



**Strategic Plan 2011 – 2014**

**Approved by BRBC Board  
March 20, 2011**

**Developed November 2010 – March 2011**

Blue Ridge Bicycle Club, Inc.  
P.O. Box 309  
Asheville, NC 28802  
[www.blueridgebicycleclub.org](http://www.blueridgebicycleclub.org)

## Table of Contents

---

Introduction.....	1
Strategic Planning Process.....	2
Strategic Plan Summary.....	4
Detailed Strategic Plan with Action Plan.....	5
Appendix:	
Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis.....	13

## Introduction

---

March 2011

Dear Friends of Blue Ridge Bicycle Club:

We are pleased to share this strategic plan for our Blue Ridge Bicycle Club that will guide our work over the next several years. This is our first-ever strategic plan in the club's 38 year history, and we are excited about the opportunities reflected in this plan to further expand bicycling in our region.

The club currently has 349 current members throughout western North Carolina. A total of 23 volunteers participated in the development of this plan, including our Board of Directors, a Core Planning Team, and a Steering Committee. We also received helpful input from 57% of current members with email addresses and 25 previous members in an electronic survey. Additionally, members of the community and other bike-related organizations participated in interviews that informed our process.

### Highlights of the Strategic Plan

We believe that the strategic plan provides the following highlights:

- ✓ Creates a defined structure for the board of directors
- ✓ Expands our bike ride program to address the needs of a wider variety of riders
- ✓ Focuses our advocacy programs on areas that support the strategic plan
- ✓ Creates teams (committees) and a Board structure to support connectivity and synergy
- ✓ Engages members and riders from other counties to collaborate on BRBC programs
- ✓ Builds potential to expand membership, bike riders, and BRBC programs

This document includes a summary of the planning process, the vision and mission statements, the goals and objectives, and a detailed strategic plan with action plans. The appendix includes the *Strengths, Weaknesses, Opportunities, and Challenges (SWOC) Analysis* that was developed through this process.

Please share your comments and ideas about this plan with me or others on our Board of Directors. We look forward to an ongoing dialogue as we implement this plan, make modifications as needed, and experience a growth in bicycling in our region.

Warm regards,

Jason Wilde  
President, Blue Ridge Bicycle Club  
[www.blueridgebicycleclub.org](http://www.blueridgebicycleclub.org)

## **Strategic Planning Process**

---

In 2010 the Board of Directors of the Blue Ridge Bicycle Club (BRBC) made the decision to develop a strategic plan. The formal planning process was conducted from November 2010 – March 2011.

The organization's leadership identified several objectives for conducting a formal planning process, including:

- Develop clarity on priorities and a shared focus on tasks since the organization is volunteer-led and volunteer-managed;
- Create a framework for future decisions about new projects, tasks, and other opportunities;
- Invigorate the membership of 340 members and develop plans to increase the membership; and
- Analyze and plan for diversified sources of revenue.

A Core Team was established to lead and conduct the planning process. The team included:

- Board Members: Charlie Clogston, Robbie Sweetzer, Archer Yates
- Volunteers: Zac Altheimer, Ben and Beth Elderd, Marcia Keith

A Steering Committee was formed to engage input from community organizations and individuals with insights relevant to BRBC:

- Board Members: Charlie Clogston, Claudia Nix, Chuck Wagoner, Archer Yates
- Volunteers: Dave Beyer, Jodi Grabowski, Terri March, Marc Hunt, Gwen Wisler
- County Representatives: Jennifer Jacobson (Haywood), Gary Lightfoot (Transylvania), John Tracy (Henderson)

The Board of Directors was actively involved in developing and approving this plan:

- Board Officers: Jason Wilde (President), Chuck Wagner (Vice President), Jim Bingham (Secretary), and Charlie Clogston (Treasurer).
- Board Members: Suzanne Daily, Ralph Draves, Jennifer Jacobson, Gary Lightfoot, John Loia, Claudia Nix, Joe Sanders, Robbie Sweetser, Michele Trantham, Trevor Wallis, Julie White, and Archer Yates.

