



The State of the Movement

Benchmarking biking and walking advocacy

November 2015



Alliance for Biking & Walking

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DATA SOURCES

This report utilized data from three primary data sources:

Member Renewal Form: Initial efforts collected information from Alliance member organizations' annual profiles, which rely on self-reported information submitted when an organization joins or renews its membership with the Alliance.

Internet Research: Further internet research supplemented profile data, including the gathering of mission statements.

Member Survey: An in-depth survey was e-mailed to Alliance members in July 2015. Of the 211 organizations contacted for this project, we received a 52.6% response rate: 105 organizations provided complete survey responses, and six additional organizations contributed but did not complete their survey. Survey questions fell under the same categories as highlighted in this report, including staff, board and member demographics, community partners, events, campaigns and budget. Individual responses are kept confidential and aggregated with those of other members.

Data from these three sources were compiled and analyzed in August 2015.

ACKNOWLEDGMENTS

The State of the Movement would not have been possible without the participation of more than 100 Alliance member organizations — **Thank you!** This report is largely the work of Erin Daly, who interned with the Alliance in 2015 and compiled the research, analyzed the data and wrote much of the content. Additional writing, editing and report design by Carolyn Szczepanski; input and project management from Christy Kwan and Naomi Doerner; and feedback from the Alliance Board of Directors.

Introduction

It's **easy to see** that the People Powered Movement has grown from a niche interest group at the margins of our streets — and our society — to a powerful, organized constituency at the center of conversations about mobility, economic development, community health and more.

But the Alliance for Biking & Walking was established in 1996 to **look deeper** — to examine the roots and cultivate what's not apparent to the passerby: the **potential** of the movement.

With a mission to create, strengthen and unite grassroots bicycling and walking advocacy organizations across North America, the Alliance is dedicated to examining the buds of possibility and helping our member organizations and advocacy leaders not only grow, but flourish.

To that end, the Alliance created its Benchmarking Project in 2007 to provide sophisticated analysis and credible data on biking and walking in all 50 states and a number of key cities. But mode share and crash rates aren't the only statistics that matter in our work. The Alliance is equally invested in the metrics that drive those outcomes: The benchmarks of the movement itself.

At the Alliance's 2014 Leadership Retreat it became clear that we had reached a watershed moment. We are a professionalized movement — but still retain a unique passion and intensity to innovate and to reimagine systems to provide safe, equitable mobility choices for all. We are rich with long-tenured experienced advocates — but also eager to welcome new and different perspectives into our ranks as colleagues and partners. We are energized by our tremendous success and quickening progress — but we're ready to leverage those successes to blaze new trails and expand our impact by moving in new directions.

The Leadership Retreat revealed that we are ready to take a clear-eyed look at our organizations to identify areas of opportunity and, like we do in our campaigns, make informed decisions that will have the greatest impact, not just for our current constituents, but for everyone in our communities. To that end, the Alliance committed to research *The State of the Movement*.

We're not alone in this endeavor. Inspired by our nation's shifting demographics, population trends and political dynamics, many social movements and nonprofit sectors are taking stock of their current structures and programming to ensure that they are prepared to meet and serve the future. Just one example comes from the environmental movement — the native ground of the biking and walking movement — where *Green 2.0: The State of Diversity in Environmental Organizations* provided the foundation for deeply productive conversations, partnerships and funding streams to address equity and inclusion.

To take meaningful, accountable steps forward, we have to know where we stand today.

Thanks to the enthusiastic participation and sharing of information from our member organizations, *The State of the Movement* report helps us understand who we are, what our key priorities are, where our efforts are focused and how we are working to advance biking and walking in our communities. And by identifying these initial benchmarks we aim to set an informed stage for a much larger and nuanced discussion about shared challenges, emerging trends and our best collective course forward.

The State of the Movement is just the start. Join us in our commitment to dig beneath the surface — and plant the seeds for a more vibrant, sustainable and inclusive movement.

Organization Mission & Scope

Type of Organization

The movement has seen tremendous growth over the past 20 years. When the Alliance was established in 1996, it had just 12 member organizations nationwide. Now more than 200 state and local groups across North America are members of the Alliance.

Ninety-three percent of Alliance members are 501(c)(3) organizations. Four percent are 501(c)(4), and two percent are a combination.¹

Of our 211 member organizations, 97% are focused on bicycling in some way, with 32% solely focused on bicycles. Only 3% of member organizations work solely on walking issues. The most common combination of mission elements is bicycle and

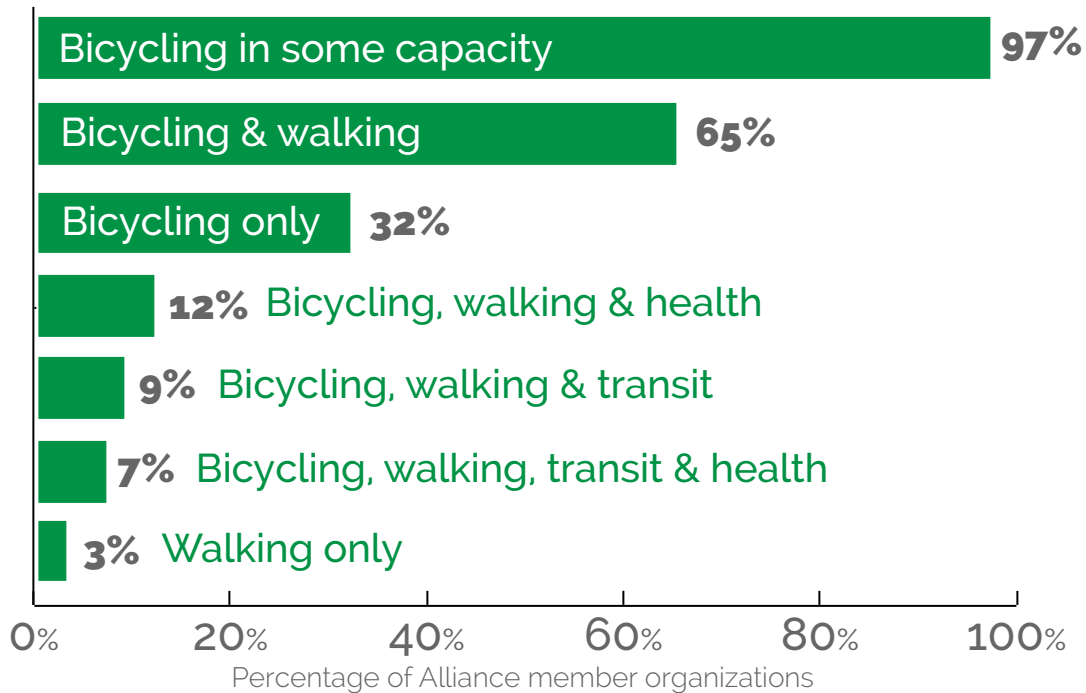
pedestrian (65%), with additions of health (12%), transit (9%) or both (7%) as the next most common.

While we do not have comparative metrics to see how these priorities have changed over time, we have seen discernible and exciting changes in the advocacy landscape. In recent years, social and identity-oriented riding groups have grown markedly. Red, Bike & Green, which is focused on the African-American community, and Slow Roll, which is aimed at building community and civic pride, are just two examples that have grown from a single city to a national movement. These groups are providing new leadership and perspectives to bike/walk advocacy.

At the same time that the definition of bike/walk advocacy is expanding, as the movement has matured, there have also been opportunities for consolidation, with several organizations finding greater strength in merging at the city or state level.

¹ These percentages are based on American Alliance members only. The reporting members from Canada and Mexico were not included in this calculation.

Alliance organizations work on issues related to...



Two Wheels, One City

Expanding advocacy collaboration in Chicago

Like many U.S. cities, Chicago is home to an increasingly diverse bicycling community — with varied approaches to bike advocacy. In 2015, groups from across the spectrum, led by Slow Roll Chicago and Active Transportation Alliance, decided to come together to put a spotlight on equity during Chicago's Bike Week in June.

Jamal Julien and Olatunji Oboi Reed founded Slow Roll Chicago in September 2014. In addition to weekly rides, they explicitly set out to use the movement and bicycles as vehicles for social change, with a powerful vision grounded in community-based advocacy. "Slow Roll Chicago works to achieve equity in bicycle access, usage, infrastructure, safety, culture, and other community-related and bicycle-related resources in Chicago with particular focus on the Southside and Westside, to make our communities healthier, more empowered, economically viable, socially cohesive, bikeable, and ultimately more livable," their vision states. "We envision bicycles as effective forms of transportation contributing to reducing violence, improving health, and creating jobs in communities across Chicago."

Seeing an opportunity to use Chicago Bike Week as an organizing tool, Slow Roll Chicago and Active Transportation Alliance, along with the Chicago Cycling Club and other community based groups, released a Call to Action in 2015 during Chicago's Bike Week in June. Aptly titled "Two Wheels, One City," the initiative modeled how diverse organizing approached and new and longstanding advocacy groups can work together to build a united voice for everyone who rides — or wants to ride — in their community.



ACTIVE TRANSPORTATION
ALLIANCE

Two Wheels, One City: A Call to Action:

Bicycles are simple machines with the power to tackle complex challenges. Whether it's health disparity, economic inequality, community violence, or threats to the environment, bikes are a part of the solution to many of the most difficult problems facing Chicago's diverse neighborhoods...

