



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

<b>Directors in attendance</b>	Adam Keats
	Amandeep Jawa (on the phone)
	Andy Thornley (President)
	Chema Hernandez Gil (on the phone)
	Jenn Fox
	Jeremy Pollock
	Jiro Yamamoto
	Lawrence Li (Treasurer)
	Lindy Kae Paterson
	Mary Kay Chin (Secretary)
	Nic Jay Aulston
	Shirley Johnson
<b>Directors absent</b>	Leah Shahum
	Lisa Fisher
<b>Staff</b>	Brian Wiedenmeier (Executive Director)
	Tracy Chinn (Development Director)
<b>Guests in attendance</b>	Matt Wisniewki (Member)
	Marie Jonas (Member)
	Abigail Tinker (Member)
	Robin Abad (Member)
	Jane Natoli (Member)
	Edward Hasbrock (Member)
	Kelli Shields (Member)
Rebecca Bolthouse (Member)	

<b>Start</b>	The meeting was convened with quorum at 6:34pm.
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Agenda Item	Purpose	Presenter
<b>1 Consent Calendar</b>	<b>Action</b>	<b>Andy Thornley</b>
<p><b>Approvals:</b>            Motion to appoint the 2017 Education Fund Board. Lawrence moved. Adam seconded.             The motion passed unanimously.             Motion to adjourn the meeting of the San Francisco Bicycle Coalition Board. Jeremy moved. Rocky seconded.</p>		



The motion passed unanimously.

The meeting for the 2017 Education Fund Board was convened with quorum at 6:39pm.

Deep joined the meeting at 6:39pm.

Brian described the difference between a 501 c(3) and a 501 c(4).

**Approval:**

Motion to close the 2017 Education Fund Board meeting. Adam moved. Jiro seconded.

The motion passed unanimously.

The meeting of the San Francisco Bicycle Coalition Board was reformed at 6:50pm.

<b>2</b>	<b>President's Report</b>	<b>Information</b>	<b>Andy Thornley</b>
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There will be a special closed board meeting held on January 9, 2018 to review the suggested candidates for recommendation put forth by the board development committee. The next full board meeting will be January 23, 2018 at the standard time.

**Board@ emails**

Coalition for San Francisco Neighborhoods (CSFN) invited the board to their annual holiday party and to purchase a table.

Email from Peggy da Silva supporting the board's decision to implement of ranked choice voting (RCV) and a recommendation that there be a demo of RCV at Winterfest.

<b>3</b>	<b>Executive Director's Report</b>	<b>Information</b>	<b>Brian Wiedenmeier</b>
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November update on 2012-2017 Strategic Plan [See Appendix A]

- WalkSF welcomed a new ED, Jodie Mederios. The Coalition co-wrote a letter with WalkSF to Mayor Lee in response to the October 31<sup>st</sup> fatality on Sloat calling for specific infrastructure improvements. The Mayor responded with a directive to the SFMTA and board of supervisors to develop a rapid response team that will visit any future deadly collision sites to develop immediate spot improvements.
- 2<sup>nd</sup> Street raised protected bike lanes from King to Market street will begin groundbreaking. The project is expected to last the better part of two years.
- 17<sup>th</sup> Street protected bike lane between Church and Sanchez was approved with a unanimous vote from the SFMTA board. Construction will begin in 2018.



- Folsom – the stripping of the parking protected bike lane has begun with the rest of construction wrapping up by the end of the year. The street will receive repaving.
- Turk Street – SFMTA and SFFD have agreed upon a design of a parking protected bike lane from Market to Polk. The full SFMTA board will vote upon this in early 2018, staff anticipates approval.
- Healthy Saturdays in Golden Gate Park – staff continues to meet with neighborhood organizations, disability organizations and the Mayor’s office to continue the conversation with hopes to have something for approval by early April 2018. Staff continues to work to gain support with the board of supervisors.
- Safe routes to school – San Francisco County Transportation Authority is looking to cut up to \$700k in funding to this program which would have direct impact on staff. The staff is continuing to talk with the SFCTA and the SFMTA about the benefits and direct impact this program has on youth safety.
- Bike builds – continue to be a strong program for the organization, with two scheduled for this week. Partnering with organizations like the Chinese Newcomers Association and Young Community Developers help to reach new communities in underrepresented neighborhoods.

