



Minutes of the San Francisco Bicycle Coalition Board of Directors meeting
August 27, 2019
San Francisco Bicycle Coalition Office
1720 Market Street, San Francisco CA

Directors in attendance	Alexandra Sweet
	Andy Thornley
	Brad Williford
	Jane Natoli (Secretary)
	Jean Kao (President)
	Juli Uota
	Kelli Shields (phone)
	Marie Jonas
	Mary Kay Chin
	Meaghan Mitchell
	Nic Jay Aulston
	Preston Rhea
	Robin Abad Ocubillo (Treasurer)
	Sarah Bindman
	Shirley Johnson
Directors absent	None
Staff	Brian Wiedenmeier (Executive Director)
	Rahul Young (Deputy Director)
	Kelsey Roeder (Membership Manager)
	Janice Li (Advocacy Director)
Guests in attendance	Roger Rudd
	Will Rostov
	Lisa Zahner
	Renee Curran
	Hugo Kobayashi
	Niles Swinney
	Torey Tibbets
	Jason Kruta
	Chris Thoma
	Benjy Caplan
	Ruach Graffis
	Hae Min Cho
	Gabriel Markoff
	Stephane Kane
	Robert Rogers
	Tim Aumiller



	Howard Williams
	Maria Shulman
	Susan Mooney
	Jen Snyder
	Dean Preston
	Jennifer Bolin
	Jeff May
	Ruha
	Mattias

Start	The meeting was convened with quorum at 6:30 pm.
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Agenda Item		Purpose	Presenter
1	Check-In and Introductions	Information	All
What is one thing you are curious about, and how would you go about learning about it?			
2	General Public Comment	Information	Guests
<p>Most members showed up to voice their support for candidates that they hoped the San Francisco Bicycle Coalition would endorse in races. In total, 18 people expressed their support for Dean Preston for District 5 Supervisor, 3 expressed support for Vallie Brown for District 5 Supervisor, and several also expressed support for Chesa Boudin for District Attorney.</p> <p>Susan expressed appreciation for the organization's commitment to create a safer, stronger community</p> <p>Dean also spoke on his behalf and asked for the board's consideration in the endorsement vote.</p> <p>Howard acknowledged the current state of transportation as it relates to issues such as TNCs is unacceptable and that it is something we can all agree on while realizing the people driving are not to blame</p> <p>Jean expressed appreciation for everyone sharing their comments with us</p> <p>Preston provided an overview of a Robert's Rules handout as a tool to promote orderly discussion</p>			
3	Consent Agenda	Action	Jean Kao
<p>Marie moved to approve the July 23, 2019 and August 11, 2019 minutes. Preston seconded</p> <p>Shirley raised a concern that Susan was present at the August 11, 2019 meeting though it was a closed session. Jean acknowledged this while noting Susan is under a confidentiality agreement due to the work she is engaging the board on</p> <p>Sarah amended the motion to approve the July 23, 2019 and August 11, 2019 minutes separately. Preston seconded</p> <p>Everyone voted in favor of approving the July 23, 2019 minutes except for Andy, who abstained</p>			



Everyone voted in favor of approving the August 11, 2019 minutes except Brad and Sarah, who both abstained

The board received over 30 emails since the previous meeting, with 18 from individuals asking the board to support Dean Preston for District 5 Supervisor, 14 asking the board to support Vallie Brown for District 5 Supervisor, 2 asking the board to support Suzy Loftus for District Attorney, 1 asking the board to support Chesa Boudin for District Attorney, and 1 enquiring about the board's conflict of interest policy

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

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

Brian highlighted Goal 1 and the objective of building a bike network. In specific, he pointed out the new lane on 7th between Townsend and 16th is the first to use the city's new quick build approach as well as a new protected bike lane on Terry Francois Blvd connecting Oracle Park and Chase Center, with plans for a two-way bike lane on Lefty O'Doul as well

Chase Center is set to open and the Bike Coalition will be providing valet parking at Metallica with the SF Symphony, the first official event. There is a new position to manage the bike valet program at Oracle and Chase as well as other events as well. The hope is other cities will follow the model of Chase Center in terms of its bike valet.

There is an open house about Page Street right now which staff is currently attending. The two main improvements include a protected lane on the downhill portion of Page approaching Octavia as well as turn restrictions onto Octavia to help alleviate the blocks long backup seen at times and provide a safer street for people biking and walking.

