

Community Bike Shop Business Plan

Executive Summary: There exists in our community a need for free/low-cost bicycle repair services. Though the extent of this need is not fully understood, efforts to satisfy the need through semi-annual Ride Right/Ride Bright events and the efforts of altruistic individuals in the community have been unable to meet the need. Community Bike Shops are a proven model to meeting these needs. The primary considerations for developing a community bike shop include securing a physical location, securing sufficient volunteer commitment and securing sufficient financial support. A “soft start” should begin once these primary considerations are satisfied. After a reasonable period of time to allow for adjustments in operation to be made a Grand Opening would be announced. At this time the Community Bike Shop would seek to solidify its presence and to secure long term funding, permanent location, etc.

Mission, Vision and Strategic Goals: The mission of Velo Cruces is to transform Las Cruces into a great bicycling and pedestrian community. The vision of Velo Cruces is for all residents of the community to have equal and easy access to bicycle facilities and bicycling resources. The strategic objectives met through a community bike shop are that patrons will be able to: 1) Use bike shop facilities and tools to repair their bicycles allowing the patrons to spend more time bicycling; 2) Acquire basic bike repair skills, 3) Promote rules of the road and safety while traveling through our community as a pedestrian or bicyclist.

MARKET ANALYSIS

Market

Las Cruces is a community of just over 100,000 (U.S. [Census Bureau](#)). It is the second largest city in New Mexico.

Population: According to the US Census Bureau American Community Survey (ACS), 24% of the population of Las Cruces is under 18, and roughly 14% of the population is over 65. Females make up 51% of the total population of Las Cruces. *In terms of the age and sex of the population, Las Cruces is generally consistent with state and national averages.*

Ethnicity: The city of Las Cruces is composed of 87% individuals who identify as “White alone”; 57% who identify as “Hispanic or Latino of any race”, and 35% “White alone, not Hispanic or Latino”. The proportion of individuals who identify as “Hispanic or Latino of any race” is higher than the state (49%) or national (18%) average and the proportion of individuals in Las Cruces who identify as White alone, not Hispanic or Latino” is lower than the state (38%) or national (61%) average. *Hispanic and Latino individuals make up the majority of the population of Las Cruces.*

Education: Among residents of Las Cruces over the age of 25, 85% hold a high school diploma. This is slightly higher than state (84%) and national (81%) averages. Roughly a third of the Las Cruces population holds a bachelor’s degree or higher, and this is also slightly higher than state (26%) and

national (30%) averages. *Residents of Las Cruces exhibit slightly higher than average levels of education than either the state or nation.*

Health: According to *The State of Obesity: Better Policies for a Healthier America* (2017), [New Mexico](#) is the 33rd most obese state in the nation. In New Mexico, between 2000 and 2017, the rate of obesity increased by 17%. New Mexico's indicator-Based Information System (NM-IBIS) shows that within [Doña Ana County](#) heart disease was the second most common cause of death in 2015. Moreover, residents of Doña Ana County die of heart disease at a rate that is higher than the state average. Residents of Doña Ana County self report that they are in poor health (25%) at statistically significantly higher rates than either the state (21%) or the nation (17%) leading the NM-IBIS to rank "General Health Status" as a "Reason for Concern". According to the US Census Bureau, just under 16% of the Las Cruces population of under 65 lacks insurance. This is lower than state (11%) or national (11%) averages. *For the residents of Las Cruces obesity is a leading cause of death, individuals self report poor health status at high rates, and the population is more severely under insured than either the state or nation as a whole.*

Poverty: 24% of the Las Cruces population lives under the poverty level. This is higher than the state average (20%) and roughly twice the national (14%) average. *Las Cruces suffers from higher rates of poverty than the state and the nation.*

