



Board Meeting Agenda

Dec 9, 2015, 6:30 pm – 8 pm

Pratt & Whitney's Engine Alliance offices
Eric Town Square, 124 Hebron Ave, Glastonbury, 2nd Floor

Mission statement: Bike Walk Connecticut is changing the culture of transportation through advocacy and education to make bicycling and walking safe, feasible, and attractive for a healthier, cleaner Connecticut.

Governance: 40 minutes			
6:30	15 min	Executive Session	Laura
6:45	10 min	2016 Direction; Stage 2 Board; HFPG consultant; Defining board work; HR Consultant; draft board calendar	Laura
6:55	5 min	Nominating Committee Report	Laura
7:00	10 min	Ambassador Reports	All
Finance/Fundraising: 35 minutes			
7:10	5 min	Summary of Financials; 2016 Budget for Jan meeting	Kelly, Scott
7:15	5 min	Annual Appeal goals, expectations	Laura
7:20	5 min	Silent Auction debriefing, next steps	Scott
7:25	5 min	Annual Dinner debriefing, next steps	Kelly
7:30	15 min	Discover CT update, next steps	Chris S, Sue, Laura
Programming & Management Updates: 15 minutes			
7:45	15 min	Summary of ED Report, : Q&A	Kelly
Wrap Up & Adjourn			
8:00		Wrap up and adjourn	Laura

Nonprofit Board Meetings – Calendar of Agenda Items

By Michele Berger on January 7, 2015

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As a supplement to our earlier post, [What Issues Should a Nonprofit Board Consider Annually](#), we have created a calendar of priority agenda items for the board of directors of a hypothetical nonprofit organization, The Futureland Foundation. Generally, priority items should be discussed early in the agenda to best capture the board members' focus. This calendar is not intended to be an exhaustive list of actions that a nonprofit board should or must take and may not be appropriate for all nonprofits, but rather, it is meant to be a useful tool from which organizations can build their own appropriate calendar of actions.

Assume that the board meets once every two months, the directors elect their successors, and the Futureland Foundation follows a calendar accounting year.

January

the executive's performance review, and any change in the executive's compensation. Authorize the executive committee to be responsible for completing and delivering the review.

- Financial Review – Review and discuss the past year's financial reports (pro forma) and how the organization's financial performance informs the plans for the current year and beyond.
- *Generative Topic*: "Decide what to decide" – Identify 5 questions the board should ask itself this year.

March

- Review of Form 990 – Convene and authorize an *ad hoc* board committee to review the Form 990 (due 15), and instruct board members on what they should know about the Form. *Additional Information*: [What Board Members Should Know About Reviewing a Form 990](#).
- Program Review – Review and discuss the organization's major programs and how the organization's programmatic performance informs the plans for the current year and beyond.
- *Generative Topic*: Focus on the board's performance and areas for improvement.

May (Annual Meeting)

- Elections – Hold elections of directors and officers consistent with applicable provisions in the bylaws.
- Legal Compliance – Evaluate past and potential issues regarding employment practices, internal policy compliance, required licenses and permits, nonprofit and 501(c)(3) compliance, facilities and real property and intellectual property. Ensure all annual filings have been or will be completed and that the organization's status with the relevant government authorities are all in good standing.
- *Generative Topic*: Focus on the organization's impact in advancing its mission.

July

- Review Mission – Reflect on the organization's mission and purpose statements and compare them against its activities, governing documents, and communications.
- Board and Committees – Review the board's composition; appoint and authorize committees, as necessary; delegate duties; discuss board training/development; determine adequacy of oversight and planning activities. *Additional Information*: [Everything You Wanted to Know About Nonprofits & Committees](#)
- *Generative Topic*: Focus on the organization's assets and opportunities.

September

- Risk Management – Review internal policies, risk areas, and insurance coverage, and take appropriate follow-up action. *Additional Information*: [Top Ten Legal Risks for Nonprofit Boards](#).
- Fundraising/Networking/Communications – Review board's role in fundraising and developing key contacts for the organization; review board and organizational communications policies.
- *Generative Topic*: Focus on the organization's challenges.

November

- Budget – Review and approve the budget for the coming year.
- Programmatic Plans – Review and amend, as necessary, the organization's programmatic plans.
- *Generative Topic*: Focus on the environment, competition, and opportunities for collaboration.



December 2015

Summary of Financials

Cash Reserves

As of 12/7/15, our cash reserves were a healthy \$96,646: equivalent to 17 months' operating expenses.

