



## Board Meeting Agenda

January 9, 2013

6 pm – pizza and conversation  
6:30 – 8:30 pm - Meeting

56 Arbor Street, Suite 310A, Hartford

**6:00 pm Pizza and conversation**

**6:30 pm Call to Order; establish quorum – MaryEllen Thibodeau**

**6:30 pm New Director Introductions and Nominations – Sandy; see attachment**

- Vote on new director slate: Laura Balm; Gary Griffin; Chris Skelly
- Vote on officer slate

**6:45 pm Approve minutes of November 2012 meeting - All; see attachment**

**6:50 pm Financial Report, 990 Update – Ken; see attachment**

**7:00 pm Executive Director’s Report – Kelly**

- *Membership Report*
- *Annual Dinner & Silent Auction Report*
- *Governance & Strategic Planning Next Steps*
  - Meet 2/2? 2/9? Weeknight?
- *Events*
  - Feb 5 – film
  - National Summit and Lobby Day – March 2013
  - Annual Summit – Saturday, April 27, 2013
- *Outreach*
  - Burnside Ave Road Diet
  - Feb 5 – DEEP BFP Award
  - Feb 5 – Fairfield County outreach
- *Advocacy*
  - Legislative Session opens Jan 9
  - Vulnerable User bill
  - Comprehensive Energy Strategy
  - MAP 21 - fully fund, staff, implement
  - BPAB
  - Complete Streets implementation; share the road education
- *Bike to Work Day*

**7:20 pm Bike Education Proposal for 2013 – MaryEllen; see attachment**

**7:35 pm Annual Summit Committee Planning - Overview – MaryEllen**

**7:45 pm Year in Review: All**

- What went well? What might we do differently in 2013?

**8:00 pm Wrap Up & Recap**

- Review action steps from tonight’s meeting
- Feb Strategic Planning Session
- 2013 Board Meeting Schedule: Mar 13, May 8, Jul 10, Sept. 11, Nov 13.
- 2013 Exec Comm Meeting Dates: Feb 13, Apr 10, Jun 12, Aug 14, Oct 9, Dec 11

**8:15 pm Adjourn**

**Bike Walk Connecticut**

**Bike Walk Connecticut  
Meeting of the Board of Directors  
Wednesday, November 14, 2012, 6:00 -8:00 pm.  
Bike Walk Connecticut HQ  
56 Arbor St., Suite 310A, Hartford, CT 06105**

Attendees: Maryellen Thibodeau, Mark Paquette, Chris Brown, Anne Hayes, Bev Hughes, Kelly Kennedy, Gerry Lafleur, Tom O'Brien, Martha Page, Emily Wolfe

- Meeting called to order at 8PM by President MaryellenThibodeau
- Minutes from September 12, 2012 meeting were approved as corrected.
- Financial Report
  - Reviewed by Kelly in Ken's absence. We will end the year with a deficit. Unknown what the annual dinner will receipts will be.
  - There was a donation of \$3,000 from FVTC and \$1 ,000 from Sound Cyclist.
  - Lease on Arbor St office will go up \$35/mo. New storage at Arbor St. instead of at U-Haul, may save money.
  - The 990 for 2011 has been filed, but IRS has questions on 2010. There will be no financial penalty.
  - Corporate funding is becoming more difficult to get. Grant opportunities are decreasing. We need to be proactive in seeking out groups like FVTC and asking them f or money. We need full board support in getting people to attend the annual dinner. Silent auction is our moneymaker. Maryellen suggested that we have a board financial challenge. The board would match every donation up to \$100.
- Membership report.
  - Our communication base is 3500, but individual memberships are only 174. We need to get people to become members.
    - Individual Ms = 118
    - Family/Household MSHIPS = 32
    - Supporting = 18
    - Sustaining = 4
    - Lifetime = 2
    - Business Class = 1 (VHB)
    - Cycling Club = 3 (Narragansett Bay Wheelmen, Pequot Cyclists. Sound Cyclist)
- United Way donations
  - We need to send reminder in September. Give people the four-digit code to add to their UW forms.
- BWCT Jersey
  - Emily showed pictures of the Jersey. Everyone liked the design.
  - There is a minimum of 50 jerseys for order.
  - Price for Jersey - \$60 for members, \$70 for non members.

- We will sell them at the Annual Dinner with an envelope at center of each table to hold orders that will be paid by check or credit card.
- Board makeup
  - Need to replace Anne and Martha who will be leaving the board and one other vacancy.
  - Many suggestions as to where to look for new board members. Need to look for members from unrepresented counties and someone with financial expertise Martha and Anne are looking for new members. Leadership Greater Hartford has a program of finding people who are looking for board service. This is not a free service, but it may be a good service for BWCT. The search committee will look at corporations and agencies that we want to work with and ask one of their employees to be on Board. The search committee will also look at bike whose members could be approached.
- Strategic plan
  - Needs success measures, a time line, responsible parties
  - Needs to be coordinated with the budget and committees.
  - For strategic planning session, Kelly will prepare an updated version of the strategic plan with proposed timelines, success measures, committee responsibilities, and resource requirements that also aligns with the budget.
- Advocacy
  - BWCT thinks that Flower Street will not be closed. There may be a pedestrian bridge thanks to the advocacy of Chris, & Tony. This is not definite. There is still safety and cost issues that need to be considered. The advocacy by BWCT members built lots of BWCT exposure.
  - Kelly will be meeting with DEEP. There is lots of competition for money from DOT and DEEP for safe roads. Complete streets still needs to be implemented in a robust manner. DEEP did get a bronze designation from the Bike Alliance as a bike friendly business. Kevin Sullivan and Dan Esty were instrumental in this.
  - It is not known how active transportation will fit into the Vulnerable User Bill. Bonding for bike lanes will be not be in new roads bill.
  - Map 21 (Moving Ahead for Progress in the 21<sup>st</sup> Century) is name of the new transportation bill. Implementation at the state level is an open question in CT.
  - Kelly will be at the CT Bike-Ped Board meeting tomorrow and has asked to be on the board.
- Bike Walk Connecticut's Summit
  - The date will be announced soon. Location will again be Yale, but in a different building.
- Discover Hartford.
  - Made about \$11,000 ( if Kelly's salary is not included )
  - Need to meet with organizations early in the year to plan for 2013 tour
- Bike Education
  - Train the trainer is being discussed.

