

REPAIRING THE COMMUNITY, ONE BIKE AT A TIME

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GRIT
+
bloom

PUBLIC RELATIONS

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GRIT + bloom

Grit + Bloom Public Relations strives to craft opportunity, solidify community, and cultivate your non-profit organization.



Meet Our Team



Samantha Lera
Director of Media Relations and
Communication Specialist

Responsibilities

Samantha is responsible for managing strategic communication between Grit + Bloom and various legacy and new media outlets, including an emphasis on social media. Samantha has an established network with several of Knoxville's news, radio and television stations to maintain and grow relationships. She encourages open communication on all levels and enjoys being in constant contact with clients, media and team members. Samantha has developed her public relations skills by serving as the special events coordinator for the Helen Ross McNabb Center and the events intern for The Hive.

Facts

Lover of All Things Fashion
Collector of Various Office Supplies
Social Butterfly
Proud Texan
Yogi at Heart



Misha Testerman
Graphic Designer and Account
Executive

Responsibilities

Misha has a varied background of experience in current design and marketing trends and an understanding of client management. She has experience working with Adobe Creative Suite, which allows her to maximize her creativity in order to help with client branding. After working at Pxyl (a digital marketing firm), Misha advanced her copywriting and copyediting skills. She logged and responded to clients' social media platforms, and planned posts for future dates. In addition, she compiled media reports and wrote Event Check Knoxville blog posts while working at Moxley Carmichael.

Facts

Style and Design Enthusiast
Popcorn Connoisseur
Dedicated Doodler
Coffee Devotee
"Local" Lover



Tyler Cookston
Director of Research and
Public Affairs

Responsibilities

Tyler helps in the implementation of results-oriented and timely activities that support the internal operations and program functions for our clients. He provides strategic direction for Grit + Bloom's funding, finances, program development and community outreach. Tyler previously worked on the EcoCAR 3 Competition Team at the University of Tennessee. He worked with the team to plan events in the community, and he also secured endorsements from local politicians.

Facts

Sports Fanatic
Karaoke Champion
Movie Connoisseur
Pirate at Heart
Master Jedi





Hailey Nelson
Creative Director and Multimedia Designer

Responsibilities

Hailey brings a fresh perspective to the team with experience in developing and designing multimedia presentations. She uses her skills in iMovie, Photoshop, and Final Cut to create presentations with still images, sound, text and video. She also produces promotional materials for all of our clients. Hailey has previously created promotional videos for the University of Tennessee’s BOSS Dance Company, the University of Tennessee’s study abroad program and served as the promotional associate manager at Regal Riviera Stadium 8.

Facts

- Movie Enthusiast
- Owner of the World’s Broadest iTunes Library
- Risktaker
- Previous (but never again) Skydiver
- Doesn’t Trust Anyone Who Says “No” to Cheese Fries



Kate Theobald
Director of Public Relations and Copywriter

Responsibilities

Kate has a thorough understanding of public relations and written and oral communication. By drafting press releases, media alerts and kits, she generates impressive media coverage for Grit + Bloom’s clients in order to improve awareness. Establishing and maintaining strategic relationships within the community and the media is an essential part of Kate’s job. Kate has studied international public relations and Italian culture in Urbino, Italy, which allowed her to gain a unique understanding and appreciation of other cultures. She has also previously worked in the Community Relations department for Helen Ross McNabb Center and Dogwood Arts.

Facts

- Reba McEntire Impersonator
- Avid Flannel and Converse Wearer
- Attendee of Most Music Festivals
- Constant Listener of 70s Lite Rock
- Passionate Storyteller



Executive Summary

Your new public relations campaign, built from primary and secondary research combined with the experience of Grit + Bloom team members, strategically addresses the unique challenges Kickstand faces: being confronted with resource, organizational structure and communication challenges. The overall goal of the campaign is for Kickstand to become East Tennessee's premier bike collective, seeking to make bicycles accessible to everyone regardless of age, income or skill level.

Your new public relations campaign tagline "Repairing the Community, One Bike at a Time" builds on Kickstand's core mission and values. Measurable objectives to determine your success include internal public relations staffing, an internal structure and communications system, and external communication outputs and outcomes. The overall strategic aim is creating organizational and community momentum by refining internal communication, utilizing technological advances and maximizing potential benefits of the location and surrounding community. Targeted stakeholders include internal board members and current volunteers, as well as an external focus on the neighborhoods within the 37917 zip code.

Recommended internal communication and management tactics include Slack, an internal online communication platform to address organizational management needs, and establishing a student internship position to fully carry out your new campaign. External communication tactics include a newly designed website that will lead your online charge in the community; improvement of your current Facebook page and adoption of two new social media platforms; and a new Kickstand in the Neighborhood program, which is a strategic and coordinated effort toward community engagement using neighborhood special events.

In addition, a timeline is included from May 2016-May 2017, giving various recommendations leading to Kickstand's success, as well as evaluation tools to measure the recommended campaign's future success. Appendices and a jump drive are also attached to help Kickstand get started right away on your journey to becoming the premier bike collective in East Tennessee.



Situation Analysis

Client

Founded in 2007, Kickstand Community Bike Shop is a non-profit organization located behind Fourth United Presbyterian Church, 1323 North Broadway Knoxville, Tennessee. Its services include full bike repairs, teaching bike repair skills and donating refurbished bikes to individuals in the community who cannot afford a bike.

From the inception of this organization, Kickstand has found it difficult to obtain a long-term location to operate from. The head of Fourth Presbyterian offered them a space behind the church for \$80 a year. Kickstand has occupied this location for the past two years. Kickstand has no religious ties to the church.

Mission Statement

Our mission is to make bicycling accessible to everyone regardless of income or skill level. Bicycles and bike repair can be unaffordable to many people and repairing a bike at home can seem an intimidating project. We aim to remove these barriers to cycling and to promote the use of bikes in our community.

Four Organizational Functions

1. **Full Bike Repairs:** Kickstand has various volunteers who come to shop sessions to work on bikes. It donates and or sells the refurbished bikes to the homeless community or other non-profit organizations.
2. **Teaching Bike Repairs:** Kickstand holds workshops where volunteers, the homeless and people in the community are able to stop by and learn how to repair bikes.

3. **Donating Refurbished Bikes:** Kickstand makes a point to donate refurbished bikes to its partners such as KARM, Knoxville Botanical Garden and Arboretum, Bridge Refugee Services and to homeless community. It also provides the Knoxville community with bikes as a means of transportation. Kickstand's main passion, however, is donating bikes to children.

4. **Promote Bike Usage in the Community:** Kickstand strives to promote a healthy and active lifestyle. The organization teaches children how to ride bikes and then provides them with the bike they learned to ride on by partnering. Kickstand also provides afternoon sessions where young adults can learn how to safely navigate through traffic on his or her bike.