The recommended number of months' operating expenses to keep in reserve ranges from a low of 3 months (too low for my comfort from a payroll perspective) to a high of 12 months (good, but extra conservative in my opinion). In either case, we exceed even the most conservative recommendation. A good thing.

Major Outstanding Expenses

- \$4168 for CCSU annual dinner
- \$775 for Zulu Nyala Safari
- About \$5000 for New Britain's share of the Discover Ride, which will be considerable. West Hartford's share was \$5179.

Major Outstanding Income

- \$4500 in Discover CT sponsorships
- \$765 in outstanding Annual Dinner Registration payments
- \$4550 sponsorship from Travelers

Profit & Loss Summary

- **Income:** Our YTD income comes to \$110,925 (78% of budget). This reflects the \$3800 we had to return for not completing the 2014 DPH scope of work.
- **Expense:** YTD Expenses come to \$102,180 (84% of budget).
- **Net Income:** YTD net income \$8892 (42% of budget).
- **P&L Actuals v Budget, YTD, are attached.**

Other Important Updates

990 Filing

- Our 2014 990 was filed on 11/16/15. Our 2015 990 will be due May 15, 2016.
- With the 2014 filing exercise fresh in our mind we should get going early next year to file our 2015 990 and work with an accountant to do so.

Bookkeeping Services

- We are now working with Juli Muncaster, owner of JDM Business Services in Cromwell. Her business comes highly recommended by the CT Forest & Park Assoc. At \$40 per hour her rates are reasonable and so far their work is highly satisfactory.
- For now, the bookkeeper will reconcile our Quickbooks accounts on a monthly basis. I will still need to categorize our transactions. In time, the bookkeeper may be able to take that over under my supervision.

- As of Jan 2016 the bookkeeper will take over payroll processing, extricating the Treasurer from bookkeeping duties, as is appropriate.
- We can cut our payroll processing fees in half by paying for mid-tier software rather than the top tier software we have now. I will still have to categorize expenses.
- We will need to update our Quickbooks software as of 2016. We will continue to use the desktop version rather than the online version because it's much cheaper, faster and more stable.
- We will budget \$2500 for 2016 bookkeeping services.

Accounting Services

I am investigating nonprofit accountants that the bookkeeper and CFPA have recommended.

Recommendations

Bike Walk CT's previous treasurer served in bookkeeping, payroll processor, and 990 preparer roles. This worked because he performed this work for six years, becoming very familiar with the organization and its evolution.

But those are not reasonable expectations of, or best practices for, incoming treasurers-- particularly if they are not finance or accounting professionals.

The bookkeeper and accountants I have spoken to recommend that the Treasurer report to the Board on the high level view of organization's financial stability, adequacy of financial resources, and financial and reporting obligations. They recommend that the treasurer present and summarize the financial statements at board meetings, chair the finance committee, and work in partnership with the ED or the organization's finance staff if there is any.

We can flesh out these roles and a Treasurer's reporting template when we engage a nonprofit accountant. We will likely get some very good training on this topic at the December 9 workshop offered through HFPG.

Bike Walk Connecticut Profit & Loss Budget vs. Actual January through December 2015

	Jan - Dec 15	Budget	\$ Over Budget
Ordinary Income/Expense			
Income			
43400 · Direct Public Support			
43410 · Corporate Contributions	1,280	1,920	(640)
43450 · Individual Contributions			
43452 · United Way/Workplace Giving	159		
43453 · Annual Appeal	290	2,001	(1,711)
43454 · Employer Matching Gifts	666	2,270	(1,604)
43450 · Individual Contributions - Other	2,585	2,172	413
Total 43450 · Individual Contributions	3,699	6,443	(2,744)
47220 · Memberships			
47222 · Individual Memberships			
47222.2 · Renewal Memberships	6,025		
47222.1 · New Memberships	745		
47222 · Individual Memberships - Ot...	6,385	11,952	(5,567)
Total 47222 · Individual Memberships	13,155	11,952	1,203
47221 · Business Memberships	1,250	6,540	(5,290)
Total 47220 · Memberships	14,405	18,492	(4,087)
Total 43400 · Direct Public Support	19,384	26,855	(7,471)
45000 · Investments			
45030 · Interest-Savings, Short-term CD	204		
Total 45000 · Investments	204		
47200 · Program Income			
47291 · NACTO Workshop	6,330	5,625	705
47290 · DPH Complete Streets Contract	10,104	13,884	(3,780)
47260 · Summit			
47260.2 · Exhibitors		1,500	(1,500)
47260 · Summit - Other	4,195	3,375	820
Total 47260 · Summit	4,195	4,875	(680)
47250 · Bike Education	2,585	5,280	(2,695)
47210 · Bike to Work	100		100
47240 · Rides and Walks			
47242 · Discover Tour Sponsorships - ...	16,850	20,000	(3,150)
47241 · Discover Tour Registration - NB	8,500	11,550	(3,050)
47244 · Discover Tour Registration - WH	10,560	11,550	(990)
47245 · Discover Tour Sponsorships - ...	16,850	20,000	(3,150)
Total 47240 · Rides and Walks	52,760	63,100	(10,340)
47230 · Annual Dinner & Silent Auction			
47231 · Annual Dinner	6,505	11,282	(4,777)
47233 · Silent Auction	8,758	11,364	(2,606)
Total 47230 · Annual Dinner & Silent Auc...	15,263	22,646	(7,383)
Total 47200 · Program Income	91,337	115,410	(24,073)
Total Income	110,925	142,265	(31,340)
Gross Profit	110,925	142,265	(31,340)