For too many, biking is still not seen as a viable option. Many barriers to biking exist for many different reasons. To change that, we must fully incorporate the voices and leadership of historically marginalized and underrepresented groups into the work of building a bike friendly city, including women, people of color, and individuals from low- to moderate-income communities.

The goal is simple: Two Wheels, One City. We work to create a City of Chicago where no matter who you are or where you live, you are able to enjoy all of the benefits biking can offer.

Ultimately, it's our collective responsibility to achieve this goal. The Mayor, City Council, the Chicago Department of Transportation, and others in positions of power need our support for bold action to be possible. It's up to us, the people who live and work in Chicago, to achieve this vision.

[Click here to read more about Two Wheels, One City](#) or visit bit.ly/2wheels1city

Geography

Change happens at many different levels — from the neighborhood council to the U.S. Congress.

The vast majority of Alliance members (79%) focus on bicycling and walking at a single scale.

Based on analysis of mission statements and major campaigns, half of our member organizations incorporate city-level issues, 38% work on a regional scale, and 29% include state/province-wide efforts. Only 3% of members approach bike/walk advocacy on a national scale.

Geographic focus of Alliance member organizations



Bike Austin

Combining forces to grow capacity

In 2014, two organizations in Austin, Texas — the Austin Cycling Association and Bike Austin — came together “to do better for our community by combining forces to grow the organizational capabilities of our operations.”

What was the impetus for the merger?

This was not technically a merger: It was the agreement by two organizations to organize the efforts in a way to maximize the impact to the community and strengthen the efforts of each under a set of commonly understood goals. There are still technically two types of underlying structures that advance the goals: a 501(c)3 and a 501(c)4. Early in the process it was important to form a collective mindset of what we were creating going forward. One organizational entity — the Austin Cycling Association — ceased to exist as a public entity. That was one of the most challenging factors in getting the ACA board to support joining forces with Bike Austin, but by clearly defining the value in the brand and the necessity of having one entity going forward we were able to get their support.

What were some of the challenges?

What we really did was take the strategic plans of the two organizations and shape them into one. While the organizations came from different places, a lot of the things they were involved with and felt were important were common. However, the history, approaches, and focus were different. It was important to both understand and respect these different cultures while getting to meaningful goals that were important to the members and to the community. One big shift was to move from a mindset of what we do for cyclists to what this work can do for the community at large by advancing biking — and how we can make it more accessible to all. The process that Jeremy Grandstaff at S&G Endeavors brought to us as consultants was extremely important. It involved working with the organizations, community leaders, and



then including more than 150 different community voices at the Accelerator Summit (pictured above) to help us get to the strategic plan and goals.

What have been the benefits?

Our operational capabilities and financial stability have both been greatly enhanced. In the first year, we did political endorsements, informed voters on bike friendly candidates, and signed up 5,000 voters to support those candidates for City Council. This year we've added capabilities and staff to support rides and our education initiative. Overall our trajectory has increased substantially.

What advice would you give others?

The organizations need to be ready to embrace change and you need the right talent on the boards to take this on. We set up a leadership team and committees who met weekly and appointed an overall board leader for the process — and that was a helpful decision. Encourage organizations with similar/overlapping missions to consider the possibility of joining forces through a merger so that there is less redundancy in organizations asking the community for financial support, membership, qualified board members, and less confusion when a single group meets with city staff and elected officials on behalf of bicycling interests. There are many good organizations with specific missions that may not be a fit for this type of restructuring, but communities also need a strong voice for advocacy, education, and encouragement. Bike Austin has positioned itself to be that community leader with these efforts by combining forces.

By Erick Betz, Board Chair, Bike Austin

Bicycle Coalition of Maine

Expanding their mission to include walking

"Whether we're focusing on safety, law and enforcement, public health, livability, economic development or social equity, walking often overlaps with bicycling."

That was the realization staff at the Bicycle Coalition of Maine brought to their board at the start of a strategic planning process in 2013. Now, as the organization begins the implementation of its new five-year plan, they have a new multi-modal mission: Making Maine better for bicycling and walking. According to executive director, Nancy Grant, that wider lens is an exciting shift — that comes with both opportunities and challenges.

In dense, urban areas where critical masses of pedestrians, bicyclists and drivers mix at nearly every intersection, the connections between biking and walking advocacy are easy to see. In a rural state where distances are longer and city centers are smaller the allied interests of people on foot aren't as apparent. So how did the Coalition make that shift? Grant shared the process and some lessons learned.

"At the beginning of our planning process we started by identifying the most significant changes in the national and local bicycle advocacy movement so that we could determine how to best address them in the coming years," Grant says. "The biggest change was clear—that walking has increasingly become intertwined with bicycling in many of our daily work activities, conversations and partnerships."

It's important to note, of course, that walking has always been part of the Coalition's work, from its robust Safe Routes to School program to its Bicycle



& Pedestrian Safety Education Program. After careful consideration, the organization officially added walking to its mission in April 2015. "We will always be first and foremost a bicycling organization," Grant says. "The Coalition has been working for better biking since 1992 and that will continue to be our primary focus. At the same time, we feel that we can enlist and impact more Mainers by including walking in our mission."

"Some totally get it," Grant says. "Some missed the announcement and were surprised when we included an image of a walker on our new BCM bumper sticker. Maine is a very rural state and biking for transportation is not as accessible as it is in more urban states. Biking for recreation and fitness is more the norm. For those people who really identify as bicyclists, the addition of pedestrians in our mission isn't obvious or compelling."

"But I'm confident that as they pay more attention to and learn more about the issues involved, they'll be more interested," she adds. "It will certainly help if we get some new partners and donors because of our wider focus. It will also help when our walking work is recognized by the public."

[Click here to read more about the Coalition's inclusion of walking or visit \[bit.ly/bike_maine_mission\]\(http://bit.ly/bike_maine_mission\)](#)

Budget

Like many social change movements, there's a broad range in the size and financial capacity of Alliance member organizations.

Individual organization budgets ranged from \$300 to almost \$8,000,000.² Overall, Alliance member organizations reported a collective \$88 million in budgets in 2014 — a remarkable leap from the \$10,000 total budget reported by Alliance members in 1996.

Of organizations with paid staff, the median budget was \$125,000 and the mode was \$10,000. For all-volunteer organizations, budgets ranged from \$0 to \$80,000. The median budget was just under \$20,000 with expenses averaging \$11,000.

² In determining average financial statistics we removed the top outlier, for whom bike/walk promotion is a programmatic element rather than the driving force of their significantly larger organization.

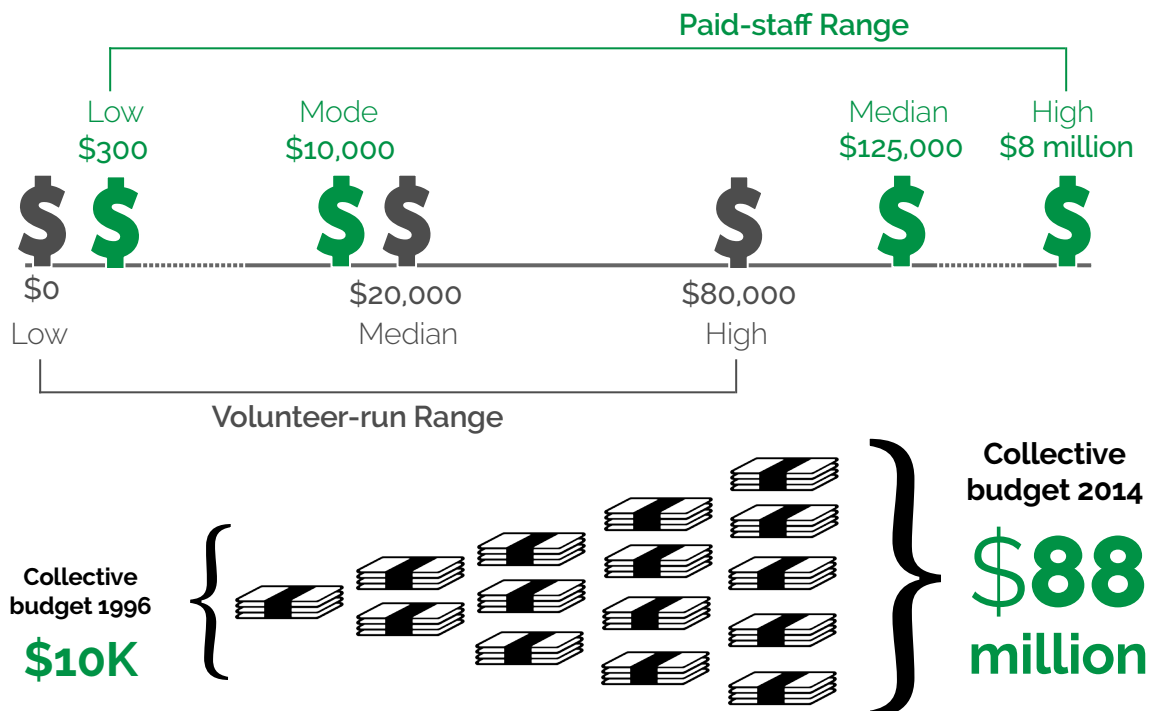
Executive compensation

Among Alliance member organizations, executive director compensation ranged from stipends of \$7,000 to annual salaries of \$175,000.

