



2021 SF Bicycle Coalition Board of Directors' Candidate Recruitment Election Handbook

Whether this is potentially your first experience with board service or you're a seasoned nonprofit board president, we hope this handbook will help you better understand the roles and responsibilities of serving on the San Francisco Bicycle Coalition board, as well as the plans and key dates for the upcoming election process.

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Candidate Action Dates

Summary of everything you'll need to submit as part of your candidacy:

Date	Deliverable	Action
Jan 1, 2021	Candidate Questionnaire	Submit online form
Jan 1, 2021	Resume	Email to boardnomination@sfbike.org
Jan 15, 2021	Active membership deadline Intent to Run <ul style="list-style-type: none">• 150-word statement• photo	Join or renew your membership email to boardnomination@sfbike.org
Jan 25, 2021	Remarks and questions	Deliver at board candidate forum

Board Director Roles & Responsibilities

Each board director plays a critical role in San Francisco Bicycle Coalition's reputation, sustainability and success by adding to the board's capacity in several critical ways:

Serve as our ambassadors in the community

Board directors share our values and story, promote our achievements, cultivate prospective donors and board members, and increase the number and diversity of people engaged in our mission. To make their best contribution, board directors leverage their personal and professional connections and reach out into the community to secure expertise and access. All board directors keep up to date on our key messages and target audiences and consciously carry our cause out into the world.

Help safeguard and maximize our assets

Board directors bring an inquiring mind to fiduciary issues, sustainability and risk. They recognize the legal obligations of their board service, avoiding conflicts of interest, making informed decisions and ensuring that funds are used effectively and efficiently to realize our mission. To make their best contribution, all board directors educate themselves about issues of liability and pay attention to signs of financial trouble.

Help create winning strategies

Board directors bring their expertise and best thinking to expand strategy and policy discussions. They guide our strategic plan and priorities, monitor performance, and evaluate the impact we are having. They help identify trends, opportunities and challenges, and ask powerful questions about the assumptions that underpin our strategies. To make their best contribution, they learn about issues likely to shape our future and keep informed about our work, strengths and needs.

Make a powerful contribution to our sustainability

Board directors give a personally significant financial donation each year, strengthening our fundraising message by giving us a "100%-giving board". They talk to potential donors about our work and give them the opportunity to support our mission through major gifts and other donations. To make their best contribution, each board director sits down with staff to talk openly and honestly about people they know who can help us reach our fundraising targets.

Help create an intentional culture

Board directors partner with staff to align values, ways of working, and board and staff behavior. They keep San Francisco Bicycle Coalition's core mission, vision and values central to all decision making and ensure their practice.

See what needs to be done

All board directors are team players. They step forward to take on assignments and responsibilities, and help to bring about our vision for our future board.

Fiduciary Duties

<https://www.boardeffect.com/blog/fiduciary-responsibilities-nonprofit-board-directors/>

Nonprofit board directors have three fiduciary responsibilities for which they are legally responsible.

Duty of Care

Duty of care means that board directors must give the same care and concern to their board responsibilities as any prudent and ordinary person would. This means board members should be actively participating in board meetings and on committees. It also means that they should be actively working with other board directors to advance the organization's mission and goals. They can fulfill their responsibilities by overseeing and monitoring the nonprofit's activities. Board directors should be able to read and understand financial reports and be willing to question expenditures and examine variances. They are also responsible for strategic planning and achieving the nonprofit's short- and long-term goals.

Duty of Loyalty

Duty of loyalty means that board directors must place the interests of the organization ahead of their own interests at all times. Duty of loyalty means publicly disclosing any conflicts of interests and not using board service as a means for personal or commercial gain.

Duty of Obedience

Duty of obedience means that board directors must make sure that the nonprofit is abiding by all applicable laws and regulations and doesn't engage in illegal or unauthorized activities. The duty of obedience also means that board directors must carry out the organization's mission in accordance with the purpose they stated in getting qualified as a nonprofit organization.

Fundraising

<https://boardsource.org/resources/key-questions-ask-joining-nonprofit-board/>

One of the primary responsibilities of the board, and part of its Duty of Care, is to ensure that the organization has adequate financial resources to carry out its mission. You will need to directly contribute to the financial health of the organization by being a major donor and/or garnering support from others. Be prepared to make connections and introductions to donors, attend fundraising events, and send personal and thank you notes.

Board Meetings

The full board meets the fourth Tuesday of each month (except December) from 6:30 to 8:30pm at the San Francisco Bicycle Coalition offices. During a typical board meeting, committee chairs report on their committee's work and the board discusses broader issues.

At the start of the year, all board directors will also attend an annual all-day retreat.

Board Officers

Board officers are elected by the Board of Directors and serve for 1 year.

President

The President is the board liaison to the Executive Director and presides over full board meetings. They set the priorities and agendas for each full board meeting, and facilitate discussions in a fair and just manner according to our Community Agreement. The President also checks in with the committees and individual board directors throughout the year.

