



ATLANTA BIKE CHAMPIONS

A Guideline to Community Responsive Outreach In partnership with:



Training Manual



Training Manual: Bike Champions

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Overview

This document is for non-profits, municipalities or bike share operators starting a bike champions (or ambassador) program focused on equitable outreach. While our team believes every program should be tailored to the specific community, this document provides a strong baseline.

Program Objective

This program was a partnership between the City of Atlanta, Atlanta Bicycle Coalition, WeCycle Atlanta Inc., Urban Perform, Red Bike & Green-Atlanta, and Relay Bike Share, with funding through the Better Bike Share Partnership and Fulton's Partnerships to Improve Community Health (PICH). The Atlanta Bike Champions program was developed to build a strong base of bike share users in Atlanta's westside neighborhoods while tackling social ills such as health and transportation disparities.

Objectives:

1. To create authentic relationships between community and corporate partners to develop the most community responsive approach to outreach.
2. To hire and train 10 people from the area to manage community outreach and education about biking and the bike share stations in Atlanta's westside neighborhoods.
3. To practice community responsive approaches to social inequality by providing westside residents and organizations with livable wages, and professional development for their work developing access to bike share bicycles to westside residents.

COMMUNITY OVERVIEW



Neighborhood Background

Atlanta's westside neighborhoods - including the Atlanta University Center, the West End, Vine City and English Avenue - have rich black cultural roots, but face historic disenfranchisement and disinvestment, as well as other challenges familiar to many black communities throughout the United States. Many of the neighborhoods in question were intentionally disconnected from Atlanta's downtown when the highways were built. Historically, many of the neighborhoods had little access to healthy food, sustainable employment or adequate schools due to redlining and other forms of institutionalized racial discrimination. Environmental injustices and lack of access to healthcare further exacerbated these disparities. At the same time, these neighborhoods do have mass transit access via MARTA rail and bus service.

A recurring community goal from the many studies and conversations with westside communities was workforce development - westside residents need access to job opportunities.

A recurring community goal from the many studies and conversations with westside communities is community responsive projects and a shared sentiment that westside residents need to retain and gain access to the amenities being built in these communities.

Partnership Formation

The City of Atlanta's Department of Planning and Community Development, and Cyclehop are responsible for the day-to-day management of Atlanta's public/private partnership that provides bike share. These two entities reached out to Atlanta Bicycle Coalition, the leading transportation advocacy nonprofit, to assist with the program. Together, they approached two westside non-profits who were leading the way on community development and biking:



WeCycle Atlanta Inc. is an Atlanta non-profit that creates access to bicycles, local fresh produce, cycling, and agricultural education for youth and low-income residents. WeCycle is known for its commitment to bicycling as a tool for community connections and equitable access.



Red, Bike and Green-Atlanta uses bicycles as a tool for empowerment for the Black community. Co-founder, zahra alabanza, is experienced with organizing, social justice, non-profit management, and curriculum development.



After receiving grant funding for Atlanta's Bike Champions program, all partner organizations signed a Memorandum of Understanding that outlined roles, responsibilities, and payment terms. {See Addendum for Partnership MOU Samples}

