



**Minutes of the San Francisco Bicycle Coalition Board of Directors meeting.
February 28, 2017
San Francisco Bicycle Coalition offices, 1720 Market Street, San Francisco, CA**

Directors in attendance	Adam Keats
	Amandeep Jawa
	Andy Thornley (president)
	Chema Hernandez Gil
	Jeremy Pollock
	Jiro Yamamoto
	Lawrence Li (treasurer)
	Lindy Kae Patterson
	Lisa Fisher
	Mary Kay Chin (secretary)
	Nic Jay Aulston
	Rocky Beach
	Shirley Johnson
	Jenn Fox
Directors absent	Leah Shahum
Staff	Brian Wiedenmeier (Executive Director)
	Tracy Chinn (Development Director)
Guests in attendance	Elias Zamaria (SFBC member)
	Edward Hasbrouck (SFBC member)
	Maic Lopez (SFBC member)
	Katherine Roberts (SFBC member)
	Austin Cummings (SFBC member)

Start	The meeting was convened with quorum at 6:31pm.
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Agenda Item	Purpose	Presenter
1 Consent Calendar	Action	Andy Thornley
<p>Consent Calendar:</p> <ol style="list-style-type: none"> 1. January 2017 Meeting Minutes 2. Committee Membership & Leadership (see Appendix A) <p>Approval: Motion to approve consent calendar. Jeremy moved. Chema seconded. The motion passed unanimously.</p> <p>Rocky joined the meeting 6:34pm.</p>		



2	Public & General Member Comment	Information	Andy Thornley
None			
3	President's Report	Information	Andy Thornley
<p>Andy requested board members read BART Bicycle Advisory Task Force (BBATF) report in Dropbox. Shirley, speaking on behalf of BBATF, announced they had updated their bylaws to increase the number of representatives from each Bay Area county. They are now looking for additional representatives for counties: San Francisco, Contra Costa, San Mateo, Santa Clara, Alameda. Women and people of color are encouraged to apply.</p> <p>Board@ emails: Peggy da Silva, representative from Members for More Representative Elections (MMRE), voiced continued interest in using ranked choice voting (RCV) for board elections this year.</p> <p>Deep joined the meeting at 6:37pm.</p>			
4	Finance	Information	Lawrence Lee
<p>Lawrence reported a general overview of what the Finance Committee and staff discussed with the proposed draft 2017-18 budget. He reviewed the organization's priorities: first is full staffing and second is fundraising. 2017-18 will be a budgetary rebuilding year.</p> <p>The draft budget predicts a roughly \$78,000 deficit but with 3.06 months of reserve. With this reserve, the Finance Committee felt comfortable with the proposed deficit in the budget.</p> <p>The Finance Committee and staff will have a final budget completed for review and approval at the March board meeting.</p> <p>Discussion:</p> <ul style="list-style-type: none"> Jiro asked which budget line items are least predictable and how confident we are in achieving the budget. Brian said individual and business support lines would be the toughest to predict. Brian stated the goals were ambitious but that being fully staffed, having a full board of committed directors, and with the plans in place, he believes the organization has a good chance of meeting goals. Jeremy asked about the two provisional FTEs listed. Brian responded that they were for a third community organizer and a bike parking coordinator. Brian stated the budget might take a calculated risk but that with a strong year-end appeal where the organization connects people to our mission, we can be optimistic about reaching our goals. 			
5	Fundraising	Information	Lisa Fischer & Tracy Chinn
The Fundraising Committee met and had a constructive strategic session on the best way for each board member to uniquely plug into fundraising.			



Lindy Kae joined the meeting at 6:57pm.

Tracy presented the fundraising calendar (see Appendix B Fundraising Calendar & Slide Deck of House Parties) where major events and calendar appeals were highlighted. The board is expected to participate and help with fundraising at four major events or appeals: Golden Wheel, Bike To Work Day (BTWD), Winterfest and year-end appeal. Lisa stated business memberships are an untapped opportunity and a great way to connect companies to BTWD specific packages, including training staff in advance of BTWD. Board members are also encouraged to host fundraising “house parties”.

Lisa presented the board with a draft fundraising pledge spreadsheet. The Fundraising Committee will email the board requesting each member to complete their fundraising pledges.

