



Board Meeting Agenda

March 12, 2014

56 Arbor Street, Hartford

6:00 pm Pizza and conversation

6:30 pm Call to order; establish quorum - Laura

6:30 pm Review and approve minutes of Jan 2014 meeting - Emily

6:35 pm Review and accept latest financials – Ken

6:40 pm Program Updates & Discussion

- Legislative Advocacy/Vulnerable User Bill – Kelly - 5 min
- Federal Advocacy/National Summit Takeaways – Laura, MaryEllen – 10 min
- DPH Complete Streets Grant – Kelly – 5 min
- Discover Hartford Bicycle Tour Partnership Proposal – Kelly < 5 mins
- Bike to Work Chair Needed – Laura (chair is open) – 10 min
- Bike Ed Update (chair needed) – Kelly – 5 min
- Other Updates - BPAB Report; Trinity College class; Marriott request re a bike getaway package; Bike Share; Transform CT; TOD; Governor's Office; Outreach requests – Kelly – 5 min

7:20 pm Operation/Business Updates & Discussion

- Business Planning Grant, Retreat – Laura, Kelly, **Barry** – 10 min
- ED Goals – Laura, Kelly - < 5 min
- Branding Work - next steps – Gary – 5 min
- Bike Shop & Club Liaisons – Laura, Kelly – 15 min
- Potential chapter structure? – Laura, Kelly – 10 min
- LGH Leaders on Board – < 5 min

8:00 pm 2014 Budget Proposal – Discussion and adoption – all

8:15 pm Review action steps coming out of this meeting

Next meeting: Wed. MAY 14, 2014; Exec. Comm. Meeting Wed. APR 9, 2014.

8:20 pm Adjourn

Bike Walk Connecticut

Bike Walk Connecticut
Balance Sheet
As of February 28, 2014

	<u>Feb 28, 14</u>
ASSETS	
Current Assets	
Checking/Savings	
Other Income	-25.00
13000 · Petty Cash	-288.95
10000 · Webster Bank - checking	87,737.90
11000 · PayPal	-155.50
12000 · CD	10,584.73
Total Checking/Savings	<u>97,853.18</u>
Total Current Assets	<u>97,853.18</u>
TOTAL ASSETS	<u><u>97,853.18</u></u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
20000 · Accounts Payable	-750.00
Total Accounts Payable	<u>-750.00</u>
Credit Cards	
14000 · Webster Bank Credit Card	42.24
Total Credit Cards	<u>42.24</u>
Other Current Liabilities	
24000 · Payroll Liabilities	3,769.55
Total Other Current Liabilities	<u>3,769.55</u>
Total Current Liabilities	<u>3,061.79</u>
Total Liabilities	3,061.79
Equity	
32000 · Unrestricted Net Assets	104,781.02
Net Income	-9,989.63
Total Equity	<u>94,791.39</u>
TOTAL LIABILITIES & EQUITY	<u><u>97,853.18</u></u>

Bike Walk Connecticut
Profit & Loss
 January through February 2014

	Jan - Feb 14
Ordinary Income/Expense	
Income	
43400 · Direct Public Support	
43450* · Individ, Business Contributions	368.00
43450 · Individual Contributions	
43453 · Annual Appeal	100.00
43454 · Employer Matching Gifts	60.00
43450 · Individual Contributions - Other	356.72
Total 43450 · Individual Contributions	516.72
Total 43400 · Direct Public Support	884.72
47200 · Program Income	
47250 · Bike Education	145.80
47220 · Memberships	
47222 · Membership Dues	1,516.94
47221 · Bike Shop/Business Memberships	1,000.00
Total 47220 · Memberships	2,516.94
Total 47200 · Program Income	2,662.74
Total Income	3,547.46
Gross Profit	3,547.46
Expense	
65000 · Operations	
65011 · Board Development	39.88
65090 · Office Space- Rent	515.00
65080 · Equipment	125.00
65340 · Benefits/Employment Taxes	891.88
65330 · Salaries	9,339.08
65005 · Bank Service Charges	
65005.2 · PayPal Service Charge	39.98
65005.1 · Payroll Processing Charges	253.01
Total 65005 · Bank Service Charges	292.99
65015 · Membership Dues	100.00
65020 · Postage, Mailing Service	24.84
65030 · Printing and Copying	43.50
65050 · Telephone, Telecommunications	233.46
65120 · Insurance - Liability, D and O	931.95
65200 · Technology, software, etc.	85.00
65310 · Conference, Convention, Meeting	888.00
65320 · Travel	26.50
Total 65000 · Operations	13,537.08
66000 · Payroll Expenses	0.01
Total Expense	13,537.09
Net Ordinary Income	-9,989.63
Net Income	-9,989.63



January 29, 2014

Finkelstein Consulting, Inc.

15 Long Lots Rd
Westport, CT 06880

Bike Walk Connecticut

PO Box 270149
West Hartford, CT 06127
Attn: Kelly Kennedy, Executive Director

Dear Kelly:

Finkelstein Consulting, Inc. (FCI) is pleased to be included among the consultants you are considering for helping Bike Walk Connecticut with business planning. We are very impressed with everything you have accomplished with Bike Walk Connecticut to date, and are excited to have the opportunity to help you advance your mission.