Advertising and Hiring of Bike Champions Program

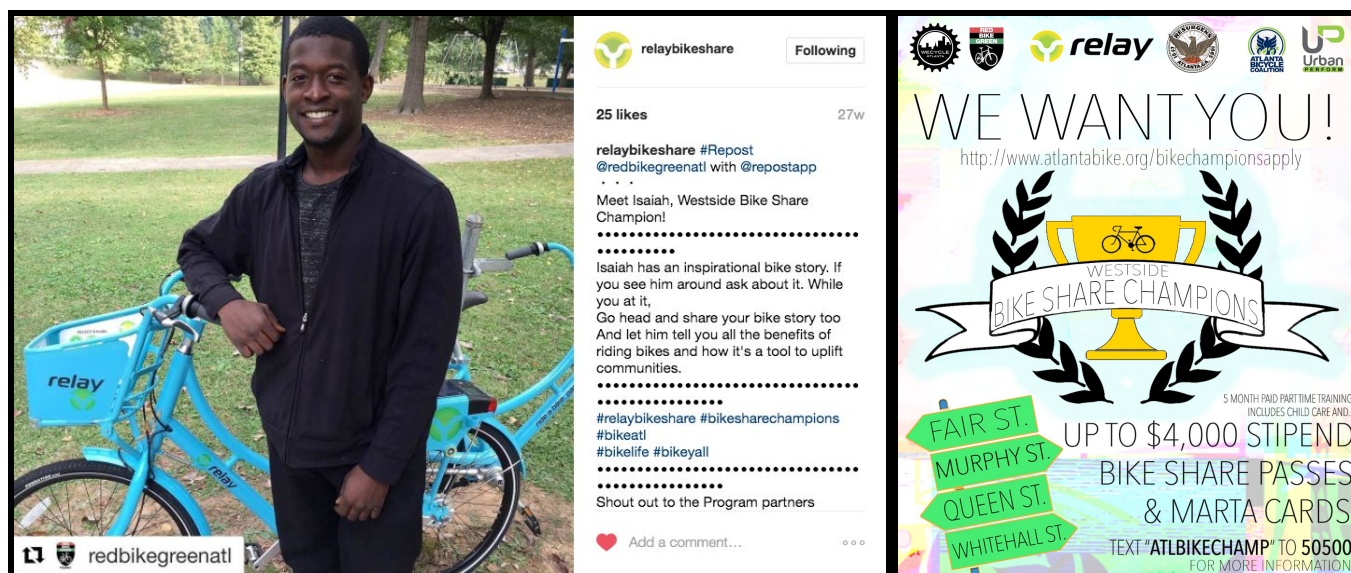
Each partner committed to advertise and participate in the hiring of the Atlanta Bike Champions. Social media, traditional media outlets, emails, and personal networks were all leveraged to reach diverse applicants. See Addendum for Samples.

Atlanta Bike Champion applicants were expected to be able to complete the 40 hour training, and attend events and outreach activities post training. It was expected that the applicant currently resided in or previously resided in a westside neighborhoods.

Atlanta's Bike Champion Program attracted 70 applicants. Over half lived in westside neighborhoods, and we decided to interview all westside residents who applied. The team reviewed the applicants during two conference calls and used a combination of a rating system and interviewer discussion to determine who to offer a position. Bike Champions signed contracts (a sample is listed as an addendum).

[Ex: Sample Partner Promotion Post]

[Outreach Flyer]



TRAINING OVERVIEW

Training Logistics and Considerations:

Once the Atlanta Bike Champions were hired, the partners focused on implementing a 40 hour in-person training lead by zahra alabanza of Red, Bike, Green Atlanta. zahra has a strong background in curriculum development and skills training.

Training Staff

The training was coordinated by the program director, who recruited representatives from the partner organizations, and seven other guest speakers to either speak about their respective bike organizations or to help participants develop a professional skill. Speakers who were not grant partners received a \$50 stipend for their time.

Considerations:

Program staff should include:

- 1 Program Director - person responsible for program development, management and oversight including identifying funding, partners, space to host the training and all other program activities (Atlanta Bicycle Coalition)
- 1 Training Director- person responsible for developing and facilitating the training component of the program. (Red, Bike, Green's zahra alabanza)
- Bike share operator staff (Cyclehop's Timberley Jones)
- Representatives from partner organizations
- 1 past Bike Champion to serve as a volunteer-co-trainer/assistant
- Bike organization and professional development guest speakers

Bike organization and professional development guest speakers should provide a variety of skill offerings as well as networking opportunities for the participants. Atlanta's program had:

- Chief Bicycle Officer in the Department of Planning and Community Development, City of Atlanta
- Digital Strategy and Production Manager, Atlanta Symphony Orchestra
- Program Specialist in the Aging and Health Resources Division, Atlanta Regional Commission
- Local Urban Farmer
- Outreach Manager, Cyclehop
- Executive Director, WeCycle Atlanta



Training Duration

The program consisted of 40 hours in-person training over 9 days. Weekday sessions were held after traditional working hours, from 6pm-9pm. Weekend sessions were held on Saturday between 10am-3/4pm, and Sunday from 2pm-6pm. The Sunday session was later in the afternoon to avoid interfering with Sunday worship services.