Structure

Since its inception in 2007, Kickstand has taken a very laid back organizational structure. As a collective there are several core individuals who volunteer at Kickstand and hold unstructured meetings. According to Brad Hedge, the majority of Kickstand decisions are agreed upon via email; volunteers must agree before a proposed plan is put into motion. The volunteers and group members repair bikes on an as-needed basis only.

Industry

Most bike shops are located in the heart of the community. An average bicycle shop is around 5000 square feet in size, 84% of which have a singular location (National Bicycle Dealers Association, 2014).



The size of the industry has been stable since 2003 with the exception of the recession in 2009. Since most businesses are seasonal due to weather conditions, sales can fall behind if spring weather arrives late. Cycling is a hobby that relies on discretionary spending money, so the industry is very much impacted by economic conditions. It is noted there are 15 to 20 million bicycles and parts sold each year. This trend relates to the green movement and how environmental sustainability should be addressed. The higher the gas prices are, the more the industry will grow (National Bicycle Dealers Association, 2014).

Competition and tight profit margins are one of the largest challenges bike retailers face. When the store becomes larger, it often experiences lower sales volume. Without local resources for bike products in service and repair, growth in the industry would be close to impossible (National Bicycle Dealers Association, 2014).

External Environment

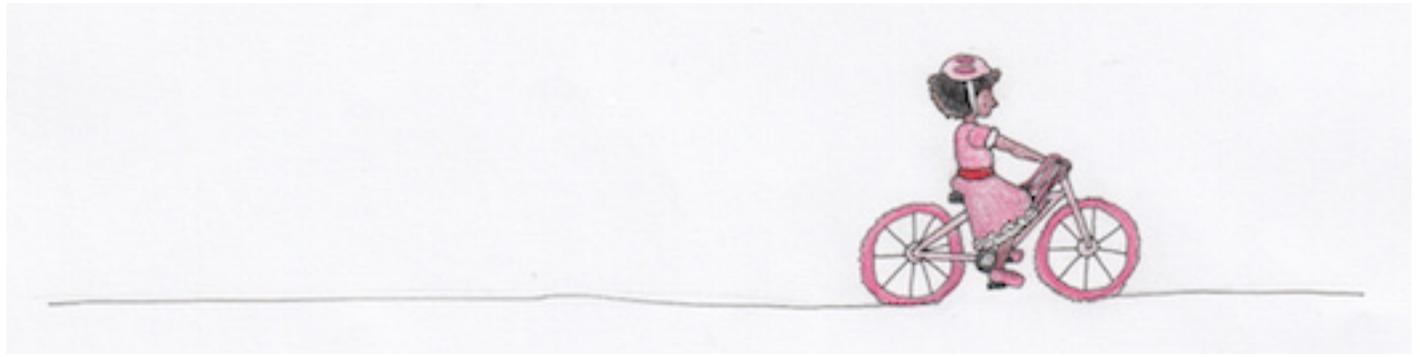
Even though the bike market has been rising since 2000, Knoxville is a city built on other forms of transportation (Industry Overview 2014). The Knoxville Area Transit offers around 30 routes around the city. Three major interstates also cross through the Knoxville Metro Area, connecting about 40% of the United States (Facts & Figures). The buses and interstates make a large traffic situation in Knoxville; and cycling could come in handy to avoid the rush hour or other traffic issues. Long commutes make it difficult to find other options other than just to sit in traffic.

The Knoxville Area Transit offers a fare-free trolley that runs on three different routes around Knoxville (Welcome). This may be an issue to Kickstand's free bike program. Around 23% of Knoxville residents live below the poverty level. With that being said, most of the low income citizens of Knoxville are families, so it would become an even larger issue to try to get a whole family several bikes, rather than taking a free trolley (city).

With all of that being said, the bicycle industry seems to do its best when the economy is doing well, since people have extra funds to buy a good bicycle. When it comes to economics, Knoxville is around the national average ("Knoxville"). However, over the last 5 months, the economy has seen little change in unemployment rate or in payroll. This also could potentially affect Kickstand, its volunteers, and sponsors who donate bicycle parts to the non-profit.

A University of California-San Diego study showed that riding bicycles also increase your chances to pollution exposure. The experimenters gave participants phones with pollution sensors and collected data from them for 30 days. The experimenters found that pollution lingers in the city and especially on busy routes (Harris). Since Knoxville is a highly congested city, this would be a key factor for Kickstand as well.

There are also many people who struggle financially who have too much pride to take something for free. This social characteristic is found in every community. Kickstand offers a loan program and essentially a program that offers work hours to trade for a bike (Kickstand), which similar organizations rarely offer.



Another characteristic of the social external environment include social media outlets. Other organizations, such as Bike Depot and FB4K, have effective websites, Twitter pages, hashtags, Facebook pages, and some even have Instagrams. They are both appealing to the eye and easy to navigate. FB4K also has two locations, which expresses success in their organization.

Another notable difference between most of these organization and Kickstand is age range of participants. Kickstand is one of the rare organizations in this market that is not geared directly at children; which sets them apart from Bike Depot and FB4K, who appear to specifically target children in need.

Kickstand's most noticeable supporter is the city's greenway. On the greenway's website, there are lists of several bike clubs in Knoxville. Kickstand is featured in the Bike resources department on the web page. I BIKE KNX is also a bike program that features Kickstand on their website. I BIKE KNX is a part of the Knoxville Regional Transportation Planning Organization.

The Knoxville greenway stretches 40 plus miles through North Knoxville, South Knoxville, Morning-side and Fort Sanders, including the University of Tennessee. Brad Hedge, a volunteer for Kickstand, mentioned that space was a huge issue for Kickstand. Brad said that a space near the greenway would be ideal. The greenway is a great opportunity for Kickstand to be relevant in the community, because of all the citizens that would be interested in Kickstand would most likely be using the greenway. I Bike KNX is a 501c3 that supports several events such as, Bike to Work Day, Tour de Lights and the Bicycling Ambassadors program. I Bike

KNX also advocates for better biking facilities and the importance of bike safety. The program's mission aligns with Kickstart, and a possible strong partnership will allow Kickstand to benefit from promotion at events that I Bike KNX hosts.

Product, Services and Issues

Kickstand allows people to broaden their range of job opportunities by giving them a reliable source of transportation and job references (KnoxvilleUrbanGuy, 2014). It is also good motivation to start a job considering Kickstand offers a newly repaired bicycle in exchange for six hours of labor and a job reference (About Kickstand).

Kickstand operates as a collective and offers refurbished bikes and bicycle training courses to the community. It receives bike donations, including bikes and individual parts, and repairs them to be given and or sold depending upon the customer's financial status.

