



Minutes of the San Francisco Bicycle Coalition Board of Directors meeting
September 26, 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 (on the phone)
	Jenn Fox
	Jiro Yamamoto
	Lawrence Li (Treasurer)
	Leah Shahum
	Lindy Kae Patterson
	Lisa Fisher (on the phone)
	Mary Kay Chin (Secretary)
	Nic Jay Aulston
	Rocky Beach
	Shirley Johnson
Staff	Brian Wiedenmeier (Executive Director)
	Tracy Chinn (Development Director)
	Chris Cassidy (Communications Director)
	Juli U
Guests in attendance	David Carry
	Maureen Persico (Member)
	Margaret McCarthy (Member)
	Marie Jonas (Member)
	Scott Miller (Member)
	Dana Seabury (Member)
	Vernon Haney III (Member)
	Scot Yarbrough (Member)
	Kelli Shields (Member)

Start	The meeting was convened with quorum at 6:30pm.
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Agenda Item	Purpose	Presenter
1 Consent Calendar	Action	Andy Thornley
<p>Consent Calendar: July 2017 meeting minutes</p> <p>Approval: Motion to approve consent calendar. Adam moved. Nic Jay seconded.</p> <p>The motion passed unanimously.</p>		
2 President's Report	Information	Andy Thornley
<p>Board@ emails Beth Williams – voiced support of ranked choice voting</p>		



3	Public Comment	Information	Andy Thornley
<p>Scott Miller –voiced support for ranked choice voting and the adoption by the board for board elections.</p> <p>Jeremy joined the meeting at 6:34pm.</p> <p>Marie Jonas –voiced concern about making it difficult to undo changes to the bylaws and recommended the board adopt a method to revisit the change should it have a negative impact on voting.</p> <p>Margaret McCarthy –encouraged the board to adopt the same level of review that the board expects from staff when applying bylaw changes to the organization.</p> <p>Jenn joined the meeting at 6:36pm.</p>			
4	Executive Director’s Report	Information	Brian Wiedenmeier & Chris Cassidy
<p>Third Quarter Strategic Planning Report [See Appendix A]</p> <ul style="list-style-type: none"> Folsom & Howard – advocacy won additional gains with the near-term parking protected bike lane solution, which was originally spanning from 4th to 11th Streets, has been expanded to 13th Street. There is still some work to be done at the freeway interface. Howard Street has overhead wires and will not receive a parking protected bike lane. SOMA member committee has been very active and is rallying members to attend the 10/17 SFMTA board meeting. <p>Lindy Kae joined the meeting at 6:39pm.</p> <ul style="list-style-type: none"> San Jose Ave bike lane is now a fully protected bike lane with concrete barriers replacing the soft hit posts previously used. Hairball – continue to hear concerns from members about safe passage and access through this area. SFBC is hosting a forum on 10/11 to discuss the intersection of these topics. Supervisor Ronan has committed to attend. Representatives from MTA, Department on Homelessness and Supportive Housing, Coalition on Homelessness, and Public Works will be present. Safe Routes to Schools – no decision has been reached on the proposed 25% funding cut for the 2019-2021 program by the SF Transportation Authority Commission. Supervisor Peskin and Supervisor Tang will lead the conversation. Brian believes there is a good chance we can preserve this funding due to the continued hard work of staff at organizing the community, families and caregivers. Caltrain – new design of the electric multiple unit (EMU) trains is disappointing regarding bike capacity and potential growth. Caltrain staff has moved forward with designs that have a reduction in bike capacity. SFBC will have a letter and a call to action in the coming weeks. Theft & Chop Shops – after the SFBC opposed Supervisor Sheehy’s ordinance last July, members voiced passionate feedback. Sheehy has now rewritten the ordinance, moving it from the police code to public works code. Given this change, a proposal to create neighborhood property crime task forces inside SFPD and member feed back, the SFBC felt comfortable supporting this new legislation. <p>Deep joined the meeting at 6:45pm.</p> <p>Report on email and website metrics</p> <p>Chris reported on online and email metrics. Members connect most frequently with the work online. Chris is weighing SFBC’s numbers against the 2017 M&R Consulting report, which reviewed 130 nonprofits across the country for industry standards.</p>			



Newsletters the SFBC runs include; Biker Bulletin (34K subscribers), WomenBikeSF, Youth and Family Biking, Volunteer, Business Bulletin, and Bicycle Education. Our newsletters have a 22% open rate compared to the M&R industry rate of 14%. SFBC click through rates are 2.31% where the industry standard is 1.5%. Overall the SFBC is performing high on emails, newsletters and web and has a highly engaged audience, which can be organized for our advocacy.

Fundraising and development appeals are sent to roughly 7,000 members and membership appeals are sent to lapsed members. Open and click through rates are doing well, but page completion rates could be improved. There is room for improvement on the landing page for better mobile capability and more engagement. Development appeals have high click through and open rates but landing page improvement will increase donation completion. Staff will be meeting with a user interface and user experience experts for improvements to the landing pages.

