



**Minutes of the San Francisco Bicycle Coalition Board of Directors meeting
May 23, 2017
San Francisco Bicycle Coalition offices, 1720 Market Street, San Francisco, CA**

Directors in attendance	Adam Keats
	Amandeep Jawa
	Chema Hernandez Gil (by phone)
	Jiro Yamamoto
	Lawrence Li (Treasurer)
	Lindy Kae Patterson (by phone)
	Lisa Fisher
	Mary Kay Chin (Acting President)
	Nic Jay Aulston
	Rocky Beach
	Leah Shahum
	Shirley Johnson
	Jenn Fox (by phone)
Directors absent	Andy Thornley (President)
	Jeremy Pollock
Staff	Brian Wiedenmeier (Executive Director)
	Tracy Chinn (Development Director)
Guests in attendance	Scott Miller (Member)
	David Carry (Guest)

Start	The meeting was convened with quorum at 6:34pm.
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Agenda Item	Purpose	Presenter
1 Consent Calendar	Action	Mary Kay Chin
<p>Consent Calendar:</p> <ol style="list-style-type: none"> March 2017 meeting minutes with revised budget summary April 2017 meeting minutes <p>Approval: Motion to approve consent calendar. Leah moved. Lawrence seconded. The motion passed unanimously.</p> <p>Discussion: Revised March meeting minutes reflect a budget summary report instead of the full budget, which includes sensitive personnel information.</p>		
2 Public & General Member Comment	Information	Mary Kay Chin
<p>Scott Miller, SFBC member voiced support for the use of Ranked Choice Voting in SFBC board elections.</p>		
3 President's Report	Information	Mary Kay Chin



Nothing to report to the board.

Board@ emails

Ed Clancy – solicitation for support. The email was forwarded and addressed by the appropriate staff person.

Michael Lee – a Human Services Agency request regarding the bike build program. The email was forwarded and addressed by the appropriate staff.

4	Finance	Information	Lawrence Lee
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Nothing to report to the board.

Discussion:

Shirley asked to clear up a deficit on the foundation grant line item. Brian clarified there was a grant that was budgeted for, but was not awarded. But there were two additional foundation grants that were awarded, but won't applied to the budget until May, which would reflect as a deficit in April.

Nic Jay joined the meeting 6:38pm.
Deep joined the meeting by phone at 6:38pm.

5	Fundraising	Information	Leah Shahum & Tracy Chinn
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Bike to Work Day

- Raised over \$100,000 in cash sponsorships. Single largest membership recruitment day and recruited over 1028 new and renewing members.
- Rocky shared the tradition of many members using BTWD as their yearly renewal date at the same energizer station.
- Mayor Lee rode with Brian and other city leaders from Glenn Park.

Golden Wheel Awards

- To date, over half the sponsorship goal has been met. The remaining \$40,000 sponsorship should be completed by the end of the month.
- Board members are reminded of deadlines for outreach and follow up sponsorship asks.
- Board members are provided with invitations and instructions for hand written notes. Complete and mail by 5/30.
- June focus will be on selling tickets and follow up notes for sponsorships. June 30th is the last day for event sponsorship.
- Brian reported Mark Leno is excited to speak at the event and to share his first official (as an SF Mayor candidate) his vision for the future of transportation in our area.

House Parties



- Chema, Jiro, Shirley and Jeremy’s house party will be Tuesday, June/6.
- Lisa & Brianne O’Leary Gagnon are planning an event in September.
- Leah is planning an event in the fall.
- Rocky and Lawrence’s house party will be in December.
- Board members interested in hosting a house party should reach out to Tracy directly.

Lindy Kae joined the meeting 6:47pm by phone.

Committee Member update

- Fundraising Committee will be adding non-board members onto the committee.
- No more than three new non-board members, ideally with historical commitment to the organization, past or present fundraising experience, and demonstrated connections to other areas with fundraising opportunities.

Next Steps:

Current board and staff are asked to recommend individuals directly to the committee chair.

6	Audit	Information	Amandeep Jawa
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Nothing to report to the board.

7	Personnel	Information	Leah Shahum in lieu of Jenn Fox
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ED Review

The committee is moving forward with ED review and will use the 2016 process. The whole board will be asked to participate in a digital survey, due 6/30. Staff will also be surveyed shortly after. Lawrence has been reviewing compensation packages and standards.

Next Steps

1. The committee will compile surveys and review in early July.
2. The committee will share confidential review with Brian.
3. July 25th board meeting will have action item of ED review & compensation consideration.