<b>4</b>	<b>Public Comment</b>	<b>Information</b>	<b>Andy Thornley</b>
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Edward Hasbrock – suggested the board postpone approval of the strategic plan until after the member meeting, which is required by our bylaws to be held once a year. Since that was not met, the next seated board could easily approve the strategic plan once the members have had a final chance to weigh in.

<b>5</b>	<b>Finance</b>	<b>Information</b>	<b>Lawrence Li</b>
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The committee met to review last quarter financials. Currently revenue is down but so are expenses, with slight improvement from September to October and further progress in financial goals in November. December will require meeting higher than our expected goals to close the calendar year in good standing.

<b>6</b>	<b>Fundraising</b>	<b>Information</b>	<b>Tracy Chinn for Leah Shahum</b>
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The first email in the year-end appeal campaign has been sent out and staff is asking board members to follow up with their assigned donors with an email or a phone call before December. A personal message from a board member can make a big difference in our fundraising goals.

**Board house parties**

- Lisa and Andy raised over \$1000 at their house party



- Deep will be hosting one in January
- Lawrence and Rocky will be hosting their annual Beers, Beans, Brews and Pies on 1/27/18

**Winterfest**

- Currently under the goal for cash sponsorship
- Board is encouraged to sell as many tickets as possible. We are currently ahead of where we were last year and have close to 800 RSVPs to date.
- There will be over 200 items in the silent auction and the board is encouraged to share items and encourage bidding

**7 Board Development**

**Information**

**Rocky Beach**

There are currently four incumbents that will be re running this year and 11 new candidates that have participated in the board recommendation process so far. Board election page, [sfbike.org/news/2017-board-elections](http://sfbike.org/news/2017-board-elections) is up and running thanks to staff. The committee will present its suggestions to the board at the special 1/9 meeting for board recommendations.

**Important dates**

- 12/1 – resume and questionnaire due
- 12/15 – candidate interviews will be completed
- 1/15 – positive affirmation of intent to run, 150-word statement and headshot due

**8 Governance**

**Information**

**Adam Keats**

The committee met on 11/6 to review ranked choice voting implementation and discussed implementation with staff. Staff is close to choosing a 3<sup>rd</sup> party vendor to handle the operation of the elections, but are aware that many vendors do not allow for write in ballots, which our bylaws require. Chair, Adam, has volunteered to manage an educational table at Winterfest to discuss the new voting system with members.

The committee will be reviewing the bylaws in January with potential recommendations for updates in the new year. The committee is also helping with board development with candidate interviews, as some incumbent board members running were required to recuse themselves from the process.

The committee discussed the possibility of being able to log Winterfest as our annual member meeting, but recognized the member meeting should be fully accessible whereas Winterfest has a fee associated.

The next committee meeting will be 12/18.



9	<b>Audit</b>	<b>Information</b>	<b>Amandeep Jawa</b>
<p>The committee has a 12/1 deadline for audit request for proposals and will be sending out follow up emails tonight. Board members with auditor recommendations are asked to forward them to the chair. The committee has a goal of contracting a new auditor by February.</p>			
10	<b>Membership</b>	<b>Information</b>	<b>Mary Kay Chin</b>
<p>The committee met to review data from the strategic plan. Committee members came up with a list of realistic and long term goals for membership that were shared with staff. The committee will be meeting again to support staff with the annual membership meeting.</p>			
11	<b>Strategic Planning</b>	<b>Action</b>	<b>Shirley Johnson</b>
<p>After a year and a half of planning the committee has presented a final draft of the 2018-2022 strategic plan. [See Appendix B]</p>			
<p><b>Discussion</b></p> <ul style="list-style-type: none"> <li>• Shirley asked if the board wanted to delay approval of the final draft plan until after it had been presented at a member meeting.</li> <li>• Brian requested the board approve the final draft so the staff can have a set of goals and objectives on 1/1/18 to structure their work around. While he recognized the lack of a member meeting, he pointed out there had been a robust process that allowed for multiple methods of member participation and feedback.</li> <li>• Jiro asked if it was possible to know how many members had read the draft. He pointed out that a meeting to discuss the plan is different than reading the plan alone.</li> <li>• Rocky supported the work of the committee and the due diligence given to the members for feedback and supported approving the final draft.</li> <li>• Adam acknowledged there were two different issues; the member meeting and sufficient time and opportunity for the plan to be presented to the members. He deferred to the committee regarding the latter item.</li> <li>• Deep reported historically the organization has used the member meeting as a place to present the final plan rather than as a place for feedback, especially given the robust process this year to include member feedback.</li> <li>• Lawrence asked if the strategic planning process we had approved was sufficient to give us the information the board needed to approve the plan.</li> <li>• Nic Jay stated while the process might have been solid, the optics of moving forward without final member approval might appear bad.</li> <li>• Jeremy pointed out that member feedback by nature is self-selecting and challenging given participation rates, which gets to the root of the challenge of participation overall. He acknowledged that the approval of the strategic plan is a separate issue than the required member meeting per our bylaws.</li> </ul>			