Transportation: According to the US Census Bureau, among individuals over 16 living in Las Cruces, the mean travel time to work is less than 20 minutes. This is lower than both state (21 min) national (25 min) averages. DataUSA [reports](#) information from ACS that is relevant to transportation. Households in Las Cruces own an average of 2 cars, and less than 5% of households own no cars. Most workers in Las Cruces commute to work by driving alone (82%) with carpooling (11%) as the next most common method of commuting. Both of these modes of transportation are used at higher than national averages for driving alone (76%) or carpooling (10%). In Las Cruces, a small proportion of the workforce commutes by walking (3%), bicycling (1%), or using public transit (0.4%). The use of walking and bicycling are slightly higher than national averages, but the use of public transit is much lower than the national average (5%). *Compared to state and national averages, workers in Las Cruces spend less time commuting but do so far more frequently by driving alone. Bicycling to work is only slightly more common than state or national averages.*

Planning and Policy Complete Streets: On the 14th of May 2008, in the form of [Resolution No. 08-10](#), the Las Cruces Metropolitan Planning Organization (LCMPO), adopted the Complete Streets Policy. On the 15th of June 2009, in the form of [Resolution No. 09-301](#), the City of Las Cruces also adopted the Complete Streets Policy. This policy states that "transportation improvements are planned, designed, constructed, and maintained to integrate walking, bicycling, and transit uses while promoting safe and efficient operations for all users". This policy recognizes that "encouraging non-motorized transportation can have considerable positive health impacts for our community during a time when obesity, diabetes, and heart disease are at epidemic proportions". On the 5th of June, 2017, The Las Cruces City Council, through Resolution No. 17-199 approved of a contract to develop an Active Transportation Plan. This effort represents an extension of the previously adopted Complete Streets

program. *The planners of Las Cruces are committed to making the city a safe and inviting place for cycling and it is recognized that this can have positive health impacts for the community.*

The Mesilla Valley Metropolitan Planning Organization includes a Bicycle and Pedestrian Facilities Committee (BPAC) that works to address the needs of bicyclists and pedestrians. The committee is composed of staff from both the city and county as well as private citizens. Meetings are held monthly and open to the public.

Climate: According to the Western Regional Climate Center, Desert Research Institute records, [Las Cruces monthly average](#) temperatures never exceed 96 and never dip below 28. The yearly average high is 79 and average low is 46. The greatest monthly average rainfall is 1.16” and occurs in the month of August. Yearly average precipitation is 6.28”. The highest average monthly snowfall is in 1.6” and occurs in January. The average annual snowfall is 3.9”. Las Cruces is characterized by a warm climate, low precipitation, with little snow or ice. This physical context makes for ideal year round bicycling for recreation, commuting, and general transportation.

Market Potentials for Community Bike Shop: Though travel times to work are lower than the national average, individuals in Las Cruces drive alone at higher rates than the national average. Additionally, within Las Cruces public transit is not widely used for commuting to work. Given the short travel time and the high rates of single drivers combined with the high rate of poverty, high rates of obesity, and high self reported rates of poor health, along with yearlong suitable riding weather, there is tremendous potential for encouraging a greater number of bicycle commuters to work. This significant potential synergizes well with both regional and local planning efforts to encourage healthy transportation that features cycling as a major component.

Existing Services

Repair Services: Within Las Cruces there are two local bicycle shops that offer professional mechanic services. These are Outdoor Adventures and Ride On Sports. From the center of the city, it is roughly 1.6 miles to Ride On Sports and 2.1 miles to Outdoor Adventures. From downtown to travel to these shops is roughly 11-15 min by bicycle and over 30 min by bus or on foot. The average cost for labor is \$35 per hour (Table 1). The average cost for parts is cost plus 30%. Insurance policies and liability concerns prevent either shop from offering used parts that would reduce the cost of repairs. Outdoor Adventures partners with the Optimist Club. One of the temporary tenants at Camp Hope started performing minor bicycle repairs. He is mechanically inclined but has no formal training as a bike mechanic or any specialized bicycle tools. His supplies are all used and derive from either scavenged or donated bicycles.