Considerations:

Ideally, multiple training options would be available to ensure that Champions with different schedules are able to participate in the trainings. Options could include: a 4-day intensive training and/or a morning or afternoon program schedule (9am-12pm or 1pm or 12pm or 1pm-3pm or 4pm.)

Training Location

The program took place in two community spaces. The first weekend sessions were held at a central location easily accessible by public transportation, though not in a westside neighborhood. This allowed participants to become more comfortable exploring the city by bike, and to experience bike infrastructure and community organizations in close proximity to the westside neighborhoods.

Considerations:

Identifying locally-vetted community safe spaces within the neighborhoods. These locations should be:

- Spacious enough to accommodate childcare on-site
- Transit accessible
- Known by the community
- Equipped with basic technology (internet, projector capabilities, etc) and classroom essentials (chairs, tables, writing tools, flip-chart, etc).

Having a few location options is a great way to begin base-building within the neighborhoods, and allows for a change of pace during the training.



Food

A healthy lunch was catered by a local chef for the first weekend of training and for graduation. Due to the long hours over the weekend, providing food helped reinforce the health component of cycling. On the other days, participants were encouraged to bring snacks to share with the group. This served as an effective way to build community among each other.

Considerations:

Sourcing food from local and minority owned vendors should be a priority to continue to deepen the relationship of the bike share program and the surrounding community.

Budget should provide for snacks during the entire duration of the program.

Childcare

Childcare was offered both on and off-site: we reimbursed one parent's child care provider during the first weekend of training, and during the week a childcare collective provider, Goldenseed Childcare Collective, was onsite to provide services.

Considerations:

Childcare should always offered, either on or off-site. Children should also be welcome at the training and the space should be equipped with child-friendly activities.

[Training Location: Downtown Murmur]



[Children Care at Relay Ride]



Training Budget

Training Items	Cost
Training Director Stipend	\$4,000/total
Guest Speaker Stipends	\$50/each
Training Space Rental	\$650/total
Food	\$750/total
Printing	\$50/total
Childcare (may vary according to need)	\$300/total

[Interviewing Staff from Partner Agencies]



[Training Location: Wecycle Atlanta]



TRAINING CURRICULUM OVERVIEW

The Curriculum was divided into the three sections, each with a different set of goals.

We tried to incorporate the different ways people learn into the way information was delivered during the training.

Suggested approaches to learning differences:

- Facilitate trainings in both inside and outside settings, weather permitting
- Incorporate storytelling, the arts, and media
- Provide hands-on experiences where possible
- Encourage two-way dialog, active listening, and mindful speaking
- Invite guest speakers and encourage them to get creative with their presentations

OUTLINE OF CURRICULUM SECTION AND

Section 1: Intro to the Bike Champion Program, Bike Safety, Confidence, and Mechanics

16 hours over 3 days

Day 1 & Day 2: 10am-4pm

Day 3: 2-6pm

Day 1 - Orientation to Bike Champion Program

OBJECTIVES: As a result of this module, participants will

1. get to know the other Bike Champions
2. create Group Agreements
3. gain a full understanding of the program (partners, training, post training and post program job opportunities)
4. become familiar with expectations (attendance, hours, etc) for participation in the 40 hour training, reporting time, etc.
5. become familiar with the training facilities and program staff and participants
6. take a pretest assessing their knowledge



Day 2 - Bike Safety and Confidence

OBJECTIVES: As a result of this module, participants will

1. identify and practice following Georgia bicycle laws
2. learn how to report crashes and incidents
3. practice proper bicycle etiquette on paths and trails
4. recognize where bike paths/trails are in their neighborhoods and the Atlanta area
5. learn how to avoid crashes
6. learn to perform ABC-Quick Check
7. learn how to mount and dismount a bike
8. demonstrate the ability to scan for traffic and communicate effectively with all streets users
9. demonstrate the ability to use hand signals when riding a bicycle
10. learn to operate gears smoothly
11. get familiar with a biking organization or bike advocate; go on a ride led by them