Kickstand strives to serve the community's underprivileged children, families and homeless population. It encourages the homeless community to work in the shop to get job references and receive alternative means of transportation. Brad Hedge explains, "We serve the homeless community in this area. North Broadway, and it really helps them get out of this neighborhood, helps them get jobs. We've had a couple of people that their jobs would have been impossible if they didn't have a bike" (Martin, 2014).

One of Kickstand's main service is offering bicycle training courses to children. After the children learn to ride, they then receive the bike so that they



feel comfortable riding after the lessons. The bike is usually given to the children for free, along with a helmet donated by the Epilepsy Center.

Kickstand Concerns

Kickstand's issues include a lack of organizational structure, goal to be environmentally friendly, underdeveloped website and a small workspace.

1. Lack of Organizational Structure: The absence of formal records leadership positions/titles as well as not having full-time employees on hand in turn hurts the organization.
2. Goal to be Environmentally Friendly: Not using formal records for its business transactions hinders Kickstand's tracking of inventory and or previous interactions.
3. Underdeveloped Website: Not keeping the website current and well-maintained makes it reactive instead of proactive, which ultimately hurts public interaction and the overall representation of the organization.
4. Small Workspace: With Kickstand's growth over the years, the workspace is now insufficient to the needs of the collective.

Promotions

Kickstand's goal is to provide bicycle repairs and bicycle education to the Greater Knoxville community. It specifically targets underprivileged individuals who cannot afford repairs on their own. Kickstand does not create structured public relations campaigns; however, it does use some promotional tactics, such as its website, social media and print media. The majority of the public interaction originates from its Facebook page and website. The website covers events participated in, but is more reactive than informative, lacking in information about upcoming events. Kickstand's logo needs to

be congruent on the website, Facebook and print media as well. The events in which Kickstand participates in are generally events organized by other organizations and partners. Print media and t-shirts are sometimes produced for these events. Overall, these promotional tactics are sporadic and cost Kickstand little to nothing.

Pictures, stories and community involvement can be found primarily on its Facebook page and website. The pictures typically display members of the community who have used Kickstand's services. On its Facebook page is a section where Kickstand showcases its many partners and resources. On its website, there is an "Events" section, where its participation in other organization's events are listed. While Kickstand uses its online presence for promotions, it mostly uses it to display hours of operation and special events on a particular day.

Market Share

Kickstand

Kickstand sells bikes at discounted rates, charging only to cover the expenses of refurbishing the bikes. None of the money received ever goes to an individual; it is all received and immediately attributed to the bike repairs. The market for Kickstand Community Bike Shop includes anyone who cannot otherwise afford to buy a new bike or repair an older one. This demographic includes adults, teenagers and kids. Kickstand is located on North Broadway, and its market lies particularly in Knoxville and the closely surrounding areas. It is segmented more so by region than it is demographic. Considering the demographic includes people who more than likely do not have the means to receive transportation, the market is segmented due to that



fact. There is only one location for Kickstand, and its hours are very limited. (“Kickstand,” n.d.).

Bike Market

The market potential for bicycles is rising. This is due to the use of bikes recreationally, for fitness, and because of rising gas prices, increased traffic and environmental concerns. The industry is expected to reach an estimated \$65 billion by 2019 (Lucintel, 2014).

Non-Profit

There are over 1,549,296 non-profit organizations in the U.S. according to NCCS (2015). In Tennessee, from 2003-2013 there has been an increase in the number of non-profit organizations from 26,748 to 27,623 (NCCS, 2003).

Competition

While taking into consideration that this organization is a collective, it does not necessarily have prime competition. However, Kickstand does play a role in the field of cycling. Examples of other organizations similar to Kickstand include: West Bicycles, Bearden Bike & Trail, Harper’s Bike Shop, West Bicycles and Knoxville Bicycle Club. All of these shops work to serve the Knoxville biking community.

All these shops are not necessarily direct competitors; however, they do add market segmentation into the mix. These shops should be looked at as potential partners and resources for Kickstand. It can use examples from other businesses and organizations in the local Knoxville area to gain insight into the market in order to be the most successful that it can be.

Resources

Kickstand is currently partnered with 14 local Knoxville bike shops, companies and organizations. By partnering with these organizations, Kickstand has been able to become more established, participate in more events and provide more bicycles to those who do not have the financial means to obtain a bike on their own.

Kickstand’s partners include: Fourth United Presbyterian Church, Epilepsy Foundation of East Tennessee, Bridge Refugee Services, Knoxville Area Rescue Mission, Junk Bee Gone, Fountain City Pedaler, Bike Zoo, The Bird House, Transportation Planning Organization, Greenlee’s Bicycle Shop, Bike Walk Knoxville, Speed, E-Cycle, and KARM. These organizations have provided Kickstand with a workspace, meeting space, supplies, parts, tools, bikes (to be refurbished), technology, promotion and overall support.

Kickstand currently works with the University of Tennessee’s RecSports bike department providing it with bike trades and minimal resources for students. Kickstand could view these organizations as potential sponsors and resources for its collective. The university provides the organization with a wide variety of customers and allows for a new demographic of volunteers.

Some local and potential partners that could be considered are Knoxville advocates for bikers, which include organized groups of riders (formal or informal). I BIKE KNX is an organization that “promotes bicycling as part of the overall transportation system” (“I BIKE KNX,” n.d.) and could be seen as a future partner. Its training programs are more developed than Kickstand’s, which could help



Kickstand better organize its already established training program.

West Bicycles is another bike shop in the Knoxville area. This particular bike shop provides free services on their website. With this Free Bicycle Clinic and quick turnover on repairs, West Bicycles could teach Kickstand how to repair and provide repaired bikes to those in need at a faster rate.

Bearden Bike & Trail is another positive resource for Kickstand due to the Jeff Roth Cycling Foundation that it has orchestrated in honor of one of their fellow cyclists. This particular foundation provides helmets to children, as well as educates children on cycling safety education. This foundation also promotes improving bicycle trails for cyclists (“Jeff Roth Cycling Foundation,” 2015). All of these components could be beneficial to Kickstand and its overall goal to provide the community with alternative means of transportation and bicycle education.

Cedar Bluff Cycles is another bike shop that prides itself on providing quality service to their customers. “We want to support and educate the cycling community and foster its growth in the South East” (“Mission Statement,” n.d.). This mission statement truly outlines what Cedar Bluff Cycles focuses on as a company. Their website includes information pertaining to bike maintenance depending on how often the bike is ridden (“Our Handy Dandy Bike Maintenance Chart,” n.d.). Nevertheless, Kickstand could benefit greatly by learning more about preparing and repairing bikes properly via Cedar Bluff Cycles.