8	Strategic Planning	Information	Shirley Johnson
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Shirley shared the Strategic Planning Committee Report on Dropbox (Appendix A). The committee is currently finishing up interviews and group listening sessions. Board members are asked to complete their data entry by 6/10 out of respect for the volunteer data analysts. The committee retreat is 6/24 where the data will be reviewed and processed to help shape the next steps in the process.

Shirley and Brian reviewed status of group listening and individual interviews. Board members are asked to update the spreadsheet and to reach out to Brian if there are problems.

The consultant and volunteer data analyst will review member open house data, pull out a few major themes and draft a blog post for the membership. Shirley, Brian and associated staff would review the blog before posting.



Approval:

Motion to publish a blog post highlighting a few key topics brought up at the member open house and in emails members have sent to the strategic planning committee.

Deep moved. Rocky seconded.

The motion passed unanimously.

9	Membership	Information	Mary Kay Chin
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Committee will be meeting shortly.

10	Board Development	Information	Rocky Beach
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The committee will begin to schedule meetings with board members for mid-year check ins. Board members are asked to save Thursday, June 22nd for a staff and board mixer event.

11	Governance	Information	Adam Keats
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Ranked Choice Voting Proposal

The committee presented two options for board review to establish Ranked Choice Voting (RCV) in board elections (Appendix B).

- 1) Option 1 – motion would establish RCV as default election system
- 2) Option 2 – motion would enable RCV combined with a policy statement

The committee addressed the concerns raised at the last board meeting, as follows:

Staff morale – Adam & Jiro met with Frank, who is mostly in charge of handling the election process. Frank’s main interest is protecting the sanctity of our membership list. Because of the political nature of elections in general, there is a certain amount of attention or stress that will remain unchanged regardless of the voting system.

Whereas paragraphs – The previous whereas paragraphs in the proposed motion discussed the fairness and diversity aspects of RCV. Those whereas paragraphs have been removed. The only whereas paragraph remaining refers to the motion passed on RCV last year.

Costs – Brian did more research and got a third quote of \$6-\$7000 for taking on a major load and carry of the shift. Outside of the process could be \$8000 versus partial in house, and we could balance in and out sourcing the process. This is a range of costs the organization can handle.

Language of the blog post – The language is now as neutral as possible, less selling the position and more explaining the process. The draft is available in Dropbox. The goal of the blog post is to ask for member input on the proposed changes.

Adam reminded the board that the action tonight is to vote on the blog post. The vote on the proposals will be at the June board meeting.



Discussion

- Leah suggested having a second review of bylaws markups. Deep offered to review both documents.

Jenn joined at 7:29pm by phone.

- Leah asked if pro bono legal review had been made. Deep will follow up with outside legal council.
- Deep said the committee is convinced these changes do not materially affect membership rights. Rocky said he is comfortable with Adam's legal opinion and prefers not to delay the process.
- Rocky asked Adam which version he preferred. Adam stated he preferred Option 1 because it would not rely on a policy change that may not be recalled every year with a new board. Shirley cited the fact the board does not currently list our policies anywhere.
- Rocky pointed out that both options would achieve the goal of RCV, in alignment with the board's motion last year. He voiced support of the flexibility of Option 2.
- Deep supported the approach of making the changes in policy not in the fundamental document of our bylaws.
- Lawrence backed Option 2 and minimalist bylaw changes.
- Chema stated he supports default RCV, as a policy document allows for amendments and changes as necessary. He stated this allows consistency with the default system local elections use.
- Jenn agreed that a policy document is where a board refines policy.
- Jiro stated that the change to RCV should be made directly in the bylaws.
- Rocky supported adding a link to the proposal discussing the two options not linking directly to the full bylaws in the blog post, as to not confuse or discourage the reader.
- Jenn asked to clarify Adam's experience in the California's Nonprofit Integrity Act and professional expertise in nonprofit governance and bylaws. Adam listed his previous experience as general council for several nonprofits; experience writing bylaws and foundation documentation. Adam clarified the changes under consideration are highly under-litigated and therefore there are very few cases in which to reference.

Action

Motion to publish the blog post (available in Dropbox) to be shared with the membership a week from Friday. Leah amended to include a review of the bylaws markups and outside legal review of the change on member voting. Shirley amended that in case the outside legal review cannot be secured in time, to move forward with the blog post adding language that the board is in the process of seeking outside legal counsel.

Adam moved. Rocky seconded.

Approve: Deep, Mary Kay, Adam, Leah, Shirley, Jiro, Lindy, Chema, Lawrence, Nic Jay, Rocky

Oppose: Jenn

Abstain: none

The motion passed.