- Shirley proposed to finalize the remaining issues in the draft plan and then approve the plan. Mainly the following:
  - To add “coalition building” into the People Power value
  - Should we include a metric for land use? If so, what should it be?
  - Add a metric related to relationship building
  - Goal 1.2 change from active to “sustainable”

**Approval**

Motion to approve the 2018-2022 San Francisco Bicycle Coalition strategic plan. Deep moved. Rocky seconded.

Approve: Deep, Adam, Lindy Kae, Jenn, Jiro, Shirley, Rocky, Jeremy, Adam, Lawrence, Mary Kay

Abstention: Nic Jay

The motion passed.


<b>12</b>	<b>Adjourn</b>	<b>Action</b>	<b>Andy Thornley</b>
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Motion to adjourn the October 24, 2017 SF Bicycle Coalition Board meeting. Meeting adjourned at 8:46pm.

**List of Appendices**

Identifier	Title
A	November 2017 Strategic Plan Progress Dashboard
B	2017.11 Strategic Planning Committee Report


**Signature**

Mary Kay Chin, Secretary	
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## Appendix A: November 2017 Strategic Plan Progress Dashboard

SF Bicycle Coalition November 2017 Strategic Plan Dashboard			
GOAL	SUBGOAL	Metric	DASHBOARD STATUS
<b>Overall Goal: RIDERSHIP</b>			
	Percentage bicycling occasionally	Professional poll: City data	Meet or Exceed Goal
	Percentage bicycling frequently	Professional poll: City data	Near Meeting Goal
<b>Goal 1: CONNECTING THE CITY</b>			
	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
	repare 90 blocks/year	blocks of bike routes repaved	Meet or Exceed Goal
<b>Goal 2: CATALYZE BIKING</b>			
	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
<b>Goal 3: INTEGRATE INTO LIFESTYLE</b>			
	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 number of members combine bicycling and transit trips	Member survey result	Meet or Exceed Goal
<b>Goal 4: BIKE SAFETY</b>			
	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
	Reduce bike injury rate by 10%	Collision report	Behind Goal
	Increase San Franciscan's awareness of bicycling as a legitimate form of transportation to 95%	Binder poll	Meet or Exceed Goal
	Increase the perception of the safety of bicycling in San Francisco to 60%	Binder Poll	Near Meeting Goal
	Decrease significantly the frequency of encroachment into bike lanes and bikeways	#parkingdirty, social media	Behind Goal
	Ed for majority of frequent drivers	# professional drivers trained	Meet or Exceed Goal
	Support the City to proactively & systematically reduce speeding on the most dangerous biking streets	ASE & V0	Near Meeting Goal
	Reach 10,000 annually through street outreach events and other events such as Sunday Streets	petition signatures, BTWD bags (+ Sunday Streets attendance)	Meet or Exceed Goal
	1/4 of articles mention safety; 3 focus	Salesforce (quarter by quarter, not cumulative)	Meet or Exceed Goal
	Reach 100,000 annually through print and electronic communications	E-mail data, Tube times, Media hits	Meet or Exceed Goal
	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	Meet or Exceed Goal
<b>Goal 5: POLITICAL &amp; PUBLIC SUPPORT</b>			
	Increase clout via membership rise	Salesforce member count	Near Meeting Goal
	Ensure 20% of SF Bicycle Coalition members participate in actively advancing our organization's priorities	Salesforce member Engagement Score	Meet or Exceed Goal
	Increase to 85% the number of San Franciscans who believe that the City should do more to support bicycling.	Binder poll	Meet or Exceed Goal
	Increase to 75% the number of San Franciscans who believe that they City should do more to support bicycling.	Binder poll	Near Meeting Goal
	Increase funding for bicycling	Programmed % of MTA capital budget	Near Meeting Goal
	Neighborhood support	# letters of support/testimony/sign ons from neighborhood groups	Meet or Exceed Goal
	Business support	# letters of support/testimony/sign ons from businesses	Meet or Exceed Goal