Better Market Street is kicking into high gear and will be going before the SFMTA Board of Directors in October. The Bike Coalition has brought on a part-time campaign organizer to help with the work for this transformational opportunity for change and build consensus in the community.

Regarding programming, earlier in the month, the Bike Coalition hosted its largest community bike build of the year, partnering with B Magic in the Bayview, teaching the rules of the road, giving away helmets and locks, and teaching them how to ride, all with bilingual support. Brian thanked Jean, Marie, and Kelli for volunteering.

Safe Routes to School is back in gear with school starting and David Gajer taking over the program. The aim is to engage all 103 schools in San Francisco this year, with opportunities to engage middle schools and high schools for the first time.

Nic Jay inquired about the balance between improvements in infrastructure/street safety and programming as it relates to building a more representative Bike Coalition. Brian acknowledged there is work to do in building relationships again throughout the City as new staff members have come on board and asked the board to provide feedback on any communities that they feel may not be receiving as much support as we are aiming to provide.

Financial Report



See Appendix B - July 2019 Financial Statement

The July financials are in and they are not quite what was planned for, however some of that was due to realizing a large gift earlier than expected. There was also a budgeted item for the Google Next conference which did not end up happening. Going forward, salaries should adequately reflect budgeted expectations now that outstanding open positions in the past have been filled.

While the organization is still in the black, it is not where budgeting anticipated it being and Development will be focusing on that work. Robin added that there were some minor oddities with some invoicing for work such as Golden Gate Transit, but nothing material.

Marie asked about how Golden Wheel is reflected in terms of when it is on the budget. Brian responded that it did well and is reflected in our financials.

5	Board Elections Blog Post	Action	Alex Sweet
<p>Alex started off by thanking board members for the comments and questions they provided regarding the candidate skills and questionnaire to refine the board recruitment process, and especially acknowledged the work of Jean in this regard to make it a more robust questionnaire.</p> <p>The committee put together a blog post to advertise director elections and recruitment that requires board approval, to be included in the fall Tube Times, with a deadline coming next week to ensure that it appears in print. The board inquired about specifics, such as what other places this post might appear, how it is represented in Tube Times, with Brad in particular highlighting some minor misalignment between dates in the resources and Shirley noting a slight misalignment between the skills and experience listed in some locations as well.</p> <p>Robin moved to approve the blog post including hyperlinks to the handbook, questionnaire, and other board recruitment material as well as edits to align the skills/experience, and dates, Marie seconded</p> <p>Shirley raised the point that the recommendation process has not been discussed or approved and expressed concern, asking that the board amend the motion to have some language which acknowledges that.</p> <p>After further discussion by the board, the question as to whether to approve the blog post including hyperlinks to the handbook, questionnaire, and other board recruitment material as well as edits to align the skills/experience, and dates with language acknowledging the board recommendation process is still being determined while giving Board Development final approval on edits was called.</p> <p>All in favor except Robin, who abstained</p> <p>Nic Jay thanked everyone for their patience with the process</p>			

6	New Membership Levels	Action	Sarah Bindman
<p>See Appendix C - Membership Level Proposals</p> <p>Sarah started off by thanking everyone who put in the work on the updates to the membership levels</p> <p>The committee kicked off the presentation, including historical analysis of the last time membership levels were adjusted in 2008. The goal of this analysis and the committee recommendations is to update those decade-old</p>			



levels so that they more adequately reflect our current strategic priorities, which include building a more diverse Bicycle Coalition that reflects the diversity of our city, while still meeting our fiduciary responsibilities. Membership fees and dues account for 35% of the organization's revenue and this is an opportunity to increase the power of members and of membership.

The committee looked at over 30 peer organizations as well as similar membership organizations in the Bay Area and beyond. Modeling revealed these changes will affect approximately 40% of the membership who are currently paying the base rate or some other discounted rate and ran modeling to determine how this may affect retention among other things while assuming a new-join rate for the proposed limited-income membership. The proposed changes include a new limited-income membership at \$15/year and an increase of the base membership rate to \$45/year to be rolled out in February 2020.

The board discussed and asked questions about some of the mechanics, including questions about possible gift memberships, how the self-identification of limited-income members will work, and further diversification of business memberships to make member discounts more appealing.