Looking exclusively at member organizations with a paid executive director, the average and median salary was \$61,500. The most common salary was \$45,000. Because of the still modest size of most Alliance member organizations, it was difficult to find comparable metrics from across the nonprofit sector. A 2014 report from Charity Navigator found that, for “small organizations” (budgets of \$1 to \$3.5 million), the median executive income was \$97,158.³

³ charitynavigator.org/docs/2014_CEO_Compensation_Study.pdf

Alliance organization budgets



Organization Staff

Staff size

In 1996, the 12 member organizations of the Alliance had just 10 full-time employees. That number skyrocketed to 1,100 full-time staff across 211 organizations by 2014.

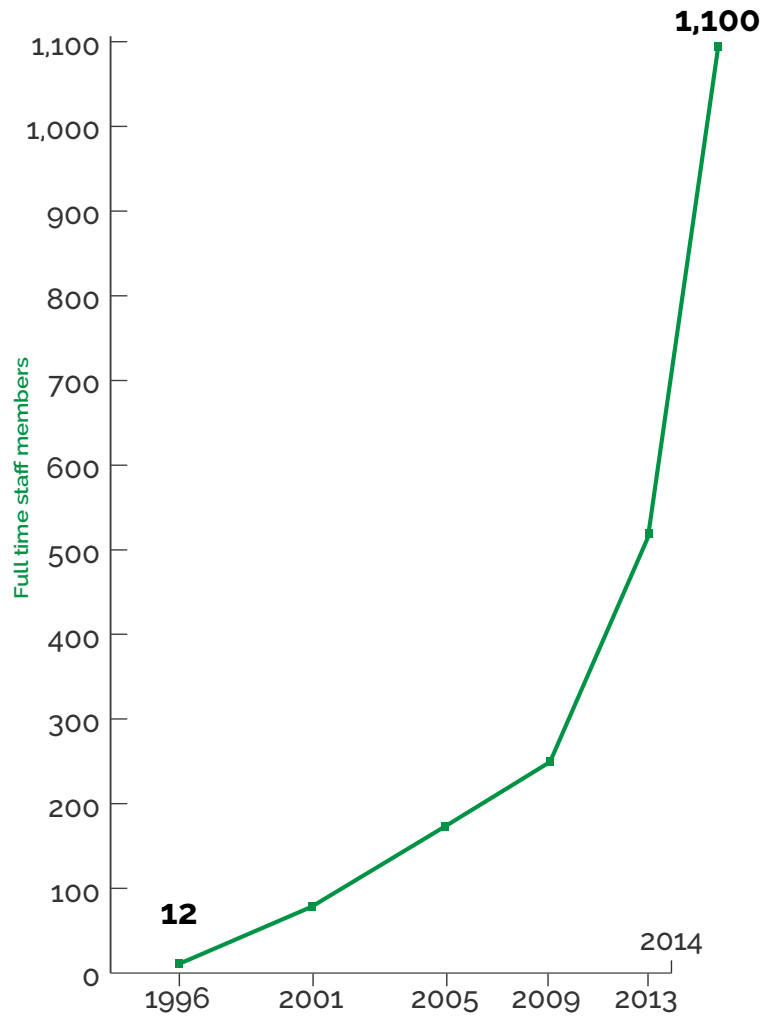
The pace of growth has accelerated in recent years, with staff doubling in size since 2013. The average size of staffed organizations is now six people.

However, passion — rather than pay — is still a key catalyst for the People Powered Movement. Fully one-third of Alliance member organizations are volunteer run, and 10% have only one full-time employee.

Compared to the wider non-profit sector — when examining organizations with fewer than 50 staff — Alliance member organizations were only slightly more likely to be staffed by fewer than 10 people. According to a 2014 Nonprofit Times report, 82% of non-profits had 10 or fewer staff, while the Alliance membership is closer to 90%.

For the purposes of this report, large organizations are those with more than 10 full time employees (FTE), medium include 4-9 FTE, and small organizations include 1-3 FTE. All volunteer organizations are specifically referred to as such

Full-time staff at Alliance organizations



Size of organization (FTE)	Share of non-profit sector	Share of bike/walk sector
1-10	82%	89%
11-25	6%	7%
26-50	3%	4%

Departments staffed

Executive director was the most common position held among surveyed organizations, with 81% of respondents reporting such a position.⁴

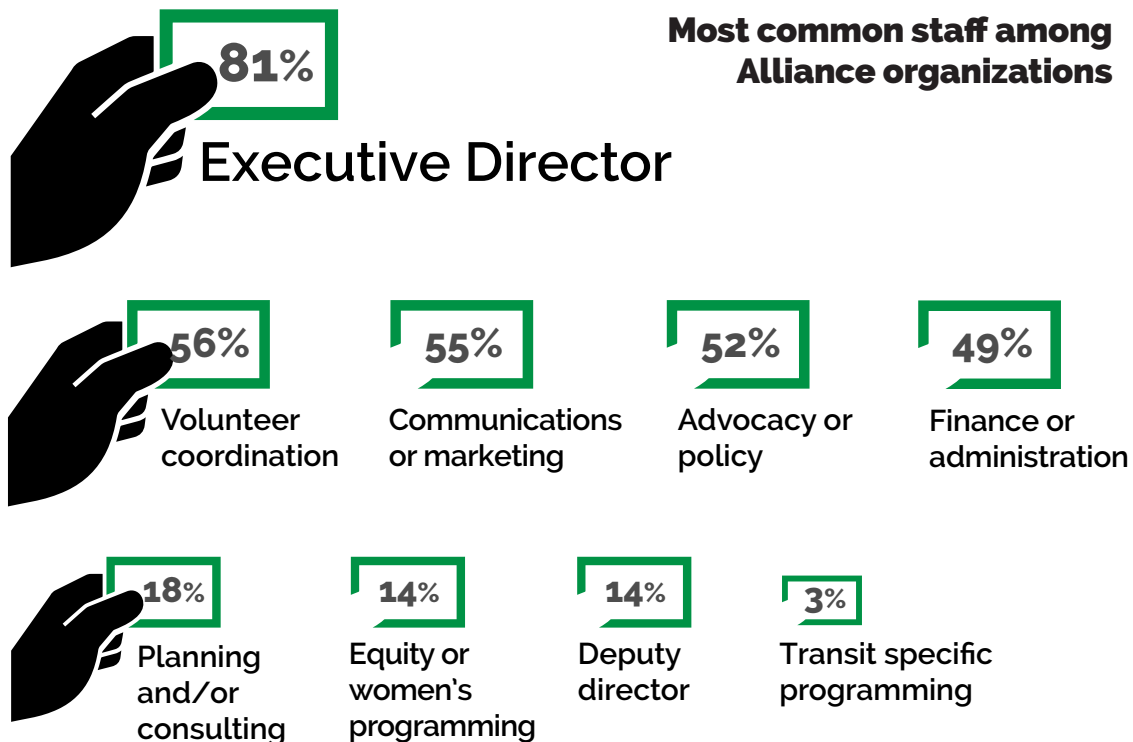
Other departments that were most likely to have dedicated staff included membership and/or volunteer coordination (56%), communications and/or marketing (55%), advocacy and/or policy (52%) and administration and/or finance (49%).

The least represented departments or positions were planning and/or consulting (18%), equity and/or women's programming (14%), deputy director (14%) and transit-specific programming (3%).

⁴ Because only 67% of members have paid staff, it is not possible for 81% to have a full time executive director. Our assumption is that organizations reported significant volunteer and full time positions.

As is the case with many small organizations, most employees do not perform only one task, but wear many hats to fill in whatever gaps exist. It is possible therefore that organizations checked multiple boxes per staffer. In future iterations of our survey, we may restructure the question to be more specific to official staff designations.

It's also important to note that, while still a small percentage, program staff dedicated to equity or women's programming is a relatively new trend, quickly rising in prominence over the past several years. In addition to programming like city- and state-level Women's Bicycling Forums, organizations are dedicating current staff resources, in areas like outreach, to specific communities that have been underserved in the past.



Shared Leadership

Empowering more voices

A growing number of bike/walk advocates are interested in shared or distributed leadership, models in which one person is in the executive role, but decision-making is pushed down to other levels in the organization. Renee Rivera, executive director of Bike East Bay, reflects on how she's been integrating this thinking into her work.

“During our summit my entire staff and board stepped up into leadership in each of their areas, so that we had a team of over 20 leader facilitators guiding our group of over a hundred participants through the strategic planning process. This was so much more powerful than the process being led by just myself and our facilitator. Through this summit, with the help of planning and reflection working with my coach, I was able to see the power of having everyone really inhabiting leadership and owning the process.

Since then, we've been working together differently as a staff. Now, other folks on my team share the fundraising responsibilities, not because it's part of their job duties, but so all of us are building those key relationship for the organization and raising funds to meet our shared goals. Now, the things that keep me up at night get brought to the table and discussed and that helps relieve the burden of what I was facing as ED that was starting to make my job difficult.