Discussion

- ‘Deep asked to clarify how emails are segregated to the pool of 34,000 subscribers. Chris clarified they are sorted based on subscription, petitions or other targeted demographics.
- Jeremy complimented staff on their hard work and asked if unsubscribed rates were tracked. Chris stated unsubscribe rates haven’t been previously tracked on the year-to-year basis but the average unsubscribe rate varies widely. Brian clarified that unsubscribe click through is not the same as actual unsubscribing which averages 0.1-0.4%, very low.
- Maureen asked if it was tracked why someone would unsubscribe. Chris stated we did not although Brian clarified we now have a subscriptions management option.
- Jiro asked how often Chris would present these metrics. Chris stated annually.

5	Governance	Action	Adam Keats
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Lisa joined the meeting at 7:10pm.

Adam reviewed the board’s process so far regarding the proposal presented [see Appendix B]. The board authorized the committee to seek outside counsel and received the opinion in August. Given the results of the straw poll issued by Andy, the committee felt there was enough of a change of opinion that the proposal was worth revisiting. The option presented to the board tonight is the same option that won seven votes from the board in June [see Appendix C for a description of option 1 and option 2].

The motion would:

1. Set ranked choice voting as a default election system for board of director’s elections. This can be changed by a majority vote of a quorum of the board and does not require a bylaw change.
2. Change the dates of the elections and builds in flexibility.
3. Change the board member officer terms from annual cycle, to until new officers and board members are seated.

Discussion

- Andy recommended having a mechanism to allow for follow up with the membership on their feedback on the change.
- Jenn stated the first whereas clause presented is untrue in the document and that the board should check in with staff on how this change might impact membership and retention.
- Leah asked if staff was able to track page completion rates for voting and if there was any way to track voting trends. Brian responded that the staff could present a package of data, respective of member privacy, that would track information like page opens and completions. Brian clarified that some of the budget allowed for ranked choice voting was allotted towards communication, which would include



customer service and education.

- Jeremy asked if there was historical data on page completion of the voting forms. Brian stated here there might be, but he would need to check with staff. Jeremy would support having a strong follow up and evaluation of the change if the motion passes.
- Mary Kay asked to clarify if there was an amendment of the motion presented related to follow-up. Andy clarified any staff or membership follow up would be an operational courtesy.
- 'Deep stated concern about the perception around changing the bylaws without a member vote, but wanted to acknowledge the work and consideration the board and governance committee has put into this discussion.
- Jeremy asked for clarification on Jenn's statement that the first whereas clause was incorrect. Jenn said the original 2016 resolution was amended to include staff consultation and that ranked choice voting was to be considered and the resolution did not directly instruct implementation. 'Deep contended the use of "move towards" in the 2016 resolution is in the spirit of the 2017 resolution. Rocky agreed.

Action

Motion to amend the bylaws to Option 1 [see Appendix B]. Adam moved. Rocky seconded.

Approve: Mary Kay, Lawrence, Lindy Kae, Nic Jay, Jiro, Shirley, Adam, Rocky, Jeremy, Andy, Lisa and Chema

Oppose: Leah, Jenn

Abstain: 'Deep

The motion passed.

Motion to build a draft blog post off the previous draft with final approval from staff and communications team to be issued to the membership regarding the decision by the board. 'Deep moved. Lawrence seconded.

The motion passed unanimously.

Next Steps

- Board will review a draft blog post to finalize.
- Brian will inform staff of the change and prepare accordingly.

Board Development	Action	Rocky Beach
<p>Rocky reported the committee met and updated the candidate questionnaire, skills matrix and discussed the pros/cons of recommendations. The committee recommends the board confirm the following:</p>		
<ul style="list-style-type: none"> • The new timeline with updated dates to reflect the previous action taken by the board • 1/18/2018 150-word statement due • 1/21/2018 as the record date, where membership must be recorded to vote in board elections • 1/31/2018 as the election date and beginning of voting • 2/16/2018 as the end of voting • Board recommendations will be listed on the ballot • Outside endorsements may be listed in the 150-word statement, not on the election ballot 		
<p>Discussion</p>		
<ul style="list-style-type: none"> • Jenn asked if slates or outside endorsements would be hyperlinked. Andy clarified that in years previous hyperlinks have been allowed and the maintenance of the hyperlink is on the candidate. Brian confirmed staff's responsibility is limited to posting whatever the candidate submitted as their 150-word statement, including the minimal work of the hyperlinks. • Shirley questioned if board recommendations are warranted and if listing board recommendations only on the ballot was the best way. Rocky stated the committee discussed this at length. Jeremy affirmed mixed 		



feelings about recommendations but that he supported recommending more candidates than slots available, leaving the decision more in the hands of the membership. Jeremy agreed with the value of identifying skills the board needs and that recommendations can be a tool towards that end. Jeremy confirmed the committee discussed and would recommend publishing the matrix, which could also include outside endorsements.

