



Minutes of the San Francisco Bicycle Coalition Board of Directors meeting
September 24, 2019
San Francisco Bicycle Coalition Office
1720 Market Street, San Francisco CA

Directors in attendance	Alexandra Sweet
	Brad Williford
	Jane Natoli (Secretary)
	Jean Kao (President)
	Juli Uota
	Marie Jonas
	Mary Kay Chin
	Nic Jay Aulston
	Preston Rhea
	Robin Abad Ocubillo (Treasurer)
	Sarah Bindman
	Shirley Johnson
Directors absent	Andy Thornley
	Kelli Shields
	Meaghan Mitchell
Staff	Brian Wiedenmeier (Executive Director)
	Rahul Young (Deputy Director)
Guests in attendance	

Start	The meeting was convened with quorum at 6:XX pm.
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Agenda Item		Purpose	Presenter
1	Check-In and Introductions	Information	All
Outside of this room, where do you play the role of a leader?			
2	General Public Comment	Information	Guests
No public comment.			
3	Consent Agenda	Action	Jean Kao
Robin moved to approve the August 27, 2019 minutes. Mary Kay seconded			
Everyone voted in favor of approving the August 27, 2019 minutes.			



The board received 3 emails. 1 was an advertisement; the other 2 expressed disappointment that the District 5 Supervisor Endorsement appeared to factor in transit issues more than biking issues.

Finance Report:

Robin asked about the increase in professional services. Brian and Rahul indicated there was some overlap between temporary staff and new full-time staff leading to that increase however that is not expected to continue with current positions filled.

4	Executive Director's Report	Information	Brian Wiedenmeier
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See Appendix A - Strategic Plan Dashboard

Brian once again thanked Alex for help with improvements to the Strategic Plan Dashboard

Regarding Goal 1, there was no construction of protected bike lanes in the past month, however the Bike Coalition did win a protected bike lane on 5th from Market to Townsend, which should start approximately 6 weeks after the approval. It's an important east-west corridor through SoMa. However the biggest campaign is pending with Better Market Street (BMS) coming before SFMTA in October.

BMS will have sidewalk-level protected bike lanes from Steuart to Octavia. It will also have private vehicle restrictions on Market. This has the potential to be a transformative project in regards to how people get around the city. We will be advocating to start the private vehicle restrictions by the end of this year with other changes slated to occur over the next decade to Market Street.

Unfortunately, the SFMTA hearing for Page Street was pushed back to November as a result. The Bike Coalition will continue to organize folks to speak in support of those slated improvements as well.

Due to data now being available, the dashboard now reflects a couple new metrics. They are:

- Decrease in bike crash rate
- Increase in perceived safety in biking comes from public polling

Crash rate data provided by SFPD and Dept of Public Health. In all of 2017, there were 123 crashes. Between 2017 and 2018, the number increased. In addition, perceived safety and actual reported crashes have gone in the wrong direction. This should inform the work in this area and there is a serious conversation to be had about the efforts of Vision Zero in San Francisco and how to move those numbers in the right direction.

Regarding more open streets, we have been working closely with community partners and Supervisor Matt Haney to propose and expand car-free streets in the Tenderloin. Expect more updates on this in the coming months.

The Bike Coalition will be participating in a 150th anniversary celebration of Golden Gate Park on April 4, 2020. They will be making the entire park car-free on that day and it will be an opportunity to advocate for more car-free space in the park.

Bike Valet at Chase Center is live, with an expected increase in activity as the Warriors season starts in October. Chris Luu will be leading the work both there and at Oracle Park.



The Bike Coalition will be taking a stronger leadership role on the Yes on D campaign. While it has a lot of support, it is important not to take it for granted. Look for volunteer opportunities for that as well as other endorsed candidates in the near future.

Regarding membership, there is usually a slump after Bike to Work Day, however that number has stayed stronger due to the hard work of Kelsey Roeder and volunteer ambassadors. We are hopeful to cross 11,000 members next year.

Volunteer opportunities will be available for Winterfest, coming up on November 16th. Please consider signing up for one.

As for bike education, we are doing adult bike education at libraries across the city in partnership with bike share companies and Safe Routes To School is in full swing, with an ambitious goal of reaching every school in San Francisco.

Finally, Staff have adopted a series of community agreements for our space and our event spaces, individuals attending will be asked to affirm that they have read the community agreements.