FCI Background and Capabilities

FCI was founded in 1994 and has a long history of consulting with non-profit organizations of various sizes and missions, including the American Foreign Service Association (AFSA), Population Services International (PSI), World Vision International, Special Olympics International, Girl Scouts of America, East Wildlife Foundation, Aircraft Owners and Pilots Association, AARP, Mobius (The Mentoring Movement), as well as many Unitarian Universalist congregations, for whom we provide support for capital campaigns and annual fund drives.

We specialize in working with organizations committed to strategic transformation. We have worked on the kinds of issues and challenges Bike Walk Connecticut is interested in tackling including board development, governance, adherence to mission and avoiding mission creep, financial management, as well as strategic planning and execution. Some recent projects include:

- Ensuring that AFSA is structured and equipped to achieve their strategic objectives
- Board development for Mobius
- Implementing a large-scale new approach to engaging constituents for Special Olympics
- Energizing and reorganizing a large corporate functional area for PSI
- Ensuring regulatory compliance and competitiveness for World Vision International

Project Approach

Our approach is to work collaboratively with Bike Walk Connecticut's board and executive director, tailoring our efforts to your needs, schedule, and priorities. Our approach is to use the existing strategic plan and perhaps the recent branding session results as a framework through which to analyze and review everything else. With that in mind, the following outlines our preliminary ideas for how we would approach and structure the project.

Task 1: Discovery – Review available documentation (including materials attached to the request for proposals) and convene an initial call to ask probing questions in an attempt to understand Bike Walk Connecticut's current situation and priorities. Use this call to define initial priorities and especially Task 2.

Task 2: Working Session – Facilitate an initial meeting with stakeholders (board and executive director) to review the project objectives, likely within the context of the strategic plan. Given the limited budget available for this project, FCI would help prioritize initiatives in order to maximize impact within project cost. In helping



January 29, 2014

set priorities we would consider relative importance and mission impact as well as likelihood of success given available organizational capacity. It may be useful to follow up with a small number of individual meetings or interviews with one or more Board members and/or the Executive Director.

Task 3: Analysis – Conduct an analysis of the issues identified in the prioritization process noted above. We will look for pain points to address and areas for improvement, as well as strengths to emphasize and build upon.

Task 4: Working Session – Meet with Board and Executive Director to review, explore, and refine FCI's findings and recommendations, and if indicated by the prioritization process, provide a workshop on board responsibilities and characteristics of highly effective boards.

Task 5: Summary Report – FCI will develop a brief report that summarizes the agreed upon recommendations from the study. FCI is passionate about only making recommendations that can be acted upon and implemented in a reasonably short period of time, are within the organization's abilities, and will result in significant positive impact. This will not be a report that sits on a shelf.

Project Staffing and Cost

FCI will staff the project as follows:

- Barry Finkelstein – FCI's president, Barry has a Master's Degree and over 35 years of consulting experience, with a strong specialty and interest in non-profit management, strategic and tactical planning, decision support, and fund-raising. Barry also brings significant non-profit board experience, both as a consultant and as a volunteer member. He served as Chairman of the Board for Culpepper Garden, an Arlington, VA based non-profit retirement housing community for low and moderate-income seniors.
- Danny Finkelstein -- With significant experience in management, non-profit organizations, organizational design and development, human resources, and information technology consulting, Danny is a seasoned analyst who works effectively with managers, executives, and individual contributors to make effective, efficient, data-based decisions and recommendations for FCI's clients. Danny was the lead consultant on FCI's AFSA project.

Additionally, we may involve another senior resource, Doug Stevens, for financial analysis and recommendations. Doug is a former CFO for two large global non-profits and Big 4 accounting firm partner. For more detailed biographical information on all three project resources, please see the attachment.

Our standard billing rates are \$250/hour for Barry and Doug and \$150/hour for Danny; however, we will discount those rates by 50% to increase the available hours and resulting impact of this project. We are confident that we can provide significant value within your \$3,750 grant budget. As noted above, we will work collaboratively with you and keep you fully informed of progress and costs, and offer you options when appropriate so you will always be in control of how the time and funds are being allocated.

Thank you again for the opportunity to offer our services. We are excited about the prospects of working with you to further the mission and enhance the effectiveness of Bike Walk Connecticut.

Sincerely,

Barry Finkelstein
President



Attachment A: Additional Background on FCI and our Personnel

About FCI and Firm History

Finkelstein Consulting, Inc. provides trusted strategic guidance to executives in the non-profit, public, and private sectors. Our team of consultants has over 80 combined years of corporate and consulting experience in all aspects of business administration including strategic planning, finance, fund development, information technology, and human resources. We pride ourselves on providing objective third-party analysis and recommendations that allow for effective and evidence-based management decisions. Beyond thorough and objective analysis, FCI seeks to bring about real, actionable change in the organizations that engage us. We view our clients as partners and our goal is to increase the efficiency and effectiveness with which they approach their operational mission.

Barry Finkelstein founded FCI in 1994 after selling his previous consulting company in order to offer more personal and focused client service. In the years since, FCI has assisted clients in the areas of strategic planning, functional optimization, information technology, project management, meeting facilitation, decision making analysis and support, and capital campaigns and annual fund drives.