**DASHBOARD KEY**

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

<b>Membership</b>	
Current count	9,577

<b>sfbike.org</b>	Users 16,282
Oct. 27 - Nov. 27, 2017	Pageviews 37,529
	Pages / Session 1.71
	Avg. Session Duration 00:01:21
	% New Sessions 61.47%



## Appendix B: 2017.11 Strategic Planning Committee Report



### Strategic Planning Committee Report for November 28, 2017 SFBC Board Meeting

#### Summary

- The final draft strategic plan is ready for final review and board approval.
- A [blog post](#) about the member survey and member forums was published on November 9.

#### Discussion Topic

At the board meeting, we'll be discussing whether to include a metric on land use in the strategic plan. The final draft includes land use as a topic in goal 1, objective 2, which reads:

Fight for land use policies, street design and operations that prioritize safe, comfortable active transportation over fast driving.

There is no associated metric in the final draft plan.

**Question:** Should we include a metric for land use? If so, what should it be?

I have compiled past metrics from earlier drafts of the strategic plan for reference:

1. *Work with key organizations and advocacy partners to win improvements to four land use policies or development projects per year to enhance everyday bicycling and protect the city's bicycling environment*
2. *Advocate for improvements in four land use policies or development projects per year to enhance everyday bicycling and protect the city's bicycling environment*
3. *Win improvements to three land use policies or development projects per year to enhance everyday bicycling and protect the city's bicycling environment*
4. *No new curb hazards (curb cuts & loading zones) on designated bicycle routes*
5. *No new parking garages on designated bicycle routes*
6. *Ensure that all new major development projects connect with the bike network*
7. *[n] miles of protected / separated bikeways in major new development projects*
8. *Ensure that all new major development projects install protected bike infrastructure*
9. *75% of new development projects install protected bike infrastructure*

The final draft below is copied from google docs. It does not include tracked changes and comments. Please review the [version in google docs](#) to add your comments.

#### **FINAL DRAFT**

SF Bicycle Coalition 2018-2022 Strategic Plan - Mission, Values, Goals, Objectives, and Metrics

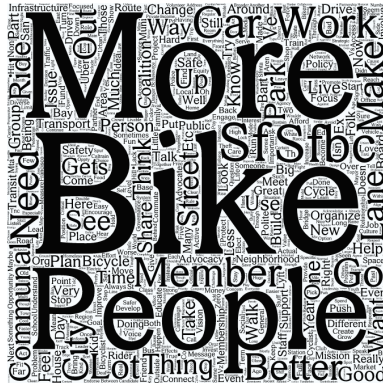
#### **Introduction**

To be written by Brian and Lindy Kae.





Word map of input received from member open house, stakeholder interviews and community listening sessions



**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.)

**Core Values**

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

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

PEOPLE POWER: We create positive change through coalition building and collective action.

JOY: We celebrate bicycling as a fun, healthy way to get around and connect with each other and our communities.

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

**Objectives:**

1. Establish physically-protected bike lanes as the standard for bike improvements, especially on Vision Zero high-injury corridors.