- Becoming easier as we hold classes. LCI seminar will be held at Arbor St.
- Bike to Work
  - Sandy wants her committee to center on the May bike week event. A Commuter Challenge was suggested.
- Outreach
  - Kelly has talked to many advocacy and cycling groups in the last month. She is planning an outreach effort to Fairfield County for Feb 2013.
- Motion was made by Mary Ellen to authorize Kelly as contract signatory (specifically for CCSU) and add Kelly as signatory for checks over \$500. It was seconded by Anne and was unanimously approved by the board.
- Trail News
  - Tom O'Brien talked about East Coast Greenway. He attended the annual meeting of ECG in Bennington last year. Last Saturday he met with ECG and talked about getting a riding manual for Connecticut including the Norwalk River Valley trail. The next step will be a ride next year to Montreal on riverside roads. FVTrail is trying to get rail line finished in Plainville. Jim Cassidy is working with railroad.
  - A good approach for working with the various agencies blocking development of completed trails is to emphasize tourism. Kelly will use that approach in the coming year.
- Meeting was adjourned at 8:00.

Respectfully Submitted,

Beverly Hughes, Secretary.

Next Board meeting : 1/9/13 - 6:00 (pizza and conversation); Meeting from 6:30 – 8:30

Next Executive committee meeting: 12/12/12

**Bike Walk Connecticut**  
**Balance Sheet**  
As of December 31, 2012

|  | <u>Dec 31, 12</u>        |
|--|--------------------------|
| <b>ASSETS</b>                          |                          |
| <b>Current Assets</b>                  |                          |
| <b>Checking/Savings</b>                |                          |
| Other Income                           | -25.00                   |
| 13000 · Petty Cash                     | -146.95                  |
| 10000 · Webster Bank - checking        | 80,025.07                |
| 11000 · PayPal                         | 18,017.09                |
| 12000 · CD                             | 10,584.73                |
| <b>Total Checking/Savings</b>          | <u>108,454.94</u>        |
| <b>Total Current Assets</b>            | <u>108,454.94</u>        |
| <b>TOTAL ASSETS</b>                    | <b><u>108,454.94</u></b> |
| <b>LIABILITIES &amp; EQUITY</b>        |                          |
| <b>Liabilities</b>                     |                          |
| <b>Current Liabilities</b>             |                          |
| <b>Accounts Payable</b>                |                          |
| 20000 · Accounts Payable               | -250.00                  |
| <b>Total Accounts Payable</b>          | <u>-250.00</u>           |
| <b>Credit Cards</b>                    |                          |
| 14000 · Webster Bank Credit Card       | 2,207.38                 |
| <b>Total Credit Cards</b>              | <u>2,207.38</u>          |
| <b>Other Current Liabilities</b>       |                          |
| 24000 · Payroll Liabilities            | 3,769.55                 |
| <b>Total Other Current Liabilities</b> | <u>3,769.55</u>          |
| <b>Total Current Liabilities</b>       | <u>5,726.93</u>          |
| <b>Total Liabilities</b>               | 5,726.93                 |
| <b>Equity</b>                          |                          |
| 32000 · Unrestricted Net Assets        | 109,414.44               |
| Net Income                             | -6,686.43                |
| <b>Total Equity</b>                    | <u>102,728.01</u>        |
| <b>TOTAL LIABILITIES &amp; EQUITY</b>  | <b><u>108,454.94</u></b> |

**Bike Walk Connecticut**  
**Profit & Loss**  
 January through December 2012

|   | Jan - Dec 12 |
|---|--------------|
| <b>Ordinary Income/Expense</b>                |              |
| <b>Income</b>                                 |              |
| <b>43400 · Direct Public Support</b>          |              |
| 43460 · Legacies and Bequests                 | 1,835.80     |
| 43410 · Corporate Contributions               | 4,300.00     |
| 43450 · Individual Contributions              |              |
| 43453 · Annual Appeal                         | 2,257.75     |
| 43454 · Employer Matching Gifts               | 1,336.90     |
| 43452 · United Way/Workplace Giving           | 218.74       |
| 43450 · Individual Contributions - Other      | 2,468.24     |
| <b>Total 43450 · Individual Contributions</b> | 6,281.63     |
| <b>Total 43400 · Direct Public Support</b>    | 12,417.43    |
| <b>47200 · Program Income</b>                 |              |
| 47280 · Bike Walk CT Jersey                   | 1,606.74     |
| 47270 · Hartford Bicycle Rack Project         | 2,533.00     |
| 47250 · Bike Education                        | 5,705.00     |
| 47210 · Bike to Work                          | 9,603.91     |
| 47220 · Memberships                           |              |
| 47222 · Membership Dues                       |              |
| 47222.2 · Renewal Memberships                 | 3,738.60     |
| 47222.1 · New Memberships                     | 105.00       |
| 47222 · Membership Dues - Other               | 2,820.00     |
| <b>Total 47222 · Membership Dues</b>          | 6,663.60     |
| 47220 · Memberships - Other                   | 2,931.55     |
| <b>Total 47220 · Memberships</b>              | 9,595.15     |
| 47240 · Rides and Walks                       |              |
| 47244 · Hartford Bike Tour Regi               | 800.00       |
| 47244 · Hartford Bike Tour Registration       | 14,805.00    |
| 47245 · Discover Hartford Tour Sponsors       | 4,638.73     |
| 47246 · Discover Bike Tour Grants             | 7,000.00     |
| <b>Total 47240 · Rides and Walks</b>          | 27,243.73    |
| 47240* · Program Service Fees                 |              |
| 47231 · Annual Dinner                         | 7,687.00     |
| 47233 · Silent Auction                        | 3,173.00     |
| <b>Total 47240* · Program Service Fees</b>    | 10,860.00    |
| 47200 · Program Income - Other                | 1,601.20     |
| <b>Total 47200 · Program Income</b>           | 68,748.73    |
| <b>Total Income</b>                           | 81,166.16    |
| <b>Gross Profit</b>                           | 81,166.16    |
| <b>Expense</b>                                |              |
| <b>68300 · Travel and Meetings</b>            |              |
| 68320 · Travel                                | 114.00       |
| 68310 · Conference, Convention, Meeting       | 537.50       |
| <b>Total 68300 · Travel and Meetings</b>      | 651.50       |
| <b>65100* · Other Types of Expenses</b>       |              |
| 65120* · Insurance - Liability, D and O       | 88.00        |
| <b>Total 65100* · Other Types of Expenses</b> | 88.00        |
| <b>63000 · Program Services Expenses</b>      |              |
| 63950 · Bike Jerseys                          | 2,072.50     |
| 63900 · Statewide Summit                      | 1,383.91     |
| 63020 · Outside Contract Services             | 3,498.38     |