Bike Walk Connecticut Profit & Loss Budget vs. Actual January through December 2015

	Jan - Dec 15	Budget	\$ Over Budget
Expense			
65100* · Other Types of Expenses			
65170 · Staff Development		1	(1)
Total 65100* · Other Types of Expenses		1	(1)
63000 · Program Services Expenses			
63990 · NACTO Workshop	1,215	1,250	(35)
63980 · DPH Complete Streets Contract	8,506	10,000	(1,494)
63900 · Summit	1,915	2,000	(85)
63100 · Annual Dinner			
63140 · Food and Beverages	5,370		
63150 · Credit Card Charges	21		
63100 · Annual Dinner - Other		6,839	(6,839)
Total 63100 · Annual Dinner	5,391	6,839	(1,448)
63200 · Silent Auction			
63230 · Supplies	300		
63240 · Materials	361		
63250 · Credit Card Charges	169		
63200 · Silent Auction - Other	775	2,103	(1,328)
Total 63200 · Silent Auction	1,606	2,103	(497)
63300 · Discover Tour			
63380 · Partner net profit sharing	5,180	6,000	(820)
63360 · Event Insurance		1,605	(1,605)
63310 · West Hartford Tour Expense	3,930	7,841	(3,911)
63320 · New Britain Tour Expense	7,072	7,841	(769)
Total 63300 · Discover Tour	16,183	23,287	(7,104)
63400 · Bike Education			
63420 · Coordinator/Instructors	600		
63400 · Bike Education - Other		800	(800)
Total 63400 · Bike Education	600	800	(200)
63500 · Bike to Work	1,052	2,267	(1,216)
63600 · Advocacy Expenses	657	255	402
Total 63000 · Program Services Expenses	37,123	48,801	(11,678)
65000 · Operations			
65341 · Employee Benefits		1	(1)
65011 · Board Development	210	264	(54)
65090 · Office Space- Rent	2,220	3,000	(780)
65340 · Employment Taxes	4,228	4,800	(572)
65330 · Salaries	50,609	52,620	(2,011)
65110 · Marketing/Promotion	158	2,400	(2,242)
65001 · Business Registration Fees		110	(110)
65005 · Bank Service Charges			
65005.2 · PayPal Service Charge	240	240	(0)
65005.3 · Credit Card Processing Fee	731	356	375
65005.1 · Payroll Processing Charges	1,731	1,200	531
Total 65005 · Bank Service Charges	2,702	1,796	906
65010 · Books, Subscriptions, Reference		15	(15)
65015 · Membership Dues	200	200	
65020 · Postage, Mailing Service	52	225	(173)
65030 · Printing and Copying		387	(387)
65040 · Supplies	17	141	(124)
65050 · Telephone, Telecommunications	100	60	40
65060 · Website	72	25	47
65070 · Outside Contract Services	300	1,000	(700)
65100 · Fund Raising		2	(2)
65120 · Insurance - GL, D&O, WorkersCmp	2,320	1,365	955
65200 · Technology, software, etc.	1,835	2,316	(481)

1:29 PM
12/08/15
Cash Basis

Bike Walk Connecticut
Profit & Loss Budget vs. Actual
January through December 2015

	<u>Jan - Dec 15</u>	<u>Budget</u>	<u>\$ Over Budget</u>
65310 - Conference, Convention, Meeting	36	500	(464)
65320 - Travel		841	(841)
Total 65000 - Operations	<u>65,058</u>	<u>72,068</u>	<u>(7,010)</u>
Total Expense	<u>102,180</u>	<u>120,870</u>	<u>(18,689)</u>
Net Ordinary Income	8,744	21,395	(12,651)
Other Income/Expense			
Other Income			
70500 - Other Income	147		
Total Other Income	<u>147</u>		
Net Other Income	<u>147</u>		
Net Income	<u><u>8,892</u></u>	<u><u>21,395</u></u>	<u><u>(12,504)</u></u>