- A. 30 miles of protected bike lanes across every supervisorial district
- B. 25% of approved bike lane projects include protected bike infrastructure
- C. 18 miles annually of new and upgraded bicycle and pedestrian safety infrastructure constructed on high-injury corridors



2. Fight for land use policies, street design and operations that prioritize safe, comfortable active transportation over fast driving.
  - A. 150 "hot spot" improvements
  - B. 50% increase in perceived safety biking in San Francisco
  - C. 50% decrease in bicycle crash rate citywide
3. Expand car-free spaces within parks and on city streets.
  - A. 15 regular open streets events per year
  - B. 5 new permanent open, car-free spaces
  - C. One car-free event spanning multiple neighborhoods on a large scale
4. Work to eliminate double-parking and illegal loading/unloading in bike lanes.
  - A. Enable double-parking reporting through 311 to establish a baseline
  - B. 60% reduction in the number of illegal bike lane encroachments in high-injury corridors and 40% reduction elsewhere compared with baseline
5. Ensure bike access and capacity on bridges and local and regional transit.
  - A. Secure full funding for construction of Bay Bridge western span path
  - B. 50% increase number of people arriving and traveling by bike to BART and Caltrain
6. Make bike parking secure and plentiful.
  - A. 3,000 additional bike racks/corrals installed
  - B. Facilitate valet bicycle parking programs to reach 75,000 people
  - C. Triple the number of locations with attended or otherwise secure bike parking service
7. Decrease bicycle theft.
  - A. Establish a bike theft unit in San Francisco Police Department (SFPD)
  - B. 50% reduction in bicycle theft
  - C. 50% increase in bike registration

**GOAL II:** Build public support and 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.
  - A. Win all endorsed ballot measures that bring in new revenue for active transportation
  - B. 10% of all new transportation revenues are allocated to bicycle and pedestrian projects



2. Ensure new and emerging mobility technologies and services, especially transportation network companies (TNCs) and delivery services, are safe and complement bicycling.
  - A. *Enact city and state policies that positively integrate new and emerging mobility technologies into San Francisco's transportation network*
3. Elect powerful champions for bicycling as mayor of San Francisco, in key supervisorial districts, and to other important offices citywide.
  - A. *All SF Bicycle Coalition-endorsed candidates are elected to office and are held publicly accountable to their constituents*

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

**Objectives:**

1. Increase the number of members through grassroots organizing and strategic coalition building.
  - A. *Grow individual membership to 12,000*
  - B. *5% annual list growth across communications channels*
  - C. *50% increase in the number of business members*
2. Build an organization whose members, board, and staff reflect San Francisco's demographics.
  - A. *Report annually on closing the gap between the organization's and San Francisco's demographics*
3. Engage members and individuals to power our advocacy and increase our effectiveness.
  - A. *Maintain an average of at least 10,000 volunteer hours annually*
  - B. *Train 250 members in a leadership development program*
  - C. *Establish an organization-wide leadership ladder and increase member engagement by 10% at each level per year.*

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

**Objectives:**

1. Reach thousands of people through bicycle education and school safety programming, emphasizing rules of the road.
  - A. *Reach 50,000 adults*
  - B. *Reach 30,000 young people, parents, and caregivers*
  - C. *25% increase in the number of children biking to school*



2. Support bicycling for everyday transportation among communities that experience barriers to riding.
  - A. *Refurbish and distribute 1,000 bicycles through Community Bike Builds*
  - B. *50% increase in people who bike in San Francisco identify as female, trans, or femme*
  - C. *Support the expansion of accessible and affordable bike share systems and bike share membership programs*
  - D. *Hold at least one event annually in each supervisorial district with disproportionately low membership*
  
3. Educate all road users how to share the road safely and respectfully.
  - A. *Ensure SFPD continues to meet its Focus on the Five goals*
  - B. *Demand fair and equitable enforcement methods*
  - C. *Train 2500 professional drivers*
  - D. *Establish a ticket diversion program for people cited while biking*