One tool that's really helped us is shared goals and shared accountability. We work with a quarterly goal structure called Rocks — small sets of goals for every area — and we use weekly staff meetings to check in on our progress. We all own our areas, whether advocacy or education or fundraising. The goals are structured around highlighting times we need help. We have a color coded system to note for each goal: “Yeah, this is going well,” or “I'm in trouble — I really need the team to help me out of this one.”



That's had a couple of effects. It's gotten me out of the role of holding people accountable. Not that each staff member isn't accountable to me, but now we're all accountable to each other and, in fact, I'm accountable to everyone just as much as anyone else. That's given everyone the chance to manage me, too. Every ED is pulled in a million directions, so to have my staff say, “Have you made that fundraising call? Have you set up that meeting?” is enormously helpful.

Traditional hierarchy does have its advantages. Sometimes it's helpful to just make that decision as a sole decision maker. I do retain that ability, but I find that I exercise it less and less. I find that bringing a decision to the staff group always results in a better decision. Really working through our differences — because we don't all see it the same way — those conversations are very rich and very productive for the organization.

Sometimes I think there's a danger in the bicycle movement that we have too many shared values — or an expectation of shared values. We're so passionate about our lifestyle that sometimes we don't see that other people's values differ from ours. Creating an environment in your organization that's truly welcoming of differences of opinions and values and experiences is something that can make your organization strong in so many ways.”

Click here to read more from Rivera and others on the Alliance blog or visit bit.ly/alliance_shared_leadership

U.S. DEMOGRAPHICS

According to 2010 data from the U.S. Census Bureau, 50.8% of the U.S. population is female and 36.3% of Americans identify with a race other than White.

By 2045, Hispanics, Asians and African Americans are expected to grow from more than a third of the population to a little more than half of the people living in the United States.

Demographics

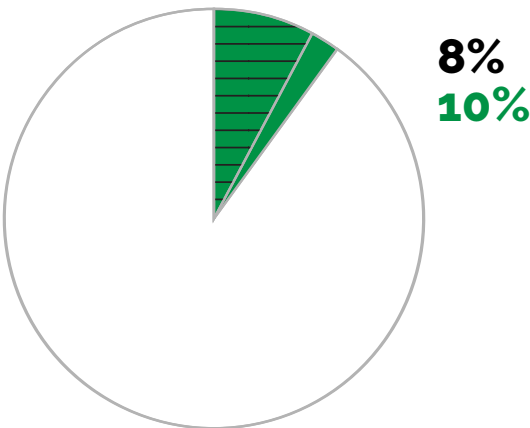
Board

To benchmark the bike/walk movement against the larger nonprofit sector, our survey asked the size and demographic composition of the organization's Board of Directors.

According to our survey, women represented 38% of Alliance member organizations' boards — notably lower than the nonprofit sector as a whole, where 48% of board members are women.⁵

People of color composed 10% of Alliance board members — higher than the nonprofit industry as a whole, where 8% of board members are people of color. However, this representation may be concentrated among relatively few organizations, as 48% of survey respondents reported no people of color on their board, compared to 30% of nonprofits in general.⁶

People of color board members



⁵ Boardsource 2014 Leading with Intent report

⁶ Boardsource 2014 Leading with Intent report

Key

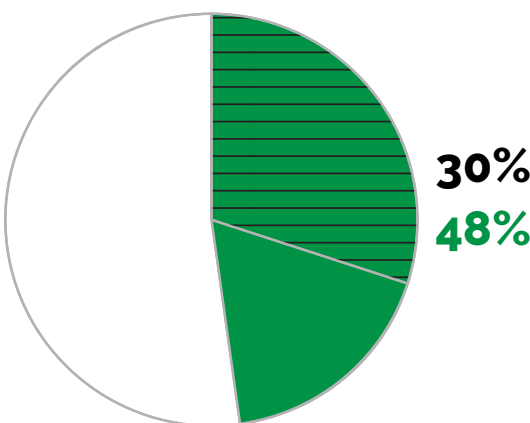


Bike/walk

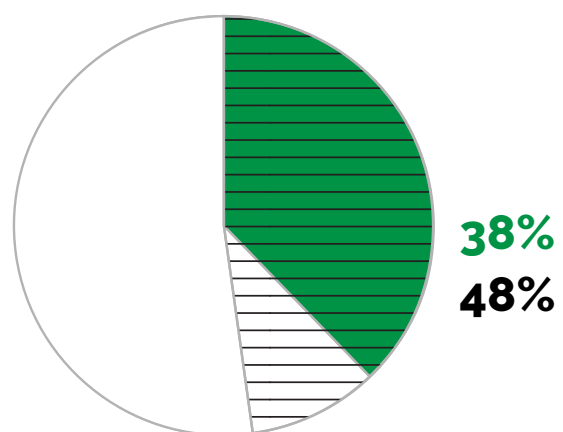


Non-profit sector

No POC board members



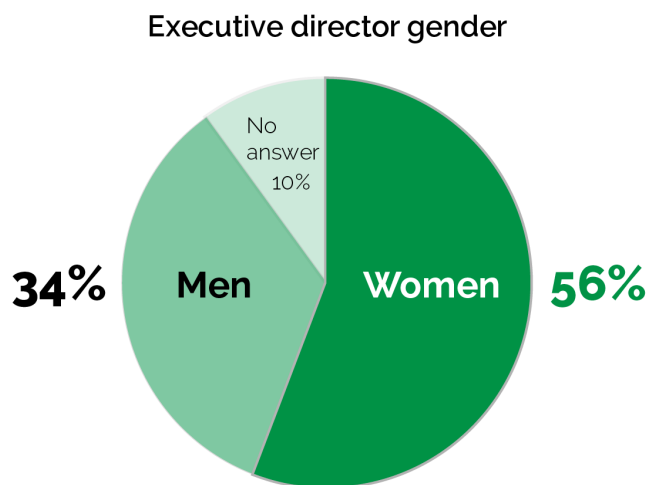
Female board members



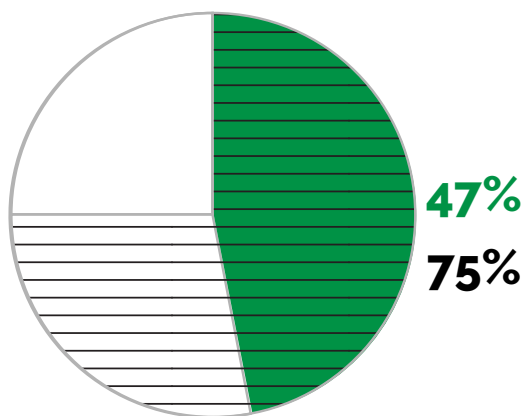
Executive Director

Statistics regarding executive directors were more difficult to determine based on partial responses to our survey. While 14% of member executive directors identified as people of color, 19% did not identify with any particular race or ethnicity. In looking at the gender breakdown, 34% are men, 56% are women, and 10% did not identify a gender.

White males and white females were almost equally represented as the most common cohorts, however a third of female executive directors did not identify a racial identity.



Female staff members



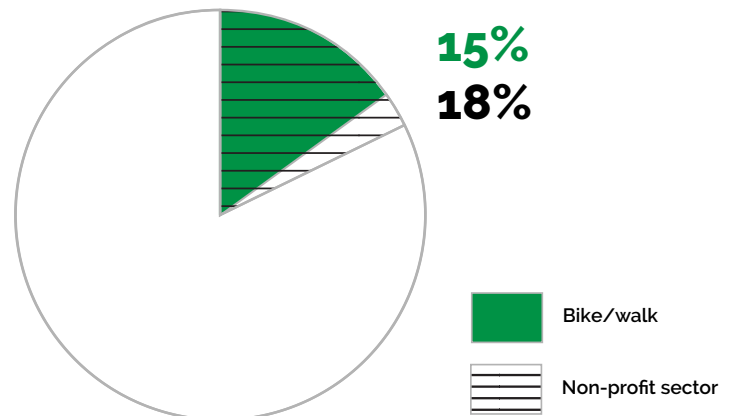
Staff

Of the more than 1,000 people working for Alliance member organizations, 47% are women. Looking more closely at the distribution of female staffers, 32% of member organizations are staffed by mostly women (70-100% of staff), while 36% of organizations have no women on staff. According to a 2013 University of Denver study, 75% of staff at nonprofit organizations in 2009 were women.

We also looked at not just overall representation of women in leadership positions, but also the relation of these groups to organization size. Based on our sample of responses, large staffed organizations are more likely to be lead by men; women are more likely to lead smaller organizations. Specifically, organizations with white male executive directors average eight full time employees, while those with white female leaders average four.

People of color represent 15% of Alliance member organizations' staff, compared to 18% across the non-profit sector as a whole. Meanwhile 65% of responding member organizations have no people of color on staff. This is a challenge that isn't unique to the bike/walk movement: According to Nonprofit HR Solution's 2013 report, only 32% of nonprofits feel that their staff reflects the composition of communities they serve.

People of color staff members



Cascade Bicycle Club

Director of diversity and inclusion

Ed Ewing knows his position is unique. Sure, he works for one of the largest bicycle advocacy organizations in the country, the Cascade Bicycle Club. But that's not all. He's got a title that's unmatched in the movement: Director of Diversity and Inclusion. Ewing shared some of his thoughts on Cascade's efforts to advance bicycle equity in Seattle, the nation's 5th whitest city.