Action Item:

Board members are asked to send to Leah any recommendations of members at large to potentially join the Fundraising Committee.

6	Audit	Information	Amandeep Jawa
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Deep reported the Audit Committee would be having their first meeting Thursday 3/2. Brian explained the 2016 audit is currently underway and he sat in on an interview with the auditor. Audits are conducted on a calendar year, not fiscal year, to align with the tax year.

7	Personnel	Information	Adam Keats
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Adam reported the Personnel Committee met on 2/9/17 and the meeting report is available in DropBox. The committee discussed goals for this year as the following:

- Executive director (ED) review – looking at the sixth month review and will conduct the first year review in July 2017.
- Potential strategies for working with the ED to create a more comprehensive compensation strategy.
- Review the employee manual to check for compliance, comprehensiveness and to review/add areas of interest.

8	Strategic Planning	Information	Shirley Johnson
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The next committee meeting will be 3/6 and all board members are requested to join, specifically for the second half where the committee will participate in listening session training.

Staff built a landing page (sfbike.org/strategicplan/) and highlighted areas where members can participate in the strategic planning process.

Shirley clarified because staff are on the committee, all committee documents and communications are located on Google Drive. If any board member would like to be added, please contact Shirley directly. Minutes and reports to the board are located on Dropbox.

The committee has formed working groups to address the member open house and the member survey.

Shirley thanked board and staff for participating in the board/staff strategic planning survey. Survey



results are included in the Strategic Planning Committee report (see Appendix C).

9	Membership	Information	Mary Kay Chin
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Mary Kay reported all data is on Google Drive as there are staff on the committee. Any board member is welcomed to join, please contact Mary Kay directly. The committee will be working directly with the Strategic Planning Committee, specifically with the larger member meeting and listening sessions. The committee plans to support Anna Gore, Member Manager & Business Partner, to synthesize data collected during strategic planning to help guide Anna's 2018 workflow regarding member outreach.

10	Board Development	Information	Rocky Beach
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Rocky reported the committee's first meeting was the previous week and reviewed last year's board election. The committee reviewed positives and negatives. Positives included:

- The caliber and diversity of candidates
- Clear process
- 10% of members voted (more than voted in elections before 2015)

Negatives included:

- 10% of members voted (we would like even more members to vote)
- The tone at Winterfest may have given a mixed message, raising the question of appropriateness of elections at the member appreciation party

In 2017 the committee plans to:

- Partner with the Governance Committee
- Find ways for the membership to get to know the board members better
- Organize board social events

Jenn joined the meeting by phone at 7:46pm.

11	Governance	Information	Adam Keats
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The Governance Committee met and developed a comprehensive list of potential topics to consider:

- Election practices, including codifying how we operate, ranked choice voting (RCV) for our board election voting method, addressing the election calendar, term limits, and board recommendations for board candidates.
- Board practices, including order process for meetings, guidance for closed sessions, committee policies regarding confidentiality, extending board officers' terms to the first meeting of the next board term.
- Board duties, including fiduciary duties.
- Member privacy, including generally and during board elections.

Discussion:

Jeremy asked about the possibility of outsourcing the administration of RCV. Brian has been doing research on how other membership based organizations conduct elections. Adam acknowledged there are members at large who are very interested in RCV, including Members for More Representative Elections (MMRE) and he will be reaching out to them for input.



12	Executive Director's Report	Information	Brian Wiedenmeier
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See Appendix D for the dashboard showing progress towards our 2012-17 Strategic Plan. Brian added metrics for membership and web analytics, as requested at last board meeting.

Recommendations from the board:

Show trends in metrics for membership and web analytics going forward.

Details:

- The new raised bike lane on Valencia Street has lots of issues with cars parking in the bike lane.
- After receiving over 300 SFBC member emails, Supervisor Jeff Sheehy (D8) publicly voiced support for parking protected bike lanes on upper Market Street. The next step is an engineering hearing.
- SFMTA held a community meeting to discuss Muni tracks on Church Street.
- David Chu is the lead author and sponsor for a state bill to pilot an automated speed enforcement program in San Francisco and San Jose. Phil Ting and Scott Wiener both cosponsored the bill.
- Phil Ting submitted a bill to lower speed limits in parks to 15mph.
- Assemblyman Jay Obernolte introduced legislation for an "Idaho stop law" (i.e., bike yield law). The bill has bipartisan support with cosponsors, Phil Ting & Scott Wiener.
- Supervisor Sheehy introduced legislation to define and prosecute bicycle "chop shops".