Kelsey provided some insight into some of the data in the member survey highlighting the need to provide more accessible memberships which she will present more about next month. She also provided an analysis of the backend work that will be required to enable any potential changes, indicating a need for communications, updated forms, and updated data in the system, with an estimate of 3 months of work to make any potential updates.

Sarah noted that this proposal was developed in conjunction with staff and they still have a lot of work to do to implement any potential changes.

Marie moved to adopt the new proposed membership levels and timelines, Andy seconded

All in favor

7	Closed Session	Action	Jean Kao
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Robin moved for the Board to go into closed session, Juli seconded

All in favor

8	Executive Director Performance Review	Action	Marie Jonas
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The Personnel Committee presented the Executive Director review. After some discussion and questions, the board moved to approve the Executive Director review and proposed salary increase.

The motion passed.

9	Board Endorsements	Action	Jane Natoli
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The Endorsements Committee facilitated a discussion of the recommended endorsements as well as the offices and ballot initiatives up for consideration.

The board made a motion to approve a sole endorsement of London Breed for Mayor. The motion passed.



The board made a motion to not endorse any of the remaining ballot measures (Props A, B, C, E, F) not previously endorsed by the board. The motion passed.

Robin left the meeting at 9:01 pm

The board made a motion to approve a sole endorsement of Suzy Loftus for District Attorney. The motion passed.

Marie left the meeting at 9:15 pm

The board moved to dual endorse Vallie Brown and Dean Preston for District 5 Supervisor. The motion failed.

The board moved to not endorse in the District 5 Supervisor race. The motion passed.

The board moved to approve a blog post regarding the endorsements of the board. The motion passed

10	Adjournment	Action	Jean Kao
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Motion to adjourn the August 27, 2019 meeting of the SF Bicycle Coalition Board of Directors at 9:48 pm
Andy moved, Juli seconded

List of Appendices

Identifier	Title
A	Strategic Plan Dashboard
B	July 2019 Financial Report
C	Membership Level Proposals

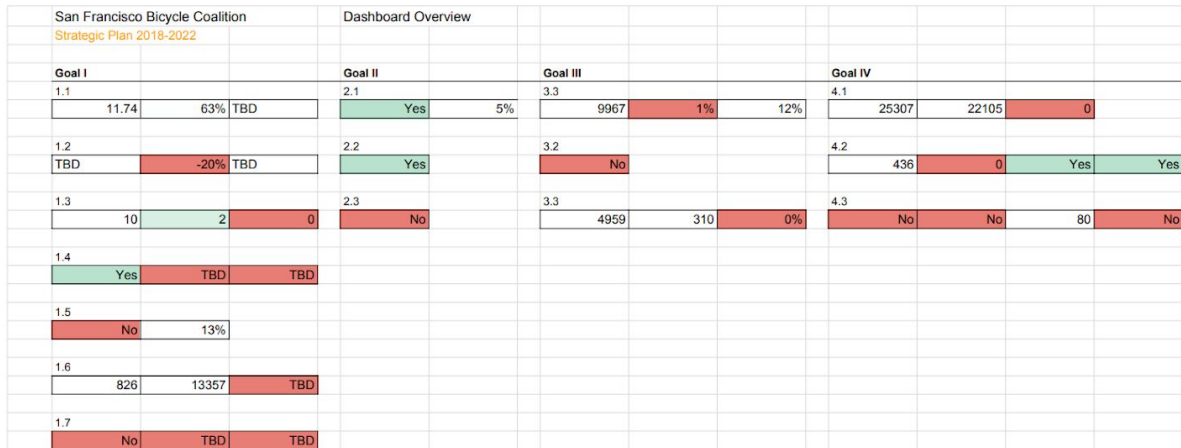
Signature

Jane Natoli, Secretary

A handwritten signature in black ink, appearing to be "Jane Natoli", written on a light-colored background.