Next steps

- Board Development Committee will draft language regarding moving election timeline.
- Deep will follow up with outside legal counsel.

12 Executive Director's Report

Information

Brian Wiedenmeier

Bike to Work Day

- Dashboard has been updated with membership counts, which will increase as data is entered post Bike to Work Day. Shirley asked to add trends (month & year) regarding membership as to better understand the number.
- Website metrics are roughly 4 times higher than the month before, pointing to the amount of traffic Bike to Work Day brings to the SFBC.
- Record breaking year: over 1,000 new or renewing members signed up.
- After a brief hiatus, Mayor Lee chose to ride with other SF department heads.
- Only three seated board of supervisor's chose to ride this year, which is down from previous years. Some of the new supervisors mentioned physical safety as a concern and as a possible reason to decline participation this year. Brian and staff will make addressing these a goal and a lens in working with these supervisors for future street projects and campaigns.
- The fire chief came and spoke at the press conference.

Bay Area Bike Share

- Prelaunch of bike share in the Bay Area on June 28th with mayors from three Bay Area cities speaking.
- Motivate is currently on schedule with permitting of new stations and will have 160 stations by August. San Francisco currently has 30 stations. Currently 300 bikes, will have 2000 by August and 4000 by end of 2018.
- SFBC helped to ensure the system will have the following pieces which address the goals and concerns around equitable access:
 - There is a low-income membership option, \$5 for the first year.
 - Membership will be have a cash option.
 - Goal of 20% of stations will be in communities of concern.
 - Clipper card integrated.

SFMTA Board meeting

- Upper Market street protected bike lane was unanimously approved.
- Turk street protected bike lane project was tabled and there will be a walk through with Supervisor Kim, SFFD union, SFMTA, SFBC, SRO residents and other community members. Supervisor Kim has made it very clear this walkthrough is a listening session and no decisions will be made.

Folsom & Howard

- SFMTA design options have been released and are available for comment.
- Several open houses were held last week and an online survey is currently up.

Regional Measure 3

- This would be a toll increase and a portion could go towards funding the western span of the Bay Bridge bike path.



- SFBC is working regionally with other organizations to campaign for this measure and funds.
- Expenditure plan would include up to \$350 million for the Bay Trail and transit access projects.
- Most likely be up for a vote in the state legislature in June.

Transportation Network Companies (TNCs)

- Working on concrete strategies on addressing TNCs as this is emerging in our strategic planning process that TNCs are a big concern for members.

Lisa joined the meeting at 8:23pm.

- SFBC will oppose senate bill 182, which would require TNC drivers to register their business in the jurisdiction in which they reside, not operate. Currently San Francisco requires TNC drivers to register here, but 2/3 of TNC drivers do not live in San Francisco. Working with Assembly members Ting & Chu to oppose this. SFMTA has come out officially in opposition to this bill. CalBike has taken an official stance against the bill.

Skyline Blvd

- CalTrans instituted a ban on bicycles on Skyline Blvd between Westmore Blvd and Hickey in a response to a lawsuit involving a fatality.
- SFBC has official voiced opposition to this ban and will continue to support the lead opposition, Silicon Valley Bicycle Coalition.
- SFBC campaigned and fought for access to Skyline Blvd in 1977, so this is a legacy of the organization.

Chop Shop Legislation

- Supervisor Sheehy has withdrawn this legislation. We have not heard from the supervisor's office if there are further plans for it.
- SFBC will continue to work with any other supervisor interested in drafting a plan that proactively addresses bike theft versus further criminalizing our homeless neighbors.

D7

- In a strong member-led campaign, the spot improvements on Bosworth are in. This is a center running bike lane that will address "right hook" collisions at Elk & Bosworth.

Deep left the meeting at 8:32pm.

Protected bike lanes vs. paint only

- Shirley asked to clarify the prioritization of protected bike lanes versus paint only lanes. Brian stated along high-injury corridors, the SFBC prioritizes protected bike lanes but understands it's easier to get the city to paint.
- Lisa asked if there could be clarified messaging regarding the SFBC's stance on paint-only lanes in certain areas, specifically new streets that would not appear on the high injury map.
- Brian will develop talking points and a policy statement regarding the SFBC's endorsement of bike infrastructure on new and developing streets.