Jenn joined the meeting in person at 8:24pm.

- The Bike Education contract has been signed with the SFMTA.
- Safe Routes to Schools' two-year contract will be submitted in March.
- Bike & Roll School week is April 14 – 21st.

Discussion:

- Regarding raised bike lanes, Shirley commented that raised bike lanes do not stop cars from parking in the bike lane. Brian said in response to the issues that arose on previous raised bike lanes, Polk Street is now being redesigned from raised bike lanes to something different to discourage car parking. Chema asked if there are similar plans to review 2nd & Masonic bike plans. Brian said they will be built as designed, with raised bike lanes but SFMTA will need to add additional infrastructure to keep cars from the bike lane.
- Regarding the Muni tracks on Church Street, Jiro expressed concerned about people riding bikes crashing on tracks not currently used for revenue service. Brian clarified the engineers would not be able to install a flange to help prevent falls. Brian plans to discuss with SFMTA Livable Streets about other possible solutions outside of track removal. Shirley expressed concerns about how the "pros" and "cons" were framed at the SFMTA community meeting, pitting bikes against cars.
- Regarding automated speed enforcement, Chema voiced support because it objectively addresses speeding without the bias that exists in our current police system predominately against people of color.
- Regarding bicycle "chop shops", Chema and Jeremy expressed concerns about the details of legislation and that it may be used to further target the homeless population. Brian added that it's



not clear whether the legislation will actually reduce theft or will result in more policing of homelessness. If the SFBC does take a position, we want to make sure we get buy in from other community partners, including but not limited to Hospitality House and the Coalition on Homelessness.

13	Reflection	Information	Andy Thornley
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Board:

- Andy expressed gratitude for board members who attended and thanked past and current secretaries.
- Rocky thanked last year’s Board Development Committee for all their hard work and extensive notes.
- Chema said he appreciated the ED report and found it illuminating.
- Adam appreciated that member comment was at the beginning of the agenda but there was a “palpable” desire for members to be able to comment at the end as well. Andy said he will consider public comment at the beginning and end of board meetings.
- Lisa appreciated the opportunity for reflection and hopes it can start earlier in subsequent meetings.

Members:

- Katherine Roberts appreciated the chance to respond after going through the agenda. She noted that last year’s board election was better than the previous year and is happy to hear about planned improvements for this year. She “loved” Brian’s ED report.
- Edward Hasbrouck is pleased to know the organization is in such good hands with the current board. He was happy to hear that people are working together who ran on very different platforms. He voiced hope that the strategic planning process will help lead a collegial conversation to bring people of various and diverse backgrounds together.
- Maic Lopez said this meeting was very well organized and very productive.

12	Adjourn	Action	Jenn Fox
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Motion to adjourn the February 28, 2017 SF Bicycle Coalition Board meeting. Deep moved. Jenn seconded. Meeting adjourned at 8:38pm.

List of Appendices

Identifier	Title
A	Board advisory committee membership
B	Fundraising calendar & house party slide deck
C	Strategic Planning Committee report
D	Strategic Planning Progress Dashboard

Signature



Mary Kay Chin, Secretary

A handwritten signature in black ink, appearing to read "Mary Kay Chin".



Appendix A: Board advisory committee membership

San Francisco Bicycle Coalition Board of Directors Committees – February 2017

Audit

Deep (chair)
Jenn
Jeremy
Leah

Board Development

Rocky (chair)
Andy
Deep
Jeremy
Mary Kay

Finance

Lawrence (chair)
Adam
Lisa
Nic Jay
Rocky
Shirley

Fundraising

Leah (chair)
Jeremy
Lawrence
Lindy Kae
Lisa
Nic Jay

Governance

Adam (chair)
Andy
Chema
Deep
Jiro
Shirley



Membership

Mary Kay (chair)
Chema
Jeremy
Jiro
Lindy Kae
Lisa
Nic Jay

Personnel

Jenn (chair)
Adam
Lawrence
Leah

Strategic Planning

Shirley (chair)
Ana Vasudeo
Anna Gore
Brian Wiedenmeier
Chema
Deep
Frank Chan
Janice Li
Jiro
Libby Nachman
Lindy Kae
Mary Kay
Rocky
Tracy Chinn