Bike Walk Connecticut Profit & Loss YTD Comparison January through December 2015

	Jan - Dec 15	Jan - Dec 14
Ordinary Income/Expense		
Income		
46400* · Other Types of Income		100
43400 · Direct Public Support		
43450* · Individ, Business Contributions		2,642
43410 · Corporate Contributions	1,280	
43450 · Individual Contributions		
43452 · United Way/Workplace Giving	159	
43453 · Annual Appeal	290	1,928
43454 · Employer Matching Gifts	666	2,270
43450 · Individual Contributions - Other	2,585	1,356
Total 43450 · Individual Contributions	3,699	5,555
47220 · Memberships		
47222 · Individual Memberships		
47222.2 · Renewal Memberships	6,025	
47222.1 · New Memberships	745	
47222 · Individual Memberships - Ot...	6,385	12,605
Total 47222 · Individual Memberships	13,155	12,605
47221 · Business Memberships	1,250	6,550
Total 47220 · Memberships	14,405	19,155
Total 43400 · Direct Public Support	19,384	27,351
45000 · Investments		
45030 · Interest-Savings, Short-term CD	204	
Total 45000 · Investments	204	
46400 · Miscellaneous Income		73
47200 · Program Income		
47291 · NACTO Workshop	6,330	
47290 · DPH Complete Streets Contract	10,104	20,474
47260 · Summit	4,195	
47250 · Bike Education	2,585	2,513
47210 · Bike to Work	100	
47240 · Rides and Walks		
47242 · Discover Tour Sponsorships - ...	16,850	
47241 · Discover Tour Registration - NB	8,500	
47244 · Discover Tour Registration - WH	10,560	
47245 · Discover Tour Sponsorships - ...	16,850	500
Total 47240 · Rides and Walks	52,760	500
47230 · Annual Dinner & Silent Auction		
47231 · Annual Dinner	6,505	11,282
47233 · Silent Auction	8,758	11,364
Total 47230 · Annual Dinner & Silent Auc...	15,263	22,647
Total 47200 · Program Income	91,337	46,134
Total Income	110,925	73,658
Gross Profit	110,925	73,658

Bike Walk Connecticut Profit & Loss YTD Comparison January through December 2015

	Jan - Dec 15	Jan - Dec 14
Expense		
62100 · Contract Services		
62150 · Outside Contract Services		3,750
Total 62100 · Contract Services		3,750
66900 · Reconciliation Discrepancies		(283)
63000 · Program Services Expenses		
63990 · NACTO Workshop	1,215	
63980 · DPH Complete Streets Contract	8,506	4,359
63900 · Summit	1,915	
63100 · Annual Dinner		
63110 · Printing		285
63130 · Supplies		12
63140 · Food and Beverages	5,370	6,542
63150 · Credit Card Charges	21	
Total 63100 · Annual Dinner	5,391	6,839
63200 · Silent Auction		
63220 · Outside Contract Services		1,650
63230 · Supplies	300	453
63240 · Materials	361	
63250 · Credit Card Charges	169	
63200 · Silent Auction - Other	775	
Total 63200 · Silent Auction	1,606	2,103
63300 · Discover Tour		
63380 · Partner net profit sharing	5,180	
63310 · West Hartford Tour Expense	3,930	
63320 · New Britain Tour Expense	7,072	
63330 · Supplies		7
Total 63300 · Discover Tour	16,183	7
63400 · Bike Education		
63420 · Coordinator/Instructors	600	800
Total 63400 · Bike Education	600	800
63500 · Bike to Work		
63540 · Food		525
63530 · Publicity		987
63500 · Bike to Work - Other	1,052	747
Total 63500 · Bike to Work	1,052	2,260
63600 · Advocacy Expenses	657	183
Total 63000 · Program Services Expenses	37,123	16,550
65000 · Operations		
65011 · Board Development	210	272
65090 · Office Space- Rent	2,220	5,255
65080 · Equipment		125
65340 · Employment Taxes	4,228	4,932
65330 · Salaries	50,609	58,992
65110 · Marketing/Promotion	158	321
65001 · Business Registration Fees		100
65005 · Bank Service Charges		
65005.2 · PayPal Service Charge	240	140
65005.3 · Credit Card Processing Fee	731	357
65005.1 · Payroll Processing Charges	1,731	1,264
65005 · Bank Service Charges - Other		(633)
Total 65005 · Bank Service Charges	2,702	1,128