- 'Deep added that the committee had reached a vague consensus about the presented timeline and recommendation guidelines.
- Lisa stated that with the change in election methods, having board recommendations would help to ease transition confusion. Lisa asked if the committee would be highlighting specific key skills the board would be looking for this year as it had in the past.
- Chema reflected needing more time to assess the role of board recommendations in a ranked choice voting election framework to come to an opinion on recommendations.
- Adam seconded the need to have a conversation about the role and power of recommendations in ranked choice voting, but that our current timeline does not allow for that.
- Jenn recommended adding a date for an affirmative statement of candidacy, which allows for a final confirmation for candidates.
- Leah recommended the timeline have an allotment of movement and flexibility when possible. There are often things that come in the way and the board must act accordingly.
- Nic Jay asked where questions might be sent about the election. Andy confirmed there is an email address where candidates, board or members may send questions, boardnomination@sfbike.org.

Action

Motion to approve the recommendations of the board development committee. Leah moved. 'Deep seconded. Jenn amended to include a date for affirmation of candidacy. Leah accepted Jenn's amendment. Shirley amended to move all recommendations and endorsements, including board recommendations, to the 150-word statement. Seconded by Jiro.
 Approve: Jiro, Shirley, Jeremy, Chema
 Oppose: Lisa, Leah, Lawrence, Lindy Kae, Jenn, Adam, 'Deep, Rocky, Andy
 Abstain: Mary Kay, Nic Jay

The motion failed.

A vote was called on the original motion with Jenn's amendment.
 Approve: Jeremy, Chema, Nic Jay, Lisa, Leah, Lawrence, Lindy Kae, Adam, 'Deep, Rocky, Andy, Mary Kay
 Oppose: Jiro
 Abstain: Shirley

The motion passed.

7	Finance	Information	Lawrence Li & Brian Wiedenmeier
<p>Brian recapped the previously reported financial deficit of \$60,000 and updated with a confirmation the deficit has grown to almost \$150,000 on our \$2 million dollar budget. Brian warned the board and recommended immediate action to raise the funds. Brian stated the causes for the deficit include but are not limited to the following:</p> <ul style="list-style-type: none"> • Missing several key grants • An outstanding five figure donation that will not be renewed • Missed several opportunities to connect with higher giving donors • An increased interest in a broader area of concern where donors are choosing to donate • Some of our recent policy stances have alienated some donors, causing them reconsider giving at a 			



higher level

- Brian's time and energy towards donor care has been dramatically reduced with new staff, working with the board, new roles, and strategic planning

Brian reported that we have 3.4 months of operating reserve in cash on hand, but currently he does not feel comfortable using that to cover this deficit at this point. Brian is concerned about further spending of this reserve and urges the board to take action.

2017 Revenue Plan

- Partner support, individual gifts, Hardly Strictly Blue Grass, membership, Winterfest, foundation grants.
- Unbudgeted contract funds to appear and will help, ex. bike parking
- \$5,000 above budget thanks the hard work of the Climate Rider Teams
- Brian is committing to working with the Craigslist charitable giving fund to secure at minimum their previous donation amount of \$100,000
- Reach out to donors and current and former board to host two additional house parties with a goal of \$5,000 for each
- Brian will be asking each of the \$5,000 level givers to increase their year end gifts by at least 10%
- Tracy will be working with all other donor levels to increase their year end gifts
- Gina will be helping with the \$250 level donors and additional staff will be helping with the plan
- Brian challenged the board to raise an additional \$5,000, which divided between board members would be a \$300 additional donation

Brian recommended the board keep this deficit in mind when recruiting board members but by no means should the board be full of only high-level donors, but that the organization needs fundraising experience and help.

8	Fundraising	Information	Leah Shahum & Brian Wiedenmeier
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Leah said given the Finance committee's report, each board member is encouraged to increase their individual gift by \$300.

Discussion

- Jiro asked what the odds were of reaching these goals. Brian stated while that was a difficult answer to quantify, he believed there was a 50% possibility.
- Jenn noted there is a high expectation on high donors and the professionalism of the board could have a direct impact on giving levels. She encouraged the board to focus and the financial health of the organization over contentious politics
- Jiro asked Jenn to clarify what she meant by professionalism.
- Jenn said that Save SF Bike has damaged the ability of the organization to raise funds.
- Adam expressed strong discomfort with Jenn's comments. He said no one has been able to produce any evidence that Save SF Bike or Love SFBC has diminished fund raising.
- Jeremy added that Save SF Bike board candidates held a fundraiser in June and raised \$6000 for the organization.
- Jenn apologized for her statement about Save SF Bike. She emphasized the board has a big responsibility for fund raising, especially at this time.