Appendix B: Fundraising calendar & house party slide deck

← X 2017 Fundraising Calendar.xlsx													Open with ▾
	A	B	C	D	E	F	G	H	I	J	K	L	
1													
2	Ongoing:											Year-end appeal \$155,000 (I)	
3	House parties \$38,500 (I)												
4	Major Donors \$64,000 (I)												
5	Business membership \$62,000 (B)												
6	Corporate volunteer opportunities (B)												
7	Women Bike SF (B)												
8	Valet Bicycle Parking (B)												
9												Winterfest \$121,000 (E)	
10													
11	Other Events:												
12	Bike and Roll to School Week April 17-21												
13	Climate Ride June 9-13												
14													
15													
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17													
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22													
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24													
25													
26													
27													
28													
29	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
30													



Hosting a House Party

sfbike.org



Goals & Roles

Goal: House parties are a type of fundraiser and way to bring people in your personal network into our advocacy work.

Roles:

The Host provides the party!

Set a fundraising goal, provide light refreshments, venue and guest list

The SF Bicycle Coalition provides

Logistics and event planning support

- *Invitations and manage the RSVP list (Eventbrite)*
- *Supplies (folding chairs, tables, banners)*
- *Complimentary valet bicycle parking*

Program & Ask

- *Short presentation on a current/relevant topic with an ask for guests to contribute*

sfbike.org





Beans, Brews, Bikes & Pies



sfbike.org



Beans, Brews, Bikes & Pies



sfbike.org





Beans, Brews, Bikes & Pies



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Beans, Brews, Bikes & Pies



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Lisa & Brianne's Backyard Brunch



sfbike.org

Lisa & Brianne's Backyard Brunch



sfbike.org





Lisa & Brianne's Backyard Brunch



sfbike.org





Appendix B: Strategic Planning Committee Report for February 28, 2017 SFBC Board Meeting

Committee Members

Amandeep Jawa, Ana Vasudeo, Anna Gore, Brian Wiedenmeier, Chema Hernández Gil, Frank Chan, Janice Li, Jiro Yamamoto, Libby Nachman, Lindy Kae Patterson, Mary Kay Chin, Rocky Beach, Tracy Chinn, Shirley Johnson (chair)

Summary

- The strategic planning process is on track.
- Matt Biggar (consultant) has compiled results from the board/staff strategic planning survey, appended to this document.
- Next Strategic Planning Committee meeting is 7 to 9pm, Monday, March 6. All board members are requested to attend from 8 to 9pm for training on interviewing stakeholders and facilitating community listening sessions.

Strategic Planning Process Overview

(gray has been completed)

Phase	What	When
I. Needs Assessment	Review of existing data Input from board and staff	January-February
II. Shaping Direction for Strategic Plan	Determine plan scope and duration Development of core values Design and prepare Phase III	February-March
III. Broad Stakeholder Input	Input from membership and external stakeholders Data analysis	March-May
IV. Development of Strategic Plan	Development of goals, objectives and strategies	May-June
V. Plan Writing	Drafting, revising, finalizing and presenting plan	July-August

Additional Information

- The committee unanimously elected Shirley Johnson as committee chair. Jenn Fox and Andy Thornley requested to drop off the committee.
- The committee drafted core values at its meeting on February 16, to be refined at the next meeting on March 6.
- Opportunities for general member input:
 1. Webpage scheduled to go public February 28 with a form seeking input on groups and individuals to contact for strategic planning
 2. Open house – to be scheduled in April
 3. Member survey – to be opened in April
 4. Member meetings to review draft plan – to be scheduled in June
- Working group formed to plan open house: Brian, Shirley, Chema, Deep, Ana
- Working group formed to create general member survey: Anna, Lindy, Libby, Chema, Frank



For details, see [minutes from the Strategic Planning Committee meeting held February 16, 2017](#) in the board's DropBox.