Kickstand prides itself on bettering the Knoxville community. According to Kickstand’s website (“FAQ,” n.d.), they state that “Bicycles and bike repair can be unaffordable to many people and repairing a bike at home can seem an intimidating project. We aim to remove these barriers to cycling and promote the use of bikes in our community” (“FAQ,” n.d.).

With a large amount of non-profit organizations specializing in providing bicycles for the homeless, it is apparent that this type of non-profit organization is thriving across the country and in Knoxville. Kickstand is at the heart of the Knoxville community, and the available resources that Kickstand has within the Knoxville community have the ability to launch the company towards more success.



Primary Research

A professional survey company was used to collect data for the primary research (N=277). All respondents were filtered to be at least 18 and a current resident in the city of Knoxville. Sensitive to gender differences, the survey company was instructed to interview no less than 45% of males or females, with a minimum twenty percent (N=60) within zip code 37917 (north/northeast Knoxville, within the loop and part of Magnolia). Times of day and week were spread over 13 days in early March 2016 to increase the likelihood of a true sample. The survey instrument used four dichotomous questions (yes-no), and it was piggybacked on a national healthy lifestyle telesurvey.

	Knoxville	Knoxville	37917	37917
	Yes	No	Yes	No
Q1. Do you know what the term community bike collective means? (1=yes, 2= no) (if yes go to Q2, if no go to Q3 and input "2" for Q2)	7.9% (22)	92.1% (255)	8.3% (5)	91.7% (55)
Q2 If yes, have you ever used a community bike collective service? (1=yes, 2= no, 2-don't remember)	1.8% (5)	98.2% (272)	6.7% (4)	93.3% (56)
Q3 Are you aware of Knoxville's Kickstand Community Bike Shop? (1=yes, 2= no)	5.4% (15)	94.6% (262)	11.7% (7)	88.3% (53)
Q4. Knoxville's Kickstand Community Bike Shop is an all-volunteer organization dedicated to helping everyone with his or her bicycle-related needs. They meet weekly to repair bikes and to teach bike repair skills, and they also refurbish donated bikes that are available to people in the community who can't afford to buy a new bike. With this in mind and keep in mind that this is only an informational survey and not a solicitation for a donation or to volunteer, would you generally be interested in donating time or resources to a bike collective?	22.7% (63)	71.3% (214)	30% (18)	70% (42)

* Concerns related to standard error, self-report and response bias, piggy-back survey limited to four dichotomous questions, and the organization was in the media with an event during the time of data collection argues for this data be used for advisory, internal purposes only.

SWOT Analysis

Strengths

Partnerships

Kickstand has built positive and effective key partnerships with various organizations within the Knoxville community. These include but are not limited to Fourth United Presbyterian Church, KARM, Knoxville Botanical Garden, Greenlees and several other area bike shops. These partnerships serve as a means of support for Kickstand.

Kickstand's various partners provide storage, space for workshops and meetings, bike parts, donations and bikes.

Environmentally Friendly

Kickstand actively promotes environmental stewardship through donated (mostly) recycled bicycle parts when repairing and building new bikes for customers.

Existing Programs

Kickstands' programs include:

1. The children's program that teaches young kids how to ride a bike in 40-60 minutes.
2. The older kid's program that demonstrates how to fix bikes and ride in traffic. This program is dependent on the amount of kids present.
3. The adult's program that mainly serves the homeless community, providing free repairs.
4. The \$40 Bike Program, which is a recent addition, that sells discounted bikes to the community. This program is in highest demand in the summer months. It has taken off well, and is popular with students.
5. Kickstand's largest program builds bikes and gives the repaired bikes to nonprofits, such as the Laurel Emerald Youth Foundation, the YWCA (transportation for their Battered Women's Program), Botanical Gardens, the Boys and Girls Club and Boy Scouts.

Existing Volunteers

Kickstand has a small group of active core volunteers that are effective within the organization.

Established Website

Kickstand's website and Facebook page have already been built and established as a means of communication.

Weaknesses

Organizational Structure

The lack of organizational structure within Kickstand ultimately hinders effective communication and overall success.

1. Having no formal records, full-time employees and leadership positions/titles of authority can lead to prolonged decision making or stalemates when a general consensus cannot be reached.

Environmentally Friendly

Since kickstand does not use paper records for its business transactions, which could potentially hinder organizational structure and the decision-making process. There is no effective way to track inventory and or previous interactions (unless the records were involving bike sales and or cash donations).

Kickstand Online Presence

Website

The website is not well-maintained and is more reactive than proactive.

1. Since the website is not kept up to date, it lacks public interaction. The Kickstand credits program is still a main part of the website, but it is no longer active. Also, there is very little (if any) promotion of upcoming events.
2. Kickstand's partners are not accurately represented on its website.
3. The explanation of Kickstand as an organization and its mission statement on its website are not consistent.

4. Kickstand currently has issues with consistency in its name. When referring to the organization, it is imperative that all references are identical. “Kickstand Community Bike Shop” should be used indefinitely when referring to the organization, including in the website’s domain name. By changing the domain name from “knoxbikecollective.com” to “kickstandcommunitybikeshop.com,” the organization’s brand consistency will become stronger and should help clear up any confusion to any customers about the name.

Facebook Page

Kickstand’s Facebook is not regularly maintained or utilized well to facilitate communication with the public.

Kickstand Workspace

With Kickstand’s growth over the years, the workspace is now insufficient to the needs of the collective.

Opportunities

Software Technology

There is available software technology that Kickstand can use in order to organize digital books and keep formal records.

Utilizing online software could support Kickstand’s mission environmentally friendly approach while enhancing the organization’s accountability.

Communication Platforms

The implementation of low-cost/no-cost online communication platforms to help Kickstand communicate efficiently with its publics.

Kickstand Website

Kickstand could utilize its website as a platform to promote brand and name consistency. It currently goes by multiple names, such as “Kickstand Knoxville Bicycle Bike Collective,” “Kickstand Bike Collective,” and “Knoxville Community Bike Shop.” By consistently referring to the organization as “Knoxville Community Bike Shop,” it should clear up any confusion as to what the name actually is. The organization should be called “Knoxville Community Bike Shop” throughout the following parts of the website:

1. Domain name
2. Image of Logo
3. All other references to the organization

Partnerships

1. Student Population:

Kickstand could benefit from the large student population at the University of Tennessee, Knoxville, as well as students at surrounding colleges.

2. Knoxville Advocates for Bikers:

Kickstand could learn from the immense amount of bike-focused organizations within the community.

Threats

Environmentally Friendly

If the “green” movement gets stale, there could be less interest in riding bikes to be more environmentally friendly. If oil prices continue to drop more people may choose to become less worried about the environment and focus on short-term transportation needs.

Donations

There is a threat to Kickstand’s donation base, because the organization is not currently classified as a 501 (c) 3 non-profit.