In 2011, Barry's son, Danny, joined the company, expanding the firm's capabilities into the areas of organizational development, human resources, and compensation. Then in December of 2011, FCI was thrilled to expand our services again into the area of financial management by welcoming experienced executive and consultant, Doug Stevens, to the team. This expanded team is now capable of providing FCI's clients with a one-stop-shop consulting resource for the full spectrum of business administration, including strategy, finance, information technology, and human resources.

At FCI, we believe the best service we provide our clients is honest and objective analysis, actionable recommendations, and disciplined implementation project management. We approach each project without preconceived notions of what the "correct" answer is and are open to exploring all potential solutions and their impact on an organization. This approach has gained us a loyal client base that continues to employ our services as needs arise, long after the initial project is completed.

FCI Bios

Barry Finkelstein, President and FCI Project Executive



With over 30 years of executive leadership and consulting experience, Barry provides FCI's clients with expert guidance in the areas of strategic and tactical business and program planning, management, execution and evaluation; decision support; marketing and proposal development; fundraising/capital campaign planning and execution; and information technology (IT). For all FCI clients and engagements, he provides senior oversight and project management. He is an experienced facilitator who works with groups to achieve consensus, develop strategic plans, and use change management approaches to promote business transformation, innovation and technology adoption. As a seasoned executive, he interacts effectively with senior management, technical, and functional staff at all levels.

Barry also brings significant non-profit Board experience, both as a consultant and as a volunteer member. He served as Chairman of the Board for Culpepper Garden, an Arlington, VA based non-profit retirement housing community for low and moderate-income seniors.

Prior to founding FCI, Barry was President of Planning Analysis Corporation (PAC), leading a team of 50 consultants and staff. He began his professional career as a Principal at American Management Systems (AMS). Barry has a Master's degree in General Systems Theory and Computer Systems from the School of Advanced Technology at the State University of New York (SUNY) Binghamton.



January 29, 2014

Doug Stevens, Principal



An experienced corporate leader, Doug brings a broad range of operational and consulting experience to FCI's clients. He advises organizations in the areas of financial leadership and management, strategic planning, implementation of sophisticated financial management systems, business process redesign, information technology and advanced project management tools and techniques to successfully implement business strategies.

Before joining FCI, Doug was the Chief Financial Officer for two large international non-profit organizations: Special Olympics International and Population Services International. Additionally, Doug had roles as Partner-in-Charge of Grant Thornton's Southeastern US Business Advisory Services Practice, Chief Operating Officer for Information Management Consultants, and Partner with Deloitte LLP.

Doug was also a Foreign Service Officer with the Department of State and an Officer with the US Marine Corps. He received an A.B. degree in Political Economy from Williams College and an S.M. from the Massachusetts Institute of Technology where he was a Visiting Fellow at MIT's Center for Advanced Engineering Study.

Danny Finkelstein, Consultant and Project HR Subject Matter Expert and Project Manager



With significant experience in management, non-profit organizations, organizational design and development, human resources, and information technology consulting, Danny is a seasoned analyst who works effectively with managers, executives, and individual contributors to make effective, efficient, data-based decisions and recommendations for FCI's clients.

Prior to joining FCI, Danny was an Associate within Mercer's Human Capital group and a Senior Consultant in ORC Worldwide's Global Compensation and General Consulting groups.

Danny has a Bachelor's degree in United States History from the University of Pennsylvania where he was a member of the varsity baseball team and a 3 year intern for Grant Thornton's Business Advisory Services group.



STATEMENT OF WORK #1
BETWEEN BIKE WALK CONNECTICUT AND
FINKELSTEIN CONSULTING, INC.,
DATED FEBRUARY 26, 2014

Finkelstein Consulting, Inc. ("FCI") and Bike Walk Connecticut ("Bike Walk") hereby agree that FCI will perform the following Services:

Services:

Task 1. Project Kick-off and Discovery/Data Gathering: FCI will meet with the Bike Walk executive director (ED) and board chair to finalize the project scope and timeline, and then will collect and review relevant organizational information, including strategic plan, branding session output, budget, allocation of executive director time, board meeting minutes or notes, etc.

Task 2. Benchmarking and Best Practices: FCI will evaluate best practices among comparable or similar organizations for possible use with Bike Walk.

Task 3. Business Plan Development: FCI will work with ED to develop a business plan that outlines the priorities and approaches to be pursued over the next 1-3 years. The plan will use a structured template that identifies the work to be done, responsible parties, roles and responsibilities, resources, and evaluation criteria. The plan will also serve as a template for business planning for specific initiatives. Priorities will build on the "dual bottom line matrix" developed by Bike Walk.

Task 4. Consensus Building: FCI will work with ED and board of directors to build consensus around the business plan and build momentum toward achieving desired changes. This task will include a facilitated 3 hour session with the ED and board that will address some of the specific issues raised in Bike Walk's initial request for business planning assistance (e.g., board development, committee structure, clarification of board and ED roles, accountability for action and results).

Final Deliverable: Finalized business plan as described in Task 3.

Timing: FCI will provide the Services from February 26, 2014 through May 15, 2014.