Service	Ride On Sports	Outdoor Adventures
Fix a Flat	??	\$5-\$10
Wheel truing – minor	\$12	
Wheel truing – major	\$17	
Drivetrain tune up		\$32
Tune up – minor	\$50	\$50
Tune up – major	\$65	\$80

Complete overhaul		\$150
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Table 1. Prices for tune ups and overhaul reported by [Ride On Sports](#) and [Outdoor Adventures](#).

The NMSU Activities Center provides access to a well-equipped bike shop. This facility is available to members of the NMSU community (Staff, Faculty, Students). Members of the NMSU community can work on bicycles themselves or avail themselves of assistance from informally trained mechanics. These services are available at low cost. Basic supplies are available at low cost.

Ride Right, Ride Bright: In 2010, the Optimist Club of Las Cruces in conjunction with the Southern NM Bike Educators (SNMBE) started a semi-annual project called “Ride Right, Ride Bright”. This project is conducted at the Community of Hope and focuses on individuals experiencing homelessness and near homelessness that are served by the Community of Hope and the Gospel Rescue Mission. In 2015, Velo Cruces took over coordination of the project. The project outfits bicycles with headlights and taillights. The project provides helmets and safety instruction. When available through the UNM Center for Injury Prevention Pedestrian & Bicycle Safety, the project distributes high visibility vests and pant leg straps with the “Look for Me” branding. All of these items are provided at no cost. Velo Cruces included \$900 in the 2017 annual budget for lights and helmets. Volunteer mechanics perform minor to medium bicycle repairs. The Optimist Club provides parts and supplies for the project. Most of the parts are used. Supply items that are purchased by the Club include: oil, grease, brake and derailleur cables, brake and derailleur cable housing, replacement brake pads, thorn-resistant inner tubes, tire sealant (Slime), and hand grips. All of these services and parts/supplies are provided at no cost. Demand for these services has been relatively stable. Events are held semi-annually to coincide with the time change. Dates and number of “customers” served are as follows: March 2016/23; November 2016/28; March 2017/22; November 2017/25. The two accessories most requested that are not available are bicycle locks and rear racks. The other frequent request is for used bicycles.

Used Bicycles: There are several pawn shops and thrift stores as well as the occasional business that offer used bicycles as a sideline to their primary business, e.g. auto repair at NE corner of Solano and Amador. At any point in time several used bicycles are available through American Classifieds (Thrifty Nickel) or at Craigslist.com. NOTE: The Optimist Club is one of these sellers and sells adult bicycles on Craig’s list to fund bicycle repairs and youth projects. A quick search on 11/5/17 resulted in 112 hits for the search term “bicycle.” The prices for used bicycles sold from these venues ranges from \$50 to \$400. There is at least one individual in the community that, in his retirement, collects and repairs Schwinn bicycles for resale. These are often purchased by collectors and therefore, do not address the needs of low-income riders that are dependent upon bicycles for transportation. There has been no formal collection of used bicycles. The Optimist Club accepts bicycles under the following stipulations. Youth bicycles are repaired (if they are repairable) and given to youth, while adult bicycles are repaired (if they are repairable) and sold to fund the bicycle repair program. So far in 2017, 58 used bicycles have been donated to the Optimist Club. This is without any solicitation. Many of these bicycles flow to the Optimist Club through an informal arrangement with Outdoor Adventures. Individuals buying a new bicycle often ask about donating an old one. These are collected by Outdoor Adventures and transferred to the Optimist Club. Chet Wright collects used bicycles, repairs them and ships them over to Juarez, Mexico through Siguiendo los Pasos de Jesus, Inc. (Following the Footsteps of Jesus, Inc.). Chet