6:33 PM  
01/07/13  
Cash Basis

## Bike Walk Connecticut Profit & Loss January through December 2012

|  | Jan - Dec 12     |
|--|------------------|
| 63100 · Annual Dinner                          |                  |
| 63110 · Printing                               | 355.18           |
| 63140 · Food and Beverages                     | 228.51           |
| 63100 · Annual Dinner - Other                  | 78.00            |
| <b>Total 63100 · Annual Dinner</b>             | <b>661.69</b>    |
| 63200 · Silent Auction                         |                  |
| 63220 · Outside Contract Services              | 270.00           |
| <b>Total 63200 · Silent Auction</b>            | <b>270.00</b>    |
| 63300 · Hartford Tour                          |                  |
| 63370 · Equipment rental                       | 25.00            |
| 63350 · Materials                              | 4,613.80         |
| 63310 · Printing                               | 2,306.88         |
| 63320 · Outside Contract Services              | 3,118.85         |
| 63330 · Supplies                               | 416.96           |
| 63300 · Hartford Tour - Other                  | 200.00           |
| <b>Total 63300 · Hartford Tour</b>             | <b>10,681.49</b> |
| 63400 · Bike Education                         |                  |
| 63405 · Contractual Services                   | 1,443.75         |
| 63440 · Transportaion/Equipment                | 63.77            |
| 63420 · Coordinator/Instructors                | 200.00           |
| <b>Total 63400 · Bike Education</b>            | <b>1,707.52</b>  |
| 63500 · Bike to Work                           |                  |
| 63560 · Prizes                                 | 1,830.00         |
| 63540 · Food                                   | 1,330.00         |
| 63510 · Advertising                            | 3,876.83         |
| 63500 · Bike to Work - Other                   | 200.00           |
| <b>Total 63500 · Bike to Work</b>              | <b>7,236.83</b>  |
| 63600 · Advocacy Expenses                      | 1,251.20         |
| <b>Total 63000 · Program Services Expenses</b> | <b>28,763.52</b> |
| 65000 · Operations                             |                  |
| 65011 · Board Development                      | 233.87           |
| 65090 · Office Space- Rent                     | 4,515.00         |
| 65080 · Equipment                              | 1,494.85         |
| 65330 · Salaries                               | 36,538.52        |
| 65110 · Marketing/Promotion                    | 50.00            |
| 65001 · Business Registration Fees             | 385.00           |
| 65005 · Bank Service Charges                   |                  |
| 65005.2 · PayPal Service Charge                | 447.17           |
| 65005.3 · Credit Card Processing Fee           | 315.00           |
| 65005.2 · PayPal Service Charges               | 294.01           |
| 65005.1 · Payroll Processing Charges           | 575.09           |
| 65005 · Bank Service Charges - Other           | 386.37           |
| <b>Total 65005 · Bank Service Charges</b>      | <b>2,017.64</b>  |
| 65015 · Membership Dues                        | 400.00           |
| 65020 · Postage, Mailing Service               | 574.40           |
| 65030 · Printing and Copying                   | 5.60             |
| 65040 · Supplies                               | 115.72           |
| 65050 · Telephone, Telecommunications          | 1,416.43         |
| 65060 · Website                                | 47.88            |
| 65120 · Insurance - Liability, D and O         | 3,732.15         |
| 65200 · Technology, software, etc.             | 820.87           |
| 65310 · Conference, Convention, Meeting        | 564.44           |
| 65320 · Travel                                 | 689.85           |
| <b>Total 65000 · Operations</b>                | <b>53,602.22</b> |
| 66000 · Payroll Expenses                       | 3,425.22         |
| <b>Total Expense</b>                           | <b>86,530.46</b> |
| <b>Net Ordinary Income</b>                     | <b>-5,364.30</b> |

6:33 PM  
01/07/13  
Cash Basis

**Bike Walk Connecticut**  
**Profit & Loss**  
January through December 2012

|                           | <u>Jan - Dec 12</u>     |
|---------------------------|-------------------------|
| Other Income/Expense      |                         |
| Other Expense             |                         |
| 80000 · Ask My Accountant | 1,322.13                |
| Total Other Expense       | <u>1,322.13</u>         |
| Net Other Income          | <u>-1,322.13</u>        |
| Net Income                | <u><u>-6,686.43</u></u> |

**Bike Walk Connecticut**  
**Profit & Loss Budget vs. Actual**  
 January through December 2012

|   | Jan - Dec 12     | Budget           | \$ Over Budget    | % of Budget   |
|---|------------------|------------------|-------------------|---------------|
| <b>Ordinary Income/Expense</b>                |                  |                  |                   |               |
| <b>Income</b>                                 |                  |                  |                   |               |
| 43400 - Direct Public Support                 |                  |                  |                   |               |
| 43460 - Legacies and Bequests                 | 1,835.80         |                  |                   |               |
| 43410 - Corporate Contributions               | 4,300.00         | 20,000.00        | -15,700.00        | 21.5%         |
| 43450 - Individual Contributions              |                  |                  |                   |               |
| 43453 - Annual Appeal                         | 2,257.75         | 2,500.00         | -242.25           | 90.3%         |
| 43454 - Employer Matching Gifts               | 1,336.90         |                  |                   |               |
| 43452 - United Way/Workplace Giving           | 218.74           | 2,500.00         | -2,281.26         | 8.7%          |
| 43450 - Individual Contributions - Other      | 2,468.24         | 500.00           | 1,968.24          | 493.6%        |
| <b>Total 43450 - Individual Contributions</b> | <b>6,281.63</b>  | <b>5,500.00</b>  | <b>781.63</b>     | <b>114.2%</b> |
| <b>Total 43400 - Direct Public Support</b>    | <b>12,417.43</b> | <b>25,500.00</b> | <b>-13,082.57</b> | <b>48.7%</b>  |
| 46400 - Miscellaneous Income                  |                  |                  |                   |               |
| 46430 - Excess Food Kitty                     | 0.00             | 50.00            | -50.00            | 0.0%          |
| 46400 - Miscellaneous Income - Other          | 0.00             | 100.00           | -100.00           | 0.0%          |
| <b>Total 46400 - Miscellaneous Income</b>     | <b>0.00</b>      | <b>150.00</b>    | <b>-150.00</b>    | <b>0.0%</b>   |
| 47200 - Program Income                        |                  |                  |                   |               |
| 47280 - Bike Walk CT Jersey                   | 1,606.74         |                  |                   |               |
| 47270 - Hartford Bicycle Rack Project         | 2,533.00         |                  |                   |               |
| 47250 - Bike Education                        | 5,705.00         | 3,000.00         | 2,705.00          | 190.2%        |
| 47210 - Bike to Work                          | 9,603.91         |                  |                   |               |
| 47220 - Memberships                           |                  |                  |                   |               |
| 47222 - Membership Dues                       |                  |                  |                   |               |
| 47222.2 - Renewal Memberships                 | 3,738.60         | 7,000.00         | -3,261.40         | 53.4%         |
| 47222.1 - New Memberships                     | 105.00           | 7,000.00         | -6,895.00         | 1.5%          |
| 47222 - Membership Dues - Other               | 2,820.00         |                  |                   |               |
| <b>Total 47222 - Membership Dues</b>          | <b>6,663.60</b>  | <b>14,000.00</b> | <b>-7,336.40</b>  | <b>47.6%</b>  |
| 47221 - Bike Shop/Business Memberships        | 0.00             | 1,500.00         | -1,500.00         | 0.0%          |
| 47220 - Memberships - Other                   | 2,931.55         |                  |                   |               |
| <b>Total 47220 - Memberships</b>              | <b>9,595.15</b>  | <b>15,500.00</b> | <b>-5,904.85</b>  | <b>61.9%</b>  |
| 47240 - Rides and Walks                       |                  |                  |                   |               |
| 47244 - Hartford Bike Tour Regi               | 800.00           |                  |                   |               |
| 47244 - Hartford Bike Tour Registration       | 14,805.00        | 15,000.00        | -195.00           | 98.7%         |
| 47245 - Discover Hartford Tour Sponsors       | 4,638.73         | 10,000.00        | -5,361.27         | 46.4%         |
| 47246 - Discover Bike Tour Grants             | 7,000.00         | 3,000.00         | 4,000.00          | 233.3%        |
| <b>Total 47240 - Rides and Walks</b>          | <b>27,243.73</b> | <b>28,000.00</b> | <b>-756.27</b>    | <b>97.3%</b>  |
| 47240* - Program Service Fees                 |                  |                  |                   |               |
| 47231 - Annual Dinner                         | 7,687.00         | 10,000.00        | -2,313.00         | 76.9%         |
| 47232 - T-Shirt Sales                         | 0.00             | 1,000.00         | -1,000.00         | 0.0%          |
| 47233 - Silent Auction                        | 3,173.00         | 4,000.00         | -827.00           | 79.3%         |
| <b>Total 47240* - Program Service Fees</b>    | <b>10,860.00</b> | <b>15,000.00</b> | <b>-4,140.00</b>  | <b>72.4%</b>  |
| 47200 - Program Income - Other                | 1,601.20         |                  |                   |               |
| <b>Total 47200 - Program Income</b>           | <b>68,748.73</b> | <b>61,500.00</b> | <b>7,248.73</b>   | <b>111.8%</b> |
| <b>Total Income</b>                           | <b>81,166.16</b> | <b>87,150.00</b> | <b>-5,983.84</b>  | <b>93.1%</b>  |
| <b>Gross Profit</b>                           | <b>81,166.16</b> | <b>87,150.00</b> | <b>-5,983.84</b>  | <b>93.1%</b>  |
| <b>Expense</b>                                |                  |                  |                   |               |
| 68300 - Travel and Meetings                   |                  |                  |                   |               |
| 68320 - Travel                                | 114.00           |                  |                   |               |
| 68310 - Conference, Convention, Meeting       | 537.50           |                  |                   |               |
| 68300 - Travel and Meetings - Other           | 0.00             | 325.00           | -325.00           | 0.0%          |
| <b>Total 68300 - Travel and Meetings</b>      | <b>651.50</b>    | <b>325.00</b>    | <b>326.50</b>     | <b>200.5%</b> |