5	Member Survey Results	Information	Kelsey Roeder
See Appendix B - Member Survey Results			
Kelsey shared some of the key takeaways from the recent member survey since it's important for the board to understand who our members are.			
Regarding the diversity of the membership, while there are some bright spots, there is still a lot of work we have to do to truly be as representative as the city we are in. For example, while more members than ever have children and are biking with their children, the membership has also become more male. In addition, members perceive biking as less safe than it used to be, which is the #1 barrier to getting more people biking. People continue to join due to the growth of protected lanes that we advocate for as well as the influence of the organization. Staff also concurrently sent a lapsed member survey and the #1 reason identified for a lapsed membership was moving away from San Francisco.			
While this is ideally a biennial survey, the last survey was in 2016, so keep that in mind with the comparisons. Staff updated some questions and added some more questions, particularly around emerging mobility option and self-representation, however they attempted to keep the questions the same for comparison's sake with previous years' surveys.			
Approximately 1,330 people responded, or 12.5% of the membership. This is not necessarily representative of the whole membership since it is a self-selecting sample, however it still represents important information. Top concerns identified by members include the behavior of people driving on the streets of San Francisco as well as the behavior of other individuals biking. Average members use their bikes for everyday transportation and believe biking is less safe than it used to be. People would bike more if they felt safer and there were more protected lanes. Advocacy remains a top priority of the members.			
A high percentage (63%) also own cars. In addition, as noted, the average member is white, male, older (44), makes more than \$100K a year, and has some amount of post-graduate education. While there is always going			



to be some amount of self-selection bias in this kind of survey, this nevertheless highlights our needs to reach a more diverse base of individuals across the city.

The board asked questions regarding the information presented, highlighting concerns regarding the representation and seeking further clarification for methodology to understand how we arrived at these numbers. Jean acknowledged that there is a lot to think about in this as it relates to our work as a board and the strategic plan and it's something we should continue to think about as we do the work.

6	Audit Recommendations Approval	Action	Jane Natoli
<p>See Appendix C - 2018 Audit Memo</p> <p>Jane started off by clarifying the committee is both recommending and seeking full board approval of the 2018 audit. In addition, Jane thanked the staff for their hard work on this.</p> <p>In terms of the actual audit itself, it did not reveal any material weaknesses (the highest negative rating) and contained several recommendations, to which staff had prepared a response. They included establishing better procedures regarding approval of expenses after the audit found one item that was inappropriately authorized as well as concerns regarding unusual payroll practices for one December, stale checks, and ongoing concerns regarding the fact the institution holds more funds in an account than are FDIC insured and should seek to diversify those holdings.</p> <p>Regarding the board responses, most of the issues have already been ameliorated. For example, some of the approval issues are now moot since Rahul is deputy executive director and that position did not exist for the entirety of the audit. In addition, the organization now has an account with Redwood Credit Union and has been in the process of exploring more ways of using that account, not just for audit reasons, but also to hold more funds with institutions more aligned with our values.</p> <p>Preston moved to approve the audit, Mary Kay seconded.</p> <p>All in favor</p>			
7	Closed Session	Action	Jean Kao
<p>Mary Kay moved for the Board to go into closed session, Juli seconded</p> <p>All in favor</p>			
8	Board Retrospective	Information	Jean Kao
<p>The board discussed the recent results of the board and staff surveys of our performance and how we feel about the work we have been doing, what we have been doing well, and where we can grow as a board.</p>			
9	Adjournment	Action	Jean Kao
<p>Motion to adjourn the September 24, 2019 meeting of the SF Bicycle Coalition Board of Directors at 8:36 pm Preston moved, Alex seconded</p>			



List of Appendices

Identifier	Title
A	Strategic Plan Dashboard
B	Member Survey Results
C	2018 Audit Memo

Signature

Jane Natoli, Secretary

A handwritten signature in black ink, appearing to be "Jane Natoli", written over a light gray background.