developed a formal relationship with the South Central Solid Waste Authority. When bicycles are dropped off for “recycling” at the SCSWA transfer station on Alameda they contact Chet and he collects the bicycles. He has collected and donated over 100 bicycles. The NMSU police department and the Las Cruces Police Department (LCPD) collect bicycles through impound and/or abandonment. Currently these bicycles are sold through auction via www.publicsurplus.com in compliance with the Anti Donation Clause for New Mexico governmental bodies. In the July of this year NMSU disposed of 150 bicycles in this manner. The LCPD currently holds approximately 200 bicycles that are ready for auction. One of the opportunities for a community bike shop is to develop a relationship with NMSU and/or LCPD through a memorandum of understanding that allows these governmental bodies to transfer unclaimed property to the community bike shop without violating the Anti-Donation Clause.

Mesilla Park Community Church is testing the waters regarding hidden supplies of used bicycles. They are conducting a two-day drive for used adult bicycles the weekend following Thanksgiving. Volunteers will be available at the Community of Hope from 10:00 to 12:00 each day to accept bicycles that will be repaired and returned to the Community of Hope.

Scorpion Bike Club (SBC): Sponsored by Kaleidoscope Creates, the SBC has been meeting most weekends since June of 2016 offering youth from grades 3 to 9 from five different schools the opportunity to work with a volunteer bicycle mechanic to build a bicycle at no cost to the youth. During the course of the project six youth have completed a bicycle and “graduated” from the program. A total of fifteen distinct youth have been involved in the bike repair Saturdays. A couple of the graduates have remained active with the project and have even volunteered their time and skills to assist with community bicycle events like the Family Fun Fair and Ride Right, Right Bright. The SBC bike repair is currently meeting every other weekend and is operating out of a residential garage.

Bicycle Rentals: The City of Las Cruces does not operate a bike share program. Outdoor Adventures website advertises bicycles rental services for \$12.50/\$20 per day and \$60/\$90 per week. Ride On Sports does not rent bicycles. The next closest bicycle rental is in El Paso, TX. NMSU is considering a bike share program starting in 2018. The City of Las Cruces is also considering a bike share program, but have yet to establish a projected start date for the program.

Public Transportation: The City of Las Cruces provides public bus transportation through Roadrunner Transit. According to the website there are 7 routes operating from 0630 to 1900 M-F and 0930 to 1800 on Saturday. There is no service on Sundays or holidays. The fares range from \$1.00 per trip for adult riders to \$15 per month passes for adult riders that meet criteria for reduced fares. All buses are equipped with bike racks that hold 2-3 bicycles on a first come, first served basis.

The transit authority also offers Dial a Ride services for free to qualified individuals with disabilities as defined by the Americans with Disabilities Act (ADA) or adults over 60. Riders must be registered with the service and are asked to provide 2-weeks notice for rides.

COMMUNITY BIKE SHOP MODEL

Many communities have responded to the need for free/low-cost bicycle repair services by developing Community Bike Shops. The Bike Collective Network at www.bikecollectives.org catalogs these efforts and offers many ideas for communities that are considering this approach. The mission of the Bike Collective Network is “to improve and encourage communication between existing and future community bike shops. Collectively we can improve a bigger wheel as opposed to re-inventing smaller ones.”

Summary of Unmet Needs

The need for bicycle repair services falls into four categories: (1) mechanic service at low or no cost or in exchange for volunteer service; (2) parts and supplies at low or no cost or in exchange for volunteer service; (3) bicycle rentals at low or no cost or in exchange for volunteer service; and (4) used bicycles at low or not cost or in exchange for volunteer service. *Individuals with no to low income living in the town center have little access to these services. Individuals living at the Community of Hope or Gospel Rescue mission have little access to bicycle repair services.*

BUSINESS PLAN

The Business Plan will be comprised of seven sections as follows

1. Proposed Operating Principles
2. Considerations for Physical Location(s)
3. Proposed Services
4. Proposed Marketing Plan
5. Proposed Startup Plan
6. Proposed Startup Budget
7. Potential Affiliations