**Appendices:**

A: Definitions

B: Process used to create the strategic plan

**Appendix A: Definitions**

Bicycle crash	A preventable situation in which a bicyclist greets the ground, a motor vehicle, or any other solid object in a way that results in bodily harm and/or property damage
Bicycle education	Classroom training, on-road training, distribution of educational materials, educational videos
Focus on the Five	A citywide enforcement initiative that targets the five most dangerous traffic violations that contribute to traffic injuries and deaths
High-injury corridor	The 12% of streets where over 70% of severe/fatal injuries occur to people walking, biking, driving and motorcycling
Hot spot	A small area where there are safety concerns due to gaps in bike infrastructure
Leadership ladder	A framework designed to deepen member engagement; it works by asking members to take increasingly important roles to walk up the figurative ladder to ultimately become leaders for the cause
Open streets event	An event that temporarily opens streets to people by closing them to cars
Professional driver	Anyone who is compensated for their time driving, including TNC drivers for Uber and Lyft
SFPD	San Francisco Police Department
Transportation network company (TNC)	An organization that uses mobile apps and the Internet to allow people to secure individual and carpooling rides from drivers in non-commercial vehicles. Examples include Uber and Lyft.
Vision Zero	A city policy to prioritize street safety and eliminate traffic deaths in San Francisco by 2024



**Appendix B: Process used to create this strategic plan**

The table below provides an overview of the strategic planning process.

Phase	What	When
0: Initiation	Gather information from other organizations Organize panel discussion Create draft scope Hire consultant	March - December, 2016
I. Needs Assessment	Review of existing data Input from board and staff	January - February, 2017
II. Shaping Direction for Strategic Plan	Determine plan scope and duration Development of core values Design and prepare Phase III	February - April, 2017
III. Broad Stakeholder Input	Input from membership and external stakeholders Data analysis	April - June, 2017
IV. Development of Strategic Plan	Development of goals, objectives and strategies	June, 2017
V. Plan Writing	Drafting, revising, and presenting plan	July - October, 2017
VI. Plan Approval	Finalize and approve plan	November, 2017

*Phase 0: Initiation*

The strategic planning committee contacted eight nonprofit organizations to gather information on their strategic planning processes to help inform our process. The committee also organized “Bike Talk: Growing Our Movement” with three distinguished panelists (Lateefah Simon, René Rivera, and Tamika



Butler) to encourage dialog and discussion as we began the strategic planning process. The committee drafted a broad scope for the strategic plan and hired a consultant to facilitate the planning process.

#### *Phase I: Needs Assessment*

The consultant gathered existing data to assess our progress toward the 2012-2017 strategic plan and to set the stage for our next strategic plan. A survey of board and staff was conducted for a SWOT (strengths, weaknesses, opportunities, and threats) analysis.

#### *Phase II: Shaping Direction for the Strategic Plan*

The committee reviewed the SWOT analysis to refine the scope of the strategic plan and to draft core value statements. Groups and individuals were identified for listening sessions and stakeholder interviews, respectively.

#### *Phase III: Broad Stakeholder Input*

A member open house was held to collect input on the draft scope from SF Bicycle Coalition members. Board members conducted 29 individual interviews with key stakeholders including advocates, politicians, and city officials. Committee members and board members co-facilitated listening sessions with the following groups:

- Council of Community Housing Organizations
- Former SFBC board candidates
- Former SFBC staff
- Major donors
- Neighborhood associations
- PODER & Bicis del Pueblo
- Regional bike coalitions
- Self-identified seniors
- SF Bicycle Advisory Committee
- SF Municipal Transportation Agency Livable Streets Division
- SF2G
- Walk San Francisco

The consultant compiled the data and provided summaries for the committee's review.

#### *Phase IV: Development of Strategic Plan*

Based on the data collected, the committee developed draft goals, objectives and strategies to serve as the foundation for the strategic plan.

#### *Phase V: Plan Writing*

An online survey was administered to collect input from SF Bicycle Coalition members on the draft goals and objectives. Based on this input, the committee refined the goals and objectives for discussion at two forums for SF Bicycle Coalition members. The committee then synthesized the member input to write a first draft strategic plan including draft metrics for the full board to review and provide input. The committee compiled the board's input on the first draft and, after several rounds of revision with additional board input, created the final draft strategic plan.

#### *Phase VI: Plan Approval*

The board is anticipated to approve the final draft plan at its meeting on November 28, 2017.



**Acknowledgement**

Thank you to all who participated in interviews and listening sessions, and to our members for their engagement and input. Special thanks to the members strategic planning committee.

2017 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)

2016 committee members:

Amandeep Jawa, Andy Thornley, Andy Toebben, Brianne O'Leary Gagnon, Mary Kay Chin, Paul Supawanich, Shirley Johnson (chair)