Appendix A: Strategic Plan Dashboard



San Francisco Bicycle Coalition
Strategic Plan 2018-2022

Dashboard Overview

GOAL I: Demand high-quality infrastructure and push for visionary improvements to connect the city			
Miles of protected bike lanes	Approved bike lane projects including protected bike infrastructure	Annual miles of new & upgraded infrastructure along high injury corridors	
Goal	30.00	25%	18
Current	11.74	63%	TBD
GOAL II: Build public support and political power to win affordable and sustainable transportation for all San Franciscans.			
Win all endorsed revenue measures	New revenue allocated to bike & ped projects		
Goal	Yes	10.0%	
Current	Yes	5.0%	
GOAL III: Grow, engage, and empower our membership to strengthen our organization and deepen community support for bicycling.			
Number of members	Annual list growth	Increase in business members	
Goal	12,000	5.0%	50.0%
Current	10,096	0.6%	12%
GOAL IV: Introduce San Franciscans of all ages, identities, and backgrounds to the joy of bicycling and encourage more San Franciscans to bicycle more often.			
Adults reached	Young people, parents and caregivers reached	Increase in biking to school	
Goal	50,000	30,000	25%
Current	26,711	22,105	0.0
GOAL V: Increase the number of people who use public transit and bike share.			
Bikes distributed	Increase in women, trans femme ridership	Advocate for expansion of accessible & affordable bike share	One annual event in each district
Goal	1,000	50%	Yes
Current	540	0	Yes
GOAL VI: Increase the number of people who use public transit and bike share.			
SFPD Focus on the Five goal met	Accountable traffic enforcement advocacy	Professional drivers trained	Ticket diversion program established
Goal	Yes	Yes	2,500
Current	No	No	At least 319
GOAL VII: Increase the number of people who use public transit and bike share.			
Additional bike racks/corals installed	Valet bikes parked	Increase number of attended/secure parking facilities	
Goal	3,000	75,000	300%
Current	826	17,805	TBD
GOAL VIII: Increase the number of people who use public transit and bike share.			
Establish bike theft unit	Decrease in bike theft	Increase in bike registration	
Goal	Yes	50%	50%
Current	No	TBD	TBD



San Francisco Bicycle Coalition							
Strategic Plan 2018-2022							
GOAL I: Demand high-quality infrastructure and push for visionary improvements to connect the city							
Objectives							
1.1 Establish physically-protected bike lanes as the standard for bike improvements, especially on Vision Zero high-injury corridors.							
	<i>Miles of protected bike lanes</i>	<i>Approved bike lane projects including protected bike infrastructure</i>	<i>Annual miles of new & upgraded infrastructure along high injury corridors</i>				
Goal	30.00	25%	18				
Actual	11.74	63%	TBD				
1.2 Fight for land use policies, street design, and operations that prioritize safe, comfortable sustainable transportation over fast driving.							
	<i>"Hot spot" improvements</i>	<i>Increase in perceived safety of biking</i>	<i>Decrease in bike crash rate</i>				
Goal	150	50%	50%				
Actual	TBD	-20%	-13%				
1.3 Expand car-free spaces within parks and on city streets.							
	<i>Regular open streets events per year</i>	<i>New permanent open, car-free spaces</i>	<i>Larger-scale car-free event</i>				
Goal	15	5	1				
Actual	10	2	0				
1.4 Work to eliminate double-parking and illegal loading/unloading in bike lanes.							
	<i>Enable double-parking reporting through 311</i>	<i>Bike lane encroachment reduction, high injury corridors</i>	<i>Bike lane encroachment reduction, citywide</i>				
Goal	Yes	60%	40%				
Actual	Yes	TBD	TBD				



1.5 Ensure bike access and capacity on bridges and local and regional transit.							
	<i>Funding for Bay Bridge Western Span</i>	<i>People arriving to Caltrain & BART by bike</i>					
<i>Goal</i>	Yes	50%					
<i>Actual</i>	No	13%					
1.6 Make bike parking secure and plentiful.							
	<i>Additional bike racks/corrals installed</i>	<i>Valet bikes parked</i>	<i>Increase number of attended/secure parking facilities</i>				
<i>Goal</i>	3,000	75,000	300%				
<i>Actual</i>	826	17,805	TBD				
1.7 Decrease bicycle theft.							
	<i>Establish bike theft unit</i>	<i>Decrease in bike theft</i>	<i>Increase in bike registration</i>				
<i>Goal</i>	Yes	50%	50%				
<i>Actual</i>	No	TBD	TBD				