13 Reflection

Information

Mary Kay Chin



- Mary Kay thanked all board members for attending and participating in the meeting.
- Mary Kay suggested the current board purchase a recorder for the secretary to use for accurate meeting minutes. Lisa supported this and suggested finding a member to write the minutes, with the secretary's edits and final approval. Adam offered to purchase the recorder and supports an outside note taker. Nic Jay voiced support for using a recorder for meeting minutes. Shirley also supported an outside note taker with an edit by the secretary.
- Rocky thanked Adam for all the thought and hard work that went towards the Governance Committee report.

Leah left the meeting at 8:35pm.

12	Adjourn	Action	Mary Kay Chin
Motion to adjourn the May 23, 2017 SF Bicycle Coalition Board meeting. Adam moved. Rocky seconded. Meeting adjourned at 8:40pm.			

List of Appendices	
Identifier	Title
A	Strategic Planning Committee Report
B	RCV proposal
C	May 2017 Strategic Plan Progress Dashboard
D	

Signature	
Mary Kay Chin, Secretary	



Appendix A: Strategic Planning Committee Report for May 23, 2017 SFBC Board Meeting



Strategic Planning Committee Report for May 23, 2017 SFBC Board Meeting

Summary

- Co-facilitators and board members are in the midst of conducting community listening sessions and stakeholder interviews, respectively. We will review the tracking sheets for [listening sessions](#) and [interviews](#) at the board meeting.

Requests to the board

- Please complete listening sessions and interviews (including data entry into the appropriate google form) by June 10. Detailed [instructions can be found here](#).
- Approve a blog post (to be written) from the board summarizing input received from the Strategic Planning Member Open House held April 19 and from emails received to date by the Strategic Planning Committee.

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-April
III. Broad Stakeholder Input	Input from membership and external stakeholders Data analysis	April - May June
IV. Development of Strategic Plan	Development of goals, objectives and strategies	May – June
V. Plan Writing	Drafting, revising, finalizing and presenting plan	July - August September

Opportunities for general member input (gray has been completed)

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 – held Wednesday, April 19
3. Member survey – to be opened this summer
4. Member meetings to review draft plan – to be scheduled in July or August

Committee Members

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

Working Group

- Member survey: Anna (chair), Chema, Frank, Libby, Lindy



Appendix B: RCV Proposal

Ranked Choice Voting for Board Elections *Proposed Policy and Bylaws Amendments*

TWO OPTIONS FOR DISCUSSION AT MAY BOARD MEETING

Introduction

At the Board of Directors meeting in August, 2016, the Board passed a resolution calling for the Board to move towards implementation of ranked choice voting for Board elections in 2017:

The Board Development Committee will take input received from this year's board election process, input from Strategic Planning process, and a review of staff, budget and bylaw implications, as they move towards refining the voting process with an eye towards implementing Rank Choice Voting for Board Elections in 2017.

(Resolution of the Board of Directors, August 30, 2016)

After being formed in January, 2017, the Governance Committee elected to work on this project, and has since discussed it at four Governance Committee meetings, the April Board meeting, and solicited the input of interested members and outside experts in ranked choice voting systems. Taking into consideration feedback from these efforts, and considering staff, bylaws, and budget implications, the Governance Committee has prepared the following two options for consideration by the Board.

OPTION 1: Proposed Motion with RCV as Default Election System:

Whereas, the Board of Directors passed a resolution at its meeting in August, 2016, calling for the Board to move towards implementation of ranked choice voting for Board elections in 2017;

Now therefore, the Board of Directors hereby seeks to implement ranked choice voting for Board elections, by amending the Bylaws of the San Francisco Bicycle Coalition as described below.

Bylaws Amendments:



The Board of Directors hereby amends the Bylaws of the San Francisco Bicycle Coalition as follows, with deletions in ~~strikethrough~~ and additions underlined:

ARTICLE IV

MEMBER MEETINGS AND VOTING

...

Section 11. Manner of Voting.

A. Action by Ballot

...

ii. Content of Ballots. Any written or electronic ballot distributed to the members to vote on a matter shall set forth the proposed action and provide an opportunity to specify approval or disapproval of the proposal or to rank the candidates in an election of directors.

...

iv. Requirements for Valid Action. Generally, ~~approval~~ a decision by ballot shall be valid only when the number of votes cast by ballot within the time period specified equals or exceeds the required quorum set forth in these Bylaws, and either the contest is conducted using ranked choice voting or the number of approvals equals or exceeds the number of votes that would be required to approve the action if the vote were taken at a meeting of the members.

...

B. Election Ballots. Any ballot used in the election of directors shall set forth the names of the candidates who have been properly nominated at the time the ballot is issued. The ballot shall also provide a at least one space for members to ~~designate a vote for~~ "write in" the name of a candidate not on the ballot.