Starting the conversation

Seattle is a very beautiful and diverse place. But Seattle is also a very segregated place. The diversity is predominantly in south and southeast King County, while a lot of our programming, including youth and adult education programs, was serving predominantly white communities. None of that was intentional or malicious. It makes sense that, if you have folks who are aware of biking and know Cascade, they're the ones who will ask for programs at their schools and in their communities. But, eight years ago, the former county executive of King County put a challenge to Cascade. He's African American and, at that time, he had become a new cyclist and was very surprised by the low level of diversity in biking. I was asked to share my thoughts and present some solutions as to how we might address and change that.

From challenge to action

When we looked at the Bike Master Plan here in Seattle and when we looked at the health and wellness reports for communities with high rates of obesity, diabetes and drug use, lo and behold all those maps overlapped. Where we had low levels of bike lanes we also has high rates of poverty, obesity, drug use, diabetes — and high concentrations of diversity. To me, it was a no brainer. How many more metrics do we need to tell us where we need to embed these initiatives and efforts?



Before he was Director of Diversity and Inclusion, Ewing founded and led Cascade's Major Taylor youth program, which provides bicycles, training & rides for students at low-income schools.

Committing for the long term

It started out as a very organic conversation and we made a commitment to sustainability; that we're not going to be a well-intended nonprofit that works in the community for a year and then pulls out when funding runs out. We were very adamant about the need to be in the community, be part of the community for whatever or however long it takes. We recognized that in communities that have been neglected by our programming, we need to build and develop demand for bicycling. To me, that's how you partner with community. Many [communities of color] are very, very used to well-intended nonprofits coming in and saying, "I want to help you." What community leaders told us is: "Be prepared for *us* to tell *you* what to do in our community with *your* money." We should have that mindset. We should be ready for the community to tell us how they want us to spend our money in their community. That's how you make the biggest impact, and so far, for us, it's been working very, very well.

Supporting community goals

We've kept that dialogue going over the past eight years and learned through that engagement that we have the opportunity to support existing community goals in these diverse communities — and have a significant opportunity to change and bring awareness to bigger issues going on in our community. We use the bicycle to bring social change and get the audience that needs to hear what's going on in these communities. Sure, it's great that our Major Taylor program students are doing STP [Seattle to Portland ride]. But it's also our social responsibility to share what's going on in these communities; why it's so significant that we have areas of such high poverty when there's so much wealth in Seattle. The bicycle is a very neutral, benign kind of tool or vehicle to have some big conversations.

Many communities are very used to well-intended nonprofits coming in and saying, "We want to help you." What community leaders told us is: "Be prepared for us to tell you what to do in our community with your money."

Broadening the conversation

We've learned that we have the opportunity to bring about significant change and, because of that, we're able to partner with different types of organizations. King County and Seattle have equity and social justice initiatives; we're able to partner with them at a higher and deeper level. Tomorrow, I'm going to a meeting in the predominantly African American community, Ranier Beach, where a lot of students don't feel safe walking to school. We're invited to this town hall because we have a high school bike program in the school. How can we position the bike to help these students get to and from school safely — and how can we be a partner in tackling this bigger issue?

The role of a diversity and inclusion director

By creating the position, it brings equity, social justice and diversity to the forefront of everyone's mind. What we found is we're all on the same page and we all value and think it's an important part of our work. My responsibility has been to integrate EDI in all the departments — advocacy, education, events, marketing and communications, development. And, even in creating the position and sharing it out to the community, it sent a signal that we're serious about EDI. It doesn't just exist at a programmatic level; it exists as an organizational philosophy. It's something we do regardless. By doing that we brought in a new set of members. Our membership has diversified in age, ethnicity and cultural backgrounds because people see that we're doing something about it — and they feel more at home or welcome in participating in the club's activities.

Start with why

Working on EDI doesn't have to be someone dedicated on staff; it could be mindset and initiative or a way of doing business. I would strongly encourage organizations to start by asking themselves what does [equity, diversity and inclusion] mean — and why is this important to us? Is it because everyone else doing it? Because we think we should be doing it? Because it's the right thing to do? Ask why and be 100% transparent in that; 100% authentic in that. If you're not, it's going to show. People are going to know and see right through it. Build authentic and real relationships in communities of color. When you do that it forces you to have an open mind, to put aside your motives and to listen. But be prepared for the community to ask, "Why are you here?" If you can't answer that, maybe it's not time to go into that community.

Click here to read more from Ewing or visit http://bit.ly/SOTM_ewing

Membership

Membership models

A growing number of organizations are recognizing the constituency for their work goes beyond those with the means (or motivation) to pay — and engagement can't be measured solely by the names on member rolls. However, membership can play a key role on the impact, advocacy and financial sustainability of bike/walk organizations.

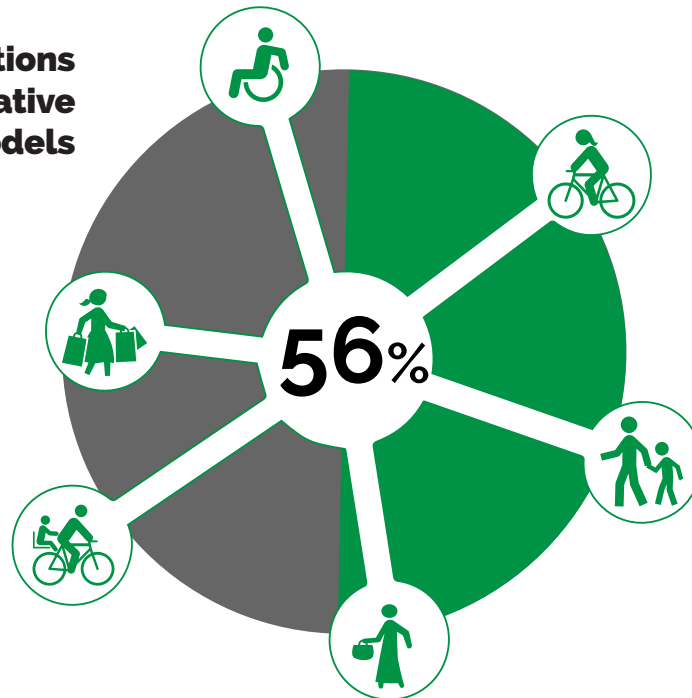
Of the organizations who have a fee-based membership program, 49% offer a distinct household membership, separate from an individual membership.

Our survey also found that 36% of organizations do not rely on membership dues at all, using membership models that prioritizes involvement in lieu of monetary contributions.

In addition, the majority of organizations (56%) have some alternative membership structure — for instance, offering different levels to accommodate students and seniors. Some of these approaches include:

- Intentionally having no members
- Equating volunteer time as member dues, and including anyone who has volunteered as a member even if they do not make an explicitly financial contribution
- Allowing members to pay what they can, with premium benefits offered at certain price points
- Offering sliding scale membership fees depending on income
- Providing different levels of membership for different perks, including corporate, business and lifetime memberships
- Offering reduced membership fees at events

Alliance organizations with alternative membership models



Livable Memphis

Sliding scale memberships

Livable Memphis was formed in 2005 as a program of the Community Development Council of Greater Memphis. The program's intent was two-fold: tie livability issues — namely placemaking and transportation access — into the community development industry in Memphis and provide a public face for groups doing nonprofit development work in neighborhoods around the city.

CD Council, as a trade organization for community development corporations (CDCs), had an established sliding scale membership based on the type of organization and its annual budget. Voting CDC members pay \$50 to \$500, and community associations, government agencies, nonprofits, and for-profit entities pay on the same scale to access training, capacity building programs, and other offerings. Organizations can opt for higher-level Supporting or Sustaining membership up to \$25,000.

Adopting a similar sliding scale model for individuals was a natural progression for Livable Memphis. Livable Memphis memberships range from \$15 for Grassroots / Student Members, to \$35-\$65 for Individual and Family Members, and scale up to the \$500+ level for Sustaining Members. In addition to low-cost membership options, Livable Memphis offers volunteer opportunities throughout the year, allowing individuals to support and engage directly in our work.

Livable Memphis' programming, like Pizza with Planners and the Annual Summit for Neighborhood Leaders, is intended to reach everyone in the community, so we've struggled



with how to provide tangible benefits to members, beyond stickers and such, without excluding non-members. Our events and offerings are free and open to the public, but we've explored using member-only tours, chats, and similar functions to add incentives for supporting us monetarily.

For many of our members, involvement in our policy and advocacy successes and having a trusted voice on neighborhood issues is enough, but we're looking into expanding our membership program, increasing our offerings to individual members, and cross-promoting the work of our CDC and other organizational members with our base of individual supporters.

Learn more at www.livablememphis.org.

*By John Paul Shaffer,
Program Director, Livable Memphis*

Member recruitment

When it comes to gaining new members, 43% of organizations reported that direct outreach was their primary method of recruitment. Nearly a quarter (24%) of survey respondents noted social media as their most important means of recruitment with 16% identifying event attendance and 15% identifying campaign activities as their most important means.