Secretary

The Secretary takes the official meeting minutes and is responsible for ensuring any official documents are accurate as the organization's representative and signer.

Treasurer

The Treasurer leads the budget approval process and reviews monthly financial statements to ensure good financial governance of the organization. The Treasurer is also a signer on the bank accounts.

In addition to the individual responsibilities described above, the officers and Executive Director form the Executive Committee which can make emergency decisions on very specific topics for which no board guidelines or prior guidance exist, with following approval by the full board.

Board Committees

Most board work is done in committees and board directors are asked to serve on at least 2 committees. Current committees are:

Board Development & Governance

Board Development & Governance manages the board elections process and plans the annual retreat. During the year the committee can also recommend board training, develop a board leadership pipeline, and engage former board directors. The committee ensures that the organization's bylaws and policies are up-to-date and provide proper guidance in achieving our mission and strategic plan.

Endorsements & Audit

Endorsements & Audit leads the political endorsements process in partnership with the Advocacy Director (staff) as part of our strategic plan to *"Elect powerful champions for bicycling as mayor of San Francisco, in key supervisorial districts, and to other important offices citywide."* They also oversee the annual financial audit which is conducted by a 3rd party.

Finance

Led by the Board Treasurer, the Finance committee is responsible for leading budget reviews and monthly finance reporting, as well as ensuring that recommendations from the audit are implemented in a timely manner.

Membership & Fundraising

The Membership & Fundraising committee works closely with staff on a key goal in our strategic plan, *"Grow, engage, and empower our membership to strengthen our organization and deepen community support for bicycling."* The committee also supports the board's fundraising efforts.

Personnel

This committee is comprised of the board officers. They're responsible for leading the performance review of our executive director and bringing a salary recommendation to the full board. The personnel committee also leads the search for a new executive director if that event arises.

Board committees can change each year depending on the needs of the organization and strengths of the board directors. Most committees meet monthly for 1-2 hours. In addition to these meetings, board directors will have follow-up work to do at home.

Time Commitment

During the year board directors will help with fundraising (writing emails, calling donors, etc) and attend/assist in events (e.g., Bike To Work Day, Golden Wheel Awards, Winterfest) as leaders and representatives of the organization. Board directors should also attend Ambassador training if they haven't already done so. And it's highly recommended that board directors volunteer to gain first-hand knowledge of all programs and demonstrate support for our work.

In general, you can expect to dedicate **2-4 hours a week** to board work, including attending committees and full board meetings, conducting follow-up work, and attending related SF Bicycle Coalition events. For committee chairs and board officers it can be **20 hours a month or more**.

Community Agreements

Part 1: Tenants of Principled Struggle

Source: Black Youth Project 100

<https://byp100.org/wp-content/uploads/2018/08/Freedom-Forecast-8-4-18.pdf>

Principled Struggle

To learn, and to grow, is to struggle. Struggle is a condition for change and liberation. We've learned from our elders that to disagree and grapple with each other is an inevitable and necessary part of movement work and how we will ultimately get free. As an organization we strive to engage in Principled Struggle, (attributed to NTanya Lee), and work to foster and cultivate spaces for our embers, coalitions, and communities to move through conflict in a way that makes us better.

We struggle for the sake of deepening our collective understanding and getting to greater unity. To do this, we must each commit to:

1. Being honest and direct while holding compassion.
2. Have side conversations and one-on-ones to help us get to better and build us up.
3. Be responsible for our own feelings and actions.
4. Seek deeper understanding. (We ask and read first).
5. Consider that this may not be the container to hold what you need to bring.

Part 2: Principled Struggle

We engage in Principled Struggle to build greater unity and power for positive change. These Community Agreements support our commitment to Principled Struggle:

1. **RELATIONSHIP GRACE:** Healthy relationships are key to our success, we give each other the benefit of the doubt, forgive each other for our mistakes, recognize and value our differences and we are kind to each other.
2. **10 PEOPLE-10 TRUTHS:** Multiple things can be true at the same time, and we can legitimately experience the same event very differently. In groups there are multiple truth in groups. What is true for me may not be true for you. And that is ok. We seek from our own experience, we seek to understand each others perspective before challenging each others ideas.