San Francisco Bicycle Coalition									
Strategic Plan 2018-2022									
GOAL II: Build public support and political power to win affordable and sustainable transportation for all San Franciscans.									
Objectives									
2.1 Secure significant, new funding sources for bicycle infrastructure by winning local and regional funding measures.									
	<i>Win all endorsed revenue measures</i>	<i>New revenue allocated to bike & ped projects</i>							
Goal	Yes	10.0%							
Actual	Yes	5.0%							
2.2 Ensure new and emerging mobility technologies and services, especially transportation network companies (TNCs) and delivery services, are safe and complement bicycling.									
	<i>Enact Policies</i>								
Goal	Yes								
Actual	Yes								
2.3 Elect powerful champions for bicycling as mayor of San Francisco, in key supervisorial districts, and to other important offices citywide.									
	<i>All endorsed candidates elected</i>								
Goal	Yes								
Actual	No								



San Francisco Bicycle Coalition							
Strategic Plan 2018-2022							
GOAL III: Grow, engage, and empower our membership to strengthen our organization and deepen community support for bicycling.							
Objectives							
3.1 Increase the number of members through grassroots organizing and strategic coalition building.							
	<i>Number of members</i>	<i>Annual list growth</i>	<i>Increase in business members</i>				
<i>Goal</i>	12,000	5.0%	50.0%				
<i>Actual</i>	10,096	0.6%	12.0%				
3.2 Build an organization whose members, board, and staff reflect San Francisco's demographics.							
	<i>Annual demographic report</i>						
<i>Goal</i>	Yes						
<i>Actual</i>	No						
3.3 Engage members and individuals to power our advocacy and increase our effectiveness.							
	<i>Annual volunteer hours</i>	<i>Members trained</i>	<i>Member engagement at each level</i>				
<i>Goal</i>	10,000	250	10%				
<i>Actual</i>	5,269	310	0%				



San Francisco Bicycle Coalition									
Strategic Plan 2018-2022									
GOAL IV: Introduce San Franciscans of all ages, identities, and backgrounds to the joy of bicycling and encourage more San Franciscans to bicycle more often.									
Objectives									
4.1 Reach thousands of people through bicycle education and school safety programming, emphasizing rules of the road.									
	<i>Adults reached</i>	<i>Young people, parents and caregivers reached</i>	<i>Increase in biking to school</i>						
<i>Goal</i>	50,000	30,000	25%						
<i>Actual</i>	26,711	22,105	0.0%						
4.2 Support bicycling for everyday transportation among communities that experience barriers to riding.									
	<i>Bikes distributed</i>	<i>Increase in women, trans femme ridership</i>	<i>Advocate for expansion of accessible & affordable bike share</i>	<i>One annual event in each district</i>					
<i>Goal</i>	1,000	50%	Yes	Yes					
<i>Actual</i>	540	0	Yes	Yes					
4.3 Educate all road users how to share the road safely and respectfully.									
	<i>SFPD Focus on the Five goal met</i>	<i>Accountable traffic enforcement advocacy</i>	<i>Professional drivers trained</i>	<i>Ticket diversion program established</i>					
<i>Goal</i>	Yes	Yes	2,500	Yes					
<i>Actual</i>	No	No	At least 319	No					



Appendix B: Member Survey Results



2019 Member Survey

Board Overview

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2019 Member Survey

- Key Takeaways
- Background
- Survey Findings Overview
- Board Discussion



sfbike.org

Key Takeaways

- Though our membership is more ethnically diverse than ever, we have a lot of work to do to truly diversify.
- Our membership is becoming more male.
- More members than ever have kids, and more are biking with kids.
- Members perceive biking in San Francisco to be less safe than they did before.
- Member priorities remain the same: protected bike lanes and political representation.

sfbike.org



Background

- **(Ideally) Biennial survey**
 - Last Survey was conducted in 2016
 - Concurrent Lapsed Member Survey
- **Fairly consistent questions**
 - Try to guard against major changes for year-over-year comparison
- **Three main sections**
 - Bicycling, Member Services, and Demographics



sfbike.org



2019 Member Survey Participation

- **1,330 respondents**
 - 142 fewer respondents than last year
- **819 provided name/email address** to win hoodie
- **449 comments**
 - These will be organized and shared with staff



sfbike.org





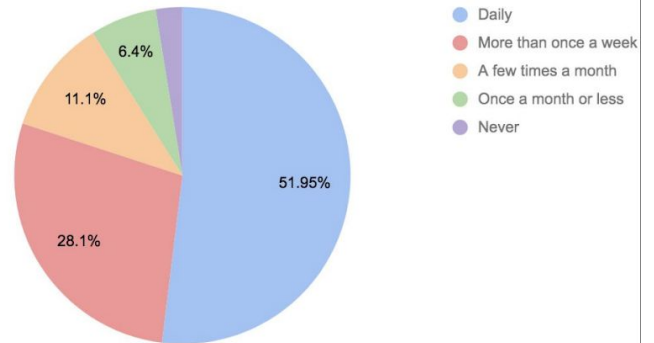
Bicycling

Our average member...