1. Proposed Operating Principles

Community Bike Shop (The Hub) Philosophy: The Hub is committed to cultivating constructive nonviolent direct action that fosters education, advocacy, mutual-aid, and community service. Bicycles and other human powered objects are the vehicles for this effort, but the larger mission is fostering social change that promotes independence from gasoline powered transportation, healthy living, long term planetary survival, ecological sustainability, and cultural resilience. The shop actively works towards inclusivity and creating community. All visitors to the shop are welcome regardless of sex, gender, race, class, income, or age. We especially welcome and seek the participation of underserved individuals from all walks of life, individuals experiencing homelessness, and people with low incomes. We are a LGBTQ safe space.

Given the demographics of Las Cruces, a concerted effort will be made to welcome, serve, and collaborate with the Latino, Hispanic, and Chicano communities. Towards this end, The Hub should strive to have at least one Spanish speaker during hours of operation. In addition, written promotional and educational materials for the shop should be provided in both Spanish and English.

Mechanics: All mechanics are volunteers. Though as The Hub grows it may evolve to hire mechanics, only volunteers will initially provide mechanic services. The Hub seeks to serve as an educational facility to foster a do-it-yourself (DIY) or do-it-together (DIT) spirit. Thus, mechanics on duty do not typically make repairs for visitors but are available for assistance and guidance. However, individuals who are not physically able or do not wish to make their own repairs may arrange to pay for a mechanic to perform the necessary repairs. Mechanics will work with visitors to discuss options, budget concerns, cost estimates, and determine a time frame for repair. Visitors seeking to have the shop perform repairs for them are advised to contact the shop beforehand to ensure that a mechanic is available to perform the work.

Reliability: One of our primary customers is people that rely on their bicycles as their primary means of transportation. Therefore, the hours of operation of The Hub need to be reliable and well advertised. There needs to be a commitment on the part of the volunteers operating The Hub to assure that The Hub is open and accessible during the advertised hours – NO MATTER WHAT! Therefore, volunteer schedules need to be accurate, the volunteers need to work as scheduled and there needs to be an active commitment on the part of the volunteers to “replace themselves” if something arises and they cannot fulfill a scheduled assignment. It is better to have The Hub open during hours that are not on the schedule than not open during hours that are on the schedule. Another key customer requirement for this group is the access to a workstation, e.g. the DERO Fixit with Air Kit.

Safety of Volunteers: For the individual safety of the volunteers and for the security of the tools, supplies, etc., there should always be a minimum of two volunteers on site when The Hub is open to the public. The exception to this would be if an organized group is coming for a scheduled session private session and the group has a designated/recognized leader that can and will be responsible for the group members during the session.

Serviceability: The goal of each encounter with a visitor seeking repair services is to make sure that the visitor leaves with a roadworthy bicycle. Mechanics will have discretion to replace parts that are considered essential to safety, e.g. brakes, reflectors, pedals, tires. If a visitor wants to upgrade serviceable components there is an expectation that the visitor will pay for the upgraded parts through cash or service exchange.

Tool Availability: The Hub will be stocked with the tools required for most bicycle repairs. See Attachment A – Startup Budget. The Hub will provide one outdoor repair station in a well lit, 24/7 accessible location. This will be similar to a DERO Fixit with Air Kit.

Tool Rental Cost: For bicycle repair and maintenance, visitors to The Hub can rent tools on a sliding scale. Tool rental is by the hour, but is pro-rated at 15 minute increments for partial hour rentals. For very brief repairs, the minimum cost for tool rental is \$1. Visitors pay within a range that they feel comfortable affording. Visitors may not tip mechanics, but may make an additional freewill donation to Velo Cruces in support of The Hub.