**Bike Walk Connecticut**  
**Profit & Loss Budget vs. Actual**  
 January through December 2012

|  | Jan - Dec 12 | Budget    | \$ Over Budget | % of Budget |
|--|--------------|-----------|----------------|-------------|
| <b>65100* - Other Types of Expenses</b>            |              |           |                |             |
| 65120* - Insurance - Liability, D and O            | 88.00        |           |                |             |
| <b>Total 65100* - Other Types of Expenses</b>      | 88.00        |           |                |             |
| <b>62800 - Facilities and Equipment</b>            |              |           |                |             |
| 62870 - Property Insurance                         | 0.00         | 2,100.00  | -2,100.00      | 0.0%        |
| 62800 - Facilities and Equipment - Other           | 0.00         | 2,000.00  | -2,000.00      | 0.0%        |
| <b>Total 62800 - Facilities and Equipment</b>      | 0.00         | 4,100.00  | -4,100.00      | 0.0%        |
| <b>63000 - Program Services Expenses</b>           |              |           |                |             |
| 63950 - Bike Jerseys                               | 2,072.50     |           |                |             |
| 63900 - Statewide Summit                           | 1,383.91     |           |                |             |
| 63800 - Hartford Bicycle Rack Project              |              |           |                |             |
| 63801 - Contract Serviss                           | 0.00         | 1,500.00  | -1,500.00      | 0.0%        |
| <b>Total 63800 - Hartford Bicycle Rack Project</b> | 0.00         | 1,500.00  | -1,500.00      | 0.0%        |
| 63010 - Printing                                   | 0.00         | 500.00    | -500.00        | 0.0%        |
| 63020 - Outside Contract Services                  | 3,498.38     |           |                |             |
| 63100 - Annual Dinner                              |              |           |                |             |
| 63110 - Printing                                   | 355.18       | 250.00    | 105.18         | 142.1%      |
| 63130 - Supplies                                   | 0.00         | 250.00    | -250.00        | 0.0%        |
| 63140 - Food and Beverages                         | 228.51       | 4,000.00  | -3,771.49      | 5.7%        |
| 63160 - Postage                                    | 0.00         | 250.00    | -250.00        | 0.0%        |
| 63100 - Annual Dinner - Other                      | 78.00        |           |                |             |
| <b>Total 63100 - Annual Dinner</b>                 | 661.69       | 4,750.00  | -4,088.31      | 13.9%       |
| 63200 - Silent Auction                             |              |           |                |             |
| 63220 - Outside Contract Services                  | 270.00       |           |                |             |
| <b>Total 63200 - Silent Auction</b>                | 270.00       |           |                |             |
| 63300 - Hartford Tour                              |              |           |                |             |
| 63370 - Equipment rental                           | 25.00        | 500.00    | -475.00        | 5.0%        |
| 63350 - Materials                                  | 4,613.80     | 2,000.00  | 2,613.80       | 230.7%      |
| 63310 - Printing                                   | 2,306.88     | 2,000.00  | 306.88         | 115.3%      |
| 63320 - Outside Contract Services                  | 3,118.85     | 2,000.00  | 1,118.85       | 155.9%      |
| 63330 - Supplies                                   | 416.96       | 1,000.00  | -583.04        | 41.7%       |
| 63340 - Postage                                    | 0.00         | 500.00    | -500.00        | 0.0%        |
| 63300 - Hartford Tour - Other                      | 200.00       |           |                |             |
| <b>Total 63300 - Hartford Tour</b>                 | 10,681.49    | 8,000.00  | 2,681.49       | 133.5%      |
| 63400 - Bike Education                             |              |           |                |             |
| 63406 - Printing                                   | 0.00         | 100.00    | -100.00        | 0.0%        |
| 63405 - Contractural Services                      | 1,443.75     | 5,000.00  | -3,556.25      | 28.9%       |
| 63401 - Travel                                     | 0.00         | 100.00    | -100.00        | 0.0%        |
| 63440 - Transportaion/Equipment                    | 63.77        |           |                |             |
| 63420 - Coordinator/Instructors                    | 200.00       |           |                |             |
| 63410 - Supplies                                   | 0.00         | 250.00    | -250.00        | 0.0%        |
| <b>Total 63400 - Bike Education</b>                | 1,707.52     | 5,450.00  | -3,742.48      | 31.3%       |
| 63500 - Bike to Work                               |              |           |                |             |
| 63560 - Prizes                                     | 1,830.00     |           |                |             |
| 63540 - Food                                       | 1,330.00     |           |                |             |
| 63510 - Advertising                                | 3,876.83     |           |                |             |
| 63500 - Bike to Work - Other                       | 200.00       | 500.00    | -300.00        | 40.0%       |
| <b>Total 63500 - Bike to Work</b>                  | 7,236.83     | 500.00    | 6,736.83       | 1,447.4%    |
| 63600 - Advocacy Expenses                          | 1,251.20     |           |                |             |
| <b>Total 63000 - Program Services Expenses</b>     | 28,763.52    | 20,700.00 | 8,063.52       | 139.0%      |