- Bikes for transportation daily
 - Daily ridership is at its highest point
- Rides for fitness/recreation a few times a month
- Thinks bicycling is less safe than they did in 2016
 - Lower than ever
- Believes change over the last ~ten years is significant, but less impressed by changes in the past 1-2 years

sfbike.org

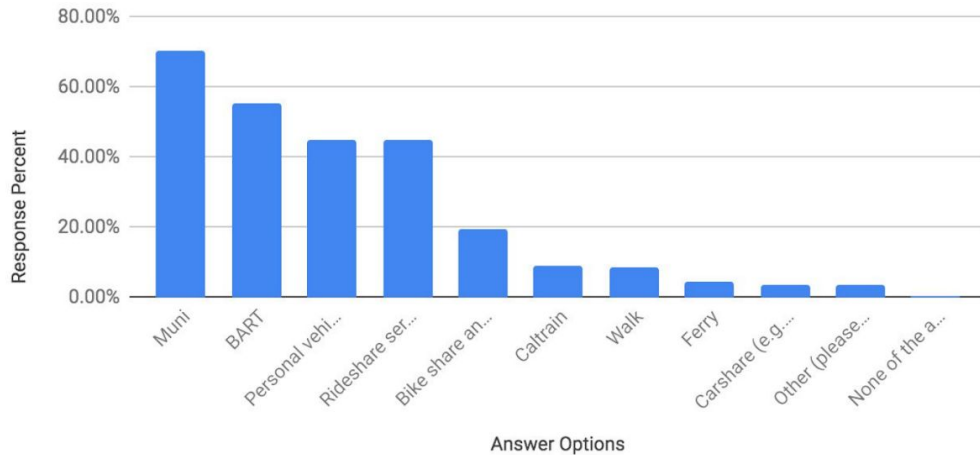
1. How often do you ride a bicycle for transportation in San Francisco?