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12/08/15
Cash Basis

Bike Walk Connecticut Profit & Loss YTD Comparison January through December 2015

	Jan - Dec 15	Jan - Dec 14
65010 · Books, Subscriptions, Reference		15
65015 · Membership Dues	200	300
65020 · Postage, Mailing Service	52	224
65030 · Printing and Copying		387
65040 · Supplies	17	141
65050 · Telephone, Telecommunications	100	1,422
65060 · Website	72	25
65070 · Outside Contract Services	300	500
65100 · Fund Raising		2
65120 · Insurance - GL, D&O, WorkersComp	2,320	1,365
65200 · Technology, software, etc.	1,835	1,452
65310 · Conference, Convention, Meeting	36	950
65320 · Travel		840
Total 65000 · Operations	65,058	78,748
66000 · Payroll Expenses		(0)
Total Expense	102,180	98,764
Net Ordinary Income	8,744	(25,106)
Other Income/Expense		
Other Income		
70500 · Other Income	147	
Total Other Income	147	
Net Other Income	147	
Net Income	8,892	(25,106)

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 12/06/15
 Accrual Basis

Bike Walk Connecticut Account QuickReport January through December 2015

Type	Date	Num	Name	Memo	Split	Amount
47200 · Program Income						
47230 · Annual Dinner & Silent Auction						
47231 · Annual Dinner						
Deposit	10/27/2015			paypal dep...	10000 · We...	1,770.00
Deposit	11/02/2015			Paypal xfr ...	10000 · We...	3,130.00
Deposit	11/04/2015			Paypal XFR	10000 · We...	250.00
Deposit	11/13/2015			South Win...	10000 · We...	450.00
Deposit	11/13/2015			Matthew G...	10000 · We...	50.00
Deposit	11/13/2015			David Hea...	10000 · We...	45.00
Deposit	11/13/2015			Joseph Bal...	10000 · We...	45.00
Deposit	11/23/2015			PayPal De...	10000 · We...	760.00
Deposit	12/08/2015			Deposit	10000 · We...	50.00
Check	12/31/2015		Eileen D Leo	Refund	10000 · We...	-100.00
Check	12/31/2015		Jim Cassidy	Refund	10000 · We...	-45.00
Total 47231 · Annual Dinner						6,405.00
47233 · Silent Auction						
Deposit	05/07/2015			deposited t...	11000 · Pay...	400.00
Deposit	11/12/2015			Paypal XFR	10000 · We...	1,235.00
Deposit	11/23/2015			check & ca...	10000 · We...	2,360.00
Deposit	11/23/2015			does not re...	10000 · We...	6,125.00
Deposit	11/24/2015			Marcy Mill...	10000 · We...	30.00
Check	11/25/2015				10000 · We...	-1,507.37
Deposit	11/30/2015			TO Design	10000 · We...	115.00
Total 47233 · Silent Auction						8,757.63
47230 · Annual Dinner & Silent Auction - Other						
Deposit	11/30/2015			Steve Wag...	10000 · We...	100.00
Total 47230 · Annual Dinner & Silent Auction - Other						100.00
Total 47230 · Annual Dinner & Silent Auction						15,262.63
Total 47200 · Program Income						15,262.63
TOTAL						15,262.63

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 Accrual Basis

Bike Walk Connecticut Account QuickReport January through December 2015

Type	Date	Num	Name	Memo	Split	Amount
63000 · Program Services Expenses						
63100 · Annual Dinner						
63140 · Food and Beverages						
Check	11/13/2015	88		CCSU Ann...	10000 · We...	560.00
Check	12/31/2015		CCSU		10000 · We...	4,810.00
Total 63140 · Food and Beverages						5,370.00
63150 · Credit Card Charges						
Deposit	11/23/2015			PayPal De...	10000 · We...	19.12
Deposit	12/08/2015			Deposit	10000 · We...	1.40
Total 63150 · Credit Card Charges						20.52
Total 63100 · Annual Dinner						5,390.52
Total 63000 · Program Services Expenses						5,390.52
TOTAL						5,390.52