Appendix A





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	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%	TBD
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>					
Goal	Yes	50%					
Actual	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>				
Goal	3000	75000	300%				
Actual	826	13357	TBD				
1.7 Decrease bicycle theft.							
	<i>Establish bike theft unit</i>	<i>Decrease in bike theft</i>	<i>Increase in bike registration</i>				
Goal	Yes	50%	50%				
Actual	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.			
	Win all endorsed revenue measures	New revenue allocated to bike & ped projects	
Goal	Yes	10%	
Actual	Yes	5%	
2.2 Ensure new and emerging mobility technologies and services, especially transportation network companies (TNCs) and delivery services, are safe and complement bicycling.			
	Enact Policies		
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.			
	All endorsed candidates elected		
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>				
Goal	12000	5%	50%				
Actual	9967	1%	12%				
3.2 Build an organization whose members, board, and staff reflect San Francisco's demographics.							
	<i>Annual demographic report</i>						
Goal	Yes						
Actual	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>				
Goal	10000	250	10%				
Actual	4959	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>	50000	30000	25%		
<i>Actual</i>	25307	22105	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>	1000	50%	Yes	Yes	
<i>Actual</i>	436	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	2500	Yes	
<i>Actual</i>	No	No	80	No	



Appendix B - July 2019 Financial Statement



July 2019 Financial Statement

July 2019 Financial Statement SFBC & SFBC Education Fund Combined

	Instructions								Total Budget	YTD Trend Projection
	July				Year To Date (Apr 19 - July 19)					
	Actual	Budget	Fav/(Unfav)	%	Actual	Budget	Fav/(Unfav)	%		
Income										
Membership Dues	25,254	23,825	1,429	6%	140,356	135,975	4,381	3%	368,475	380,347
Individual Contributions	5,610	61,900	(56,290)	-91%	92,120	110,750	(18,630)	-17%	545,500	453,738
Foundation Grants	7,500	10,583	(3,083)	-29%	42,500	84,332	(41,832)	-50%	181,996	91,719
Business Partner Support	3,874	6,750	(2,876)	-43%	28,181	50,500	(22,319)	-44%	182,750	101,982
Events and Benefits	102,520	101,500	1,020	1%	259,995	237,975	22,020	9%	527,100	575,873
Program Service Fees	10,468	24,190	(13,722)	-57%	52,268	65,095	(12,827)	-20%	255,123	204,851
Contracts	40,221	47,760	(7,539)	-16%	203,766	218,962	(15,196)	-7%	512,258	476,707
Sales	4,787	4,650	137	3%	9,939	10,400	(461)	-4%	24,150	23,080
Misc Income	8	7	1	14%	32	28	4	14%	84	96
In-Kind Income [NEW]	-	-	-	0%	-	-	-	0%	66,100	66,100
Cost of Goods Sold	(262)	(75)	(187)	-249%	(1,134)	(700)	(434)	-62%	(3,075)	(4,982)
Total Income	199,980	281,090	(81,110)	-29%	828,023	913,317	(85,294)	-9%	2,660,46	2,369,51
Expense										
Salaries and Wages	112,237	125,229	12,992	10%	443,060	479,966	36,906	8%	1,489,108	1,374,606
Payroll Taxes	8,912	10,013	1,101	11%	34,799	38,373	3,574	9%	122,846	111,404
Employee Benefits	9,086	12,336	3,250	26%	39,071	49,446	10,375	21%	150,237	118,714
Professional Services	26,173	13,239	(12,934)	-98%	110,428	64,204	(46,224)	-72%	181,966	312,973
Subtotal Personnel	156,408	160,817	4,409	3%	627,358	631,989	4,631	1%	1,944,157	1,917,697
Program Support	15,372	16,810	1,438	9%	45,931	57,065	11,134	20%	237,820	191,419
Staff Development & Conferences	428	445	17	4%	3,310	2,780	(530)	-19%	8,940	10,644
Travel	719	620	(99)	-16%	3,388	3,105	(283)	-9%	11,565	12,619
Advertising and Promotion	3,382	9,115	5,733	63%	37,419	34,375	(3,044)	-9%	81,585	88,810
Subtotal Program	19,901	26,990	7,089	26%	90,048	97,325	7,277	7%	339,910	303,492
Occupancy	14,216	15,097	881	6%	62,450	63,388	938	1%	210,074	206,965
Office Expenses	3,892	7,035	3,143	45%	27,952	31,575	3,623	11%	100,000	88,526
Depreciation	772	1,319	547	41%	3,113	5,276	2,163	41%	15,823	9,336
Insurance Premiums	-	-	-	0%	2,871	3,100	229	7%	8,100	7,502
Information Technology	976	871	(105)	-12%	8,189	9,935	1,746	18%	55,507	45,752
Subtotal Operating	19,856	24,322	4,466	18%	104,575	113,274	8,699	8%	389,504	358,081
Total Expense	196,165	212,129	15,964	8%	821,981	842,588	20,607	2%	2,673,57	2,579,27
Net Income	3,815	68,961	(65,146)	-94%	6,042	70,729	(64,687)	-91%	(13,110)	(209,760)
	7/31/2019									
Cash Balance	Actual	Budget								
Cash Balance in SFBC	505,273									
Cash Balance in SFBC Ed Fund	175,214									
Total Cash	680,487	803,190								
O [1]	3.3	3.9								
Avg of the next 3 mo. of expenses		206,485								
Encumbered Grant Funds Remaining	0									
Open Invoices	309,030									
Deferred Revenue	60,721									