Strategic Planning Survey for Board and Staff: Summary of Results Ratings

Compiled by Matt Biggar, Consultant

	Board	Staff
Please indicate your current role with the SF Bicycle Coalition.	15	16

Ratings: 1 to 5 (Strongly Disagree to Strongly Agree)

Overall Ratings

To what extent, do you agree or disagree that the San Francisco Bicycle Coalition performs each of the following practices of high-impact non-profits? (Adapted from Leslie Crutchfield and Heather McLeod-Grant, 2012, <i>Forces for Good</i>)	Average Rating	Average Rating-Board	Average Rating-Staff	# of 5's (highest rating)	# of 1's (lowest rating)	# of missing values (not rated)
Overall	3.7	3.5	3.9	48	5	7

Internal

To what extent, do you agree or disagree that the San Francisco Bicycle Coalition performs each of the following practices of high-impact non-profits? (Adapted from Leslie Crutchfield and Heather McLeod-Grant, 2012, <i>Forces for Good</i>)	Average Rating	Average Rating-Board	Average Rating-Staff	# of 5's (highest rating)	# of 1's (lowest rating)	# of missing values (not rated)
<i>Finds sustainable sources of funding</i>	3.6	3.8	3.5	1	1	0
Summary of comments (mentioned 2 or more times) • 17 comments	Diversified; membership and direct support important; current shortfalls and struggle; do not know much about this					
<i>Invests in its own infrastructure and capacity</i>	3.5	3.4	3.5	2	1	1



<i>(i.e., organization has resources, systems, professional development, etc. to take on new projects or otherwise further its mission)</i>						
Summary of comments (mentioned 2 or more times) <ul style="list-style-type: none"> 8 comments 	Good technology and office space; limited resources; interest in professional development					
<i>Attracts and retains great people</i>	3.4	3.3	3.5	4	0	1
Summary of comments (mentioned 2 or more times) <ul style="list-style-type: none"> 20 comments 	Great staff; high turnover; retention challenging with salary, benefits, high cost of living in SF, board conflict, ED turnover					

External

To what extent, do you agree or disagree that the San Francisco Bicycle Coalition performs each of the following practices of high-impact non-profits? (Adapted from Leslie Crutchfield and Heather McLeod-Grant, 2012, <i>Forces for Good</i>)	Average Rating	Average Rating-Board	Average Rating-Staff	# of 5's (highest rating)	# of 1's (lowest rating)	# of missing values (not rated)
<i>Works with government and advocates for policy change</i>	4.5	4.3	4.7	15	0	1
Summary of comments (mentioned 2 or more times) <ul style="list-style-type: none"> 3 comments 	Limited political clout					
<i>Adapts to the changing environment (e.g., local to national changes in social, political, and economic landscape, transportation or mobility trends, etc.)</i>	3.9	3.8	4.0	7	0	0



Summary of comments (mentioned 2 or more times) • 8 comments	Good job adapting while stay true to mission; challenge to do so and remain representative of broad membership					
<i>Converts individual members and supporters into ambassadors for the cause</i>	3.8	3.4	4.2	9	0	1
Summary of comments (mentioned 2 or more times) • 10 comments	Interest in community organizing and expanding member advocacy and volunteering; solid program of core member advocacy and volunteerism					
<i>Builds and nurtures nonprofit networks (such as coalitions) treating other groups as allies</i>	3.6	3.3	3.9	5	1	2
Summary of comments (mentioned 2 or more times) • 9 comments	Interest in expanding and diversifying partnerships and coalition building					
<i>Shares leadership with other groups and organizations, empowers others (e.g., partner organizations, neighborhood leaders, broader community, etc.) to be forces for good</i>	3.6	3.3	3.9	4	1	1
Summary of comments (mentioned 2 or more times) • 3 comments	Good and/ or improving					
<i>Harnesses market forces and sees business as a powerful partner (e.g., partners with local businesses)</i>	3.4	3.4	3.4	1	1	0
Summary of	Interest in doing more to partner with local					



comments (mentioned 2 or more times) <ul style="list-style-type: none"> • 12 comments 	businesses; good business partnership programs
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Strategic Planning Survey for Board and Staff: Summary of Results Open Questions

Compiled by Matt Biggar, Consultant

San Francisco Bicycle Coalition Mission Statement

With the mission of promoting the bicycle for everyday transportation and through our day-to-day advocacy, education and working partnerships with City and community agencies, the SF Bicycle Coalition creates safer streets and more livable communities for all San Franciscans.