6:35 PM

01/07/13

Cash Basis

**Bike Walk Connecticut**  
**Profit & Loss Budget vs. Actual**  
 January through December 2012

|   | Jan - Dec 12     | Budget           | \$ Over Budget    | % of Budget   |
|---|------------------|------------------|-------------------|---------------|
| <b>65000 - Operations</b>                 |                  |                  |                   |               |
| 65011 - Board Development                 | 233.87           |                  |                   |               |
| 65090 - Office Space- Rent                | 4,515.00         | 4,800.00         | -285.00           | 94.1%         |
| 65080 - Equipment                         | 1,494.85         | 1,800.00         | -305.15           | 83.0%         |
| 65340 - Benefits/Employment Taxes         | 0.00             | 2,000.00         | -2,000.00         | 0.0%          |
| 65330 - Salaries                          | 36,538.52        | 45,000.00        | -8,461.48         | 81.2%         |
| 65110 - Marketing/Promotion               | 50.00            |                  |                   |               |
| 65001 - Business Registration Fees        | 385.00           | 750.00           | -365.00           | 51.3%         |
| 65005 - Bank Service Charges              |                  |                  |                   |               |
| 65005.2 - PayPal Service Charge           | 447.17           |                  |                   |               |
| 65005.3 - Credit Card Processing Fee      | 315.00           |                  |                   |               |
| 65005.2 - PayPal Service Charges          | 294.01           |                  |                   |               |
| 65005.1 - Payroll Processing Charges      | 575.09           |                  |                   |               |
| 65005 - Bank Service Charges - Other      | 386.37           | 2,000.00         | -1,613.63         | 19.3%         |
| <b>Total 65005 - Bank Service Charges</b> | <b>2,017.64</b>  | <b>2,000.00</b>  | <b>17.64</b>      | <b>100.9%</b> |
| 65010 - Books, Subscriptions, Reference   | 0.00             | 250.00           | -250.00           | 0.0%          |
| 65015 - Membership Dues                   | 400.00           | 500.00           | -100.00           | 80.0%         |
| 65020 - Postage, Mailing Service          | 574.40           | 1,000.00         | -425.60           | 57.4%         |
| 65030 - Printing and Copying              | 5.60             | 1,000.00         | -994.40           | 0.6%          |
| 65040 - Supplies                          | 115.72           | 1,500.00         | -1,384.28         | 7.7%          |
| 65050 - Telephone, Telecommunications     | 1,416.43         | 1,000.00         | 416.43            | 141.6%        |
| 65060 - Website                           | 47.88            | 1,500.00         | -1,452.12         | 3.2%          |
| 65120 - Insurance - Liability, D and O    | 3,732.15         | 4,000.00         | -267.85           | 93.3%         |
| 65200 - Technology, software, etc.        | 820.87           |                  |                   |               |
| 65310 - Conference, Convention, Meeting   | 564.44           | 500.00           | 64.44             | 112.9%        |
| 65320 - Travel                            | 689.85           | 1,000.00         | -310.15           | 69.0%         |
| <b>Total 65000 - Operations</b>           | <b>53,602.22</b> | <b>68,600.00</b> | <b>-14,997.78</b> | <b>78.1%</b>  |
| 66000 - Payroll Expenses                  | 3,425.22         |                  |                   |               |
| <b>Total Expense</b>                      | <b>86,530.46</b> | <b>93,725.00</b> | <b>-7,194.54</b>  | <b>92.3%</b>  |
| <b>Net Ordinary Income</b>                | <b>-5,364.30</b> | <b>-6,575.00</b> | <b>1,210.70</b>   | <b>81.6%</b>  |
| <b>Other Income/Expense</b>               |                  |                  |                   |               |
| Other Expense                             |                  |                  |                   |               |
| 80000 - Ask My Accountant                 | 1,322.13         |                  |                   |               |
| <b>Total Other Expense</b>                | <b>1,322.13</b>  |                  |                   |               |
| <b>Net Other Income</b>                   | <b>-1,322.13</b> |                  |                   |               |
| <b>Net Income</b>                         | <b>-6,686.43</b> | <b>-6,575.00</b> | <b>-111.43</b>    | <b>101.7%</b> |

## January 2013

### Nominees for Bike Walk Connecticut Board of Directors and Officers

**Nominating Committee:** Sandy Fry; Anne I. Hayes; Martha Page

**Board Nominations:** Nominations for the Board of Directors and the Executive committee follow. Information forms are provided for each of the proposed new board members.

*The Nominating Committee recommends that the Board act upon these nominations at the January 9 meeting.*

#### SLATE OF NOMINEES FOR 2013 BIKE WALK CT BOARD OF DIRECTORS AND OFFICERS

### Nominees for Board of Directors:

**Terms ending in December 2013:**

Board opening  
Board opening

**Terms ending in December 2014**

Laura Baum\*  
Chris Skelly\*

**Terms ending in December 2015**

Chris Brown  
Richard Durishin  
Gary Griffin\*  
Beverly Hughes  
Tom O'Brien

\*Indicates a new board member

### Nominees for Officers:

|                             |                     |
|-----------------------------|---------------------|
| <b>President:</b>           | MaryEllen Thibodeau |
| <b>Vice President:</b>      | Chris Brown         |
| <b>Treasurer:</b>           | Ken Livingston      |
| <b>Recording Secretary:</b> | Emily Wolfe         |

### *Those continuing to serve on the Board:*

**Terms ending in 2013:**

Sandy Fry  
Emily Wolfe  
Luis Rivera

**Terms ending in 2014:**

Ken Livingston  
Stuart Popper  
MaryEllen Thibodeau

## BIKE WALK CONNECTICUT

### PROSPECTIVE BOARD MEMBER INFORMATION FORM

**Name:** Laura Baum

**Home Address:** 24 In Town Ter, Middletown, CT 06457

**Home phone:**                      **Work phone:**

**Cell phone:** 503-936-7843 **Preferred contact number:** Cell

**Profession:** Project Manager

**Employer (if applicable):** Wesleyan University

**E-mail:** laura.madeline.baum@gmail.com

**Qualifications, including other board experience. Please include a description of your role with each non profit that you are involved:**

I worked for three years as Residential Outreach Specialist (and Interim Executive Director) for St. Paul Smart Trips, a non-profit sustainable transportation advocacy organization. In my work there I was involved in strategic planning, program development, volunteer management, event planning, budgeting, grant writing/reporting and many other areas. Most recently, I was an active volunteer for Bike Pittsburgh. I advised their staff on how they could incorporate individualized social marketing in their programming.