The Core Team met 2 times, the Steering Committee met one time, both groups met together 2 times, and the full Board of Directors participated in a planning retreat. The Board of Directors approved the plan on March 20, 2011.

### **Organizational Information that Informed the Planning Process**

The following information from BRBC, members, and other biking and community organizations was gathered, reviewed or generated by the group to inform the planning process.

#### Organizational Information:

1. Financial results and future budget projections
2. Staff and volunteer leadership documents: role, structure and responsibilities

3. Internal profile to include summary of current programs with key data for the future in order to conduct a SWOT (strengths, weaknesses, opportunities and threats) in each area; listing of programmatic opportunities for the future
4. Membership trends and analysis
5. Mission and Vision statements

Membership Input:

6. Input from members via electronic survey

External Information:

7. Interviews of relevant organizations, including health, wellness, community, and biking organizations

## Strategic Plan Summary

---

**Vision:** Healthy Lifestyles through Cycling.

**Mission:** The BRBC promotes healthy and fun lifestyles in Western North Carolina through cycling opportunities, cycling education, and working to increase the cycling infrastructure and support in our region.

### Priority Goals and Strategies:

**Goal 1: Enhance the capacity of the Board of Directors and volunteers.**

*Strategy A:* Clarify and refine board structure.

*Strategy B:* Define and refine the volunteer process.

**Goal 2: Implement a Comprehensive Bike Ride Program that serves identified needs and programming goals.**

*Strategy A:* Develop a plan for a comprehensive bike ride program.

*Strategy B:* Increase ride participation on club rides.

*Strategy C:* Develop new system for sorting cue sheets.

**Goal 3: Expand the membership program.**

*Strategy A:* Increase membership by 5% annually.

*Strategy B:* Increase use of social media to connect with members.

*Strategy C:* Increase regular communication with members.

*Strategy D:* Increase the number of members from counties outside of Buncombe.

**Goal 4: Increase advocacy focused on health benefits of riding, cycling-related infrastructure needs, and rider education.**

*Strategy A:* Advocate for the health benefits of riding.

*Strategy B:* Advocate for cycling-related infrastructure.

*Strategy C:* Increase rider education.

*Strategy D:* Support legislation to improve cycling conditions.

**Goal 5: Expand and diversify the club's financial resources.**

*Strategy A:* Develop fundraising revenue.

*Strategy B:* Increase membership revenue.

*Strategy C:* Develop Financial plan to hire paid staff.

**Goal 6: Increase BRBC's impact throughout Western North Carolina.**

*Strategy A:* Focus on increasing collaboration with 3 other counties: Haywood, Henderson, and Transylvania.

*Strategy B:* Promote BRBC's impact throughout the WNC.

## Detailed Strategic Plan with Action Plan

### Goal 1: Enhance the capacity of the Board of Directors and volunteers.

Volunteer to oversee this goal: Jason Wilde.

	Who	Timeline
<b>Strategy A: Clarify and refine board structure.</b>		
◇ Objective 1. Develop job descriptions for each board member.		
Action 1. Review by-laws to determine who is officially on the board and determine if by-laws need to be revised.	Jason Wilde, Chuck Wagner, Archer Yates, Ben Elderd, Ralph Draves, Suzanne Daley	Completed 2/9/2011 (By-laws do not need to be changed)
Action 2. Revise board and committee structure.	Jason Wilde, Chuck Wagner, Archer Yates, Ben Elderd, Ralph Draves, Suzanne Daley	Completed 2/9/2011 (Board of Directors includes: President, Vice President, Secretary, and Treasurer.) (Offices at Large includes: All other officers appointed by the Board of Directors * See below for the committee structure.
Action 3. Draft a job description for each Board Member, Committee Leaders (officers at large), and Activity Coordinators.	All board members, team leader/officers, team member officers	Board members job descriptions completed by 3/15/2011 Committee Leaders (Officers at large) job descriptions completed by 3/15/2011 Activity Coordinators/Leaders job descriptions completed by 4/15/2011
Action 4. Circulate all drafts among board members for review and input. Consider if jobs need to be redefined to spread the workload.	Jason Wilde, all board members	April 2011
Action 5. Review and approve all job descriptions.	All	May Board meeting
◇ Objective 2. Recruit additional volunteers to serve on the Board of Directors.		
Action 1. Define who is officer. Elected officers may vary.	All "board members" and "officers"	4/15/2011
Action 2. Search for candidates for vacant positions in Board of Directors and committees.	All "board members" and "officers"	July 2011
<b>Strategy B: Define and refine the volunteer process.</b>		