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 Accrual Basis

Bike Walk Connecticut Account QuickReport January through December 2015

Type	Date	Num	Name	Memo	Split	Amount
63000 · Program Services Expenses						
63200 · Silent Auction						
63230 · Supplies						
Check	11/20/2015	88		cash withd...	10000 · We...	300.00
Total 63230 · Supplies						300.00
63240 · Materials						
Check	04/06/2015	211...		Summit Ch...	10000 · We...	361.20
Total 63240 · Materials						361.20
63250 · Credit Card Charges						
Deposit	11/23/2015			does not re...	10000 · We...	169.35
Total 63250 · Credit Card Charges						169.35
63200 · Silent Auction - Other						
Check	12/31/2015		Zulu Nyala Gam...		10000 · We...	775.00
Total 63200 · Silent Auction - Other						775.00
Total 63200 · Silent Auction						1,605.55
Total 63000 · Program Services Expenses						1,605.55
TOTAL						1,605.55

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 12/06/15
 Accrual Basis

Bike Walk Connecticut Account QuickReport January through December 2014

Type	Date	Num	Name	Memo	Split	Amount
47200 · Program Income						
47230 · Annual Dinner & Silent Auction						
47231 · Annual Dinner						
Deposit	09/25/2014			Deposit	10000 · We...	100.00
Deposit	09/30/2014			Deposit	11000 · Pay...	1,845.00
Deposit	10/02/2014			Deposit Pa...	10000 · We...	900.00
Deposit	10/07/2014			Deposit Pa...	10000 · We...	450.00
Deposit	10/15/2014			Deposit Pa...	10000 · We...	45.00
Deposit	10/15/2014			Deposit Pa...	10000 · We...	900.00
Deposit	10/21/2014			Deposit	10000 · We...	240.00
Deposit	10/24/2014			Deposit	10000 · We...	900.00
Deposit	10/27/2014			Deposit Pa...	10000 · We...	120.00
Deposit	10/31/2014			Deposit	11000 · Pay...	4,410.00
Deposit	11/03/2014			Deposit Pa...	10000 · We...	545.00
Deposit	11/17/2014			Deposit Pa...	10000 · We...	200.00
Deposit	12/01/2014			Deposit Pa...	10000 · We...	45.00
Deposit	12/08/2014			Deposit Pa...	10000 · We...	45.00
Deposit	12/26/2014			Deposit	11000 · Pay...	48.60
Deposit	12/26/2014		William Kurtz	TBD	11000 · Pay...	488.70
Total 47231 · Annual Dinner						11,282.30
47233 · Silent Auction						
Deposit	10/07/2014			Deposit Pa...	10000 · We...	50.00
Deposit	11/24/2014			Deposit Pa...	10000 · We...	627.22
Deposit	11/25/2014			Deposit Pa...	10000 · We...	1,495.00
Deposit	11/25/2014			Deposit Pa...	10000 · We...	7,877.19
Deposit	12/01/2014			Deposit Pa...	10000 · We...	955.00
Deposit	12/02/2014			Deposit Pa...	10000 · We...	360.00
Total 47233 · Silent Auction						11,364.41
Total 47230 · Annual Dinner & Silent Auction						22,646.71
Total 47200 · Program Income						22,646.71
TOTAL						22,646.71



December 2015

Annual Dinner Report

We held our annual dinner & silent auction on Friday, Nov. 20 at CCSU. The event is a combination fundraiser and social event, with a featured speaker and a brief segment dedicated to our accomplishments in the past year and plans for the upcoming year. The event has been selling out since at least 2012.

Colleen Kelly Alexander was our 2015 featured speaker. Prior speakers include the Courant's Dan Haar (2014), Tourism & Economic Development Deputy Commissioner Kip Bergstrom (2013), DEEP Commissioner Dan Esty (2012), and DOT Commissioner Jim Redeker (2011?).

This report uses "The 4 Questions to Ask When You Debrief on a Project:" What were we trying to accomplish? Where did we hit (or miss) our objectives? What caused our results? (This should go deeper than obvious, first-level answers), and What should we start, stop, or continue doing?

Annual Dinner 2015	
Registered	175
Attended	163
Projected Proceeds	\$7235
Expenses	\$5391
Projected Net Profit	\$1844
Staff Time	86 hours = \$2175
Volunteer Time	TBD

What were we trying to accomplish? Where did we hit (or miss) our objectives? What caused our results?

1. Sell all available tickets: *Hit.*

- We used 175-180 as our max capacity; registration totalled **179**. Attendance totalled 163. Registration was in flux, with people making changes to the guest list until the last minute. We belatedly realized the venue would fit 18 tables, so the real max was 180.
- Tickets sold based on good publicity; historic popularity of event; keeping our traditional location (consistency; no surprises); keeping prices down. Holding it on a Fri. night may have helped attendance. Colleen & Sean filled almost 2 tables. However some of our previous table purchasers did not join us this year (New Haven, FVTC, CCAP, e.g.). We might not have sold out if we were using the larger venue.