1. Because of this, there are people that may decide to donate elsewhere because there is no tax refund. This could potentially cause a decrease in donations to the organization.

Building Development

The increasing development of old buildings and cost of purchasing buildings in Knoxville could make it harder for Kickstand to find an additional location that it could make work with its budget and or receive for free.



Challenge Statement

Kickstand is confronted with resource, organizational structure and communication challenges, which have negative repercussions on its ability to engage with key community partners and stakeholders.

Goal

For Kickstand to become East Tennessee's premier bike collective, seeking to make bicycles accessible regardless of age, income or skill level.



Objectives

Internal Management Objectives

Internal Public Relations Staffing

Create and fill a single public relations volunteer position to address external communication challenges by December 31, 2016.

Internal Structure/Communication System

Create and implement a single internal communication platform to address internal decision-making challenges by March 31, 2017.

Public Relations Objectives

External Online Communication Platform Outputs

Develop and expand an active presence on social media platforms including Facebook, Twitter and Instagram by March 31, 2017.

Create a newly designed website that will be active by March 31, 2017.

Develop and maintain a mailchimp account by January 31, 2017.

Develop and maintain website and social media metrics resesarch tools by March 31, 2017.

Increase awareness of Kickstand in the North Knoxville community (zip code 37917) by 100% by December 10, 2017.

External Communication Outcomes

Increase awareness of Kickstand in the North Knoxville community (zip code 37917) by 100% by December 10, 2017.

Increase post special-events knowledge of Kickstand within the North Knoxville community (zip code 37917) by 30% by December 10, 2017.



Key Publics

Internal

Throughout this campaign, Grit + Bloom strives to communicate not only to the external target audiences of its clients, but connect its internal voices as well. This includes its board members and volunteers in the Knoxville community who share similar goals and have previous relationships with Kickstand. By recognizing these internal key publics, Kickstand can utilize potential connections that can help the organization grow internally. It is important for Kickstand to identify all of its current actives in the organization, so volunteers and workers will not be left out of any communication aspects.

Board Members

Board Members are the most important internal key public. They consist of a core volunteer group that acts as an ad hoc board in many regards. The members are the most active voices inside Kickstand. Improving communication will speed decision-making and allow Kickstand to operate with a high volume of consumers.

Current Volunteers

Current Volunteers help Kickstand carry out daily operations and tasks. Volunteers actively work as board members, learn bike mechanics, assist in daily operations and offer fresh ideas to enhance Kickstand.

External

Zip Code 37917 is the north, northeastern part of the city, including neighborhoods Belle Morris, Edgewood, Fourth and Gill, Oakwood-Lincoln Park, Old North Knoxville and most of Parkridge. According to the 2010 United States Census Bureau, it has a total population of 24,072, a median age of 43.4 years and slightly over 84% (84.2%) are a high school graduate or higher. The median household income is \$29,026 with roughly a quarter of the population (24.9%) below the poverty level. The geographic area is roughly divided between male (48.8%) and female (51.2%), with the largest age category for both genders from 25-29 years old. Regarding race, White (79%) are the largest group, followed by Black or African American (14.3%), and Hispanic or Latino (5.1%). Almost half of the residents live in family households, consisting of a householder with one or more other people related to the householder by birth, marriage or adoption. Of the 11,004 housing occupied housing units in this area of Knoxville, slightly more than half (51%) are owner-occupied with the average household size of owner occupied being 2.13 while the average household size of renter-occupied units is 2.08.

Particular emphasis at the "Kickstand in the Neighborhood" special events includes children, homeless community, philanthropic partners and others in need of transportation.

Campaign Tagline

"Repairing the
community, one
bike at a time."



Strategies

Creating organizational and community momentum by refining internal communication, utilizing technological advances and maximizing potential benefits of the location and surrounding community.

Management Strategy

Take advantage of attainable, free and available cutting-edge resources

Internal

The goal is to improve Kickstand's internal communication processes in order to facilitate organized and methodical discourse between board members.

Decision-Making Goals

Defining roles within the organization's leadership is important for efficient communication. It could be beneficial for Kickstand to identify a single facilitator for monthly meetings, deadlines, events and the decision-making process.

Brand Identity Goals

Identifying the organization's brand identity from an internal perspective could help achieve its overall brand identity goals.

External

Technology Advances

Kickstand has the opportunity to grow and reach a larger audience by tapping into the world of social media and utilizing its existing channels of communication.

Location Benefits

Kickstand has the opportunity to grow its roots deeper into the community and create connections in the 37917 neighborhood that will help in gaining a solid client foundation.



Tactics & Creatives

Internal

Internal Communication Platform

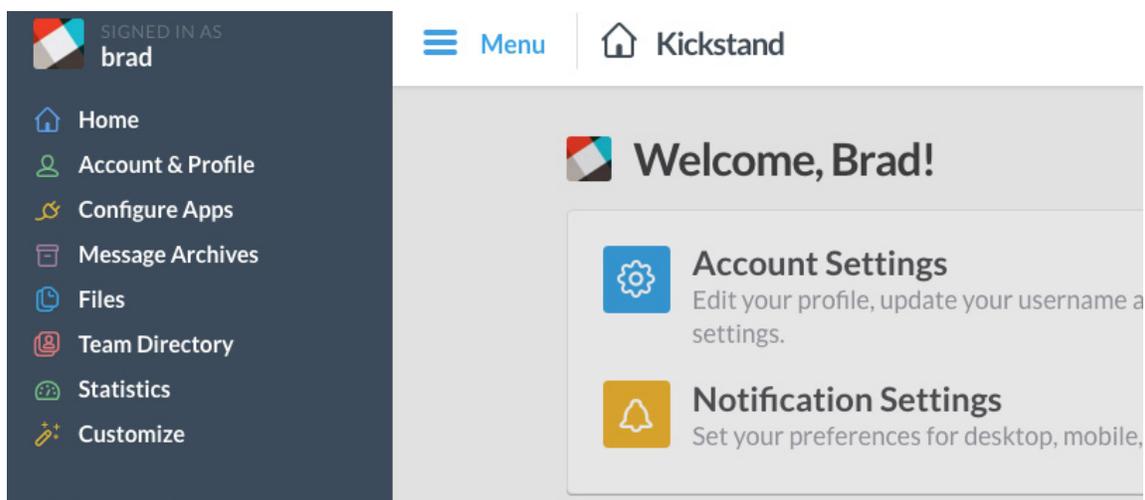
Slack is an online communication platform that allows teams to communicate effectively with one another. With this communication tool teams are able to organize team conversations into different channels based on departments. Kickstand should use Slack to organize its internal communication groups by categories, such as management and volunteers. Individuals are able to share documents, files spreadsheets and images making collaboration efficient and easy. This video provides more information.