Service Exchange Program: Visitors who cannot afford to pay for tool rental have the option to provide service to The Hub in exchange for the cost of tool rental. The value of shop time service is set at minimum wage. Visitors wanting to benefit from the service exchange program must coordinate and sign in with the on-duty mechanic. The Hub cannot always guarantee work will be available, so visitors seeking to benefit from the tool exchange program should coordinate beforehand.

Fix-a-flat Service and Station: The shop maintains a fix-a-flat area where all the usual tire removal equipment and inner tube repair supplies can be rented. The Hub maintains a modest supply of tires and tubes that are sold for a small profit. The Hub seeks to partner with other community entities in an effort to engage in collective volume purchases to reduce costs. Rental of the fix-a-flat station includes access to: tire levers, a water filled tub, use of 1 patch and cement and a pump.

Refurbished Bikes: The Hub is constantly seeking cycle donations and looking to rescue bicycles otherwise destined for disposal. Mechanics and volunteers work to refurbish donated or rescued bicycles for resale at a low price.

Inventory: The Hub will start with limited inventory of parts and supplies. As it grows, efforts will be made to expand the inventory. See Attachment A – Startup Budget.

Classes: The Hub will host regular classes. These include monthly free clinics on fix-a-flat (30 min) and safe riding (60 min).

Local Cycling Laws: The Hub will post the relevant sections of the Las Cruces Bicycle Ordinances and State Laws so that riders clearly know the rules of the road.

Safety Documentation: The Hub will play an active role in encouraging cyclists who are involved in near misses or minor crashes to report these events at the safebicyclingdata.org [report form](#). Visitors to the Hub will be told about the reporting tool, and those who have smart phones will be encouraged to make bookmarks on their devices.

Inventory Control: New purchases of supplies or other materials are logged in a Microsoft Excel spreadsheet.

Revenue: Money for services rendered, return from items sold, donations, and grants are tallied in a Microsoft Excel spread sheet. In the future, budgets for specific funded projects may need to be developed. As need arises, this project related accounting is performed in a spread sheet.

General Accounting: Monthly balances involving expenses and revenue will be maintained to ensure that inventory is being wisely purchased, that materials are not stolen, and to constantly monitor whether or not the shop is operating at a gain or loss.

2. Considerations for Physical Location

Recognizing that an initial building/location for The Hub may not meet all the criteria described in this section, the ideal building/location combination would satisfy the following criteria:

Location: Proximity to the members of the community most likely to benefit from the services of a community bike shop is preferred, e.g. proximity to Community of Hope, Gospel Rescue Mission, low income neighborhoods. Proximity to public transportation, bike routes and pedestrian corridors would be essential.

Building: A building with at least four rooms of 180 square feet each. One room for classes, one room for parts and supplies, one room for repair stations and one room for sales of refurbished bicycles. A bathroom and hand washing sink. In addition, an outside area suitable for expanding the repair stations outdoors and a storage container capable of holding a minimum of 50 bicycles. The building would need tables, chairs, cabinets, workstations, shelving, etc. See Attachment A – Startup Budget. Ideally the property would have room to expand to eventually build/occupy a 40' x 16' space with a 40' x 10' porch.

Security: The building should provide both security and ease of access for volunteers. Any ground level windows should be equipped with security bars. Doors should be double locked. Consider providing access to volunteers through unique passcode access to a key lock box. Consider equipping building with surveillance cameras that record to a DVR or providing a security alarm.

3. Proposed Services

Mechanic Services: Unless otherwise established, the cost for repair service is \$12/hr labor plus parts. All payments are made to Velo Cruces.

Tool Rental: The Hub can rent tools on a sliding scale – from (\$6-\$12 per hour). Tool rental is by the hour, but is pro-rated at 15-minute increments for partial hour rentals. For very brief repairs, the minimum cost for tool rental is \$1. Visitors pay within a range that they feel comfortable affording. All payments are made to Velo Cruces.