	<b>Who</b>	<b>Timeline</b>
◇ Objective 1. Create a list of volunteer needs.		
Action 1. Board members to send a list of volunteer activities that they need.	All board members and officers at large	2/9/2011 ** See below for list of volunteer activities
◇ Objective 2. Create job descriptions for volunteer responsibilities.		
Action 1. Draft job descriptions for volunteers	Activity leader	July 2011
Action 2. Develop a centralized database of volunteer names and interests.		Complete
Action 3. Ensure that volunteers, including board members, can access information they need electronically.	Jason, Michelle, Suzanne	4/15/11

**\* Team Structure:**

<p><b>1. Ride Coordination Team</b></p> <ul style="list-style-type: none"> <li>- Team Leader/Officer</li> <li>- Fletcher Flyer Coordinator</li> <li>- Route Development Coordinator</li> <li>- Novice ride Coordinator</li> <li>- Weekly ride Coordinator</li> <li>- WOW ride Coordinator</li> </ul>	<p><b>2. Membership Team</b></p> <ul style="list-style-type: none"> <li>- Team leader/Officer</li> <li>- Membership Coordinator</li> <li>- Administration Coordinator</li> <li>- Social Coordinator</li> </ul>	<p><b>3. Advocacy Team</b></p> <ul style="list-style-type: none"> <li>- Team leader/Officer</li> <li>- Grant disbursements and applications Coordinator</li> <li>- Outreach program Coordinator</li> <li>- Education Coordinator</li> </ul>
<p><b>4. Communications Team</b></p> <ul style="list-style-type: none"> <li>- Communications Team leader/Officer</li> <li>- IT Coordinator</li> <li>- Newsletter Coordinator</li> <li>- Communications Coordinator</li> <li>- Promotions Officer</li> </ul>	<p><b>5. Finance Team</b></p> <ul style="list-style-type: none"> <li>- Treasurer</li> <li>- Grant writer</li> <li>- Fund raiser</li> <li>- Compliance</li> </ul>	<p><b>6. County Representatives</b></p> <ul style="list-style-type: none"> <li>- Team leader/Officer</li> <li>- County representatives</li> </ul>

**\*\* List of volunteer activities include:**

- |                           |                           |
|---------------------------|---------------------------|
| 1. Fletcher Flyer         | 6. Novice ride program    |
| 2. Rodeo-Healthy Kids Day | 7. Bike land clean-up     |
| 3. Bike Corral            | 8. Middle school programs |
| 4. Downtown after 5       | 9. Driver Ed programs     |
| 5. WOW rides              |                           |

**Goal 2: Implement a Comprehensive Bike Ride Program that serves identified needs and programming goals.**

Volunteer to oversee this goal: Ben and Beth Elderd.