Create a new team

Sign up with your e-mail address

(Don't worry about setting a password right now, we'll e-mail you a link to create one)



Student Internship Opportunity

Employing an intern from the university could benefit Kickstand by providing a dedicated, helpful hand in external operations to reach its target audiences. Internships help students get real world experience working with an established organization, as well as benefitting the employer by creating an extra helping hand. An intern at Kickstand could be in charge of updating website material, planning community outreach, developing a Slack account and engagement events.

Attached in the Appendix and on the jump drive are detailed screen shots with the steps necessary to request a non-profit internship through the University of Tennessee's Hire-A-Vol. Hire-A-Vol would allow Kickstand to pull from a pool of local, University of Tennessee students interested in the organization. A sample job description for the potential intern is attached in the Appendix.



External

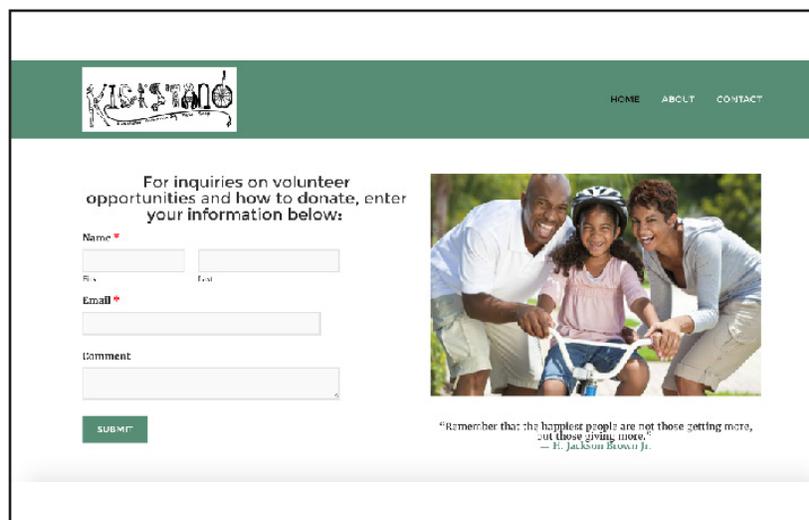
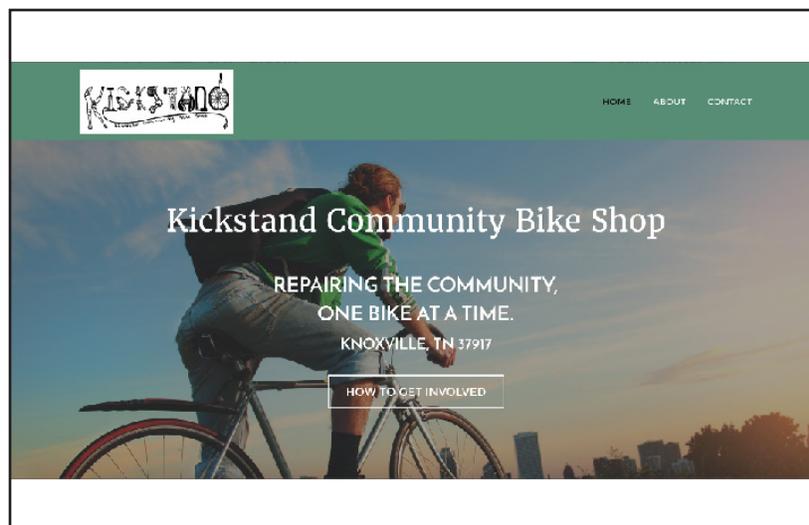
Online Presence

Website Description

1. The newly designed Kickstand website will allow visitors to easily read about the organization, its upcoming and past events, contact information, hours, partners, bikes for sale, programs, location and mission.
2. Having an easily navigable and accessible online presence is imperative for any organization's communication. This Weebly website will help Kickstand more affectively reach its target audience.

Website Maintenance

1. Updating organizational information, promoting current events and properly acknowledging its partners to better inform Kickstand's external publics.
2. Developing a calendar of community events could be posted on the Kickstand website, which could better inform the community of upcoming events.
3. Intern will be in control of website operations, in order to assist current volunteers.



Social Media

Regularly updating Kickstand's current Facebook page and expanding its presence to Instagram and Twitter could engage a new demographic.



Kickstand Community Bike Shop
Come to our Let's Move It event on Saturday, May 7 from 10 a.m. - 2 p.m at Victor Ashe Park.

There will be something for the whole family, with more than 90 activity stations and healthy living demonstrations. There will be a Bicycle Rodeo sponsored by the Bicycle Ambassadors, and kids can learn to ride using Kickstand strider bikes. You don't want to miss this!

Like · Comment · 9 minutes ago · 🌐

👍 12 people like this.

- Samantha Lera** Wow! I want to come that!
11 minutes ago · Like
- Misha Testerman** Ooh Samantha! Count me in! You game, Kate Theobald?
11 minutes ago · Like
- Kate Theobald** Only if Hailey Nelson is!!
11 minutes ago · Like
- Hailey Nelson** I wish I could, but I have to work. This looks like an event Tyler Cookston would be interested in though!
11 minutes ago · Like
- Tyler Cookston** You know me too well, Hailey! I'll be there!
11 minutes ago · Like

Write a comment ...



Kickstand Community Bike Shop
@KickstandBikeShop

It's a beautiful day to be outside. Come ride one of our bikes on the Cherokee Farms Greenway along the river!
#KickstandBikeShop

← Reply ↻ Retweet ★ Favorite ⋮ More

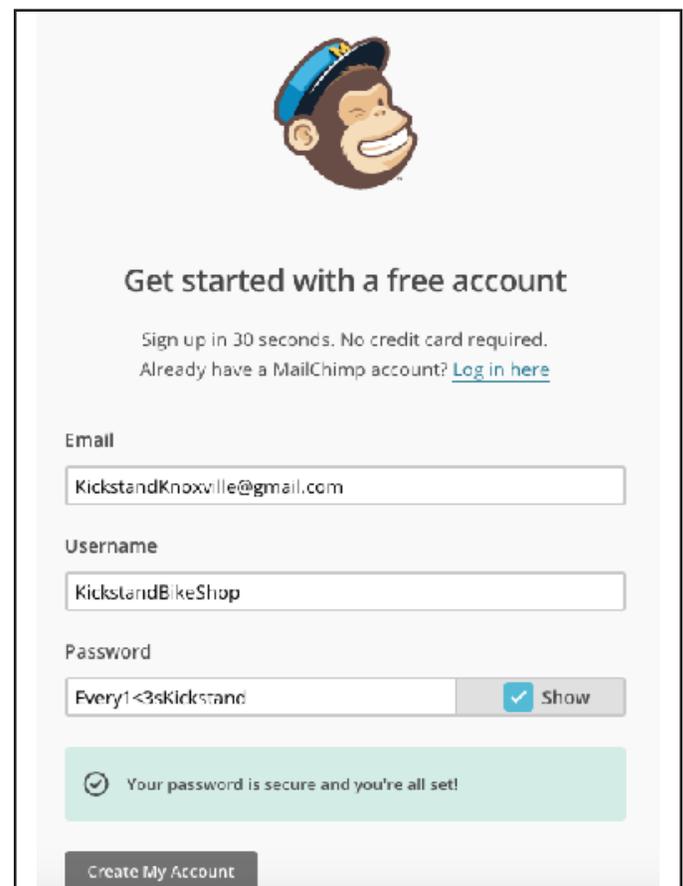
1:50 PM - 26 Apr 16 · Embed this Tweet

Email Communication

1. Suggest a mail chimp account in order to create an email list for a newsletter
2. A monthly newsletter could inform volunteers, customers and the local community of events, participation opportunities and Kickstand updates.