Because it was difficult to capture in multiple-choice format, 76% of respondents offered write-in options as their first or second most influential recruitment technique, specifying their event or engagement that draws the most support. Some of those write-ins included:

- Bike shop activities
- Media coverage
- Improved technological tools to facilitate outreach via social media
- Public recognition and awards
- Pop-up demonstrations
- Bike rentals, ferries, valets

Member demographics

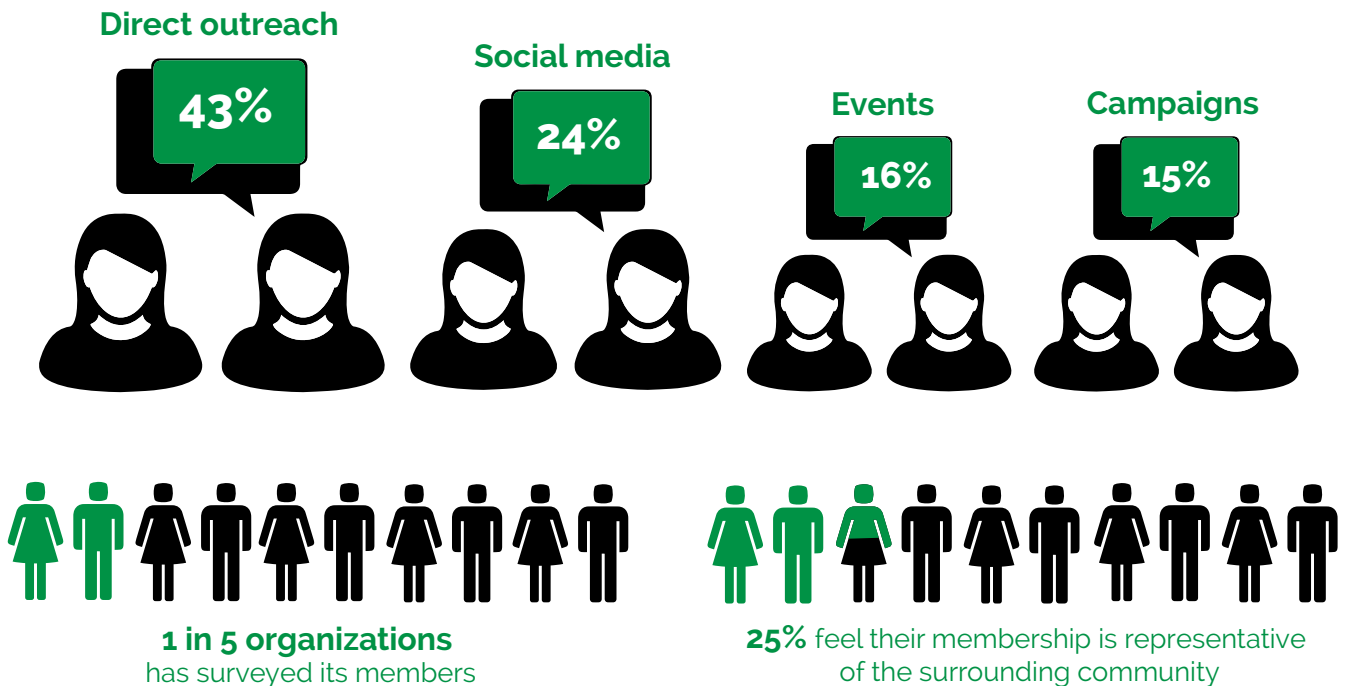
Very few organizations (1 in 5) have surveyed their members for demographic information, and only 25% feel that their membership is representative of the surrounding community.

Of those organizations that measured, on average 60% of members are male. Data shared by organizations also reported members who were more educated, White and urban than the geographies they serve.

The average age reported was along a wide spectrum, from 33 to 58.

Just as the Alliance hopes to more effectively engage with members as a result of this report, the organizations who have surveyed their members are leveraging that knowledge to inform organizational priorities moving forward.

Top avenues for member recruitment



Tulsa Hub

Trading time for membership

Tulsa Hub's mission offers a unique solution to many social problems by creating an intersection where the passions for selfless service and transportation empowerment merge. Since 2008, this nonprofit Community Bicycle Workshop has offered transportation solutions for individuals who cannot afford a car or do not possess a driver's license, or those hindered by the limited bus service. Tulsa Hub is the only nonprofit in Oklahoma providing certified education, bicycles, safety gear, and follow-up support people to in poverty, people with mental health disabilities, or people who are otherwise disenfranchised, through the Adult Cycling Empowerment (ACE) program.

Since 2009, more than 400 adults have earned a reliable transportation option through ACE, and more than 40% of these people are still in touch with us, and still reporting positive outcomes from the use of their bike. We serve an additional 1,000 people per year through the Workshop, and conduct similar earn-a-bike education programs at local Title One / Community Elementary schools.

In keeping with our vision of community development through social innovation, accountability, and participation, we decided to call the ACE program a Membership Program, where the minimum fee (\$35) required to earn a bike, lock, helmet, and all of the training, can be exchanged for service/participation in the Workshop, which is open three days and two nights each week.

Being unable to pay for the professional services we offer is not a barrier; we value the exchange of people's time equally to their money. Because of the personal investment of our members into earning their training, bikes, repairs, or gear, the



accountability to achieving positive results and outcomes is much greater.

In holding ourselves as an organization accountable to our intention to grow beyond the traditional philanthropy model of grants-based income, we've decided to open this Membership Program up to the public, beginning at the Student level of \$25, up to a Corporate level of \$1,500. Perks vary depending on the level. In 2015, we've built the Membership base up to 160 public members, and earn 5% (\$10,000) of our operating budget from this stream. Once we can hire a staff person to manage and grow this program, we would like public Membership to create 20% (\$40,000) of our operating budget. As with ACE, we offer a participation (earn-a-Membership) option for Student and Individual memberships, through volunteerism in the Workshop or at events.

Learn more at www.tulсахub.org.

*By Ren Barger,
Executive Director, Tulsa Hub*

Programming

Events

Getting out into the community is a key component of bike/walk advocacy. To ascertain where organizations are dedicating their time and effort, we asked what types of events they organize (or play a significant role in organizing) that are significant to their work.

More than two-thirds of respondents (68%) ranked annual events (like a major fundraiser or signature ride/walk) as significant or very significant, while 60% of respondents cited advocacy events (like walking audits, demonstrations, or state summits) as significant or very significant. Nearly half of respondents (47%) reported safety education / cycling classes as significant or very significant.

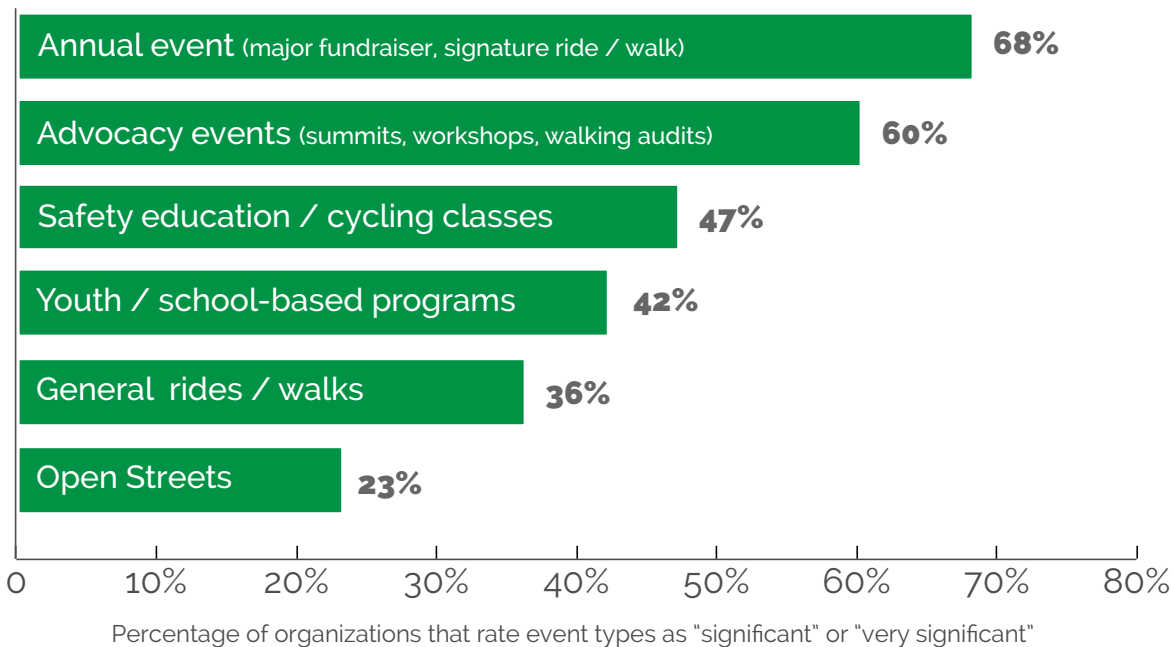
Only a minority of respondents selected youth / school-based programs (42%), general rides/walks (36%), and Open Streets (23%) as significant or very significant.