	Who	Timeline
<b>Strategy A: Develop a plan for a comprehensive bike ride program.</b>		
◇ Objective 1. Develop a plan to offer more rides at a variety of levels.	Ride Committee: Marcia Keith, Kathleen Caldwell, John Loia, Archer/novice, Ralph	
Action 1. Analyze all rides with emphasis on those regularly offered.	Ride Committee	December 2011
Action 2. Identify gaps and make modifications (see if some rides can host more than one ability or length).	Ride Committee	December 2011
Action 3. Develop and approve a plan for rides.	Ride Committee	December 2011
Action 4. Recruit volunteers to lead rides.	Ride Committee	December 2011
◇ Objective 2. Launch and publicize the comprehensive bike ride program.		
Action 1. Send out info about ride program via mail, internet, etc.	Suzanne, Julie, Michelle	January 2012
<b>Strategy B: Increase ride participation on club rides.</b>		
◇ Objective 1. Increase training and support for ride leaders.		
Action 1. Draft a mentor program for ride leaders.	Ride Committee	February 2012
◇ Objective 2. Create method for informing people about more rides.		
Action 1. Create alert system/1 additional newsletter.	Suzanne, Julie, Michelle	February 2012
Action 2. Advertise new system	Suzanne, Julie, Michelle	February 2012
<b>Strategy C: Develop new system for sorting cue sheets.</b>		
◇ Objective 1. Increase the options by which cue sheets can be sorted online.		
Action 1. Determine additional categories by which cue sheets could be sorted.	Ralph and Suzanne	February 2012
Action 2. Update the computer technology and data as needed to be able to sort the cue sheets differently. Collect the additional data needed for other sort options.	Ralph and Suzanne	February 2012
Action 3. Launch the new system for sorting cue sheets.	Ralph and Suzanne	February 2012

**Goal 3: Expand the membership program.**

Volunteer to oversee this goal: Archer Yates.

	Who	Timeline
<b>Strategy A: Increase membership by 5% annually.</b>		
◇ Objective 1. Contact new members by email or phone.		
Action 1. Develop process. Have a new member welcoming process much like "welcome wagon packet" coupons from business members and ride information, with a follow up at 6 weeks. Inquire if new member will be willing to volunteer in one of our programs, this to be directed by the membership/social officer. Jean will be doing for prospective members.	Trevor/Jean Lerner	May1-Dec 31
Action 2. Appoint social person	Jean Lerner	
Action 3. Business membership – assemble virtual PR	Chuck Wagner	May1-Dec 31
◇ Objective 2. Promote membership in the club		
Action 1. Promote the bike club through the Chamber of Commerce subject to approval by the board of directors. <b>Archer has contacted the Chamber and will present to Board for approval -They have a special in March -\$200 savings on promotional package</b>	Archer has contacted	March 2, 2011
Action 2. Place club information brochures in bike shops and outdoor stores in Henderson, Transylvania, and Haywood County subject to approval by the county representative.	Joe/Gary	June 1, 2011
Action 3. Promote a premium to members for bringing new members into the club.	Chuck	Pending
◇ Objective 2. Focus on member retention.		
Action 1. Ensure that members receive renewal notices at 10 months and 12 months. Second time is color postcard	Trevor	December 31, 2011
Action 2. Contact members who have not renewed in 13 months.	Trevor	Ongoing
◇ Objective 3. Review and refine membership dues structure.		
Action 1. Review the fee structure and utilization of online joining process.		No later than December 31, 2011.
<b>Strategy B: Increase use of social media to connect with members.</b>		
◇ Objective 1. Develop a Facebook presence with 800 friends.		June 1, 2011
Action 1. Create content on Facebook page and encourage "friending"	Suzanne Daley	July 1-Dec 31

	Who	Timeline
<b>Strategy C: Increase regular communication with members.</b>		
◇ Objective 1. Develop a communication plan for regular communication with members.		
Action 1. Draft communication plan for regular communication with members.	Archer/ Jean Lerner	May 1
Action 2. Draft a communication plan to solicit input and feedback from our members for ideas of Advocacy projects.	Archer	July 1
<b>Strategy D: Increase the number of members from counties outside of Buncombe.</b>		
◇ Objective 1. Promote membership in counties outside of Buncombe.		
Action 1. Contact bike shops.	Joe/Archer	May1-Dec 31
Action 2. Hold BRBC meeting in Hendersonville.	Joe/Chuck	Sept1=Nov 30
Action 3. Sponsor Tuesday night ride.	Joe	April 1

**Goal 4: Increase advocacy focused on health benefits of riding, cycling-related infrastructure needs, and rider education.**

Volunteer to oversee this goal: Claudia Nix and Julie White.