Please comment on what our organization does well in fulfilling its mission.

< Themes with 3 or more comments >

- Advocacy and relationships at city hall and city departments; influence, clout and accountability (17)
- On-the-ground action, quantifiable results, engaged not distracted, mission-driven, infrastructure and on-street improvements, promotion of safe and livable streets (12)
- Education and outreach: safe riding and driving, etc.; curriculum and provider (10)
- Relationships with community groups and coalition, community building, inclusive (8)
- Attracting, mobilizing and managing large, dedicated membership; power- collective membership (7)
- Top notch events and programs(bike to work and school events, Sunday Streets, valet parking, etc.) (6)
- Versatile, program breadth, scope, wide range of SF residents (5)
- Promotion of biking in SF, mainstream legitimacy, image of cyclists (5)
- Visibility, media relationships, information resource, toolkits (5)
- Communication, brand awareness and disciplined messaging (4)
- Focus on bicycle (depth) and everyday transportation, commuters and recreation(4)
- Volunteer program and tracking (4)
- Talented, dedicated, hard working staff (3)
- Collaboration with other organizations (3)

Please comment on what our organization could improve to further fulfill its mission.

< Themes with 3 or more comments >

- Develop membership advocacy and action: advocates in their own communities, community organizing, cultivate and empower, use expertise and energy of members, leverage technical expertise of members, increase membership volunteering (12)
- Reach out/work with underrepresented communities and perimeter neighborhoods, equity work, listen and amplify reach (10)
- Increase and diversify membership, including those in Southern part of city, not yet biking, younger tech folks, many bikers who are not members (8)
- More intersectional approach with other organizations- social justice, environmental justice, housing,



affordability, livable communities (7)

- Address barriers (theft, double parking, etc.), different issues for different types and age groups, meeting people where they are, and reflect reality of of biking in SF (6)
- More advocacy, stronger policy stands, flex political power (5)

What opportunities exist in our organization, San Francisco or the broader context that you think will be valuable to seize in helping us better fulfill our mission in the next five years? <All ideas>

- Current political climate, social and intersectional movement, resistance against Trump, opportunity to partner with progressive organizations, people ready to be active and take local action as resistance, people power, riding as activism (14)
- Mayoral election ahead (5)
- Awareness of importance of equity and inclusion, income inequality, affordability issues in SF, displaced communities (4)
- Bike share (4)
- Staff: smart, energetic and stable leadership with ED (3)
- Approaching a 'tipping point' for mainstream biking, growth of recreational and commute biking (2)
- Awareness and urgency of climate change (2)
- Regional allies (SVBC, Bike East Bay) (2)
- Vision Zero, public awareness and anger over fatalities and injuries (2)
- SF demographic buying/owning less cars (2)
- City becoming expensive and crowded makes biking more attractive
- SF reps in Sacramento strong bike advocates
- Autonomous vehicles and reducing space dedicated to parking
- Epicenter of technological innovation
- SFMTA more bike-friendly
- Increased diversity on Board
- 'New money' in SF
- Growth of local partners (Walk SF, Transit Riders Union)

What threats or obstacles exist in our organization, San Francisco or our broader context that you think will present challenges to our ability to fulfill our mission in the next five years? <All ideas>

- Trump administration, distractions, activist fatigue, bicycle advocacy less important, staying relevant and potential loss of federal funding for City, uncertainty (16)
- Divisions among board and membership, between board and staff, internal distractions and strife, different views regarding role of the board and nature of organization vis a vis more driven by professional staff or members (12)
- TNC growth taking away from growth in biking- as chosen alternative or threats to safety on streets and quality of bike experience, power and growth of TNCs, car culture and dominance (11)
- Challenges to retention of staff and membership with cost of living (6)
- Income inequality, gentrification, affordability crisis, disconnection and lack of understanding of these issues (6)