MailChimp

Sign Up Free





Get started with a free account

Sign up in 30 seconds. No credit card required.
Already have a MailChimp account? [Log in here](#)

Email

Username

Password
 Show

Your password is secure and you're all set!

Special Events

Kickstand in the Neighborhood

A strategic, long-term special events tactic within the 37917 zip code to expand Kickstand's footprint in the neighborhoods throughout this area.

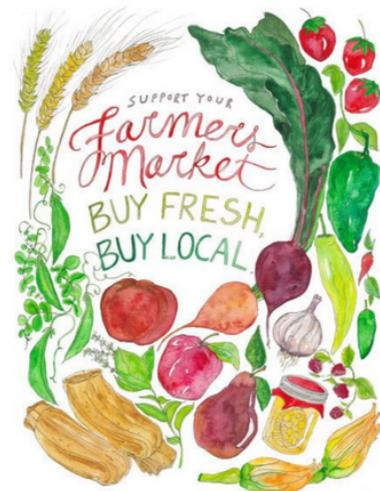
1. Open Streets Knoxville (Central St.): this festival turns Central St. into a safe area to bike, walk, dance, eat and do other activities from the Old City all the way to Happy Holler. Booths, events, zumba, yoga and other recreations invite residents to get active and enjoy their community.

- Kickstand volunteers were located in the Sears parking lot during the last Open Streets to help folks with quick repairs, loan out bikes, take donations and give some bikes away for free. The volunteers brought many bikes with them, and several participated in the flurry by riding down Central St.



2. Winter Farmer's Market (E 3rd St.- 4th and Gill): held in Central United Methodist Church, the Winter Farmers Market is full of local artisan's produce, baked goods, crafts, mobile eateries, apparel, pottery, yoga and children's activities.

- Kickstand could benefit from attending the local farmers market by helping fix attendees' bikes, or by supplying attending locals with bikes for transportation and exercise. This location is also very close to one of Kickstand's partners, KARM, and could overlap with its mission to help the homeless by providing bikes and/or work.



3. ARToberfest (4th and Gill): the goal of this event is to turn historic 4th and Gill into a historic art district as well. It includes puppet performance, art vendors, live music, art bikes, dance and geocaching.

- Kickstand and ARToberfest share a common goal of bettering the North Knoxville neighborhood. Kickstand could participate in ARToberfest by decorating a bike; helping to fix bikes; attending the event by bicycle; loaning, selling or giving away bikes during the event.



4. Tour de Lights (Downtown, 4th and Gill, Old North Knoxville): a festive Knoxville bike parade where participants get into the holiday season by decorating their bikes with tinsel, Christmas lights, and more, as well as dressing up themselves.

- Kickstand representatives participated in Tour de Lights, checked bikes before the ride and offered road assistance throughout the race.



5. Tour de Knox Bike Rally (Knoxville Greenway and University of Tennessee campus): a scavenger hunt on wheels, bikers ride the Knoxville greenways and the UT campus to collect tickets at various checkpoints and win prizes.

- Kickstand could have a team participate in the scavenger hunt, as well as be available to check bikes before, during and after the hunt. Kickstand is a supporter of the Knoxville Greenway system, and this would be an active way to show its support.



Calendar

Repairing the community, one bike at a time.							
Start Date: 5/22/2016	May- August 2016	September 2016	October-November 2016	December 2016	January 2017	February 2017	March-May 2017
Strategy 1: Decision Making Strategy							
Student Internship							
1. Fill internship information at UT	█	█					
2. Choose an intern		█	█	█			
3. Intern begins work				█			
Communication Platform							
1. Create Slack account				█	█	█	█
2. Add volunteer members to the Kickstand Slack account					█	█	█
3. Utilize account to make volunteer decisions							█
Strategy 2: Technology Advances							
Website							
1. Create new Kickstand website					█	█	█
2. Publicize website							█
3. Maintain website presence							█
Social Media							
1. Update Kickstand Facebook page				█	█	█	█
2. Expand to Instagram							█
3. Expand to Twitter							█
Email Communication							
1. Create Mail Chimp account					█		
2. Gather email addresses from current volunteers & interested parties					█	█	█
3. Compile an email list					█	█	█
4. Create monthly newsletter (in Mailchimp)						█	█
5. Send newsletter to email list monthly						█	█

Evaluation

Built directly off of our objectives

Internal Public Relations Staffing Evaluation

1. Completion of public relations intern position by December 31, 2016.
2. An online survey of Kickstand volunteers to analyze their perceptions of the effectiveness of the new public relations intern program at Kickstand by December 20, 2017.

Internal Structure/Communications System

1. Implementation of the new single internal communications platform by March 31, 2017

External Online Communications Platform

1. Completed updates of Facebook page by March 31, 2017.
2. An online survey of members through the Facebook page to analyze effectiveness of new social media platforms by March 31, 2017.
3. Rerun of primary survey in 37917 by December 31, 2017.

External Communications Establishment

1. Conduct an exit survey of attendees at neighborhood special events to measure knowledge of Kickstand and its services by December 31, 2017.



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Appendix A

Registering for an intern through Hire-A-Vol

1. Go to career.utk.edu/hire-a-vol/

Hire-A-VOL

The Center for Career Development is here to provide assistance to students, alumni and employers with your job search and career needs. If you have any questions, please call (865-974-5435) or email (utccareer@utk.edu).

Center for Career Development

HIRE-A-VOL
Student Portal

HIRE-A-VOL
Employer Portal

HIRE-A-VOL
Alumni Portal

How to Use
Hire-A-VOL
Tutorial

Students

Students sign-on to Hire-A-VOL through MyUTK. You will find the link under the My Services column at the bottom of the page.

Please check your profile for accuracy. Upload your resume, cover letter or other documents to begin searching for full time jobs, part time jobs, or internships.