Fees: FCI charges an hourly rate of \$150 for Consultant time and \$250 for Principal time, however, for this project we have discounted our rates by 50% to \$125 for principal time and \$75 for consultant time, in order to complete this project within Bike Walk's allotted grant budget of \$3,750. FCI agrees not to bill (and Bike Walk will not be obligated to pay for) more than \$3,750 for the Services set forth herein. FCI will bill Bike Walk on a monthly basis and at project completion and Bike Walk will process payment within 30 days.

Caveat: Given the limited budget for this project, it may be necessary for FCI and Bike Walk to prioritize tasks on which to spend consultant time and which to minimize or eliminate from the scope of the project. FCI will initiate these types of conversations as the project evolves in order to ensure that both parties are on the same page and value is maximized over the course of the project.

BIKE WALK CONNECTICUT

FINKELSTEIN CONSULTING, INC.

By: Kelly Kennedy, Executive Director
Bike Walk Connecticut
Date: 3/3/2014

By: Barry Finkelstein
President
Date: 2/27/14



Business Plan Template Bike Walk CT 2014

Introduction

- Overview of the Organization
- Planning Process
- Engagement and Communication
- Implementation and Monitoring

Summary of Strategic Plan (as updated)

- Mission
- Goals and Objectives
- Summary of Branding Exercise
- Accomplishments to Date
- Priorities for the Next One to Three Years

Programs and Initiatives

- Summary table of ongoing activities and new initiatives showing linkage to strategic plan and other basic information (each one to be fleshed out using template below)
- Timeline reflecting priorities, spreading initiatives over multiple years

Resources and Allocation to Programs and Initiatives

- Personnel – Staff, board, volunteers, other
- Finances – three-year financial projections
- Summary of Fund Raising Plan

Issues

- Assumptions
- Dependencies
- Risks



Strategic Plan Program and Initiative Template

Program or Initiative Name: _____

Overview:

Brief discussion, including scope of the initiative, why we want to focus on it, and how it furthers our mission, vision, and strategic goals

Current Situation:

Highlight what is working well, note any challenges, provide any applicable baseline data (either actual figures or data to be collected), brief history if relevant

Target State 2017:

Vision or picture of what this area will be like if we are wildly successful. Ideal end state.

Annual Goals:

As tangible and measurable as possible:

2014:

2015:

2016:

2017

Activities:

Identify activities needed to attain goals and target. For each activity, provide the following:

- Description
- Who will (should) do it
- Schedule
- Resources

Assumptions and Dependencies

Note any dependencies on other parts of the plan or of congregation life. For example, an initiative might require staff support, or be based on a given membership size or attendance.

Bike Walk CT Executive Director Goals

April 2013 - June 2014

Advocacy

Goal from Strategic Plan: "To defend and advance the rights and interests of bicyclists and pedestrians to efficiently, safely, and enjoyably travel Connecticut's roadways and trails.

1. Using best practices for nonprofits and advice from at least one experienced nonprofit lobbyist, evaluate the case for pursuing the Vulnerable User bill as part of our 2014 advocacy agenda. – COMPLETED SUCCESSFULLY
2. Strategically act as spokesperson for the organization (with the understanding that other time commitments limit the ability to be involved in certain activities, discussions, etc.).
3. Assuming the DPH grant is executed, carry out the expectations of the grant

Education

Goal from Strategic Plan: "Be the premier source for comprehensive, timely, and accurate information on bicycling and pedestrian issues in Connecticut

1. Using best practices for business planning, work with members of the board and external advisors to develop a business plan for bike education by June 30, 2014.
2. Promote Bike to Work Day, striving to increase participation, as measured by the number of Bike to Work Day pledges and events held across the state, as compared to participation in 2013.
3. Assess resources needed to bring the Bike to Work program "in house" as part of staff responsibilities rather than primarily a volunteer led program.

Fundraising

Goal from Strategic Plan: "Develop a balanced resource development strategy that funds current activities as well as future growth and sustainability."

1. Lead Discover Hartford committee as project manager for 9/21/2013 Discover Hartford Tour. Solicit sponsors, manage project tasks and timeline, publicize the event and coordinate day of event volunteers. – COMPLETED SUCCESSFULLY
2. As part of the business planning process, evaluate partnership opportunities for 2014 Discover Hartford.
3. In collaboration with the Membership & Revenue Committee, implement the Business Membership program. – COMPLETED SUCCESSFULLY
 - a. Obtain at least 6 business members by 6/30/14.
4. Support the 2013 Annual Dinner by serving on the committee and with providing effective publicity and overseeing admin functions such as registration and payment. – COMPLETED SUCCESSFULLY

5. Survey members and nonmembers to identify their perspectives on who we are, what we do, our unique value proposition. – COMPLETED SUCCESSFULLY.
6. Conduct annual appeal to individuals and businesses by 12/31/13. The appeal should include a summary of 2013 accomplishments. – COMPLETED SUCCESSFULLY
7. Create a basic 2-year development plan for the organization using best practices for nonprofits and advice from at least one experienced development officer.
8. Solicit sponsors for Bike to Work Day.
9. Write and design a brief annual report (up to 4 pages) for 2013, to accompany the 2014 annual appeal to businesses and individuals and any proposals to prospective funders.