Fix-a-flat Service and Station: Rental of the fix a flat station is available for \$1 per tire. Individuals who do not wish to fix their own flat can have the on duty mechanic provide the service for \$5, not including a replacement tube if necessary. The 1st patch is included in the rental fee with additional patches available for \$0.25 each. All payments are made to Velo Cruces.

Refurbished Bikes for Sale: Refurbished bicycles will cost approximately \$50-\$200 depending on quality and cost of parts to refurbish.

Retail Sales: Certain parts, supplies or components that are considered upgrades will be available for sale or service exchange.

Bike Rental: As soon as possible, the shop will acquire a pair of single speed coaster break bikes that are offered for bike rental at \$10 a day or \$50 a week with a \$20 refundable deposit per bike. These bikes are primarily intended for visitors of Las Cruces who would like to tour around town by bicycle.

Bike Valet: As soon as possible, the shop will provide secure bike valet services for visitors of the Saturday morning Farmer's Market. For \$1, visitors can have their bike securely parked at the shop facility. The services will be advertised on the storefront. The aim of bike valet is to articulate with the

regular visitors of the Farmer's Market, encourage more cycling to this event, bring awareness to the shop, and make a small sum of money. As volunteers are already working Saturday mornings at the shop, there is no additional cost to maintain this service.

Classes: Classes that charge a fee include basic bicycle maintenance (\$20) and wheel building (\$60). Additional classes to consider include a three-day build a bike (\$90), and bicycle camping culminating in a trip (\$60).

Initial Schedule: Initially, The Hub would be open every Saturday from 0800 to 1400 and every 2nd Tuesday evening from 1400 to 1900. Offer basic bicycle maintenance class and 3-day build a bike once a month. Offer wheel building and bicycle camping once a quarter.

4. Proposed Marketing Plan

The Hub: This name for the community bike shop was proposed during the earliest discussions of the idea. While not fixed in concrete, it does provide a starting point and is simpler than referring to the operation as a Community Bike Shop throughout this document.

Shop Front: A colorful hand painted sign will be placed in front of the shop to inform the public and attract visitors. The sign will describe basic services (fix-a-flat, tool rental) and hours of operation.

Personal Outreach: Mechanics and volunteers from the shop will work actively to develop connections with the surrounding community – see list of proposed affiliations below. A small amount will be invested to create fliers to distribute to the neighborhood, local cycling groups, public library, schools, and to hand out at the neighboring farmer's Market. The flier will detail the hours of operation, the cost of fix-a-flat, tool rental, and provide pointers to the shop's Internet presence. Mechanics and volunteers from the shop will visit local social service centers, like Community of Hope, to directly describe and explain the shop to prospective visitors.

Online: The shop will develop and maintain an online presence. This will begin with a free word press website and Facebook account. Posts will be made at least weekly to describe and detail the activities of the shop. To help foster community, effort will be made to engage online visitors. The shop is not in the business of selling online, but web presence will be used to provide information about the shop's various services

5. Proposed Startup Plan

Financial and Direct Service Donations: In order to run and cover costs, particularly during the startup phases, the shop requires regular donations. As a service to the community, the shop strives to keep tool rental and repair costs at a minimum. Likewise, service in exchange for access to tools and parts comes at a direct financial cost to the shop. To mitigate these costs the shop both welcomes and actively seeks direct monetary donations and volunteer service investments. Direct monetary contributions are used to pay bills and purchase supplies. When volunteer mechanics help to make

service repairs (charged at \$12/hr) the money received for this work translates into a financial contribution to the shop. When volunteer mechanics help restore a bike that is sold, the value of that sale translates into a financial contribution to the shop. Thus, volunteers who seek to support the shop but lack capital can make regular investments of service and these help keep the shop running. As the shop strives to serve the community, individuals who make direct financial contributions are also encouraged to make volunteer investments. The aim is for interested individuals to be directly involved in building community. For grant writing purposes, volunteer mechanic hours are valued at \$20/hour of service. These hours are counted as “in kind” donations and serve to make grant applications more compelling. The shop recognizes various levels of financial donation and volunteer service. Financial donors are ranked yearly as: General \$1-\$100, Bronze \$100-\$500, Silver \$500-\$1000, and Gold >\$1000. Volunteer donors are ranked monthly as: General 1-5 hours, Bronze 5-10 hours, Silver 10-15 hours, Gold 15-20 hours, and Elite >20 hours.