Alumni

2. Create an employee login username and password



Employer Login

Welcome to the Hire-A-Vol System at the University of Tennessee.

- **Registered Users:** Enter your username and password below and click LOGIN.
- **New Users:** If you have NOT registered with this site before, [Click Here to Register](#) or click the link below to create a new account.

Important:

- **Use a PC?** We recommend the use of Firefox version 3.0 or higher. If you need the appropriate help for your browser, [click here](#).
- **Use a Mac?** We recommend the Firefox version released for Mac OS 10.5 or higher. If you need the appropriate help for your browser, [click here](#).
- **Use a mobile device?** We recommend the use of a desktop computer when using this site.

For further assistance, please contact our office at (865)974-5435

Username (Email):

Password:

Login

[Click here to register!](#)

3. Search for Kickstand

Registration » Organization

Begin by typing the name of your organization/company in the **Find Your Organization** search field.

- If your organization/company **name is listed**
 - check the box next to your organization/company name
 - click the **Continue** button
- If your organization/company **name is NOT listed**
 - click '**Can't Find Your Organization**' to complete a new registration

Find Your Organization:

[Can't Find Your Organization?](#)

Enter your organization name above.

4. Complete organization information form

[Register](#)

Please fill out the information below as completely as possible.

Employer Information

*Organization Name:
Branch/Division:
*Website:
*Industry:
*Address Line 1:
Address Line 2:
*City:
*State:
*Zip:
*Country:
*Phone:
Fax:
*Company Profile:

Sample Job Description:

Kickstand Community Bike Shop is in search of a dependable Community Relations Intern that would be in charge of updating website material, maintaining social media platforms, monitoring the Mailchimp account, planning community outreach, developing a Slack account and organizing *Kickstand in the Neighborhood* events. Further details are available upon request.

Appendix B

Perception and Effectiveness of the Public Relations Internship Program

Rate how you feel about each statement.

1. The Public Relations internship Program has helped Kickstand achieve its external communication objectives.
 - a. Strongly Agree
 - b. Agree
 - c. Neither Agree/Disagree
 - d. Disagree
 - e. Strongly Disagree

2. The Public Relations Internship Program has helped Kickstand achieve its internal communication objectives.
 - a. Strongly Agree
 - b. Agree
 - c. Neither Agree/Disagree
 - d. Disagree
 - e. Strongly Disagree

3. The Public Relations intern is available for questions and concerns regarding external or external communication.
 - a. Strongly Agree
 - b. Agree
 - c. Neither Agree/Disagree
 - d. Disagree
 - e. Strongly Disagree

4. The Public Relations intern posts timely and appropriately on Kickstands social media accounts.
 - a. Strongly Agree
 - b. Agree
 - c. Neither Agree/Disagree
 - d. Disagree
 - e. Strongly Disagree

5. The Public Relations intern is a valuable asset to Kickstand and the position should remain.
 - a. Strongly Agree
 - b. Agree
 - c. Neither Agree/Disagree
 - d. Disagree
 - e. Strongly Disagree

-
6. The Public Relations intern organizes and helps with all Kickstand in the Neighborhood events.
 - a. Strongly Agree
 - b. Agree
 - c. Neither Agree/Disagree
 - d. Disagree
 - e. Strongly Disagree

 7. The Public Relations intern is on time and provides proficient work.
 - a. Strongly Agree
 - b. Agree
 - c. Neither Agree/Disagree
 - d. Disagree
 - e. Strongly Disagree

 8. The Public Relations intern understands the mission and services of Kickstand.
 - a. Strongly Agree
 - b. Agree
 - c. Neither Agree/Disagree
 - d. Disagree
 - e. Strongly Agree

Comment on each question.

9. What areas of the Public Relations Internship Program can be improved?

10. What other areas of Kickstand, if any, should the Public Relations Intern be involved in?

Effectiveness of New Social Media Platforms Survey

Check all that apply

1. Which of these social media platforms do you use?
 - Facebook
 - Twitter
 - Instagram
 - Other (please tell what platform)

Check only one.

2. How often do you check your social media account(s)?
 - Daily
 - Every other Day
 - Weekly
 - Hardly Ever

3. How often do you check Kickstands social media pages?

- Daily
- Every other day
- Weekly
- Hardly ever

4. I check Kickstands social media pages to learn information about upcoming Kickstand in the Neighborhood events

- Always
- Sometimes
- Hardly
- Never

5. I check Kickstands social media pages to learn information about Kickstand services to the community.

- Always
- Sometimes
- Hardly
- Never

Rate how you feel about each statement

6. Kickstands social media sites provide appropriate and timely posts.

- Strongly Agree
- Agree
- Neither Agree/Disagree
- Disagree
- Strongly Disagree

7. Kickstands social media sites provide helpful information about its services and events.

- Strongly Agree
- Agree
- Neither Agree/Disagree
- Disagree
- Strongly Disagree

8. Kickstands social media accounts are interactive and fun to follow.

- Strongly Agree
- Agree
- Neither Agree/Disagree
- Disagree
- Strongly Disagree

9. Kickstands social media accounts provide helpful links to articles about the biking community in Knoxville.

- Strongly Agree
- Agree
- Neither Agree/Disagree
- Disagree
- Strongly Disagree

10. Kickstands social media accounts provide necessary visual content about its services and volunteers.

- Strongly Agree
- Agree
- Neither Agree/Disagree
- Disagree
- Strongly Disagree

11. Kickstands social media accounts have sufficient information on how to donate and/or volunteer.

- Strongly Agree
- Agree
- Neither Agree/Disagree
- Disagree
- Strongly Disagree

Post Special Event Survey

Rate how you feel about each question.

1. Kickstand in the Neighborhood special events have a positive impact on the community.

- a. Strongly Agree
- b. Agree
- c. Neither agree/disagree
- d. Disagree
- e. Strongly Disagree

2. I would volunteer at Kickstand in the Neighborhood special events and/or Kickstand Community Bike Shop.

- a. Strongly Agree
- b. Agree
- c. Neither agree/disagree
- d. Disagree
- e. Strongly Disagree

3. I would donate money to Kickstand for its various community services and events.

- a. Strongly Agree
- b. Agree
- c. Neither Agree nor Disagree
- d. Disagree
- e. Strongly Disagree

4. Kickstand in the Neighborhood events are a great way to learn about Kickstands services; including, learning how bike collectives operate.

- a. Strongly Agree
- b. Strongly Disagree
- c. Neither Agree/Disagree
- d. Disagree
- e. Strongly Disagree

5. I understand how Kickstand Community Bike Shop operates.

- a. Strongly Agree
- b. Strongly Disagree
- c. Neither Agree/Disagree
- d. Disagree
- e. Strongly Disagree