Management (approx. 49% of 2013 effort)

Goal from the Strategic Plan: “Implement a governance structure and processes that support a statewide organization, and ensures adequate and ongoing representation of diverse stakeholders.”

1. Continue to manage the day-to-day operations of the organization.
2. Work with Gary Griffin to engage board in a branding session to better define who we are and how we communicate our unique value proposition. – COMPLETED SUCCESSFULLY
 - a. Work with Gary to determine a timeline for delivery of branding session outcomes, such as proof points for the organization.
3. Work with the board to develop the role of the Executive Committee, using best practices for nonprofit governance.
4. Working with professional consultant/facilitator, work with the Board to clarify roles and responsibilities of the Board, Executive Director and staff.

Bike Shop and Club Liaisons

Bike Walk Connecticut became a statewide organization in 2010, but so far, with limited staff, it's been a challenge to have a real statewide presence. To that end, Bike Walk Connecticut directors can have more defined roles in supporting the organization by acting as liaisons to Connecticut bike shops and bike clubs. The purpose of having Bike Walk Connecticut directors function as liaisons is to:

- Re-engage bike shops across the state with Bike Walk Connecticut and build and maintain strong, long-lasting relationships with them;
- Raise awareness of Bike Walk Connecticut and our work among bike shop customers and bike club members;
- Build our base of individual members and donors;
- Acquire the financial and general support of bike shops and clubs, through business memberships, donations, or specific sponsorships;
- Ultimately, strengthen our statewide presence and revenue base.

How it Might Work

1. The number of bike shops and clubs would be equally divided among all board members.
2. Each director would be assigned to specific bike shops and bike clubs as close to their residence or workplace as possible.
3. Directors operate as the lead point of personal contact for all Bike Walk Connecticut matters specific to his or her bike shops and clubs.
4. Directors call and visit each of their bike shops at least once per calendar quarter.
5. Initial visits will be to re-engage the bike shop or club or introduce them to Bike Walk Connecticut, for those that have had no previous relationship with us. Subsequent visits and calls will be to update the shops and clubs on our work, learn about their initiatives and interests, identify specific ways we can be of mutual assistance, and build our business and individual membership and donor base.

Bike Shop Liaison Checklist and Talking Points

- Visit the shop. Try to pick a slower time when the staff will have time to talk to you. Call ahead to find the best time to talk to the owner.
- Introduce yourself as a director of Bike Walk CT. Ask if they know about us.
- Tell them we're reaching out to bike shops to look for ways to collaborate to get more people riding bikes, more often.
- Tell them who we are and what we do.
 - We're CT's only statewide advocate that works to make CT a better place to bike and walk. We're a member-supported not-for-profit.
 - Right now we're lobbying to get the VU bill passed in the state legislature.
 - We're working on getting the state and towns to implement complete streets policies.
 - We got the 3' foot law enacted in 2009.
 - We attend the national summit on behalf of CT and organize lobby day with our US Senators and Congressmen/women.
 - We organize Bike to Work Day (May 16), a conference, the Discover Hartford Bicycle Tour in September, an Annual Dinner in November
- Tell them who's on our distribution list from their shop. Is that the best contact? If not, who?
- Ask if they would be willing to (or do they) use parts of our newsletter in their news to customers? *If so, be prepared to forward our material personally to them as a follow up.*
- Start talking up Bike to Work Day (May 16). Thoughts for getting more riders involved?
- Ask if you can leave some Bike Walk CT brochures by the register.
- Mention the business membership and sponsorship package. Leave a flyer behind.
- Ask they would be willing to provide any benefits to Bike Walk CT members
- Record any important takeaways, suggestions or follow up points for your next visit and to report back at the next board meeting.
- Make a calendar entry for your next visit.

Shop/Club	City	County	Board Liaison (choose 6 locations each; =2/month)
Bethel Cycle	Bethel	Fairfield	
Cycling Sports Group	Bethel	Fairfield	
Hat City Cyclists	Bethel	Fairfield	
Brookfield Bicycle Center	Brookfield	Fairfield	
The Bike Express	Danbury	Fairfield	
Pedal & Pump Multisport	Darien	Fairfield	
Zane's Cycles of Fairfield	Fairfield	Fairfield	
Greenwich Bicycles	Greenwich	Fairfield	
Cycle Fitness	Monroe	Fairfield	
Cycles On Call	New Canaan	Fairfield	
Smart Cycles	Norwalk	Fairfield	
Ridgefield Cyclesports Inc	Ridgefield	Fairfield	
Ridgefield LINC, Ridgefield Bicycle	Ridgefield	Fairfield	
Cycle Center	Stamford	Fairfield	
Cycles On Call	Stamford	Fairfield	
Cycle Dynamics Bicycle Shop	Westport	Fairfield	
Patagonia	Westport	Fairfield	KK
Sound Cyclists	Westport	Fairfield	
Target Training Tri & Cycle	Westport	Fairfield	
Bikers Edge Avon	Avon	Hartford	
Eastern Mountain Sports - Avon (p	Avon	Hartford	
Berlin Bicycle & Repair Shop	Berlin	Hartford	
Cutting Edge	Berlin	Hartford	
Suburban Sports	Berlin	Hartford	
Bloomfield Bicycle & Repair Shop,	Bloomfield	Hartford	
Bikers Edge	Bristol	Hartford	
Healthy Gears, LLC	Bristol	Hartford	
Benidorm Bikes And Snowboards	Canton	Hartford	
Eastern Bloc Cycling Club	Canton	Hartford	
Eastern Bloc Cycling Club	Canton	Hartford	
Central Wheel	Farmington	Hartford	