	<b>Who</b>	<b>Timeline</b>
<b>Strategy A: Advocate for the health benefits of riding.</b>		
◇ Objective 1. Increase participation in club related activities from health groups		
Action 1. Identify organizations and responsible individuals	Advocacy Committee	Dec. 2012
Action 2. Get information about club and events to groups	Advocacy Committee	Dec. 2012
Action 3. Schedule rides or events from their establishment	Advocacy Committee	Dec. 2012
◇ Objective 2. Get organizations invested in promoting cycling as healthy activity.		
Action 1. Disseminate appropriate educational materials to organizations for sharing with members	Advocacy Committee	September 2011
<b>Strategy B: Advocate for cycling-related infrastructure.</b>		
◇ Objective 1. Promote cycling signage in Western North Carolina.		
Action 1. Help to identify needed signage in the area	Advocacy Committee	July 2012
Action 2. Help provide funding for signage	Advocacy Committee	July 2012
◇ Objective 2. Promote greenway development in Western North Carolina.		
Action 1. Get club members on greenway commissions	Advocacy Committee	Ongoing
Action 2. Work to get the Buncombe County Greenway Master Plan developed and adopted.	Advocacy Committee	Nov. 2012
◇ Objective 3. Encourage and pursue implementation of adopted bike plans and creation of new ones.		
◇ Objective 4. Support complete streets movement in Western North Carolina.		
<b>Strategy C: Increase rider education.</b>		
◇ Objective 1. Educate riders about safe riding techniques		
Action 1. Include a component of safety education in all club rides	Advocacy Committee	June 2011
Action 2. Support having safe cycling classes in the area	Advocacy Committee	Ongoing
Action 3. Support children's bike education classes in the area	Advocacy Committee	Ongoing
◇ Objective 2. Educate motorists about safety around cyclists		
Action 1. Increase the number of drivers education classes using the cycling module	Advocacy Committee	Ongoing
<b>Strategy D: Support legislation to improve cycling conditions.</b>		
◇ Objective 1. Identify opportunities that we can support		
◇ Objective 2. Have club representation in national state and local bike advocacy efforts		

**Goal 5: Expand and diversify the club's financial resources.**

Volunteer to oversee this goal: Charlie Clogston.

	<b>Who</b>	<b>Timeline</b>
<b>Strategy A: Develop fundraising revenue.</b>		
✧ Objective 1. Form Finance Committee to handle financial planning and fund raising		
Action 1. Recruit members	Charlie	May 2011
Action 2. First meeting	Charlie	July 2011
✧ Objective 2. Develop program for grants.		
Action 1. Recruit person with grant writing experience.	Charlie	June 2011
Action 2. Determine universe of grants related to our strategy.	Grant Person	August 2011
Action 3. Work with Advocacy Committee to match grants with programs.	Grant Person	September 2011
Action 4. Begin grant applications.	Grant Person	October 2011
Action 5. Initiate necessary structure for grants (e.g., External Audit).	Finance Committee	January 2012
✧ Objective 3. Develop program for donations.		
Action 1. Work with Advocacy Committee to define program funding needs.	Finance Committee	July 2011
Action 2. Receive training for fund raising.	Finance Committee	October 2011
Action 3. Recruit fund raiser.	Finance Committee	November 2011
Action 4. Begin first campaign.	Finance Committee	January 2012
Action 5. Develop program for following up with and building relationships with current donors. Follow up with current donors.	Finance Committee	January 2012
<b>Strategy B: Increase membership revenue.</b>		
✧ Objective 1. Refine membership dues structure.		
Action 1. Review dues and multi-year discounts with Membership Comm.	Finance Committee	September 2011
Action 2. Define dues sharing arrangements with outlying county orgs.	Finance Committee	October 2011
Action 3. Coordinate implementation with Membership Comm.	Finance Committee	January 2012
<b>Strategy C: Develop Financial plan to hire paid staff.</b>		
✧ Objective 1. Assess funding potential and develop plans for hiring paid staff.		
Action 1. Work with Board to determine needs for staff.	Finance Committee	March 2012
Action 2. Identify reliable sources of funding to support paid staff.	Finance Committee	May 2012
Action 3. Review payroll and benefit processes before hire date.	Finance Committee	July 2013

**Goal 6: Increase BRBC's impact throughout WNC.**

Volunteer to oversee this goal: Gary Lightfoot.