My husband and I recently moved to CT, so I am not currently involved in any other non-profits.

**Do you have expertise and interest in any of the following?** (Please check the applicable categories)

Finance  Public Relations  Marketing  Human Resources  Technology   
Fundraising – Individuals  Fundraising – Corporate  Political Advocacy  Strategic  
Planning  Investment Management  Communications  Social Media   
Membership Recruitment  Grant Writing  Web Design

Other areas of expertise:

As I mentioned above, I have experience doing program management for bike/walk advocacy organizations. My background is in Urban Planning and I also have expertise in infrastructure planning and urban design.

**Please describe your interest in biking and walking advocacy and education and why you want to serve on the board of Bike Walk Connecticut.**

Since leaving college I have dedicated my professional and volunteer time to improving the communities I live in from the perspective of housing affordability, transportation access and mobility, and overall livability. I feel particularly passionate about making Connecticut a place where every transportation

option is safe and easy. I care about many aspects of biking and walking including advocating for better laws and policies, working with local governments to improve infrastructure, and encouraging individuals to choose to bike and walk. I am excited that Bike Walk Connecticut board members play an active role in the organization. I hope my background in transportation advocacy can help the organization work towards its mission.

**What other non-profit organizations are you actively involved in?**

Having recently relocated here from Pittsburgh, I am not currently involved in any other non-profits.

**Time Availability.** *Currently Bike Walk Connecticut has one staff member, our Executive Director. Board members are expected to serve as an officer or committee chair and be actively involved in the operation of the organization and its activities. Currently, the board meets every other month in person with executive committee meetings in the off months. The board also works informally between meetings via email.*

**What time commitment for board activities, including committee work, will you be able to make?**

I am definitely available for monthly (or bi-monthly) board meetings. I work part-time at Wesleyan University and spend the rest of my time with my one-year-old. My schedule is very flexible.

I estimate I could dedicate an additional 5-10 hours per month for committee work.

**Name and contact information of two references.**

Scott Bricker, Executive Director, Bike Pittsburgh, 412-325-4334, [scott@bike-pgh.org](mailto:scott@bike-pgh.org) -- *I volunteered with Bike PGH*

Jessica Treat, Executive Director, St. Paul Smart Trips, 651-224-8555 x20, [Jessica@smart-trips.org](mailto:Jessica@smart-trips.org) -- *I worked for St. Paul Smart Trips*

*If you have any questions regarding the board, please contact Sandy Fry, Nominating Committee chair at 860-247-5329 x3090 or [sfry@hartfordtransit.org](mailto:sfry@hartfordtransit.org)*

*Please return form to [sfry@hartfordtransit.org](mailto:sfry@hartfordtransit.org)*

**BIKE WALK CONNECTICUT**

**PROSPECTIVE BOARD MEMBER INFORMATION FORM**

**Name:** Chris Skelly

**Home Address:** 5 Stonebridge Lane West Hartford, CT 06107

**Home phone:** 860-561-4530 **Work phone:**

**Cell phone:** 860-977-1404 **Preferred contact number:**

**Profession:**

**Employer (if applicable):**

**E-mail:** cebskelly@comcast.net

**Qualifications, including other board experience. Please include a description of your role with each non profit that you are involved:** My resume was provided to Mary Ellen Thibodeau.

**Covenant Congregational Church:** Various roles, including Vice Chair, Trustee Board Chair, Christian Education Chair, Building Committee Chair (1998-2009)

**HopeWorks:** Board member and Board Chair (2008-1/2013)

**Mayor's Charity Ball:** Treasurer, Chair (2009-6/2013)

**Wheeler Clinic:** Trustee, Audit Committee chair (2010-present)

**Literacy Volunteers:** tutor for ESOL (2010-present)

**Do you have expertise and interest in any of the following?** (Please check the applicable categories)

Finance  Public Relations  Marketing  Human Resources  Technology

Fundraising – Individuals  Fundraising – Corporate  Political Advocacy  Strategic

Planning  Investment Management  Communications  Social Media

Membership Recruitment  Grant Writing  Web Design

Other areas of expertise:

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**Please describe your interest in biking and walking advocacy and education and why you want to serve on the board of Bike Walk Connecticut.**

**Biking is a newfound passion of mine, I am very interested in getting others to enjoy it as well. I have seen great benefits in terms of health and fitness and think more people need to be educated about biking. Safety is a concern especially when travelling on roads where the biking culture is not widespread.**

**What other non-profit organizations are you actively involved in? see above**

**Time Availability.** *Currently Bike Walk Connecticut has one staff member, our Executive Director. Board members are expected to serve as an officer or committee chair and be actively involved in the operation of the organization and its activities. Currently, the board meets every other month in person with executive committee meetings in the off months. The board also works informally between meetings via email.*

**What time commitment for board activities, including committee work, will you be able to make?**

Attend meetings. More time for committees after 6/13.

**Name and contact information of two references.**

**Dorothy Shugrue, Executive director, HopeWorks 860-561-1175**

**Ann Mikulak: HW board member 860-523-4639**

*If you have any questions regarding the board, please contact Sandy Fry, Nominating Committee chair at 860-247-5329 x3090 or [sfry@hartfordtransit.org](mailto:sfry@hartfordtransit.org)*

*Please return form to [sfry@hartfordtransit.org](mailto:sfry@hartfordtransit.org)*

# BIKE WALK CONNECTICUT

## PROSPECTIVE BOARD MEMBER INFORMATION FORM

**Name:** Gary Griffin

**Home Address:** 12 Squadron Line Road Simsbury, CT 06070

**Home phone:** 860.217.0367

**Work phone:** 860.954.1371

**Cell phone:** 860.748.9486

**Preferred contact number:** Cell

**Profession:** Director of Communications

**Employer (if applicable):** Travelers

**E-mail:** ggriffin@travelers.com

**Qualifications, including other board experience. Please include a description of your role with each non profit that you are involved:**

I am a very passionate and committed cyclist and runner. Since I spend a considerable amount of time on the roadways in Connecticut, I am very interested in increasing safety, making it more accessible and communicating the benefits of biking and walking to more residents.