- Funding shortfalls, failure of Prop K, competition for resources (4)
- Complacency, riders and new residents in SF taking things for granted and don't know work of Bike Coalition, inertia (4)
- Lack of champions at City Hall (3)
- Focus on sustainable transportation via autonomous taxi service and vehicles (3)
- Discouragement over Vision Zero's goals not being met (2)
- Safety challenges on streets- Muni tracks, Fire Dept opposition to parking-protected bike lanes (2)
- Ford Motor Co. BikeShare
- Member access to personal contact information of entire member list
- Increased police enforcement of cyclists

In what direction and in what ways, do you think our organization should focus our energy towards further fulfillment of our mission?

Many ideas for planning retreat!


Please provide any additional feedback or comments (optional).

Gratitude for survey (3); solicit corporations who do bike stuff to share research on market segments; interest in addressing organizational development: board/staff roles, human resources, etc.; with a talented, dedicated board, hope to spend less time on governance and more on partnerships, mission and impact



Appendix C: Strategic Planning Progress Dashboard

SF Bicycle Coalition February 2017 Strategic Plan Dashboard			
GOAL	SUBGOAL	Metric	DASHBOARD STATUS
Overall Goal: RIDERSHIP			
	Percentage bicycling occasionally	Professional poll; City data	Meet or Exceed Goal
	Percentage bicycling frequently	Professional poll; City data	Near Meeting Goal
Goal 1: CONNECTING THE CITY			
	50 mi of expanded/improved network	miles of new "and improved" bike facilities	Meet or Exceed Goal
	50 biking network hot spots	# spot improvements	Meet or Exceed Goal
	Support strengthening of regional connections, including the Golden Gate Bridge, Bay Bridge and regional transit	milestones; non-numerical	Meet or Exceed Goal
	Open more bicycle access on local and regional transit systems and bridges so that at least half of San Franciscans believe that it is easy and inviting to travel regionally by bike	milestones; non-numerical	Meet or Exceed Goal
	repave 90 blocks/year	blocks of bike routes repaved	Meet or Exceed Goal
Goal 2: CATALYZE BIKING			
	50K attendance at Sunday Streets	Initially: # events Eventually: conversion rate	Meet or Exceed Goal
	Teaching 1000 adults/yr	# adults taught in bike classes	Meet or Exceed Goal
	Increase bike trips via bikeshare	Initially: bike share members Eventually: new users	Near Meeting Goal
	Encourage increased biking among San Franciscans under 18, with 5% biking frequently and 25% biking occasionally	See above, "Overall Goal"	Meet or Exceed Goal
	15K @ Bike to School	Initially: # BTSD participation Eventually: #BTSD conversion	Meet or Exceed Goal
	100K @ Bike to Work	Initially: # BTWD participation Eventually: # BTWD conversion	Meet or Exceed Goal
Goal 3: INTEGRATE INTO LIFESTYLE			
	75% parking requests w/in 3 mo	# new bike racks installed	Meet or Exceed Goal
	1 bike corral/district	# bike corrals installed	Meet or Exceed Goal
	Help 5k parents or caregivers begin & continue biking w/ their children, more often	Biking w/ Babies; YAFB newsletter subscription; bike train trainings; Family Biking workshops.	Meet or Exceed Goal
	1K business integrate biking	# businesses tangibly engaged	Meet or Exceed Goal
	outreach: every district & 3 languages	Deviation of people biking demographics from SF demographics: age, race, gender, income, zip code	Near Meeting Goal
	75,000 people use valet	# of valet users	Meet or Exceed Goal
	Member satisfaction	Member survey result average	Meet or Exceed Goal
	An increasing numer of members combine bicycling and transit trips	Member survey result	Meet or Exceed Goal
	Support the implementation of easily-accessible, visible bike parking and sharing stations at and near major SF transit hubs	Station Siting	Meet or Exceed Goal



Membership	
Current count	9,698

DASHBOARD KEY

- Meet or Exceed Goal
- Near Meeting Goal
- Behind Goal

sfbike.org	
Jan 28-Feb 28 2017 analytics	Users 4,341
	Pageviews 8,548
	Pages / Session 1.68
	Avg. Session Duration 00:01:29
	% New Sessions 64.97%