New for 2019

5. Besides biking, what other forms of transportation do you use the most when traveling to or within San Francisco?

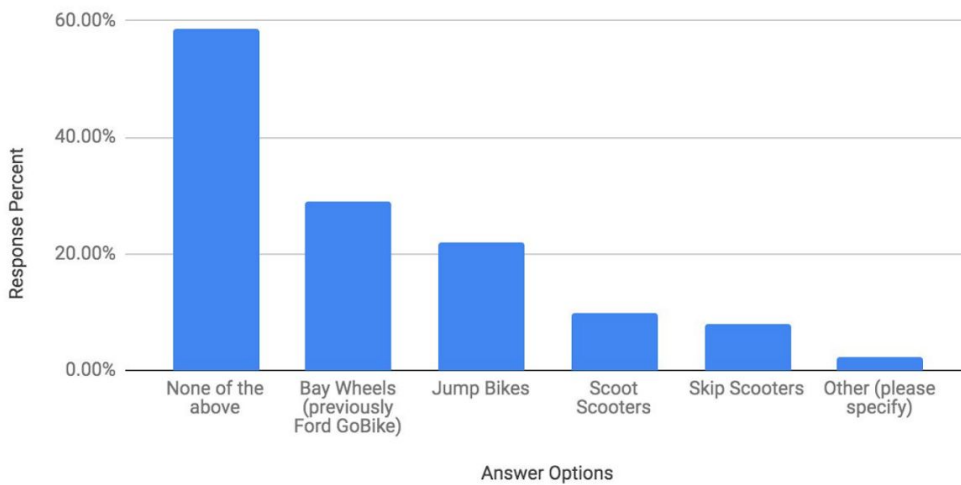


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New for 2019

6. Do you use any of the following micro-mobility sharing systems?



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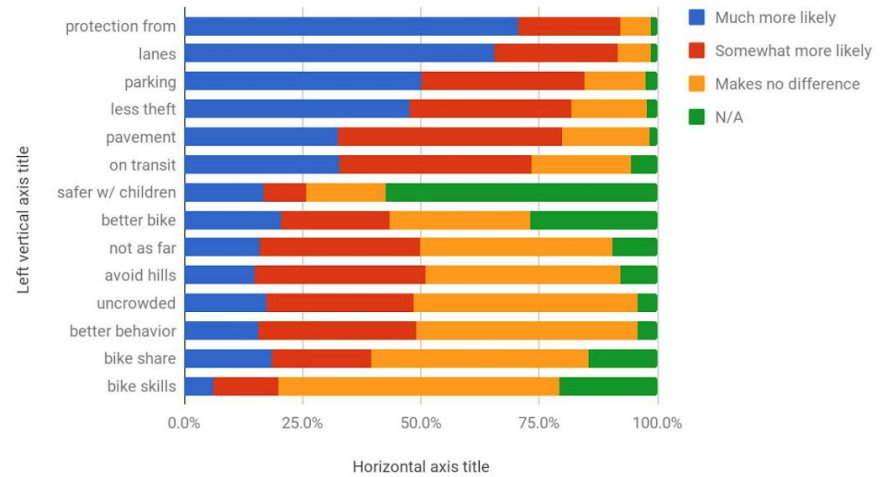




Our members would bike more if...

1. More protection from motor vehicles
2. More bike lanes
3. More secure bike parking
4. Less fear of bike theft
5. Smoother pavement

Reasons members would be more likely to bike more



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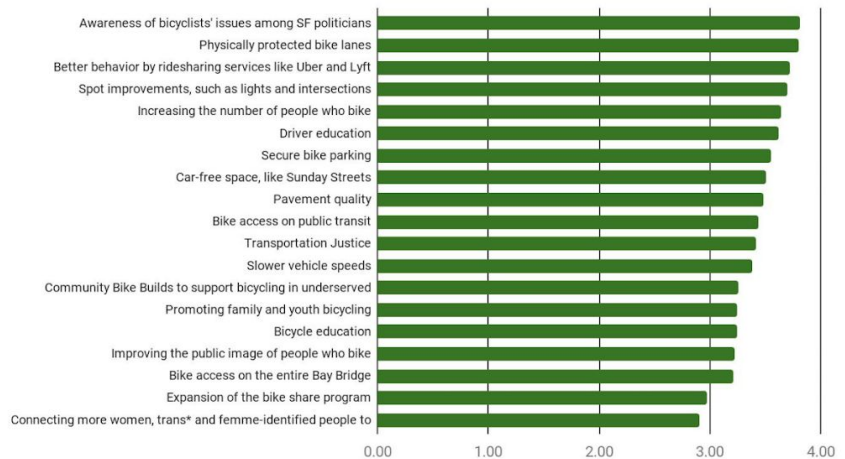




Member Priorities

1. Awareness of bicyclists' issues among SF politicians
2. Physically protected bike lanes
3. Better behavior by ridesharing services like Uber and Lyft

Please rate how important each of the following issues is, in your opinion, for better bicycling in San Francisco.



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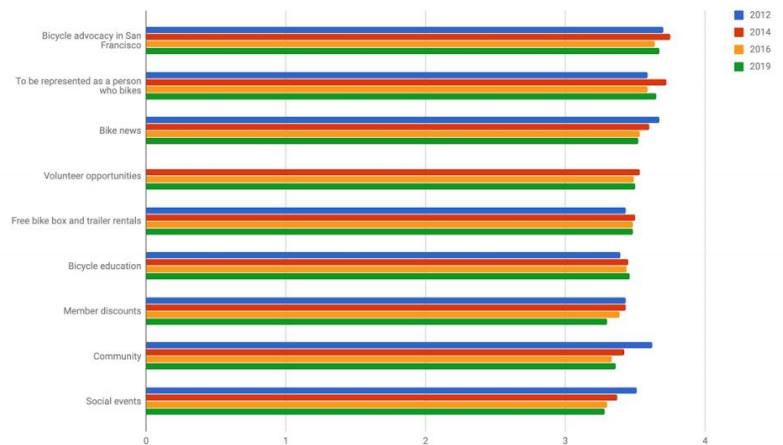




Member Satisfaction

1. Bicycle advocacy in San Francisco
2. To be represented as a person who bikes
3. Bike news

Satisfaction with member services.