I have worked with the CT Safe Routes to school program and helped launch WalkitBikeit to school, a statewide program aimed at getting more kids to walk and bike to school. I also aided in the design and direction for the current Bike Walk CT logo.

Currently, I hold no seats on any nonprofit boards, but I did spend three years working for the National MS Society as a communications director and spent a considerable amount of time developing the marketing strategy and promotion for the annual MS Walk and other cycling events hosted by the Chapter.

Passion for cycling: Ironman Triathlete, commuter, bike collector

**Do you have expertise and interest in any of the following?** (Please check the applicable categories)

Finance  Public Relations  Marketing  Human Resources  Technology   
Fundraising – Individuals  Fundraising – Corporate  Political Advocacy  Strategic  
Planning  Investment Management  Communications  Social Media   
Membership Recruitment  Grant Writing  Web Design

Other areas of expertise:

---

**Please describe your interest in biking and walking advocacy and education and why you want to serve on the board of Bike Walk Connecticut.**

I have personally witnessed the progress that Bike Walk Connecticut has achieved and would like to join the efforts underway to continue this advancement. I have a passion for biking and walking and I would love for our state to be viewed as a leader in advancing safety and education. My passion for biking has extended to my young family and I would love to get others engaged in experiencing its great benefits.

**What other non-profit organizations are you actively involved in?**

None at this time.

**Time Availability.** *Currently Bike Walk Connecticut has one staff member, our Executive Director. Board members are expected to serve as an officer or committee chair and be actively involved in the operation of the organization and its activities. Currently, the board meets every other month in person with executive committee meetings in the off months. The board also works informally between meetings via email.*

**What time commitment for board activities, including committee work, will you be able to make?**

I can commit to the meeting schedule and would be more than happy to assist in other activities – marketing, public relations and events.

**Name and contact information of two references.**

Denis Horrigan, CT Wealth Management  
860.470.0290

Jennifer Wislocki, Travelers  
860.277.7458

*If you have any questions regarding the board, please contact Sandy Fry, Nominating Committee chair at 860-247-5329 x3090 or [sfry@hartfordtransit.org](mailto:sfry@hartfordtransit.org)*

*Please return form to [sfry@hartfordtransit.org](mailto:sfry@hartfordtransit.org)*

## Bike Education Projects for 2013

Proposal by MaryEllen Thibodeau

January 3, 2013

A robust bicycle education program requires dedicated staff or volunteer (non-instructor) time to oversee most aspects of the program, including responding to questions from the public, interacting with sponsoring organizations (e.g. South Windsor Schools) and prospective participants, publicizing courses, preparing proposals and procuring instructors. At this point, we do not have that capacity. What follows is a modest proposal, but one that will require additional paid or volunteer resources.

### Traffic Skills 101 Classes

Offer minimum of four at Bike Walk CT office using LAB on-line curriculum for classroom portion

- Reduces number of hours of LCI led course from 9 to 4-5

- Allows for more flexibility for participants

- Reduces instructor cost and allows reduction in course fees

- Will price to cover direct expenses plus overhead

### League Cycling Instructor Seminar

Host one LCI Seminar at Bike Walk CT office Spring 2013

- Seminar put on by League of American Bicyclists (LAB) but organized by Bike Walk CT

- All fees paid to LAB

- Bike Walk CT time spent organizing class is not compensated – value created by increasing number of LCIs

### Teach the Teacher Course

One day course taught by Jim Arnold at Berlin High School in April 2013

- Aimed at training PE teachers to add bike ed to PE curriculum

- Can be priced to cover direct costs plus overhead

- Increases number of children taught bike ed in school

### South Windsor 4<sup>th</sup> Grade Bike Ed

Responded to request for proposal to teach 6 hour bike ed course in two schools over two weeks (20 hours per week) in June 2013

Priced to cover direct costs plus overhead

#### Camp Woodstock Counselor Training

Camp has expressed interest in June bike ed training for counselors who take campers on bike trips

Rough estimate provided for 4-6 hour course

Received \$1000 donation to cover cost

#### Bike Safety Assemblies

As part of CSG corporate sponsorship at \$15,000 level, Bike Walk CT would make short presentations at school assemblies on bike safety.

Curriculum was developed and used by Richard Dureshin in Rhode Island

Would be part of events related to a Newport to Mystic Bicycle Race planned for early June

Could be taught by volunteers

#### Staffing Proposal

In 2012, our bike education program was priced to cover direct costs and overhead. The Board authorized \$5000 to cover cost of a part-time bike ed coordinator – most of which was not spent. Based on my experience doing much of the coordination over the last year, this is not something we should expect to cover with a volunteer. It takes knowledge of bike education (LCI training is preferable), significant time and is deadline sensitive. I propose including \$5,000 for a bike education coordinator (250 hours at \$20 per hour) in the 2013 budget. This should allow us to carry out the programs listed above and add classes and programs.

#### Bike Education Committee

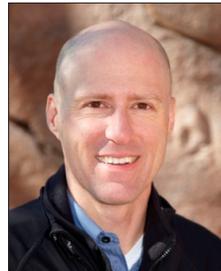
To be established to make recommendations to the Board and Executive Director on best practices and funding opportunities to support a bigger bike education program and increase government and corporate support for bike education in general.

Having a good working board-staff relationship makes your organization’s direction definitive, operations smooth and programs and initiatives more effective. Rob Sadowsky, Dan Grunig and Chris Morfas have all worked on those relationships from both sides, as executive directors and as board members, and on this call they discussed strategies to strengthen your board-staff relationship.

## Our Panelists:



**Rob Sadowsky**  
Executive Director



**Dan Grunig**  
Executive Director



**Chris Morfas**  
Board Chair



## Board roles and staff roles

- The board is responsible for setting the priorities of the organization: its mission, vision, values and goals. It’s heavily involved in fundraising, as well.
- “Your board is your policy center,” says Rob. “They’re the ones thinking at a high level, trying to push the organization in ways to make it better.” They have a role as a sounding board and leadership. In most groups, they are responsible for fundraising and making valuable connections. They provide oversight, evaluation, innovation and guidance but not management or personnel decisions (except for those who report directly to them, like the executive director).
- “The board is the ‘what’ and the staff is the ‘how,’” says Dan. “The board, for example, would decide, ‘We want to get across that river and we have this much budget to do it.’ It’s up to the staff to do an analysis to see if a tunnel or a rope swing or a cannon is the best way to do it, and then implement it.” It helps to have a clear definition of those roles.
- “It’s the board’s role to establish the long-term strategic direction of the organization — its mission, vision, values and goals,” says Chris. “When you get more into the work plan of short- and medium-term objectives, that’s where the staff really comes into play.” Staff coordinate, listen and give input to the process of strategic planning, too.