Day 3 - Bike Maintenance and Biking as a Lifestyle

OBJECTIVES: As a result of this module, participants will

1. demonstrate how to remove a tire, patch a flat, and adjust brakes and derailleurs
2. learn how to use basic tools such as a multi-tool, hand pump, and patch kit
3. discuss why biking is a positive lifestyle choice and learn simple ways to start biking
4. learn to ride local mass transit (bus and rail) with bikes
5. identify bike shops, mobile applications, bike trails/lanes and other bike resources throughout the city
6. demonstrate how to carry items on a bike using panniers and bungee cords, to facilitate bike commuting
7. be introduced to bike employment options in the city
8. get familiar with a biking organization or bike advocate; go on a ride led by them to become familiar with riding BeltLine and other paths in the area

Section 2: Relay Bike Share Operation, Biking in Atlanta and Bike Champions Engagement

9 hours over three days

Mon-Wed: 6-9 pm



Day 4 - Orientation to Bike Share Operations:

OBJECTIVES: As a result of this module, participants will

1. become familiar with the Relay Bike Share system
2. know how to access and use Relay Bike Share via app and desktop
3. know where bike share stations are located across the city
4. know how to resolve issues with membership and checking bikes out
5. get familiar with a biking organization or bike advocate; go on a ride led by them

Day 5 - Becoming A Bike Champion:

OBJECTIVES: As a result of this module, participants will

1. feel comfortable explaining bike share and the Bike Champion program
2. know how to set up a bike share display at an event
3. learn how to sign up for program engagement events and how to report hours
4. get familiar with a biking organization or bike advocate; go on a ride led by them

Day 6 - Intro to Bike Share

OBJECTIVES: As a result of this module, participants will

1. be introduced to event planning and tools for promoting bike share
2. be introduced to systems that bike share management will use to assist Bike Champions
3. get familiar with a biking organization or bike advocate; go on a ride led by them

[Champions Visit Relay Around The City]



[Bike Share Orientation at Murmur]



Section 3: Professional and Workforce Development

14 hours over 3 days

Thurs-Sat

Day 7 - Professional Development Assessment:

OBJECTIVES: As a result of this module, participants will

1. have a better sense of areas of potential professional development
2. learn how to create a positive social media presence and use social media for their professional/employment gains
3. Gain awareness of diverse industries (guest speaker)
4. get familiar with a biking organization or bike advocate; go on a ride led by them

Day 8 - Professional Development:

OBJECTIVES: As a result of this module, participants will

1. Be introduced to a professional that will teach skills specific to profession
2. Gain awareness of diverse industries (guest speaker)
3. get familiar with a biking organization or bike advocate; go on a ride led by them

Day 9 - Professional Development:

OBJECTIVES: As a result of this module, participants will

1. meet a professional who will teach skills specific to their profession, for example: Stephen Springs, the Education Coordinator for Atlanta Bicycle Coalition, taught how to develop a speech
 - a. gain awareness of diverse industries (guest speaker)
 - b. take a post-test to demonstrate knowledge obtained through the training
 - c. get familiar with a biking organization or bike advocate; go on a ride led by them
 - d. host a mock Relay Bike Share event for staff, partners, family and friends
 - e. co-lead a Relay Bike Share group ride
 - f. graduate: obtain a certificate of participation, then celebrate with food and music



Building Group Dynamics

It is important to note that beyond the tangible goals outlined above, other group dynamics must be nurtured for the success of the program and its participants. Our training program far exceeded its goals because the Champions built relationships with each other. Relationship building contributed to deeper connections and understanding amongst them. This in turn contributes to participants wanting to work with each other, which makes for a more meaningful program.

Some ways to build group rapport

- Icebreakers such as Bike Bingo or This or That, energizers, reflections, problem-solving
- Incorporate inclusive language into activities regarding identity, rather than assuming identity. For example, ask people to share their preferred pronoun if they choose, or facilitate sharing of personal stories and motivations for participating in the program
- Group Agreements
- Frequent but short group rides
- Sharing meals

Whatever the methods chosen, this aspect is essential to program success.