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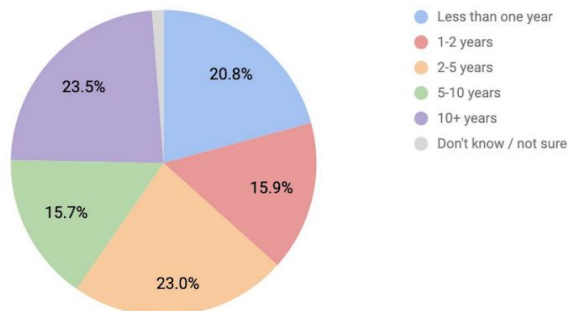




Membership

- 96% plan to renew (hooray!)
 - Actual retention rate = ~60%
 - Top reason for not renewing is moving
- Average member tenure is up
 - Percentage of new members is up
- Joined/Renewed because of advocacy
- 20% of members have at least one child under the age of 18 living in their house (vs 18% of San Franciscans) and 18% of members ride with their kids

8. Approximately how long have you been a San Francisco Bicycle Coalition member?



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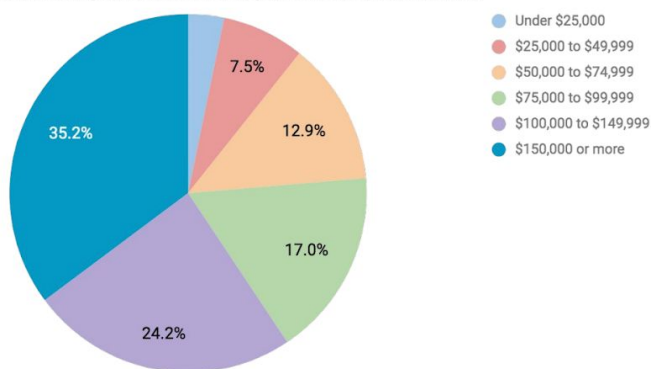


Demographics

Our average member...

- Is white (79%) and male (61%)
- Rents (54%) instead of owns (44%)
- Owns a car (63%)
- Is 44 years old
 - Average age continues to increase
- Has post-graduate education (51%)
 - Over 90% are college graduates
- Makes well over \$100k a year

32. Please select the range that best describes your individual annual income?



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Growing our Movement

- What can the Board do to diversify our membership in these areas?
 - Women (35% of members vs 51% of San Franciscans)
 - POC (21% vs 53% of San Franciscans)
 - LGBTQ+ (20% vs 15% of San Franciscans)
 - Under 24 years old (3% vs 24% of San Franciscans)
 - Lower income (10% have an annual income under \$50k)
 - Folks who live in the outer neighborhoods of San Francisco
 - 40% of our members live in three central zip codes: 94110, 94117, 94114

stbike.org





Appendix C: 2018 Audit Memo



FINAL

MEMO

August 1, 2019

To: Audit Committee members, San Francisco Bicycle Coalition Board of Directors

From: SFBC Staff (Brian Wiedenmeier, Rahul Young, and Janelle Wong)

Re: The San Francisco Bicycle Coalition and the San Francisco Bicycle Coalition Education Fund Response Letter to Audit of 2018 Financials, Auditor's Communication of Control Deficiencies Letter, and Auditor's Communication With Those Charged With Governance.

Overview: The SF Bicycle Coalition and SFBC Education Fund underwent a financial audit for the 2018 calendar year. For this audit year the organization rehired the auditors that reviewed and prepared the 2017 audited financials. The auditors reviewed the information from 2018 to prepare the audited financials for the second year in a row. The fieldwork was performed in April 2019, and the draft audit report was received by staff in June 2019. The external auditor's report was favorable **[document attached]**. The CPA also provided one internal document for management's consideration, *Auditor's Communication With Those Charged With Governance* **[documents attached]**. This document provides suggestions about ways the SF Bicycle Coalition can continue to improve its financial practices.

The Board's Audit Committee and staff met with the CPA on August 1, 2019 to review the auditor's report. In advance of that conversation, staff has created an internal response to each of the CPA's suggestions. A summary of each recommendation appears below with staff's suggested action plan. Please see the attached documents for the full text of the auditor's recommendations.

The full Board of Directors will review and, hopefully, formally accept the auditor's report at its **September 2019** Board meeting.