3. **INQUISITIVENESS:** We listen deeply and speak from the heart. We seek first to understand, then to be understood.
4. **MOVE FORWARD-MOVE BACK:** We are responsible for our own participation and creating space for the participation of others. If we tend to be forward and speak out a lot we are intentional about letting others come forward and speak up. If we tend to be back and not participate, we push ourselves to speak up and participate in the group.
5. **INTENTION-IMPACT:** We are aware that good intentions can have negative impacts. If we are negatively impacted by what someone says, consider asking them about their intention. If we receive feedback that our behavior has had a negative impact on others we listen to understand, learn and grow – we do not challenge each other when getting feedback on our behavior. I think we probably would need to adopt a courageous conversations type framework and provide training on it.
6. **CONFIDENTIALITY-ANONYMITY:** Outside of this space, we do not share information about others, and we do not share each others stories or perspective without asking permission. We share learnings, decisions and process information freely.
7. **ACCOUNTABILITY:** We take responsibility for our feelings, we do not blame others for how we feel. We Taking responsibility for our feelings, not blaming, it's not how somebody made you feel a certain way. This accountability is specifically about how the group works together, not intended to by “big A” accountability.
8. **MEET EACH OTHER WHERE WE ARE, WITHOUT JUDGMENT:** We support each others ongoing growth and seek support for our own,
9. **QUESTION IDEAS, NOT PEOPLE:** We focus on ideas, using our community agreements to resolve differences in opinion and perspective. We do not attack each other or make assumptions about intention.
10. **CRITIQUE TO IMPROVE:** Use questions and suggestions to try to improve others' ideas and not tear them down.

Elections

Board directors are elected by members to serve a 2-year term. Every year, approximately half of the board seats are up for election. Members will be voting for eight board directors during the winter 2021 election.

San Francisco Bicycle Coalition members may nominate themselves or another member as a candidate for the Board of Directors. Interested candidates should review the following:

- Candidate Required and Preferred Skills & Experiences
- Candidate Handbook
- Candidate Questionnaire (preview of questions)

If possible, candidates should try to attend a full board meeting to understand the role and the dynamics of a meeting. Board meetings are usually held the third Tuesday of each month except for December and agendas may be found online at sfbike.org/events The final board meeting for 2020 will be held on December

Timeline

Fall 2020	Board promotes the election amongst members and encourages members to declare their interest.
Jan 1, 2021	Candidates who wish to be interviewed by the board need to do the following before this deadline - <ul style="list-style-type: none">• Submit the online candidate questionnaire• submit resume to boardnomination@sfbike.org
Jan 15, 2021	Membership eligibility deadline: January 15, 2021 at 11:59 pm. You must be a member (join or renew) by this date to vote or run in the elections.
Jan 15, 2021	Candidates must officially declare their intent to run by submitting the following to boardnomination@sfbike.org before this deadline - <ul style="list-style-type: none">• 150-word statement• photo

Week of Jan 18, 2021 Candidate 150-word statements are published in weekly Biker Bulletin email.

Jan 25, 2021 Voting starts. Members will have a chance to vote online or in-person at the San Francisco Bicycle Coalition office throughout the election period.

Jan 25, 2021 Candidates have the opportunity to give a short speech at the annual member meeting and meet with interested members.

Feb 5, 2021 Voting ends at 9:59pm.

Feb 6-8, 2021 Election results communicated to each candidate.

Week of Feb 8, 2021 Election results announced in weekly Biker Bulletin email.

Communications

There are many ways to communicate with your fellow members about your candidacy in the election. Here are all the ways our members learn about you:

1. Candidate statement and photo

This 150-word statement give candidates the space to communicate your main points around who you are, why you're running, and what you'd bring to the board. Please note that candidate statements may include hyperlinks whereby you may share even more information. The statements and photos will appear in several places: the 2020 official election webpage on sfbike.org, on social media, and in multiple editions of the weekly Biker Bulletin email.

2. Candidate questionnaire

This is a brief questionnaire that all candidates are asked to complete. Candidates share about themselves and what they would bring to the board. Questionnaire answers will be available on the San Francisco Bicycle Coalition's website for members to read more about candidates' skills, experiences and strengths to inform their votes.

3. Candidate forum

This in-person event provides an opportunity for candidates to introduce themselves to a live audience of members. This forum will be recorded and uploaded to the official election webpage.

4. Other volunteer or member events before or during the campaign time

Staff will also send out communications on the elections process via multiple emails (Biker Bulletin and direct), website, social media (Facebook and Twitter), as well as in the winter Tube Times. The staff commits to remaining neutral for all official communications about the election.

At over 10,000 members, we are proud to be one of the largest bicycle advocacy organizations in the country. With this great opportunity also comes great responsibility to you and your fellow members. The board, staff and members have concerns about sharing members' contact information (as is a member's right to demand for nonprofits with member-elected boards under California Corporations Code section 6330). There is a concern for members' privacy, as well as concern for members' willingness to share contact information with the SF Bicycle Coalition in the future, which would lessen our effectiveness in rallying support when needed.

Because of these concerns, we respectfully request that all candidates for the board of directors utilize the official process and communicate with members in the five ways provided (as outlined above). To respect members' privacy and the SF Bicycle Coalition's organizational strength and capacity, we request that you not ask for nor use the member list. We commit to provide ample

and sufficient means for candidates to express their viewpoints and reach members, as laid out in this document.

If any candidate does request and receive the member list, we will share this information with members on our online election page and through election-related communications. This will allow members to understand why they are being contacted directly.

We believe that the process presented here provides ample and sufficient means for candidates to express their viewpoints and reach members, while still maintaining the health and effectiveness of our organization.