Appendix C - Membership Level Proposals



Membership Levels Proposal

Membership & Fundraising Committee
August 2019





A lot has changed in 10 years

Our city and streets have changed dramatically

SF Bicycle Coalition impact has grown in a huge way

Our membership has grown and evolved



A lot has changed in 10 years

Our city and streets have changed dramatically

SF Bicycle Coalition impact has grown in a huge way

Our membership has grown and evolved



Goals for updating our membership levels

- 1 Build a more diverse membership base
- 2 Meet fiduciary responsibility while increasing member engagement





1 Build a more diverse membership base

Strategic Goal: "Build an organization whose members, board, and staff reflect San Francisco's demographics"

- To reach our diversity goals, we need to reduce barriers to entry for membership
- Raising our base rate will allow us to offer subsidized memberships to folks who otherwise would not be able to afford joining



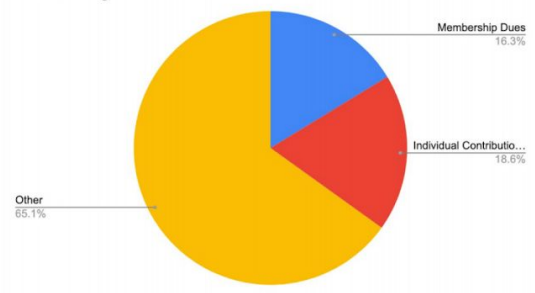
2

Meet fiduciary responsibility while increasing member engagement

Fiduciary Responsibility: Ensure that SFBC is able to meet its financial targets

- Membership dues are a critical source of revenue
- Raising our base rate will increase the power of our membership as their fees make up a larger percentage of our revenue

Fundraising Sources





Membership Levels Proposal

<div>\$45</div> <div>Standard</div>	<div>\$15</div> <div>Limited Income</div>
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All members receive the same perks and benefits

\$15 additional household members



Process

Survey peers: Reviewed pricing structures at over 30 organizations

Analyze member data: Look at existing membership data to understand demographic and income distributions

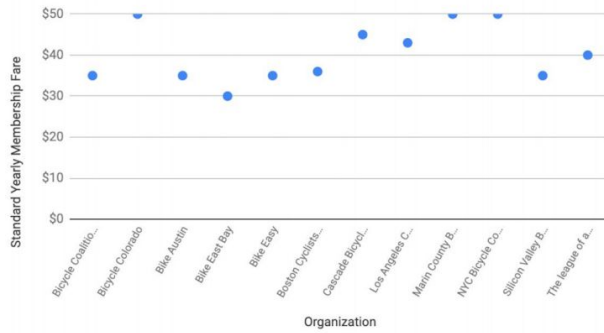
Model changes: Simulate revenue and retention changes to ensure organizational sustainability