Staff Response to Auditor's Recommendations:

Significant Deficiencies

A significant deficiency is a control deficiency or combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance. The auditors considered the following to be significant deficiencies:

Payroll

During review of the 2018 financials, auditors noted that there were three withdrawals for payroll in December, instead of two, by the outsourced payroll provider. The recommendation is to have a separate payroll bank account purposes to mitigate the risk of future erroneous withdrawals of funds by the outside service provider.

SFBC Response:

The withdrawal of a third payroll amount for the month of December was done in error by our third party provider Paychex. Historically, for payroll purposes the organization has tried to make sure that the final pay period in December is paid as of December 31st. In this case the request was made and the third party provider did not correctly execute this request. The staff will for 2019 and forward to not make this requested change in the month of December and have payroll be paid on the 10th day of the next month for pay periods that are from the 16th to 30th/31st.

Segregation of Duties

During testing, the auditors noted that the Executive Director both requested and approved an expenditure. The auditors recommend that the functions of requesting and authorizing payments be separated to mitigate the risk of employee dishonesty or error.

SFBC response:

There is a policy that requires that the Development Director to sign the expenditures or check requests of the Executive Director. The staff do follow this policy in the course of conducting the financial function of the organization. However, during 2018 we did not have a Development Director for half of the year and the Deputy Director would sign these types of documents. This one transaction out of thousands of transactions in a year was missed.

To insure that this does not happen again, the Deputy Director now signs and approves all



of the credit card expenditures and check requests made by staff including for the Executive Director. When an expenditure or check request is made by the Deputy Director then the Executive Director will approve that expenditure.

Please note that the Operations Director does review all expenditures against budget, as they are entered into the bookkeeping software, even though this staff person does not approve the expenditure there is an additional control on the documentation.

Additional Auditor Recommendations:

Stale Receivables

Recommends Board of Directors to create a process to write off receivables that are old. We have pledges that date back to 2015.

SFBC Response:

The staff do have a quarterly meeting to go through receivables to make sure that receivables is up to date. As part of this process at the close of the calendar year staff go through old receivables to see if there are ones that should be written-off before the new calendar year begins. Staff has reduced the amount of uncollectible receivables and staff review line by line to make sure that some receivables are collectible either under an enforceable contract or verbal confirmation that a pledge will get paid.

Bank Deposits in Excess of FDIC Insurance Limits

The Organization does all of its banking with one financial institution. The result of doing all banking with a single financial institution is that the Organization's bank deposits exceed the insurance limits provided by the Federal Deposit Insurance Corporation. The recommendation by the CPA is to consider establishing at least one additional banking relationship to ensure that all deposits are protected.

SFBC Response:

The staff agree to continue a low priority effort to diversify the organizations money to keep deposits below the \$250,000 FDIC limits. During the 2019 year, the organization transferred \$50,000 to Redwood Credit Union to start the process of transitioning funds to other financial institutions. While our deposits with Wells Fargo will still exceed the FDIC insurance limits even with the RCU account open, this does diversify our holdings and mitigate some of the potential risk.

Insurance Coverage



The organization does not have fidelity bonding coverage. This insurance is to minimize the potential loss if an instance of theft were to occur.

SFBC Response:

The staff can review the cost of this insurance with our two insurance companies and make a determination on the cost benefit of this type of insurance.

Vacation Accruals

The auditors noted that employees have the option to take an advance on vacation accruals. In the event the employee leaves employment, there is no policy to obligate the employee to reimburse the organization for any advance of vacation days taken. The recommendation to management is to adopt a clear policy over the terms of vacation accruals and advances on vacation accruals to reduce the risk of inaccurate vacation payouts and potential loss on advances if any employee terminates.

SFBC Response:

The staff are in the process of refreshing the employee handbook and will be including a policy to be clear about the obligation of employees that take an advance on the vacation and then terminate their employment.

Bank Reconciliations

During testing of the December 31, 2018 bank reconciliations we noted there were reconciling items that included several outstanding checks dated between 2012 - 2017, totaling about \$10K. The auditors recommend that the stale checks over three years be reviewed and submitted, if applicable to the State of California in order to comply with California's Escheat Laws over unclaimed property.

Staff Response:

The staff can review the stale checks to see if any meet the requirements of California Escheat laws. This process will be a low priority for the coming fiscal year given the relatively low amount of money involved. Please note that a journal entry was made to off-set this checks per the 2017 audit so that the ending balances reconciled with the auditor's workpapers. The review of the stale checks would be an additional step towards full compliance.