Startup Plan: The following steps are proposed to initiate operation of The Hub:

1. Agree on initial service offerings and schedule
2. Initiate fundraising campaign
3. Obtain wholesale dealer status with bike parts supplier, e.g. J&B Bike Supply
4. Develop Volunteer Program that includes: (a) job descriptions, (b) volunteer recruitment plan, (c) volunteer selection standards, (d) volunteer Code of Conduct, and (e) volunteer orientation program.
5. Recruit, select and orient volunteers
6. Build schedule based on needs of community and willingness of volunteers to commit to hours of operation of The Hub
7. Purchase initial inventory of tools and supplies
8. Soft start
9. Grand Opening once there is a commitment of volunteers for six months of operation and a commitment of financial support for six months of operation

6. Proposed Startup Budget

See Attachment A

7. Potential Affiliations

Dona Ana Communities United: This organization coordinates the local time bank. A memorandum of understanding could be pursued that would allow members to “spend” time from the bank for bicycle repair services, parts, supplies and even refurbished bicycles.

Community of Hope/Camp Hope: This organization serves those experiencing homelessness and near homelessness. Tenants at Camp Hope are required to volunteer approximately 24 hours a month, however, the camp is running low on projects. An MOU could be pursued that would allow tenants of Camp Hope to meet their obligation to the camp by spending time working at The Hub and/or if they

accumulated excess hours at Camp Hope to “spend” these on repair services, parts, supplies and even refurbished bicycles.

Kaleidoscope Creates/Scorpion Bike Club: This organization is looking for a more adequate space to expand the “build a bike” program for middle school youth. A formal agreement allowing SBC access to The Hub might provide what this group needs in order to expand.

Optimist Club of Las Cruces: This organization owns a mobile bike repair trailer that is used for community bike repair events like Family Fun Fair, Ride Right/Ride Bright, Fix it Fairs, etc. A formal agreement allowing the Club to park the trailer on the property of The Hub in exchange for access to the tools in the trailer might reduce the initial startup cost to The Hub.

City of Las Cruces: Velo Cruces already has a formal cooperative agreement with the City of Las Cruces through the Parks and Recreation Department. By recognizing the community benefits of a community bike shop the City will be able to transfer abandoned, confiscated and impounded bicycles to Velo Cruces for refurbishing.

Earn a Bike Program: Several members of the bicycling community have been exploring the idea of an after school “earn a bike” program wherein kids aged 7-12 could “earn” the opportunity to build a bike with the help of a mentor mechanic. This program could be housed in The Hub until it fledges.

UNM Center for Injury Prevention Pedestrian & Bicycle Safety: Distribution of “Look for Me” materials to help pedestrians and bicycle riders be more visible to motorists.

Sources of Inspiration

Esperanza Bicycle Safety Education Center, Albuquerque, NM

Good Life Community Bike Shop, Calgary, CA [welcome statement](#).

Community Cycling Center, Portland, OR [about statement](#).

Bicycle Intercommunity Art and Salvage ([BICAS](#)), Tucson, AZ.

Bikes not Bombs, Boston MA [about us](#), and [bike shop](#) pages.

www.bikecollectives.org

Attachment A – Startup Budget

The draft startup budget is located on a Google Sheet that can be reached through the following link

https://docs.google.com/spreadsheets/d/1DqvbY-3dLD9Bz-qVfv3Bg8IXxPabCuACJV_UNj5GvjY/edit?usp=sharing