Shop/Club	City	County	Board Liaison (choose 6 locations each; =2/month)
Central Wheel	Farmington	Hartford	
Bicycles East	Glastonbury	Hartford	
Capital Velo Club	Glastonbury	Hartford	
Cycling Concepts	Glastonbury	Hartford	
Pig Iron Bicycle Works	Glastonbury	Hartford	
Eastern Mountain Sports - Manche	Manchester	Hartford	
Manchester Cycle Shop	Manchester	Hartford	
The Bike Shop	Manchester	Hartford	
Central Connecticut Cycling Club	Newington	Hartford	
Newington Bike	Newington	Hartford	
Renaissance Cyclery	Plainville	Hartford	
Bicycle Cellar	Simsbury	Hartford	
Bicycle South Windsor	South Windsor	Hartford	
The Bike Shop	South Windsor	Hartford	
Farmington Valley Trails Council	Tariffville	Hartford	
Eastern Mountain Sports-WH (clim	West Hartford	Hartford	
REI	West Hartford	Hartford	
Straight Line Bikes & Snowboards	New Milford	Litchfield	
Bikers Edge 2	Torrington	Litchfield	
Connecticut Yankee BC	Chester	Middlesex	
Clarke Cycles	Essex	Middlesex	
Pedal Power	Middletown	Middlesex	
Ivy Cycling Club	Branford	New Haven	
Zane's Cycles	Branford	New Haven	
Cheshire Cycle & Repair	Cheshire	New Haven	
The Broken Spoke	Madison	New Haven	
Bicycle Works, LLC	Middlebury	New Haven	
Zephyr Cycling Team Inc.	Middlebury	New Haven	
Tony's Bikes and Sports	Milford	New Haven	
College St Cycles LLC	New Haven	New Haven	
Devil's Gear Bike Shop	New Haven	New Haven	

Shop/Club	City	County	Board Liaison (choose 6 locations each; =2/month)
Elm City Cyclists	New Haven	New Haven	
Southern Connecticut Cycle Club	New Haven	New Haven	
North Haven Bike	North Haven	New Haven	
Chapman's Orange Bicycle	Orange	New Haven	
Class Cycles	Southbury	New Haven	
Wallingford Bike Barn	Wallingford	New Haven	
Amity Bicycles	Woodbridge	New Haven	
Laurel Bike Club	Woodbridge	New Haven	
Sunshine Cycle-Works	Colchester	New London	
The Bicycle Garage	Colchester	New London	
Pequot Cyclists	Gales Ferry	New London	
Mystic Community Bikes (Bike Shop)	Mystic	New London	
Mystic Cycle Centre	Mystic	New London	
Bike New London	New London	New London	
Wayfarer Bicycle	New London	New London	
Niantic Bay Bicycles	Niantic	New London	
Rose City Cycle	Norwich	New London	
Thread City Cyclers	Mansfield Center	Tolland	
Storrs Center Cycle	Storrs	Tolland	
Tolland Bicycle	Tolland	Tolland	
Yankee Pedalers	Tolland	Tolland	
Scott's Cyclery	Willimantic	Tolland	
Yankee Council	?		defunct?