# Best Practices in Board-Staff Relationships

Mutual Aid Call

December 12, 2012

- Staff implements the strategic direction that the board agrees upon.
- “Staff has the role of providing a reality check upon the board, in terms of staff’s understanding of what the organization’s resources are, the environment in which it is operating, the opportunities that are in front of the organization,” says Chris.

## Communicating effectively

- “I have weekly phone call meetings with the board president, and at least once a month we meet in person,” says Rob. “We have monthly executive committee meetings, which tee up our board meetings and helps slate upcoming issues.”
- Make your board meetings about decisions. “I think it’s a way of showing respect for the value of your volunteer board members’ time,” says Chris. “You’re bringing them together for a reason, to make decisions, and making decisions requires everyone to be prepared in advance.” Get meeting materials out to board members at least a week in advance. Foster an environment where staff treat board members with respect and use them efficiently.
- Have multiple presenters at meetings. “It shouldn’t be the board chair or the executive director dominating the meetings,” says Chris. “Always try to have three to five different board members presenting individual items over the course of the meeting to empower people and encourage participation.”
- Streamline your reporting. Instead of using time to present staff reports during a meeting, have a running Google document/spreadsheet with items available ahead of time. BTA has a data-driven dashboard (a straightforward one-page tool) to show progress and metrics on the objectives the organization trying to reach.
- Communication strategies differ from organization to organization. “It’s important to consider the geographic dispersion of the board members,” says Chris. “How often you actually get together face-to-face is an important consideration in terms of the communications and expectations you can establish.”
- Consider transparency as a mechanism. “We do a report to staff or to the board, it goes to board and staff,” says Rob. “We share financial statements with board and staff, we share board minutes with board and staff. We’d rather be transparent about that process. The board can still enter into executive session.”
- Have rules about communications. BTA has all staff-to-board communications go through the ED or board president. On the other side, individual board members should not issue orders to the executive director; they are supposed to make decisions as a group but can follow up on implementation questions.

## Board development

- Your board nomination and development processes are extremely important. “Just like you should have a transition or succession plan for key staff members,” says Rob, “your board should also have a succession plan. If you’re on a board, or as staff, you should know right now who your next board president, vice president, secretary and treasurer are.”
- BTA has a board nominating committee which helps develop the future leadership of the organization.
- Bicycle Colorado has used a matrix in the past to determine what their organization needs and the skills that board members bring and aspects of representation (diversity of background, ethnicity and location, e.g.). “We’re moving away from a chart of what people have done and are looking at what they can do,” says Dan. “It’s more important to have a very excited and committed board member than to just plug a hole because you need a lawyer or an accountant.”
- “As the board starts to transition away from the roles as a decision maker and an implementer,” says Rob, “the people who are really good at serving on that collective form of government may not be the people who are really good at being the next stage of the board. The board needs to be conscientious about what skill level, what capacity, what kind of values and opportunities the board has as the organization grows.” The same goes for staff. Maybe the best person to lead an organization as a sole staff member is not the same person you need to run the organization when it has seven staff members.
- Think about transition plans. “Your board is in transition, whether you know it or not,” says Chris. “If you have the same board members you had one or two years ago, your board is transitioning towards obsolescence. If you have significant turnover, that transition is more apparent.” As executive staff and as board, assess your board as it is, and continue to identify those individuals who will increase the board’s capacity.
- Spend 10-15 percent of your time on board development communicating and developing relationships with board members and prospects; have a board development committee that identifies strengths and opportunities for board members; share individual successes among board members; and take a position on the board of another organization to guide your work.

**For many board members who haven’t been raising funds, they’re kind of intimidated. We’ve been involving them in thank-you calls to larger donors. We’ve worked with them a basic script to get into the conversation, but are giving them a chance to hear from those donors what’s important to them and why they support Bicycle Colorado. That’s a nice first step in terms of them being able to reach out, communicate, and learn to speak about the organization.**

**— Dan Grunig**

# Best Practices in Board-Staff Relationships

Mutual Aid Call

December 12, 2012

## Systems that work for three organizations:

|                         | BTA  | Bicycle Colorado  | CalBike  |
|-------------------------|--|---|--|
| Board Meeting Frequency | Six full board meetings per year, one of them is a day-long full staff-board retreat   | Quarterly full board meetings, monthly executive committee  | Six times per year, full board meeting (two in-person)   |
| Committees              | Active executive committee; committee chairs participate in executive committee meetings; committee role is to tee up decisions for the full board | Aside from executive committee, organized as task forces; form around an issue and disband when work is done; staff can get involved if their work is required. | Mixed success; sometimes the organization needs to respond quickly, and committees work more slowly; only have them if they're effective |
| Reporting               | Use dashboard tool, reports available before meetings  | Written and read in advance   | Shared via Google doc or spreadsheet prior to meeting  |
| Organization            | 15 FTE, 22 board members   | 8 FTE, 19 board members   | 2 FTE, 12 board members  |

### Managing the transition as your organization grows and changes:

- Developing a board position description is helpful. "Lay out the roles and responsibilities and what's expected of a board member in terms of time and financial commitment," says Dan. It's better to find out early if someone can't make the commitment.
- Engage the board in strategic planning. For CalBike, this served to establish expectations for staff and board, deliverables and metrics. The board-staff relationship changed to a shared understanding of the organization's direction for the board.
- When you have a good working board that hires their first executive director, sometimes the board expects that one person to do what everyone was doing collectively. Communication is key in helping the board step back without entirely stepping away. Some board members may enjoy the implementation role they had as part of a working board and may find it hard to relinquish those responsibilities to staff.
- Regrouping through strategic planning sessions and facilitated retreats can give the staff and board guidance on their changing roles.

# Best Practices in Board-Staff Relationships

Mutual Aid Call

December 12, 2012

## Additional Resources:

- Rob's presentation materials from the 2012 Alliance Retreat in the [Alliance Resource Library](#)
- Board development resources in the [Alliance Resource Library](#)
- Board evaluation tools (matrices) in the [Alliance Resource Library](#)
- Board development resources from [ManagementHelp.org](#)
- Board resources at [GrantSpace.org](#)
- Your state or local nonprofit association

**If a committee is not robust, if it doesn't have a backbone or if it's not proactive, then you're either going to have important policy decisions that affect the reputation of the organization and its allocation of resources falling to the executive director, which can be risky, or it backs up to the board, which can be overly cumbersome.**

— Chris Morfas

**We require our board members to buy a table — or sell a table — at our annual fundraising event, and we ask them to come up with another \$1,000 in cash, either themselves or through friends. I tell our board members, "You should write a check large enough that, if you have to explain it to your spouse, you're a little bit nervous about it and it makes you sweat." That's how big it should be.**

— Rob Sadowsky