9	Audit	Information	Amandeep Jawa
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No report from the committee.

10	Membership	Information	Mary Kay Chin
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No report from the committee.

11 Strategic Planning	Action	Shirley Johnson
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Shirley recapped the process so far and asked the board to provide comments on the rough first draft. The committee will review these comments at the next committee meeting. The board will have two weeks to make comments. The final draft will be presented to the board in October with approval in November. The committee recommends removing the primary goal, since it was so similar to the mission and would have little metrics to measure.

Motion to approve a blog post that summarizes the member forum and member surveys. Deep moved. Andy seconded.

The motion passed unanimously.

Next Steps

- Board members are asked to complete review and leave comments on the first draft by 10/12

12 Adjourn	Action	Andy Thornley
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Motion to adjourn the September 26, 2017 SF Bicycle Coalition Board meeting. Andy moved. Jenn seconded. Meeting adjourned at 8:44pm.

List of Appendices

Identifier	Title
A	September 2017 Quarterly Strategic Planning Report
B	2017.9.26 Motion to Amend Bylaws
C	Option 1 and Option 2 explained
D	Strategic Planning Committee Report for the September 26, 2017 SFBC Board Meeting

Signature

Mary Kay Chin, Secretary

A handwritten signature in black ink, appearing to read "Mary Kay Chin". The signature is written in a cursive, flowing style.



Appendix A: July 2017 Strategic Plan Progress Dashboard

SF Bicycle Coalition Quarterly Strategic Plan Report September 2017

Primary Goal	Measure
By 2017, at least half of San Franciscans will bicycle occasionally and at least one-quarter will bicycle frequently, or at least a few times per week.	Using professional polls, show that 25% of San Franciscans use bikes as frequent transportation. Frequent = at least 2-to-4 trips per week

Progress on Primary Goal: New independent polling of likely voters in SF found that 17% bike more than once per week, and 51% bike at least once a month. This is the first time that a majority of SF voters have reported biking occasionally.

1. Through our Connecting the City campaign, upgrade, expand and connect over 50 miles of bikeways, neighborhood greenways and other connections throughout San Francisco towards making them attractive and comfortable to people of all ages, from an 8-year-old to an 80-year-old.

Objectives

- 50 miles of expanded and improved bicycling network.
 - **Recent Progress:**
 - Upper Market: After major member mobilization to write letters and call in, we beat back an appeal to delay protected bike lanes on Upper Market in July. Implementation is expected by end of the year.
 - Better Market Street: Public meetings have begun again as a new design emerged, which would bring Copenhagen-style biking to Market. A segment of mid-Market will be accelerated, with a commitment to begin construction by end of 2018.
 - Folsom & Howard: Near-term improvements for Folsom (protected bike lane from 4th to 11th) expected to be approved in October, continue to push for near-term Howard as well. Advocacy is powered by our member-driven SoMa Committee.
 - Wiggle: Construction is well underway; traffic diverter at Fell & Scott expected to be installed at the end of the month.
 - Page Street: Center-running bike lane was extended one additional block, from Laguna to Buchanan.
 - San Jose Avenue: Concrete barriers were installed in August to physically protect the "Bernal Cut," where a buffered bike lane was implemented a couple years ago.
 - Hairball: Near-term improvements for better connections into the Hairball expected for approval this month; we continue to lead dialogue to find compassionate solutions to ensure safe passage on the Hairball pathways and will host a "Bike Talks" on this issue in October.



- *50 Bike Network hot spots upgraded, including routes linking schools to other destinations.*
 - **Recent Progress:**
 - Alemany and Silver: Light intersection improvements implemented following June fatality; pushing for improvements to other T-intersections as well as potential corridor-length treatments.
- *Ensure repaving of 90 blocks per year, on average, of bike routes.*
 - **Recent Progress:**
 -

2. Catalyze San Franciscans to try biking more often.

Objectives

- *Teach over 1,000 adults a year how to ride comfortably in San Francisco, offering culturally-appropriate instruction and resources in multiple languages across the city.*
 - **Recent Progress:**
 - Initiated the *Community Cruise* ride series with PODER. Community Cruise is a collaborative effort between SF Bicycle Coalition and Bicis Del Pueblo to provide an opportunity for people of color to ride, explore and expand the cycling community. The series beginning in October will consist of a variety of destinations including a murals ride, an infrastructure ride, and a casual beach ride to the western part of the city.
 - We have taught bicycle safety education to 101 adults and 74 children through our various classes and Freedom From Training Wheels curriculum.
- *Strongly support the successful launch and expansion of a robust bike sharing system.*
 - **Recent Progress:**
 - We have brought on two community partners, SF Yellow Bike and Chinese Newcomers Service Center, to lead grassroots outreach for bike share as part of the regional bike share outreach program. This program will include collecting feedback on whether bike share is a viable option and helping people sign up for the Bike Share for All program if interested.
- *Encourage increased biking among San Franciscans under 18 with 5% biking frequently, and 25% biking occasionally.*
 - **Recent Progress:**
 - Fought back against a threatened 25% cut in Safe Routes to School funding, activating members to write SFCTA Commissioners and speak at a hearing, securing a continuation on the issue.
- *Induce 15,000 San Franciscans to try biking to school through Bike to School Day.*
 - **Recent Progress:**
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- *Induce 100,000 San Franciscans to try biking to work through Bike to Work Day.*
 - **Recent Progress:**
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3. Integrate biking into more San Franciscans' lifestyles to make it as easy and compelling as possible for people to bike more often.