...



E. Ranked Choice Voting. A proportional representation form of ranked choice voting, also known as single transferable vote, shall be used in each election of directors unless otherwise determined by the Board prior to a specific election.

~~E.F.~~ Cumulative Voting. Cumulative voting may be permitted in any specific election as determined by the Board. Any such election shall be conducted in accordance with Section 5616 of the California Corporations Code or any similar future California law.

...

ARTICLE V

BOARD OF DIRECTORS

...

Section 5. Election and Term of Office of Directors. An annual election of directors shall be held by written or electronic ballot as provided in Article IV of these Bylaws. ~~All ballots shall include a space for voting members to "write in" the name of a candidate for the Board.~~ Directors shall be elected to terms of two years, and approximately one half of the directors shall be elected in each year. Each director shall hold office until expiration of the term and until a successor has been elected.

OPTION 2: Proposed Motion Enabling RCV Combined With a Policy Implementing RCV (changes from Option 1 highlighted)

Whereas, the Board of Directors passed a resolution at its meeting in August, 2016, calling for the Board to move towards implementation of ranked choice voting for Board elections in 2017;



Now therefore, the Board of Directors hereby seeks to implement ranked choice voting for Board elections, **by adopting the policy described below** and by amending the Bylaws of the San Francisco Bicycle Coalition as described below.

Board Policy on Method of Electing Directors:

The Board of Directors hereby adopts the following policy:

Elections of directors shall provide for proportional representation by using ranked choice voting, also known as single transferable vote.

Bylaws Amendments:

The Board of Directors hereby amends the Bylaws of the San Francisco Bicycle Coalition as follows, with deletions in ~~strike through~~ and additions underlined:

ARTICLE IV

MEMBER MEETINGS AND VOTING

...

Section 11. Manner of Voting.

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iv. Requirements for Valid Action. Generally, ~~approval~~ a decision by ballot shall be valid only when the number of votes cast by ballot within the time period specified equals or exceeds the



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...

E. Ranked Choice Voting. Elections of directors may provide for proportional representation by using ranked choice voting, also known as single transferable vote.

~~E.F.~~ Cumulative Voting. Cumulative voting may be permitted in any specific election as determined by the Board. Any such election shall be conducted in accordance with Section 5616 of the California Corporations Code or any similar future California law.

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Directors shall be elected to terms of two years, and approximately one half of the directors shall be elected in each year. Each director shall hold office until expiration of the term and until a successor has been elected.





Appendix C: May 2017 Strategic Plan 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	10,278

sfbike.org	Users 24,013
Apr 21 - May 21, 2017	Pageviews 55,288
	Pages / Session 1.76
	Avg. Session Duration 00:01:28
	% New Sessions 66.65%

DASHBOARD KEY

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



Goal 4: BIKE SAFETY		
Reduce bike injury rate by 10%	Collision report	
Increase San Franciscan's awareness of bicycling as a legitimate form of transportation to 95%	Binder poll	
Increase the perception of the safety of bicycling in San Francisco to 60%	Binder Poll	
Decrease significantly the frequency of encroachment into bike lanes and bikeways	#parkingdirty, social media	
Ed for majority of frequent drivers	# professional drivers trained	
Support the City to proactively & systematically reduce speeding on the most dangerous biking streets	ASE & V0	
Reach 10,000 annually through street outreach events and other events such as Sunday Streets	petition signatures, BTWD bags (+ Sunday Streets attendance)	
1/4 of articles mention safety, 3 focus	Salesforce (quarter by quarter, not cumulative)	
Reach 100,000 annually through print and electronic communications	E-mail data, Tube times, Media hits	
Reach thousands annually through adult bicycle education, FFTW, SRTS & other classes	aggregate ed number: adult bike ed + FFTW + YAFB + SRTS bike classes+ YBike middle school PE	
Goal 5: POLITICAL & PUBLIC SUPPORT		
Increase clout via membership rise	Salesforce member count	
Ensure 20% of SF Bicycle Coalition members participate in actively advancing our organization's priorities	Salesforce member Engagement Score	
Increase to 85% the number of San Franciscans who believe that the City should do more to support bicycling.	Binder poll	
Increase to 75% the number of San Franciscans who believe that they City should do more to support bicycling.	Binder poll	
Increase funding for bicycling	Programmed % of MTA capital budget	
Neighborhood support	# letters of support/testimony/sign ons from neighborhood groups	
Business support	# letters of support/testimony/sign ons from businesses	