2. Meet or beat last year's net profit of \$4443. *Miss.*

- Our projected net profit for 2015 is **\$1844**, 41% of our goal of \$4443. This year's dinner proceeds to date were **\$6955**, with a few payments still outstanding and after a few refunds. We budgeted for proceeds of \$11,282 based on last year.
- Our expenses come to **\$5391** (\$6839 was budgeted).
- Although we increased ticket prices by \$5, the lower net profit was due to having to take the smaller room that seats 175 vs 250, after CCSU neglected to document the reservation we made last year. However a number of people remarked that they preferred the smaller room. Our per person costs were about the same as last year.

3. Build community and goodwill by recognizing exceptional work of bike ped champions with the People's Choice Awards. *Hit.*

- This was a first for us. Award winners seemed to appreciate the recognition of their work, and nominators seemed to feel good about recognizing others. It's a good way to engage people from all parts of the state and acknowledge the good community work outside central CT.

4. Promote our 2015 accomplishments and direction for 2016: ?

- It's hard to tell if we hit or missed on this one, or how much people want or expect in the way of annual meeting content. It's been our practice to limit our remarks so people can socialize ("people don't want to hear about that..."). We might have more impact if we allow more time for a more substantial presentation.

5. Share Colleen's story to get more people engaged as members, volunteers, and donors. Hit.

- Colleen's presentation style and story are enormously compelling. Everyone in the room could probably relate to feeling, at one point or another, at risk of ending up in similar circumstances. We learned that emotion without action is irrelevant, which resonated with a lot of people.

What should we start, stop, or continue doing?

Start	Stop	Continue	Evaluate
<p>Building a relationship with Dr. Baumgartner.</p> <p>Developing a strategy to attract attendees who will pay a higher ticket price and spend more at the auction</p> <p>Investigating other venues for a limited time</p> <p>Setting budget goals for next year's dinner</p> <p>Looking for next year's speaker</p> <p>Getting next year's event on the calendar very soon</p> <p>Recruiting more volunteers to help with planning and logistics</p> <p>Identifying a good emcee</p>	<p>Doing all the other chores before I plan my own remarks! Sometimes you run out of time.</p> <p>Emphasizing table sales for the usual suspects who would buy individual tickets anyway?</p>	<p>People's Choice Awards, but limit the number to no more than 5 so we can highlight their accomplishments in a more meaningful way</p> <p>Promoting membership at the dinner; drive home how important it is for a membership org to have strong membership levels</p> <p>Focusing table sales for businesses, bike clubs or other organizations (as opposed to the usual suspects who would attend anyway)</p>	<p>Cost of staff time exceeds net profit from dinner >> it costs us more to put on the dinner than we brought in this year. Auction is a different story.</p> <p>CCSU or other venue—but there is much to recommend about CCSU?</p> <p>Memorial Hall or Constitution Room?</p> <p>Holding dinner in early Dec ?</p> <p>Allow ED and Pres more speaking time?</p> <p>Menu. Just so-so this year?</p> <p>Figure out how to collect contact info for table guests – that always escapes us</p> <p>Ticket pricing</p>



December 2015

ED Report

News & Info Worth Sharing

- The top 2 reasons “regular people” don’t bike more: 1) safety concerns; 2) Lycra. Shimano study 2007. Local Motion, formed the same year that CCBA was, now has a budget of 1.2 million and 12 f/t staff. Local Motion gets about 250K in revenue from bike rental program on Burlington/Lake Champlain bike path.
- Vermont’s VU law includes harrasment as a punishable offense.
- VT Bike Walk Coalition has been absorbed by Local Motion.

- What Every Entrepreneur Must Know To Succeed In Business (nonprofit or otherwise):
 1. Do Your Homework.
 2. Stay Singular in Your Focus
 3. Your Competition Is There and You Don’t Even Know It
 4. Know your lane, whatever that lane may be *You need to be narrow and deep, never wide and shallow. Find your customer base and get respect from them. If you try to be everything to everyone you will spread yourself too thin and you will have no loyal customer base.*

Sources: WNEG meeting in Bennington 11/7; Shark Tank!

