



RCMBA STRATEGIC PLAN 2022





RCMBA HISTORY

Redwood Coast Mountain Bike Association (RCMBA) began as Bigfoot Bike Club in the early 1990s as a recreational club for mountain bikers to ride together. It subsequently evolved into a trail advocacy and event coordinating organization, working with the City of Arcata, Bureau of Land Management, USFS; and developing races including the Bigfoot Bike Race, 12 Hours of Humboldt, Tish Tang Tangle and others. One of its founding members, Tim Daniels, is a current RCMBA Board member and continues the legacy of trail advocacy and building a healthy local biking community.

STRATEGIC PLANNING PROCESS

The RCMBA Board gathered for a planning retreat in July 2022. All 12 members were present and worked through a standardized strategic planning process facilitated by Board Member Sean Robertson, who has organizational experience in strategic plan development. The Board met over three days to develop a mission and vision statement, conduct a SWOT (strength, weakness, opportunity, threat) analysis, and identify short (1 year) and long- (1-5 years) term goals. These goals were consolidated into four key areas, and further separated into short and long-term time periods. Following the retreat, the author captured the plan notes and formatted them into this document including identification of assignees using the existing Board Operations Plan Committees, and expected timelines for accomplishment of goals. Next steps in the plan include dissemination to all members followed by a public meeting to solicit input, and formal adoption by the Board at the winter public meeting.



VISION

Our community has access to local trail systems and cycling opportunities with an engaged, inclusive membership ensuring outdoor recreational access for future generations

MISSION

RCMBA advocates for and develops robust trail systems, community connections, and economic strength through inclusive cycling-centered activities



SWOT ANALYSIS

STRENGTHS

Enthusiasm

Dedication

Community

Group cohesion

Land partnerships/relationships

Patience

Membership talent/numbers

Diverse skill set

Hatchery Ridge

Financial

Trail builders

Races

WEAKNESSES

Educational component

Financial planning

Communication/engagement

Underutilization of membership

Process for trails/structure

Follow through

Focus

Delegation

Documentation

Existing process/server not used



Under-represented community outreach

Maintenance trail management

<u>OPPORTUNITIES</u>

Membership days

Shuttle days

Grants

Larger community engagement

Skills clinics

New partnerships

Easement Fickle Hill

Timing system

Momentum

McKay pro trail building

McKinleyville Community Forest

Long-term lease/ownership

Jacoby Creek land trust/Barnum

Fortuna/Ferndale

Lacks Creek expansion

Willow Creek

<u>THREATS</u>

Litigation

Non-compliance

Rogue builders

Logging



Temporary agreements/loss of partnerships
Fragmentation/miscommunication
Spread too thin
Financial planning
Accessibility of the sport
Lack of succession planning
IMBA structural change
Non-members riding Hatchery Ridge



STRATEGIC GOALS

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|---------------------------------|
| 1. MEMBERSHIP ENGAGEMENT |
| 2. FISCAL ACCOUNTABILITY |
| 3. SUCCESSION PLANNING |
| 4. COMMUNICATION |
| 5. PROJECT MANAGEMENT |



GOALS short-term(1 year)/long-term(1-5 years)

1. MEMBERSHIP ENGAGEMENT	*Assignee	Timeline
Skills Clinics • 5 regular instructors	ECC	SUMMER 2023
Youth enduro	ECC	FALL 2023
HCMTB race	ECC/ROBERTSON	SPRING 2023
Volunteer Coordinator • track volunteer work hours • trailwork training/workshops • spread trailwork days to other trail systems • easier signups for trail maintenance/work	ECC/COC	DECEMBER 2022 SPRING 2023 ONGOING DECEMBER 2022
Sub-committee involvement of non-board members • trailwork assignments thru website • project management delegation/assignment • specific skill set delegation • sub-chapters-sohum,willow creek, fortuna	TAC/COC TAC	DECEMBER 2022 12/22 12/22 SPRING 2023 FALL 2023
Robust youth program • Mentors • Bike share • Boys & Girls Club alliance • support	ECC	DECEMBER 2023
Consistent open/closed meeting schedule in same public venue & rotating homes respectively	COC, EXECUTIVE OFFICERS	11/22

*ECC: Event Coordination Committee

TAC: Trail Advocacy Committee

COC: Communication Committee

FRC: Fundraising Committee

MMC: Maintenance Committee



2. <u>FISCAL ACCOUNTABILITY</u>		Assignee	Timeline
Sponsor partner organizations HRC HCMTB LAW	FRC		ONGOING
Business partnerships/sponsorships with presentation	COC		SPRING 2023
Financial plan Fundraising Grants Outreach Budget	FRC/TREASURER		DECEMBER 2022
3. <u>SUCCESSION PLANNING</u>		Assignee	Timeline
Sub-committees (thru website)	ALL		12/22
Paid positions	ALL		2025
Regional/trail-specific leads	ALL		2023
Using ops guidelines	ALL		IMMEDIATE
Succession plan	ALL		12/23
4. <u>COMMUNICATION</u>		Assignee	Timeline
better accountability assignments with SMART goals delegation tied back to strategic plan	COC		SUMMER 2023
Friday night market Big maps Economic benefits	COC		ONGOING
Tri-folds/POSTCARDS/BUSINESS CARDS	COC		IMMEDIATE
Website interface improvements examples CGGS COTA SCMTA IMBA	COC		SPRING 2023
expand newsletter and social media develop history/story page on website improved promotion	COC/ALI OSGOOD PROPOSAL		12/22



Trailwork proposals process & signup (crossover to succession planning & project management goals-or consolidate)	COC/TAC	12/23
Better recognition of partners newsletter? social media	COC	SPRING 2023
Trail signage	TAC	ONGOING

5. <u>PROJECT MANAGEMENT</u>	Assignee	Timeline
Bike parks	TAC/ECC	ONGOING
Develop partnerships HRC Tribes	ALL/TAC	Plan by 12/23
MRE success	ECC	9/22
Partner liaison (caretaker?) related to TAC assignments already listed in Ops guideline	TAC/ECC	SPRING 2023
Trail-specific leads (already in guideline) youth enduro	TAC/ECC	SPRING 2023 FALL 2023
other events	ECC	
Owning property/long-term leases	FRC/EXECUTIVE OFFICERS	2025
Land managers Maintain & expand GDR relationships Expanding access in general	TAC	ONGOING 12/22
Connecting trail systems	TAC	2025
Fully implement McKay plan	TAC	2025
More solid equipment cache	MMC	12/22
5 year integrated trail plan	TAC	2024
Lacks expansion		2024
McKinleyville trail full implementation		2023
USFS east expansion		2025



Thank you to our members for their tremendous support, and to our event sponsors and donors for making this the incredible community it is.