Objectives

- *Help get significantly more attractive bike parking on public and private property for everyday commercial, residential, and employee use by expanding the toolbox and demand, and making the process easier.*
 - *Ensure that the City fulfills at least 75% of bike parking requests within three months.*
 - **Recent Progress:**
 -
 - *Facilitate valet bicycle parking programs to reach 75,000 people.*
 - **Recent Progress:**
 - Thus far, we have parked 5,935 bikes this quarter. By the end of Q3, we will have parked closer to 7,400.
 - *Increase the number of bike corrals or equivalents to at least one per significant commercial district in the city.*
 - **Recent Progress:** We now have two Bicycle Parking Coordinators working part-time as part of a contract with the SFMTA to expedite bike rack corral siting and placement, and they are engaging in proactive outreach to neighborhood businesses regarding the benefits of bike parking.
- *Help 5,000 parents and/or caregivers in all parts of the city begin and continue biking with their children, more often.*
 - **Recent Progress:**
 - By the end of September, our Safe Routes to School multilingual outreach workers will have hosted six walking school buses at the following schools: Alamo Elementary, Peabody Elementary, John Yehall Chin Elementary, Spring Valley Elementary, Jean Parker Elementary, and Gordon Lau Elementary. A total of 260 parents, caregivers, and children are expected to participate in our weekly Walking School Buses. On September 20th, Supervisor Aaron Peskin joined our Safe Routes to School outreach worker Janelle Phung on a Walking School Bus at Jean Parker Elementary School in Chinatown where 134 students, parents and caregivers walked to school and attended an assembly with the school principal.
- *Help 1,000 businesses in all parts of the city integrate biking more into their work and facilities.*
 - **Recent Progress:**
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- *Ensure outreach and safety materials are distributed in at least three languages, in every district with culturally-appropriate outreach.*
 - **Recent Progress:**
 - This quarter we have conducted multilingual bicycle education outreach to 2200 potential riders at Sunday Streets.



- *Provide excellent support services to our members so that member rate of satisfaction with our Programmatic work is 90% or higher.*
 - **Recent Progress:**
- *Support the improved integration of bicycling and transit, including taxis, in San Francisco.*
 - **Recent Progress:**
 - **Caltrain:** We have been closely working with our Caltrain Bicycle Advisory Committee members as well as Caltrain staff as they design their new electrified train cars. Unfortunately, we have not come to agreement on their overall design, including what the bike cars will look like. We hope to have resolution on this by the end of the month.
- *An increasing number of members combine bicycling and transit trips.*
 - **Recent Progress:**
- *Support the implementation of easily-accessible, visible bike parking and sharing stations at and near major San Francisco transit hubs.*
 - **Recent Progress:**
 - **Bike share:** We have been working with community members and Supervisor Ronen to continue to advocate for installation of bike share stations at 16th and 24th Street BART stations. 16th Street should be in the ground by this week, while 24th street is facing delays unrelated to neighborhood opposition.

4. Increase (actual and perceived) safety of bicycling on San Francisco's streets by working with street users most likely to create safety issues.

Objectives

- *Increase the awareness of people driving motorized vehicles of bicyclists' rights, with emphasis on educating frequent drivers, such as drivers of Muni, taxicabs, car shares, shuttle vans, City drivers and delivery trucks, and enforcement of laws against the most dangerous behaviors, particularly of drivers.*
 - **Recent Progress:**
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- *Support the City to proactively and systematically reduce speeding on the most dangerous biking streets.*
 - **Recent Progress:**
 -
- *Increase awareness of people biking of their rights and responsibilities.*
 - **Recent Progress:**
 -

5. Increase public and political support for bicycling.

Objectives

- *Increase clout and reach of organization through significantly building membership.*
 - **Recent Progress:**



- *Ensure 20% of SF Bicycle Coalition members participate in actively advancing our organization's priorities.*
 - **Recent Progress:**
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 - *Increase public recognition of the role of bicycling in improving San Francisco.*
 - *Increase to 85% the number of San Franciscans who believe that bicycling is good for the city.*
 - **Recent Progress:**
 - *Increase to 75% the number of San Franciscans who believe that the City should do more to support bicycling.*
 - **Recent Progress:**
 - *Significantly increase the amount of funding dedicated to improving and increasing bicycling in San Francisco.*
 - **Recent Progress:**
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Development Addendum

by Tracy Chinn

Individual Giving

- **Summer Online Appeal:** Our second mid-year appeal raised \$5,848 towards the \$20,000 goal. We continue to see a downward trend in revenue raised through online giving campaigns, however this campaign had an unusually high number of donors (86 donors compared with 36 last year) with gifts of \$100 or less