[Example Relay Ride: Urban Confidence] [Example: Social Media Development]



Training Assessments & Evaluations

Champion Assessments

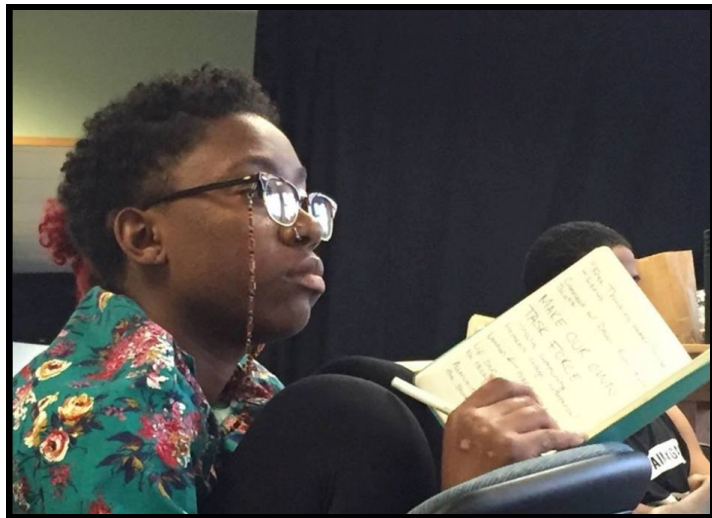
Provide both pre- and post-assessments to measure impact of training.

Training Evaluation

Session evaluations should be completed by each participant at the end of each session. The format we used was “Plus/Delta” evaluation, a format that provides feedback on an experience or event and collects ideas for future improvements. The plus identifies what went well, and the delta (the mathematical symbol for change) identifies what might be changed to improve a process or activity.

Plus/Delta evaluations can be used with individuals or groups of any size. Both the facilitators and the program should be evaluated. The program director can capture insight from participants by providing them with open-ended questions about their experience.

[Atlanta Bike Champion, Eva]



POST-TRAINING OVERVIEW

Outreach Activities Post-Training Logistics

Once the Atlanta Bike Champions completed the full 40 hour training, Cyclehop's Outreach Manager, Timberley Jones, began to oversee all outreach activities with assistance from two Atlanta Bicycle Coalition staff members and one City of Atlanta staff member. The Champions were expected to complete 3-5 hours of outreach each week after the training. Cyclehop's Outreach Manager sends a monthly email with upcoming outreach opportunities along with encouraging Bike Champions to create other outreach events on their own. The post training logistics are the most time intensive, and it can be challenging to keep each Bike Champion engaged and prepared for different bike events with authentic engagement.

Each Champion is provided with an event kit after the training which includes marketing and program materials in convertible tote bag/backpack that safely attach to the bike basket.

Included:

- Swag
- Community FAQ
- Maps of planned stations / system map
- Flyers for future events
- Bike Share Newsletter sign-up sheets

Outreach Activities Post-Training Activities

Community Meetings

Champions ride to existing community meetings and give a short presentation about the bike share system. Champions prepare talking points before the event.

Bike Awareness & Education

Champions engage local schools and recreation centers in bike awareness and education. Events include bike rodeos, reading bike-themed books, and coloring book activities.

Urban Confidence Rides

Champions advertise and lead short group rides in the westside neighborhoods on Relay Bike Share Bikes. People are also welcome to bring their own bikes.



Bike Share 101

Champions assist with an existing Atlanta Bicycle Coalition program that teaches people how to use the Relay Bike Share system. The staff leads a bike share ride to different bike share hubs and practices locking up the bikes and navigating on a bike share bike.

Hub Days

Champions set up a Relay branded tent and table at a popular westside location and provide information to people in the area.

Supporting Partners Events

The program includes support for partners' events. Champions assist with events planned by WeCycle Atlanta Inc. and Red, Bike, and Green-Atlanta. Champions are drawn into the community and local bike scene culture.

[Example: Relay Bike Share Aid Partner Event]



Administrative Templates

- [Sample Partner MOUs](#)
- [Bike Champion Job Description and Application](#)
- [Bike Champion Contract](#)

Credits

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Photos Compiled by Partners Social Media Profiles:

- @AtlantaBike
- @WecycleAtlanta
- @RedBikeGreenATL
- @RelayBikeShare

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