	Who	Timeline
<b>Strategy A: Focus on increasing collaboration with 3 other counties: Haywood, Henderson, and Transylvania.</b>		
❖ Objective 1. Define the structure of a Haywood County Chapter and receive Board approval to start a pilot.		
Action 1. Determine needs.	Jennifer Jacobson	May 2011
Action 2. Agree with Board on for financial revenue sharing.	Jennifer Jacobson, Charlie Clogston	May 2011
Action 3. Select BRBC programs that will have the most impact.	Jennifer Jacobson	June 2011
Action 4. Request Board approval	Jennifer Jacobson	June 2011
Action 5. Develop promotional plan including other organizations.	Jennifer Jacobson	July 2011
❖ Objective 2. Combine Henderson and Buncombe County Activities		
Action 1. Determine needs.	Joe Sanders	May 2011
Action 2. Select BRBC programs that will have the most impact.	Joe Sanders	June 2011
Action 3. Request Board approval.	Joe Sanders	June 2011
Action 4. Recruit volunteers.	Joe Sanders	July 2011
Action 5. Develop promotional plan, including other organizations.	Joe Sanders	July 2011
❖ Objective 3. Develop BRBC organization in Transylvania County		
Action 1. Determine needs.	Gary Lightfoot	May 2011
Action 2. Select BRBC programs that will have the most impact.	Gary Lightfoot	June 2011
Action 3. Request Board approval.	Gary Lightfoot	June 2011
Action 4. Recruit volunteers.	Gary Lightfoot	July 2011
Action 5. Develop promotional plan including other organizations.	Gary Lightfoot	July 2011
❖ Objective 4. Review and evaluate different county structures.		
Action 1. Meet to compare results of different structure.	County Rep Team	June 2012
Action 2. Develop strategic plan for the future.	County Rep Team	August 2012

	<b>Who</b>	<b>Timeline</b>
<b>Strategy B: Promote BRBC's impact throughout the WNC.</b>		
◇ Objective 1. Create a consistent brand identity for BRBC.		
Action 1. Develop a brand identity policy for the club.	Communications Team	December 2011
Action 2. Review all programs to ensure consistent identity (includes Fletcher Flyer, Rides, Membership, etc.)	Communications Team	December 2011
Action 3. Develop a process/protocol for responding to media inquiries.	Communications Team	May 2011

## Appendix A

### Strengths, Weaknesses, Opportunities, and Challenges (SWOC) Analysis

Developed by the Steering Committee, County Representatives, and Core Team on  
January 5, 2011, with additions from the Board Retreat on January 8, 2011

*Based on Review of Member Surveys, Community Interviews, and Research on Other Bike Clubs*