2013 Budget v. 2013 Actual v. Proposed 2014 Budget

Income	2013 Budget	2013 Actual	(Under) Over Budget	2014 Budget	Notes
43400 - Direct Public Support	\$ 42,000	\$ 32,183	\$ (9,817)	\$ 57,825	
43410 - Corporate Contributions	\$ 35,000	\$ 21,129	\$ (13,871)	\$ 20,000	
43410.1 - Bike to Work Corporate Donation		\$ 129	\$ 129		
43410 - Corporate Contributions - Other	\$ 35,000	\$ 21,000	\$ (14,000)	\$ 20,000	Considers unlikely CSG support but new biz sponsorship program. Based on board fundraising assistance and bike shop liaison efforts.
43430 - Grants	\$ -	\$ 5,000	\$ 5,000	\$ 20,825	
43431 - HFPG Grant, restricted	\$ -	\$ 5,000	\$ 5,000	\$ -	
xxxxx - DPH Grants, restricted	\$ -		\$ -	\$ 20,825	Represents yr1 and 1/2 yr 2 at 13,883/year
43450 - Individual Contributions	\$ 7,000	\$ 6,054	\$ (946)	\$ 17,000	
43453 - Annual Appeal	\$ 2,500	\$ 1,565	\$ (935)	\$ 1,600	
43454 - Employer Matching Gifts	\$ 1,500	\$ 1,365	\$ (135)	\$ 1,400	
43452 - United Way/Workplace Giving		\$ 233	\$ 233	\$ 1,000	To do: Ramp up effort for United Way contributions
43450 - Individual Contributions - Other	\$ 3,000	\$ 2,892	\$ (108)	\$ 13,000	Based on board fundraising assistance and bike shop liaison efforts, , as well as increased publicity via DPH grant.
46400 - Miscellaneous Income	\$ 500	\$ 352	\$ (148)	\$ 500	recycling proceeds from Travelers
47200 - Program Income	\$ 70,200	\$ 70,798	\$ 598	\$ 78,500	
47295 - Hartford Bike Rack Project		\$ 4,389	\$ 4,389	\$ -	This 2007 grant is complete.
47280 - Bike Walk CT Jersey		\$ 300	\$ 300	\$ 3,000	Assumes 50 jerseys at \$60 ea.
47260 - CT Bike Walk Summit	\$ 4,600	\$ 4,745	\$ 145	\$ 4,500	
47260.2 - Exhibitors	\$ 1,000	\$ 825	\$ (175)	\$ 2,000	Consider DPH grant's workshop as summit.
47260 - CT Bike Walk Summit - Regis	\$ 3,600	\$ 3,920	\$ 320	\$ 2,500	Assumes 100 people at minimum of \$25 pp.
47250 - Bike Education	\$ 3,500	\$ 5,989	\$ 2,489	\$ 7,500	Biz plan is essential to substantially build this revenue. Based on 2 Simsbury contracts, and at least 10 TS101 offerings.
47210 - Bike to Work	\$ 8,600	\$ 2,575	\$ (6,025)	\$ 5,000	Via new sponsorship program
47220 - Memberships	\$ 10,500	\$ 9,946	\$ (554)	\$ 25,500	
47220 - Memberships - Individual	\$ 8,000	\$ 6,581	\$ (1,419)	\$ 18,000	Via board assistance in recruitment and bike shop liaison efforts
47221 - Previous Bike Shop Mships	\$ 2,500	\$ 676	\$ (1,824)		
47220 - Memberships - Other		\$ 2,689	\$ 2,689	\$ 7,500	Allowing ample time for staff to recruit business members is critical. Based also on board fundraising assistance and bike shop liaison efforts, as well as increased publicity via DPH grant.



2013 Budget v. 2013 Actual v. Proposed 2014 Budget

Income	2013 Budget	2013 Actual	(Under) Over Budget	2014 Budget	Notes
47240 · Discover Hartford	\$ 30,000	\$ 26,526	\$ (3,474)	\$ 15,000	Based on prospective relationship w CCAP
47244 · Hartford Bike Tour Regi		\$ 4,020	\$ 4,020	\$ -	
47244 · Hartford Bike Tour Registration	\$ 15,000	\$ 14,006	\$ (994)	\$ -	
47245 · Discover Hartford Tour Sponsors	\$ 10,000	\$ 8,500	\$ (1,500)	\$ -	
47246 · Discover Bike Tour Grants	\$ 5,000	\$ -	\$ (5,000)	\$ 15,000	Based on prospective relationship w CCAP
47231 · Annual Dinner	\$ 9,000	\$ 5,783	\$ (3,217)	\$ 9,500	Based on KK's 2013 figure of 9325
47233 · Silent Auction	\$ 4,000	\$ 10,046	\$ 6,046	\$ 8,500	Based on KK's 2013 figure of 8420
47200 · Program Income - Other		\$ 500	\$ 500		
Total Income	\$ 112,700	\$ 103,333	\$ (9,367)	\$ 136,825	



2013 Budget v. 2013 Actual v. Proposed 2014 Budget

Expenses	2013 Budget	2013 Actual	(Under) Over Budget	2014 Budget	Notes
63000 - Program Services Expenses	\$ 32,900	\$ 27,794	\$ (5,106)	\$ 28,165	
63950 - Bike Jerseys		\$ 260	\$ 260	\$ 2,250	Assumes cost of 50 jerseys. S&H at 45 ea
63900 - Statewide Summit	\$ 1,800	\$ 1,614	\$ (186)	\$ 500	Based on allocation in DPH grant budget
xxxxx - HFPG Grant		\$ -	\$ -	\$ 3,750	75% for consultant, 25% for staff/overhead
xxxxx - DPH Grant		\$ -	\$ -	\$ 5,565	Based on yr 1 budget and antic yr 2 budget
63800 - Hartford Bicycle Rack Project		\$ 1,404	\$ 1,404	\$ -	This 2007 grant closed out in 2013.
63100 - Annual Dinner	\$ 5,900	\$ 10,499	\$ 4,599	\$ 6,700	2014 amt includes all CCSU fees and supplies, based on 2013. 2 CCSU pmnts were made in 2013.
63200 - Silent Auction		\$ 1,714	\$ 1,714	\$ 1,600	Assumes 2013 supplies are reused and 2 safari purchases.
63300 - Hartford Tour	\$ 12,600	\$ 8,197	\$ (4,403)	\$ 750	Based on prospective relationship w CCAP
63370 - Equipment rental	\$ 100	\$ -	\$ (100)	\$ -	
63360 - Event Insurance	\$ 1,000	\$ 1,210	\$ 210	\$ -	
63350 - Materials	\$ 5,000	\$ 746	\$ (4,254)	\$ -	
63310 - Printing	\$ 2,500	\$ 1,801	\$ (699)	\$ -	
63320 - Outside Contract Services	\$ 3,000	\$ 2,500	\$ (500)	\$ -	
63330 - Supplies	\$ 750	\$ 377	\$ (373)	\$ -	
63340 - Postage	\$ 250	\$ -	\$ (250)	\$ -	
63300 - Hartford Tour - Other		\$ 1,562	\$ 1,562	\$ 750	possibly for limited advertising
63400 - Bike Education	\$ 2,500	\$ 2,555	\$ 55	\$ 6,000	
63406 - Printing	\$ 100	\$ -	\$ (100)	\$ 100	
63404 - Equipment Maintenance & Supplies		\$ 1,030	\$ 1,030	\$ 1,500	
63440 - Transportation/Equipment	\$ 400	\$ -	\$ (400)	\$ 400	
63420 - Coordinator/Instructors	\$ 1,500	\$ 1,525	\$ 25	\$ 4,000	Based on 2 paid instructors for 10 TS101 offerings
63410 - Supplies	\$ 500	\$ -	\$ (500)		delete this line item
63500 - Bike to Work	\$ 8,100	\$ 1,377	\$ (6,723)	\$ 800	BTW "kits" contingent on recruiting an underwriter/sponsor
63560 - Prizes	\$ 3,575	\$ -	\$ (3,575)	\$ -	
63550 - Technology/Tracking	\$ 125	\$ -	\$ (125)	\$ -	
63540 - Food	\$ 500	\$ -	\$ (500)	\$ 300	
63530 - Publicity		\$ 877	\$ 877		
63510 - Advertising	\$ 3,900	\$ 500	\$ (3,400)	\$ 500	
63600 - Advocacy Expenses	\$ 2,000	\$ 175	\$ (1,825)	\$ 250	In case of incidental expenses. \$500 biennial lobbyist registration is paid through 2014