Validate proposal: Worked with Staff to design a new proposal

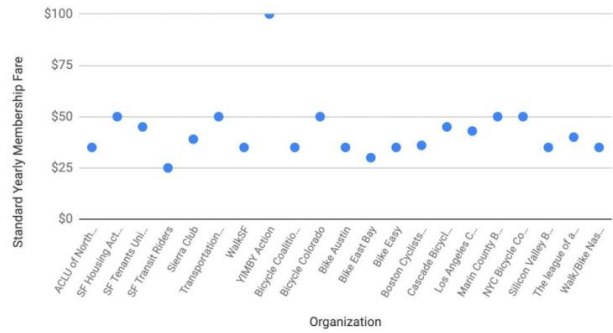


Peer Analysis

Yearly Membership Rate by Bicycle Advocacy Organization



Yearly Membership Rate by Advocacy Organization





Price Model

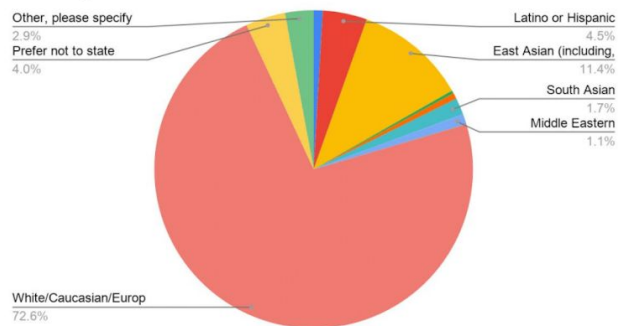
(Includes folks who will be affected by price change)

Membership Level	Membership Cost	Number of Individuals**	Total	Proposed new cost	Estimated # of Members under new structure****	Total
Discounted***	\$25.00	306	\$7,650	\$35	260	\$9,104
Bike Ed Discount*	\$27.28	31	\$846	\$37	26	\$982
Basic (\$35)	\$35.00	3,548	\$124,180	\$45	3,016	\$135,711
\$36 - \$45		123	\$4,620	\$45	105	\$4,705
Low Income	-	-	-	\$15	301	\$4,517
Total		4,008	\$137,296		3,708	\$155,018

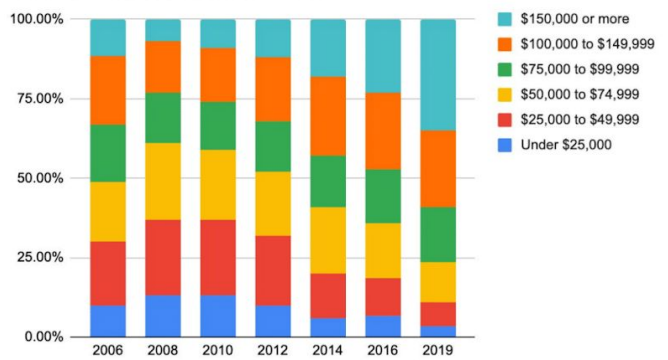


Member Data Analysis

Ethnicity Breakdown 2019



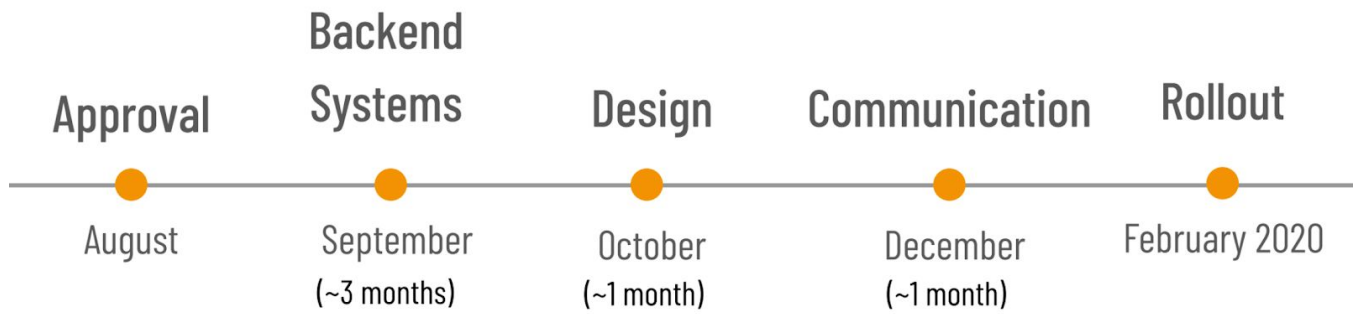
Income distribution 2006 - 2019



*This is sample data from 2019 member survey and represents self-reported data.



Timeline



Proposal Validation with Staff

- This membership proposal was made in conjunction with staff input. Brian, Adam, and Kelsey took part in Membership + Fundraising meetings.
- Our membership manager (Kelsey) thought this was an important step to support our work, and our strategic goals around diversity and revenue.



Thank you