Membership Levels: 331; \$19,384

- Current membership is 331, including 6 business members.
- As of the end of Nov membership was 341, the highest in my tenure.
- As a membership organization our membership levels are obviously very important. Our members are our base, our biggest supporters. Effective grassroots organizations have a budget that raises funds internally from its members. A substantial amount of an organization’s funds should come from its members and individual gifts.
- 2015 individual membership revenue is \$13,155. It was \$12,605 in 2014.
- YTD individual donations total \$3,699. Individual donations totalled \$5,555 in 2014.
- Business membership revenue is \$1250 in 2015. It was \$6550 in 2014.
- Total “direct public support” is \$19,384 so far for 2015 (vs \$27,351 in 2014).

Advocacy

1. Distributed summary of **2016-2017 Advocacy Priorities** at Annual Dinner.

2. **DPH Complete Streets Contract**
 - a. DPH is leaning heavily on me to have year 3 contract work underway, given last year’s incomplete scope of work.
 - b. This year’s work (Year 3) will require 200 hours of my time from now to June 29, 2016.
 - c. A contract amendment covering years 3, 4 and 5 is in the works.
 - d. Years 3,4,5 allocate funding equally to staff time (including complete streets metrics), Share the Road work, and an educational workshop. \$4628 is allocated to each of the 3 categories annually.
 - e. We were very, very fortunate to get \$3500 back of the \$3800 we had to return for Year 2. \$3000 is allocated to Share the Road campaign, \$500 to staff time.

3. **State agency collaboration & funding**
 - a. Met with legislators and OPM on Let’s Go CT and greenways funding plans—Rep. Cristin McCarthy Vahey organized pursuant to attending our Oct. board meeting. Reps Lemar and Bumgardner

attended. DOT could not attend at last minute. I now have a good sense of how Let's Go CT funds and new greenways bonding allocation are intended to be used.

- b. To Do: document and share my notes with legislators. Make recommendations to OPM & DOT on strategic criteria for awarding funds under Community Connectivity program. Give preference to towns that have a complete streets policy, bike ped plan, or both. Include considerations noted in Advocacy Priorities.

4. VU Enforcement

- a. Asked Scott for data expertise to map VU incidents, if I were to collect them by survey.
- b. Rep. Lemar may want to amend VU law to strengthen it. He thinks this could be a good year to raise dooring legislation. More research needed so we know what we're talking about.
- c. Need to look into Vermont VU law that includes harrasment as a punishable offense.
- d. Talking with DOT about events and programs to educate police about VU law.
- e. Sent info on VU law to Courant reporters who wrote recent article on the death of another pedestrian who was hit by a car.

Education

1. **Summit/Workshop:** Talking with Mark Fenton about being the presenter for 2016 workshop/summit, sometime between March and June 15, 2016. Location TBD after his availability is nailed down.
2. **Share the Road Brochures:** Ordered another 3000. Distributed at dinner and to all legislators. Next: mass distribution to police departments.
3. Travelers to fund 2-3 **bike ed** sessions for Hartford kids, perhaps 2-3 adult bike to work clinics, during Bike Month for Bike to School Day/Bike to Work Day.

PR /Communications

1. Wrote Active Transportation piece—full page in Hartford Business Journal's Green Guide magazine
2. Quoted extensively in Nov 16 Hartford Business Journal article by John Stearns
3. Was interviewed for 15 minute public affairs radio segment, Vantage Points. Airs on 6 Hartford area stations.
4. Called for interview with CCSU reporter; have not connected yet.
5. Website needs to be updated to reflect advocacy accomplishments and next set of priorities.

Sponsor/Donor Cultivation & Stewardship

1. We need to follow up with Dr. Baumgartner, who stood up and offered support after Colleen's talk at the annual dinner.
2. Prepared personalized thank yous / tax receipts for Discover CT sponsors, with photos and a few testimonials from the New Britain and West Hartford rides.
3. Asked for personalized thank yous / tax acknowledgements for Silent Auction donors.

Management / Operations / Admin

1. Bookkeeper engaged (JDM Business Services, Cromwell)
2. Talking to accountants with strong nonprofit expertise
3. We'd be smart to get our finances in order now for our 2015 990. Asked for reporting on value of items donated for silent auction, which must be reported on the 990.
4. Engaging Janet Waterston to help us develop HR policies and best practices that will transcend changes in board makeup.
5. Target Feb-Mar to pilot with 2 organizations as chapters.
6. Preparing scope of work for consultant that accompanies HFPG board development workshop.

Calendar

- December -- Annual Appeal
- Jan 25 movie at Trinity College
- Feb 3 - Legislative Session Starts
- May 4 - Legislative Session Ends
- Feb – tentative HR consultation
- Between Mar and June 15 - Professional Training/Workshop/Summit; ideally with Mark Fenton
- May BTW Day
- December? Annual Dinner & Auction to be scheduled asap