Events & Benefits

- **Golden Wheel Awards:** This year, we returned to the Green Room for the 25th annual Golden Wheel Awards, and presented Bicis del Pueblo and Tom Radulovich with awards. Mark Leno presented the keynote speech to a packed room, as there were over 300 guests in attendance. In total, we raised over \$81,000 in tickets and cash sponsorships, coming in about \$7,000 under budget for the event.
- **Tour de Fat:** New Belgium’s Tour de Fat was disappointing in all aspects except for our team’s preparedness. Our staff and volunteers turned out in full force, ready to recruit members. Our booth was by far the most engaging and interactive, but the event this year really suffered from low turnout. Tour de Fat was moved to Fort Mason from Golden Gate Park, ticket prices were increased from \$10 to \$20 and the lack of a big headlining act all contributed to very low attendance. We recruited 51 members, well below our goal of 170 and raised roughly \$3,800 net.

Business Partner Support

Business Members: We had 16 new and renewing business members in the last quarter including California Pacific Medical Center which came on board as a Champion Business Member with a \$5,000 membership and \$7,500 pledged for Bike to Work Day 2018.

- The following are the new and renewing business members in the last quarter: California College of the Arts, California Pacific Medical Center, David Baker Architects, LaneSpotter, New Resource Bank, NOP 560 Mission, San Francisco State University, Shift, Slack Technologies, St Francis Memorial Hospital, Dignity Health, The Meet Group, The Orrick Building, Underdog Couriers, Workday and Yellow Cab of San Francisco.

August Membership Addendum

By Anna Gore

	Budget	Actual	Variance
Q1 (april - june)	\$110,805	\$105,687	-5%



July 2017	\$27,435	\$25,712	-6%
August 2017	\$38,235	\$24,083	-37%
YTD Total	\$176,475	\$155,482	-12%

Member Count (8/30/2017): 9,614

What happened in July & August?

(+) We exceeded our outreach membership goals for the summer

(-) Our July Bike Shop Challenge came in way below budget. My suspicion is that the Tour de Fat prize wasn't as enticing as previous years, although I also recognize that we need to build more champion membership sellers in our bike shop community.

(-)(-) Our August membership budget got a double-whammy. (1) We'd budgeted for our August Membership Drive, but it won't happen until September this year. (2) Tour de Fat came in a whopping 68% below our membership goal.

(+) Monthly Giving memberships remain above budget.

September & Beyond

- Are you ready for to Ride with Respect AND Light Up the Night? We're gearing up for 4 months of outreach giveaways that should bring a boost to our membership numbers.
- Our September Bike Raffle is off to a strong start
- Business Member Outreach - we have a lot of special outreach happening at the offices of our newest business member this month. Our ambassadors will be there to recruit and bring some new faces into our work.

Here's what I know. To keep our membership at 10,000-strong we have some ground to make up. We're nearly 300 members down from where we were last year at this time, and we don't have a Tour de Fat to build membership this Fall. While I'm working hard to try some new and creative outreach strategies, it'll take each and every one of us to get our membership number back to where it should be by the end of the year. **Now more than ever - thank our members for their support, encourage lapsed members to renew and sign-up new members every chance you get.**



Appendix B: 2017.9.26 Motion to Amend Bylaws

**MOTION TO AMEND THE BYLAWS
OF THE SAN FRANCISCO BICYCLE COALITION**

FOR ACTION AT SEPTEMBER 2017 BOARD MEETING

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;

WHEREAS, the Board of Directors desires to allow board elections to be moved to timeframes that better align with organizational priorities, while still maintaining the organization's commitment to annual elections (for example, in the upcoming election, the board would have the option of conducting the election in the Jan-March timeframe), facilitating smoother transitions for incoming/exiting board members, enabling budgeting continuity, and easing the communication workload of the SF Bicycle Coalition during the end-of-the-year timeframe;

WHEREAS, the Board of Directors desires to ensure continuity of leadership by having directors' and officers' terms last until new directors and officers are seated;

NOW THEREFORE, 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

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Section 11. Manner of Voting.

A. Action by Ballot

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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.

v. Requirements for Valid Action for Board of Director elections. For purposes of the ~~annual~~-election of Directors conducted by electronic ballot, candidates receiving the highest number of votes are elected. There shall be no required minimum number of returned ballots, and the quorum requirement of Section 9 shall not apply.”

...

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.

