with local bike shops to determine the level of interest in utilizing Wheel Movement volunteers on recurring road rides for rider support. 	Admin. & Outreach Comm.	April, 2013 – July, 2013
<ul style="list-style-type: none"> Identify and solicit the participation of experienced road cyclists willing to serve as road chaperones on identified rides and on a cyclical basis. 	Admin. & Outreach Comm.	July, 2013 – October, 2013
<ul style="list-style-type: none"> Determine whether or not the program could allow for “on-call” options to solicit the assistance of a road chaperone at rides that are not otherwise on the weekly schedule. 	W.M. Board; Admin. & Outreach Comm.	July, 2013 – October, 2013
<ul style="list-style-type: none"> Establish minimum standards for road chaperones regarding experience, knowledge of bicycle law, equipment, etc. 	Admin. & Outreach Comm.	November, 2013 – February, 2014
<ul style="list-style-type: none"> Investigate and address legal issues which may require resolution prior to implementing the road chaperone program. 	Admin. & Outreach Comm.	November, 2013 – February, 2014
<ul style="list-style-type: none"> Nominate a “chief chaperone” to manage the road chaperone program and schedule volunteers for availability at events. 	W.M. Board; Admin. & Outreach Comm.	February, 2014

WHEEL MOVEMENT OF THE CSRA, INC. STRATEGIC ACTION PLAN (2011-2014)

<ul style="list-style-type: none">• Provide material support to road chaperone volunteers in the form of equipment, emblems and/or clothing, etc.	W.M. Board	February, 2014 – May, 2014
<ul style="list-style-type: none">• Advertise implementation of the program.	Admin. & Outreach Comm.	May, 2014
<ul style="list-style-type: none">• Provide methods for program evaluation.	Admin. & Outreach Comm.	May, 2014 - Ongoing
<ul style="list-style-type: none">• Consider certification of road chaperones via the League of American Bicyclists' League Certified Instructor program.	W.M. Board; Admin. & Outreach Comm.	October, 2014 - Ongoing

OPTIONAL OBJECTIVES.

The following list of objectives represent those items which received little prioritization from the Board of Directors, but were acknowledged to be important to the growth of Wheel Movement. Depending on changing conditions, work on one (1) or more of these items may commence at any time during the three (3) year planning period provided in this document. In such instances, the plan may be amended to incorporate the objective – with corresponding strategies – into the short-term work program.

Education

- Work to revise Georgia and South Carolina driver examinations to incorporate questions regarding cycling law.
- Facilitate the certification of one (1) or more Wheel Movement members as cycling instructors through the League of American Bicyclists' "League Certified Instructor" program.

Policy

- Achieve the League of American Bicyclists' "Bike Friendly City" status for one (1) or more jurisdictions within metro-Augusta.
- Establish a local candidate forum to determine the cycling knowledge level and interest of individuals running for elected office.

Outreach

- Host the 2013 Georgia Bikes annual summit.
- Convene an annual "bike summit" event geared toward metro-area elected and appointed officials.
- Conduct an annual Wheel Movement fund raising ride and/or event.