However, 78% selected “Other” as significant or very significant, with the following as some of the most common write-ins:

- Bike valet
- Bike to Work / Bike Month
- Commuter challenges
- Workshops
- Festivals
- Forums

Which of these types of events are most effective in recruiting and engaging members? Taking a closer look, large organizations almost exclusively reported an annual event or involvement in a broader campaign like Bike to Work Day or Bike Month as their greatest sources of engagement. Medium-sized organizations relied more on summits, trainings and Open Streets events. For small and volunteer-run groups, engagement through education, summits and advocacy events was the most effective.

Events organized by Alliance organizations



Wisconsin Bike Fed

Taking programming to the people

The Mobile Bike Hub program in the Layton Boulevard West area of Milwaukee began in 2013 as a way to help meet the Neighborhood's Quality of Life Plan goals.

The local non-profit group, Layton Boulevard West Neighbors (LBWN), contacted the Wisconsin Bike Fed to partner on ideas to improve the health and wellness of the community by increasing biking in the three adjacent neighborhoods that make up the Layton Boulevard West area.

The community is a bike shop desert, but it has great access to the Hank Aaron State Trail and many neighborhood parks and quiet streets for riding bikes. With more than 30% of the population in the neighborhood under the age of 18, LBWN wanted to increase programming and opportunities to keep youth involved and engaged with positive activities.

The Hub, based on a Worksman Tricycle, not only fixes bikes for people of all ages, but also teaches them how to fix flats and make minor adjustments. The Hub recruits local youth from Carmen High School for internships to staff The Hub program for the summer. This program has been so successful that the Bike Fed just launched a second mobile repair program on the north side of the city.

Partnering with Walnut Way Conservation Corp to receive a grant from the City of Milwaukee's Neighborhood Improvement Development Commission, the Pedal Medics launched this Fall based out of our Valid Bike Shop. Built on the same premise as the LBWN Mobile Bike Hub, Pedal Medics uses a Larry Vs Harry Bullitt cargo bike



to travel to Community Learning Center sites and other non-profit community serving centers to offer skills training and free fixes to those who need it.

The most basic measure of the program's success I think can be seen in this simple thank you email I received from a Walnut Way staff member: "The week following your visit, those bikes [you fixed] were all over the neighborhood! Healthy, active, and excited youth — and me, too!"

*[Click here to read more about the Mobile Bike Hub](#)
or visit bit.ly/mobile_bike_hub*

*By Jake Newborn
Youth Education Program Manager
Wisconsin Bike Fed
jake.newborn@wisconsinbikefed.org*

Campaigns

Change takes time — and advocacy is built not just on short-term events, but long-term campaigns.

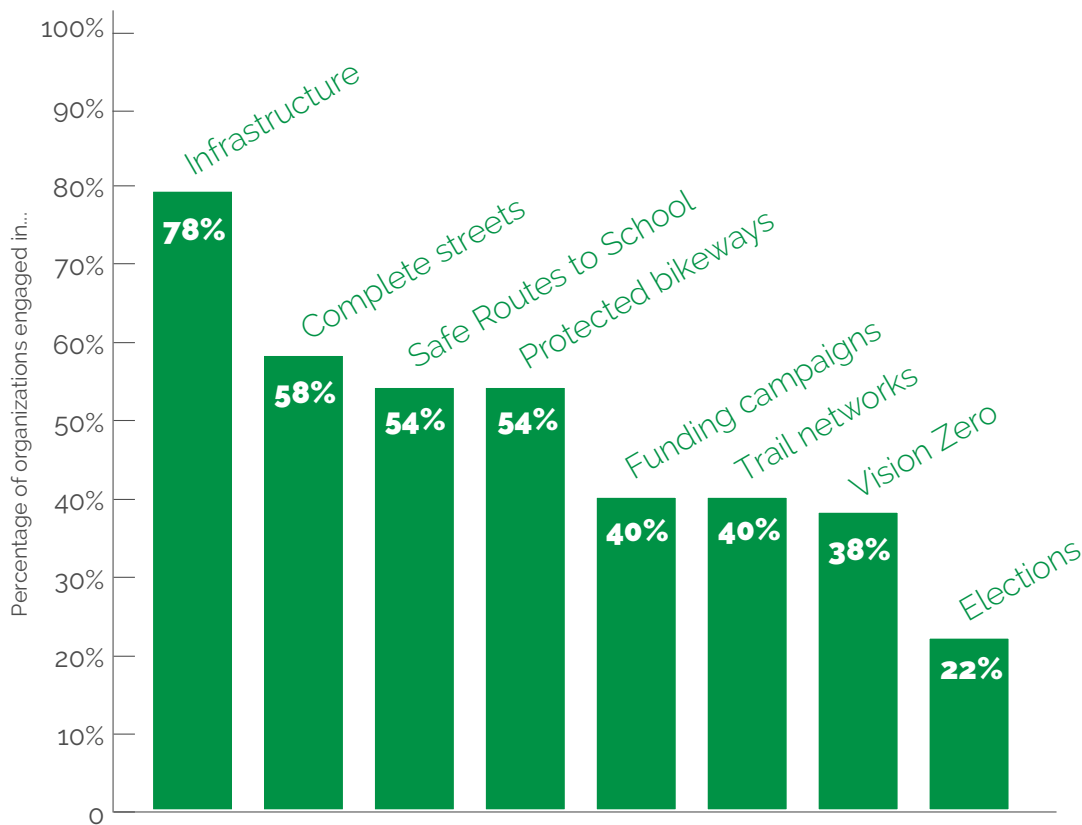
According to our survey, the leading initiatives undertaken by Alliance member organizations are general infrastructure campaigns with 79% respondents citing that as a current campaign.

More than half of respondents were also engaged in complete streets (58%), protected bikeways (54%) and Safe Routes to School (54%).

Funding campaigns and trail systems (both 40% respectively), and Vision Zero (38%) were also significantly represented, with 22% involved in local/state elections.

Write-ins included advising on various city or master plan developments and legislative initiatives covering everything from parking policies to safety standards.

Most common campaigns at Alliance organizations



Cycle Toronto

Campaigning for a Minimum Grid

Our Minimum Grid campaign was born after a frustrating period of inaction on the cycling file at Toronto City Hall under the leadership of Mayors Rob Ford and David Miller.

By the end of 2013, the City of Toronto's on-street bikeway network had barely grown from 2009 levels. Despite increased ridership, Toronto City Hall reduced safe on-street cycling infrastructure by removing bike lanes on Pharmacy Avenue, Birchmount Road and Jarvis Street. City Hall also created Toronto's first protected bike lanes on Sherbourne Street, retrofitted Wellesley Street with paint and bollards and created a bicycle boulevard on Shaw Street.

Toronto's glacial pace was compounded in the face of an ambitious 2001 Bike Plan that called for 495 centre lane km of on-street bike lanes but by 2011 had built only 112 km, or roughly 23% of the plan.

In May 2014, ahead of a looming municipal election we launched our campaign calling on all council and mayoral candidates to commit to building a city-wide Minimum Grid of 100 km of protected bike lanes and 100 km of bicycle boulevards by 2018.

After a significant engagement campaign with candidates, we successfully got 25 of 44 elected city councillors to commit to the target. While Mayor John Tory did not commit to the Minimum Grid, our engagement campaign led to his first bike ride of

the downtown core and reversal of his opposition to protected bike lanes on Richmond Street and Adelaide Street, a pilot project that was extended in 2015.

There's still much to be done. City staff are drafting a new 10 year bike plan. The 2016 cycling implementation program includes a 44% increase in cycling's capital budget and more than 20 km of on street bike lanes. It's not the Minimum Grid, but we're back on the road to achieving it.

[Learn more at www.cycleto.ca](http://www.cycleto.ca)