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ARTICLE V

BOARD OF DIRECTORS

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Section 5. Election and Term of Office of Directors. ~~An annual~~ Election of directors shall be held approximately annually 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 election year. Regularly-scheduled elections shall be held no later than 15 months after the previous regularly-scheduled election. ~~Each~~ Directors shall hold office until expiration of their terms and until a successor has been seated~~elected~~.

...

ARTICLE VII

OFFICERS

...

Section 2. Election. Except for the Executive Director, the officers of this corporation shall be elected ~~annually, and~~ by the Board of Directors. Terms shall be approximately one year, until a successor has been seated. ~~And~~ Each officer shall serve at the pleasure of the Board, subject to the rights, if any, of any officer under any contract of employment.



Appendix C: 2017.9.26 Motion to Amend Bylaws

Ranked-Choice Voting Proposals

Option 1 Compared with Option 2

At the June 2017 board meeting, the Governance Committee offered two bylaws amendment proposals related to ranked-choice voting. Most of the discussion at that meeting concerned the relative merits of ranked-choice voting in general, and not the specifics of the two options. In the end, only one option (Option 1) was moved forward and voted on, with only minimal discussion about the difference between the two options.

With RCV coming back up for a vote at the September board meeting, the Governance Committee met and discussed whether to bring two proposals again or just one. Although the committee expressed support for both options, the committee decided that it was preferable to offer only one option at the upcoming meeting, in order to simplify the vote and minimize the amount of time being devoted to this discussion. The committee chose Option 1.

Both options are very similar, with the main difference being in the wording of new Section 11.E. Both options set RCV as our election system going forward, and both options allow for changing the election system in any particular election to another system with a simple majority vote of the board members present at a board meeting (i.e., no bylaws amendment is required to change the election system in any given election).

The difference is that Option 1 sets the default election system to RCV in the bylaws themselves, while Option 2 amends the bylaws to allow for the use of RCV and then includes a companion policy that sets the election system as RCV going forward.

The committee considered the relative merits of both options. The main argument for Option 2 was that this level of detail is more properly located in policies, rather than the bylaws themselves. The main argument in favor of Option 1 is that including RCV in the bylaws is a stronger and more public statement of support for RCV, especially since our policies are not as publically accessible as our bylaws. The main practical difference between the two is that under Option 1, changes to the election system must be made for each individual election (since RCV is hard-baked as the default), while under Option 2 the election system could be changed going forward, affecting all future elections, by adopting a single new policy. Again, under either system changing the system for any given election can be accomplished with a simple majority vote of the board.



Appendix C: Strategic Planning Committee Report for the September 26, 2017 SFBC Board Meeting



Strategic Planning Committee Report for September 26, 2017 SFBC Board Meeting

Report date: September 20, 2017

Summary

- A member survey and two member forums were conducted. The committee used the results to refine draft core values, goals and objectives, and to begin adding draft metrics to the strategic plan.
- We have changed the schedule to present a first draft in September, final draft in October, with approval at the November board meeting.

Requests to the Board

1. Approve a blog post (to be written) summarizing results of the strategic planning member survey and member forums.
2. Please come prepared to the board meeting to discuss the first draft strategic plan below. Specific questions are in red.

FIRST DRAFT

SF Bicycle Coalition 2018-2022 Strategic Plan Mission, Values, Goals and Objectives (with draft metrics)

Mission Statement

The San Francisco Bicycle Coalition works to transform San Francisco's streets and neighborhoods into safe, just, and livable places by promoting the bicycle for everyday transportation.

(action taglines: Advocate. Educate. Collaborate.)

Primary Goal

The member survey strongly favored a primary goal with no metric: "By 2022, riding a bicycle in San Francisco will be easy, safe and fun for everyone." Therefore, the committee recommends no primary goal. Rely on the mission statement instead. Is this acceptable to the board?

For reference:

- Past primary goal: By 2017, at least half of San Franciscans will bicycle occasionally, and at least one-quarter will bicycle frequently or at least a few times per week.
- Possible primary goal: By 2022, at least two-thirds of San Franciscans will bicycle occasionally, and at least one-third will bicycle frequently.



Core Values

TRANSPORTATION JUSTICE: We advocate for everyone's equitable access to safe, affordable and healthy transportation to create a **more** just city.

Question: Should we include "more"?

PEOPLE POWER: We build an inclusive coalition of people to create positive change through collective action.

Alternative: We create positive change through collective action of an inclusive coalition of people.

SUSTAINABILITY: We fight climate change by encouraging more people to bike more often.

JOY: We celebrate bicycling as a healthy, fun way to get around the city (or omit "the city"?) and to connect us with each other and our communities.

Alternative 1: We celebrate bicycling as a healthy, fun way to get around the city, connecting us with each other and our communities.

Alternative 2: We celebrate bicycling as a healthy, fun way to connect us with each other and our communities.

GOAL I: Demand the highest-quality infrastructure and push for visionary improvements to connect the city.

Question: Should we use the phrase "connect the city"? Is this clear?