2013 Budget v. 2013 Actual v. Proposed 2014 Budget

Expenses	2013 Budget	2013 Actual	(Under) Over Budget	2014 Budget	Notes
65000 - Operations	\$ 78,230	\$ 79,519	\$ 1,289	\$ 102,644	
65011 - Board Development		\$ 238	\$ 238	\$ 200	
65090 - Office Space- Rent	\$ 6,180	\$ 6,695	\$ 515	\$ 6,180	
65080 - Equipment	\$ 1,500	\$ -	\$ (1,500)	\$ 750	May need new copier, allows for other incidental exps
65340 - Benefits/Employment Taxes	\$ 6,200	\$ 5,888	\$ (312)	\$ 7,592	Employment taxes are 7.65%. Are addl fees included here?
65330 - Salaries	\$ 50,000	\$ 56,450	\$ 6,450	\$ 73,000	
65110 - Marketing/Promotion	\$ 2,000	\$ -	\$ (2,000)	\$ 2,000	
65001 - Business Registration Fees	\$ 500	\$ 550	\$ 50	\$ 500	
65005 - Bank Service Charges	\$ 2,400	\$ 1,623	\$ (777)	\$ 2,350	
65005.2 - PayPal Service Charge	\$ 1,200	\$ 390	\$ (810)	\$ 1,200	750 w/o Tour fees + 203 Square fees + 240 paypal biz acct fees
65005.3 - Credit Card Processing Fee		\$ 118	\$ 118		(2013 all paypal fees =1239, + Square fees of 203 = 1432)
65005.1 - Payroll Processing Charges	\$ 1,200	\$ 1,116	\$ (84)	\$ 1,150	
65015 - Membership Dues	\$ 500	\$ 575	\$ 75	\$ 575	
65020 - Postage, Mailing Service	\$ 750	\$ 395	\$ (355)	\$ 750	Substantial annual appeal costs will appear in 2014 not incurred in 2013
65030 - Printing and Copying	\$ 1,000	\$ 1,239	\$ 239	\$ 1,300	Substantial annual appeal costs will appear in 2014 not incurred in 2013
65040 - Supplies	\$ 200	\$ 419	\$ 219	\$ 500	
65050 - Telephone, Telecommunications	\$ 1,500	\$ 1,265	\$ (235)	\$ 1,300	
65060 - Website	\$ 250	\$ 175	\$ (75)	\$ 120	Web hosting fees are paid through 2014. We may incur some email hosting fees.
65120 - Insurance - Liability, D and O	\$ 2,000	\$ 1,295	\$ (705)	\$ 852	GL = 278, D&O = 574
65200 - Technology, software, etc.	\$ 1,000	\$ 1,116	\$ 116	\$ 2,900	Incl Constant Contact & member/donor software subscriptions
65310 - Conference, Convention, Meeting	\$ 750	\$ 306	\$ (444)	\$ 1,375	Incl 860 for 2 Natl Summit registrations.
65320 - Travel	\$ 1,500	\$ 1,292	\$ (208)	\$ 400	No costs incurred for DC lodging for summit. Does not incl Alliance Idshp retreat.
Total Expense	\$ 111,130	\$ 107,313	\$ (3,817)	\$ 130,809	
Total Income	\$ 112,700	\$ 103,333	\$ (9,367)	\$ 136,825	
NET INCOME	\$ 1,570	\$ (3,980)	\$ (5,550)	\$ 6,016	