<b>Strengths</b>	<b>Weaknesses</b>
<p><u>Programs</u></p> <ol style="list-style-type: none"> <li>1) Rides (novice rides, group rides)</li> <li>2) Club rides fit the biggest segment of survey respondents' speed/length</li> <li>3) Cue sheets*</li> <li>4) Fletcher Flyer rated high (4.5 out of 5) and it is our major fundraiser</li> <li>5) Weekly ride information</li> <li>6) Willingness to volunteer</li> <li>7) Advocacy</li> <li>8) Waller Tract-fundraising</li> <li>9) Organized/politically active</li> </ol> <p><u>Membership</u></p> <ol style="list-style-type: none"> <li>10) # of members</li> <li>11) Recent growth in membership</li> <li>12) Engaged membership</li> <li>13) Joined because heard thru neighbor or friend</li> <li>14) Increased membership in past few years</li> <li>15) Socialization of people to ride with</li> <li>16) *Enjoyment</li> <li>17) Meeting with expectations</li> <li>18) Family participation</li> <li>19) There are many professional and retired outdoor enthusiasts in the area, as prospective members</li> </ol> <p><u>Financial</u></p> <ol style="list-style-type: none"> <li>20) Cash in the bank</li> </ol> <p><u>Organization and Communication</u></p> <ol style="list-style-type: none"> <li>21) Newsletter*</li> <li>22) Mission/vision inclusive</li> <li>23) Mission/vision describes who we are today</li> </ol> <p><u>Governance and Volunteers</u></p> <ol style="list-style-type: none"> <li>24) Committed leadership</li> <li>25) Community has growing interest in cycling</li> </ol>	<p><u>Programs</u></p> <ol style="list-style-type: none"> <li>1) Clear communication about volunteer activities</li> <li>2) Clearly define ride type/ability</li> <li>3) Only core group does club rides</li> <li>4) Preference of for experienced level</li> <li>5) Some don't feel welcome on rides</li> <li>6) We don't have enough variety of rides</li> </ol> <p><u>Membership</u></p> <ol style="list-style-type: none"> <li>7) Skewed to older crowd</li> <li>8) Welcoming new members</li> <li>9) Attendance at membership meetings</li> <li>10) Age</li> <li>11) Retention/attrition</li> <li>12) Mainly a "roadie" club</li> <li>13) Relative to mission—members internally focused</li> <li>14) Half as many are family memberships. Are we missing other family members?</li> <li>15) Lowest rating-experience for me and my family</li> <li>16) We don't have minorities involved</li> </ol> <p><u>Financial</u></p> <ol style="list-style-type: none"> <li>17) Fletcher Flyer is only revenue source</li> </ol> <p><u>Organization and Communication</u></p> <ol style="list-style-type: none"> <li>18) How learned about club—need for awareness in community</li> <li>19) Unclear public perception</li> <li>20) Is mission interior or exterior—not understood</li> <li>21) Internal focus is obstacle to community needs</li> </ol> <p><u>Governance and Volunteers</u></p> <ol style="list-style-type: none"> <li>22) Board recruitment needs work</li> <li>23) We take on too many activities</li> </ol>

<b>Opportunities</b>	<b>Challenges (Threats)</b>
<p><u>Programs</u></p> <ol style="list-style-type: none"> <li>1) Keep enhancing rides</li> <li>2) Advocacy expand to other communities</li> <li>3) Increase presence in other counties</li> <li>4) Member interest in advocacy—need to define</li> <li>5) Incorporate social aspects into bike rides</li> <li>6) Growing sport</li> <li>7) Advocacy</li> <li>8) Growing Fletcher Flyer</li> <li>9) More partnerships with clubs</li> <li>10) We need to organize a way to recruit volunteers</li> <li>11) Advocacy focus</li> <li>12) Education</li> </ol> <p><u>Membership</u></p> <ol style="list-style-type: none"> <li>13) Attract younger crowd</li> <li>14) Help people find “niche” in BRBC</li> <li>15) Growing membership</li> <li>16) Club promotion</li> </ol> <p><u>Financial</u></p> <p><u>Organization and Communication</u></p> <ol style="list-style-type: none"> <li>17) Improve communication (e.g., Listserv or another tool)</li> </ol> <p><u>Governance and Volunteers</u></p> <ol style="list-style-type: none"> <li>18) We need to organize a way to recruit volunteers</li> <li>19) Volunteer process</li> </ol>	<p><u>Programs</u></p> <ol style="list-style-type: none"> <li>1) Provide rides/services to outlying counties</li> <li>2) “Cliquish” feeling of events</li> </ol> <p><u>Membership</u></p> <ol style="list-style-type: none"> <li>3) Either an opportunity or a challenge: Increase membership outside of Buncombe</li> <li>4) How do membership meetings for such geographically spread out groups</li> <li>5) Age</li> <li>6) Volunteer participation</li> <li>7) Members sense we are not doing mission</li> </ol> <p><u>Financial</u></p> <p><u>Organization and Communication</u></p> <ol style="list-style-type: none"> <li>8) People are lukewarm to volunteer. We need to find ways to entice. (Clarify time commitment.) Need to make volunteering fun</li> <li>9) People use riding to release stress and may have difficulty volunteering. It may cause more stress. Don’t want another job. ½ are professional.</li> </ol> <p><u>Governance and Volunteers</u></p> <ol style="list-style-type: none"> <li>10) Low desire to volunteer</li> </ol>