Objectives:

1. Establish physically-protected bike lanes as the standard for bike improvements, especially on Vision Zero high-injury corridors.
 - *25 miles of protected bike lanes by 2022 across every supervisorial district*
 - *25% of approved bike projects include protected bike infrastructure*
 - *25% reduction in the number of high-injury network miles*
2. Improve safety at intersections and "hot spots" to reduce collisions.
 - *150 "hot spot" improvements by 2022*
3. Win citywide policy for traffic infrastructure and enforcement to reduce speed-related crashes.

Alternative: Win citywide policy to reduce speed-related crashes through traffic infrastructure and enforcement.

 - *25% decrease in the number of speed-related crashes causing severe and fatal injuries*
4. Expand car-free spaces within parks and on city streets.
 - *15 regular Open Streets events per year*
 - *5 new open, car-free spaces by 2022*
5. Decrease double-parking and illegal loading/unloading in bike lanes.



- *Establish TNC and delivery loading zone pilot*
 - *Enable double-parking reporting through 311 to establish a baseline*
 - *Reduce the number of illegal bike lane encroachments by xx% compared with baseline*
6. Ensure bike access and capacity on regional and local transit and bridges.
- *Secure full funding for construction of Bay Bridge western span path*
 - *Increase number of people arriving and traveling by bike to BART and Caltrain by 20%*
7. Make bike parking secure and plentiful.
- *3,000 additional bike racks/corrals installed by 2022*
8. Decrease bicycle theft.
- *Establish a bike theft unit in SFPD*
 - *20% increase in bicycle recovery rate*
 - *20% reduction in bicycle theft*

GOAL II: Build public support and exercise political power to win affordable and sustainable transportation for all San Franciscans.

Objectives:

1. Secure significantly more funding for bicycle infrastructure by winning local and regional funding measures.
 - *10% of all new transportation revenues are allocated to bicycle and pedestrian projects*
2. Engage in coalition building with key organizations in San Francisco to promote affordable, accessible, and sustainable transportation.
 - *Achieve annual alignment with transportation justice coalition and bike equity network partners*
3. Ensure new and emerging mobility technologies and services, especially ride share and delivery, are safe and complement bicycling.
 - *By 2022, city and state policies are in place that positively integrate new and emerging mobility technologies into San Francisco's transportation network.*
 - *Add a metric on accessibility and affordability*
4. Elect powerful champions for bicycling as mayor of San Francisco, in key supervisorial districts, and to other important offices citywide.
 - *All SF Bicycle Coalition-endorsed candidates are elected to office and are held accountable to their constituents who bike*



GOAL III: Grow, engage, and empower our membership to strengthen our organization and deepen community support for bicycling.

Objectives:

1. Increase the number of individual members through grassroots organizing and strategic coalition building.
 - *Grow membership to 12,000 by 2022*
2. Build an organization whose members, board, and staff reflect San Francisco's demographics. **Demographics of board and staff are not reflected in the metrics. Change "members, board, and staff" to "organization"? Or create metrics for board and staff?**
 - *Member demographics will more closely match SF demographics by 2022.*
 - *Double the percentage of members from underrepresented racial groups*
 - *Increase by 5% the number of female-identified members*
 - *Increase by 10% the number of members age 65 and over*
3. Engage members and individuals to power our advocacy and increase our effectiveness.
 - *Establish a member training institute to build a pipeline of member leaders*
 - *Maintain an average of at least 10,000 volunteer hours annually*
 - *Increase the number of member advocates by xx%, advocacy organizers by xx%, and advocacy leaders by xx%*

GOAL IV: Introduce San Franciscans of all ages to the joy of bicycling and encourage more San Franciscans to bicycle more often.

Objectives:

1. Reach thousands of people through Bicycle Education programming and Safe Routes to School.
 - *Reach 4000 adults by 2022*
 - *Reach 20,000 young people, parents and caregivers by 2022*
2. Support the expansion of bike share systems in San Francisco with a focus on access and affordability.
 - *Bike share user demographics accurately represent SF demographics*
 - *Bike share is available citywide in all neighborhoods*
 - *Low-income memberships represent 20% of overall bike share memberships*
3. Support bicycling among communities that experience barriers to riding for everyday transportation.



- Refurbish and distribute 1,000 bicycles through Community Bike Builds
 - 50% of people who bike in SF identify as female, trans* or femme
4. Educate all road users on how to share the road safely and legally with people who bike.
- Original: Ensure that the rights of people who bike are enforced in a fair and just way.
- Alternative: Advocate for the rights of people who bike.
- Ensure SFPD continues to meet its Focus on the Five Goals.
 - Train 5,000 professional drivers by 2022.

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 - June
IV. Development of Strategic Plan	Development of goals, objectives and strategies	June
V. Plan Writing	Drafting, revising, finalizing and presenting plan	July – September October

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 – open July 21 through August 4
4. Member forums to review draft plan – August 17 and August 27

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)