By Jared Kolb, Executive Director, Cycle Toronto



Partnerships

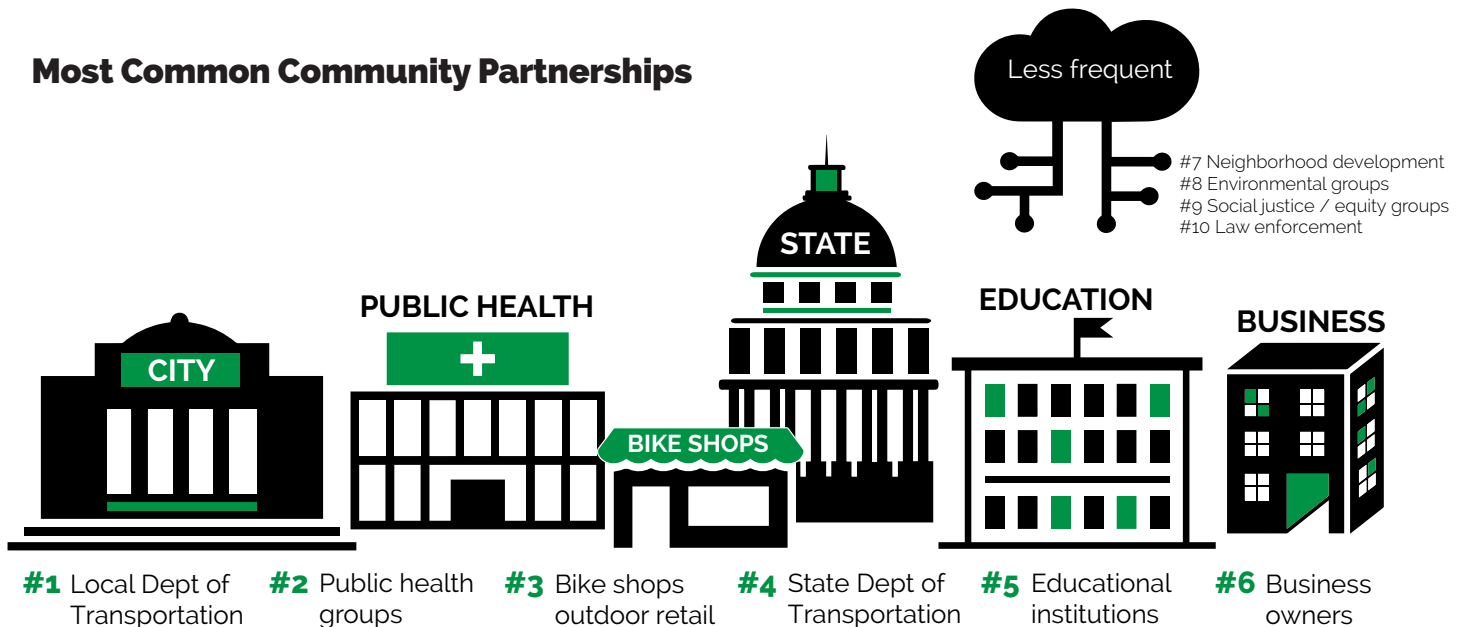
Building a more inclusive, equitable movement has surfaced as a central goal of Alliance members. Cultivating authentic community partnerships are a significant means of engaging with new or previously underrepresented audiences.

Currently, local departments of transportation (DOT) are by far the most common partner for member organizations, with 75% of organizations interacting with them on a daily or frequent basis. Public health groups, bike shops/outdoor retail and state transportation departments came next.

Currently the least present are relationships with law enforcement, social justice/equity groups and faith-based organizations, the latter of whom 86% of members reported working with occasionally or not at all.

Looking closer, large organizations collaborated with educational institutions far more than their smaller counterparts. Almost half of the Alliance's large member organizations listed them as their most consistent partner. Small and volunteer organizations more closely reflected the overall trend of collaborating with local DOTs, bike shops, public health groups and state DOTs.

Most Common Community Partnerships



Walk Oregon & Bicycle Transportation Alliance

Building broader partnerships

When Oregon advocates mobilized to bring Vision Zero to Portland they took a proactive approach to cultivating new partnerships — and integrating those partners' insight into the central tenets of the campaign to eliminate all traffic fatalities on their collective streets.

Over the course of two years, 10 of 13 pedestrian fatalities happened in East Portland neighborhoods — where high-crash corridors that often lack basic infrastructure like sidewalks run through areas with the highest density of low-income communities, communities of color, older adults and kids.

"We had heard of Vision Zero as a growing movement in the U.S. and we knew our new Bureau of Transportation director had expressed interest," says Noel Mickelberry, Executive Director of Walk Oregon. "But, we also knew we needed to reach out to community partners in these areas and to groups that were seeing the disproportionate impact and make sure these communities saw [Vision Zero] as a priority, too. Through that process we reached out to and had 25 different organizations sign on in support of bringing Vision Zero to Portland."

"Six months later, we partnered with the Bicycle Transportation Alliance to dig into where and who and how crashes were happening, so we could develop recommendations that would fit the needs of the city and our partners. Following the research, we reached out to each of the community groups to help develop our recommendations, to collaborate to ensure that the community priorities they saw were reflected in this report."

"Some groups were extremely supportive but had concerns about how their communities see disproportionate [police] enforcement and



targeting and wanted to make sure those kinds of issues were addressed in the recommendations. Because of that, some of the issues were different than what a lot of people might expect looking at a transportation-related report. We called for assurances against racial profiling and for communities of color and community leaders to help create those policies when it comes to Vision Zero enforcement."

"We also called for supporting legislation that allows for the issue of Driver Cards to Oregon residents who pass the test, because, at the same time we were calling for increased education for drivers, we have a huge portion of our immigrant community that's unable to get a driver's license and is left out of conversation."

"We made sure that the report built goals around what we were hearing at that table from our partners."

[Click here to read more about Walk Oregon and BTA's Vision Zero efforts here or visit \[bit.ly/PDX_VZ_equity\]\(http://bit.ly/PDX_VZ_equity\).](#)

Photo from state legislative campaign supported by BTA and Oregon Walks to end racial profiling in police enforcement

Challenges

There's no doubt: The bike/walk movement is gaining momentum, but we still face significant obstacles. To target our capacity-building efforts and begin to break down those barriers, we identified common challenges.

Large organizations (10 or more employees) struggle the most with the lack of political will. Not having a mayor or local leader on board was the most frequently cited challenge. Additionally, large groups noted the difficulty in coordinating multiple agencies working on the same issues; “too many cooks in the kitchen” without a point person or clear structure. Members also mentioned insufficient dedicated city or state funding.

Meanwhile, small organizations find funding opportunities and staffing constraints to be their largest hurdles. Many also reported difficulties transitioning out of the all-volunteer phase when additional funding was available — specifically, learning how to cooperate efficiently when staff expansions occur.

Many of these challenges are not unique to the bike/walk movement. A recent report from Nonprofit Finance Fund identified similar organizational concerns regarding funding (specifically long term sustainability and finding complete funding for projects), meeting community demand, struggling with community engagement, insufficient staff and managing/pursuing growth. The report however highlighted staff retention as the second largest challenge in the overall nonprofit sector, which was not mentioned among bike/walk organizations. Additionally issues with board participation were not significant concerns for the nonprofit sector, whereas they were the most common response in bike/walk behind funding and staff needs.⁷

⁷ <http://survey.nonprofitfinancefund.org/>

TOP 10 REPORTED CHALLENGES

- 1. Funding:** Lack of funding or a funding mismatch, with grants only available for local level projects instead of state (or vice versa); sharing funding pools with other interests, such as public health; and attracting individual donors for bicycling and walking
- 2. Staff capacity:** Trying to tackle too many projects and stretching organization too thin for effective engagement
- 3. Board involvement:** Lack of adequate board activity, or disagreement between staff and board on strategy
- 4. Multiple agency coordination:** In some jurisdictions, organizations are challenged by too many agencies involved in any particular project, without a central leader or point person
- 5. Political leadership:** Lack of a political champion or sense of urgency around issues like land use, i.e. road safety not a flashy issue
- 6. Social inertia:** Struggling to galvanize a cultural change prioritizing a landscape made for active transportation.
- 7. Media attention:** Insufficient or negative media coverage of bicycling and walking.
- 8. Geography:** Trying to cover too large of a geographic area, with insufficient resources to meaningfully engage with distant, diverse populations
- 9. Volunteer issues:** Struggle to effectively coordinate help, hold volunteers accountable, keep them engaged long-term, and find a champion in every neighborhood
- 10. Streetscape conflicts:** Resistance to parking and traffic lane removal and bikelash

Discussion

Gathering this data has been a catalyst for the Alliance. It has provoked us to ask questions about the role of our organization and how we can best target our programming to address the areas of most need in the bike/walk movement.

Our hope is The State of the Movement report inspires you to do the same: To ask — sometimes challenging — questions about where you stand, where you excel and how you can do your work better. Our intent is that, using this initial data as a starting point, we can engage in deeper conversation and set some goals together.

This report is just a starting point. While we gathered a wealth of important data, we received invaluable insight from respondents and stakeholders that will be integrated into future State of the Movement efforts to improve and expand our benchmarks. But we are excited to lay the groundwork to see the current norms of our work and be strategic in our efforts so, two years from now, we can look back to see our continued progress and, yet again, raise provocative questions that galvanize us to go further.

This report uplifts many encouraging trends and includes case studies of success that we believe can strengthen the movement, from new models of partnership to internal shifts to more empowered leadership. It also raises a number of rich questions for us to discuss more fully.

But the biggest question of all is far more simple: Will you join us in this critical conversation?

The State of the Movement is strong, but using what we've learned, we can make it even stronger. We invite you to share your feedback and get involved. [Click here](#) or visit bit.ly/SOTM_engage.

DEEPER INQUIRY

1. How can we message our missions to articulate the full array of benefits of walkable, bikeable communities?
2. How can we address funding issues and grow our financial resources to support our work, deepen our impact and implement new ideas?
3. How can we incorporate hiring best practices to grow the diversity of our staff, boards and membership to better reflect the demographics of our communities?
4. How can we increase and widen our definition of membership, to both bolster our dues-paying supporters and connect with new constituents?
5. How can we integrate leading-edge techniques to make our campaigns, from infrastructure improvements to Vision Zero, more effective?
6. How can we make our events and outreach more appealing to potential supporters and build the pipeline of leadership for invested stakeholders?
7. How can we expand our partnerships to be allies to and reflect the needs of previously underrepresented communities in our work?
8. How can we address common challenges, like lack of political will or embedded cultural assumptions about transportation?

**Join the ongoing conversation:
Sign up to get involved at
bit.ly/SOTM_engage**



Alliance for Biking & Walking



BikeWalkAlliance.org



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