



Board Meeting Agenda

January 20, 6:30 pm – 8 pm

Sheldon Oak Central, 54 South Prospect Street, Hartford, CT
2nd Floor Conference Room

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

6:30 Welcome - Laura

6:30 Nominations - Laura

- **Re-appointments:** Colleen, Sean, Sue and Chris Brown are all up for re-appointment. Terms will end 12/31/2018.
- **Electing Officers:** President, Laura Baum; VP, Chris Brown; Secretary, Brendan Harris; Treasurer, Scott Gamester
- **New Appointments:** Anna Stokes. Initial term would end 12/31/2016.

6:45 Overview of 2016 Calendar--Mission Work & Management Plans - Kelly

"The most important decision-making guideline for a board is the mission statement. If the mission is not the central theme at every board meeting, it can be easy for the organization to lose focus of the organization's true purpose." -- HFPG Training on Getting Governance Right

- 2016 mission work plan
- Mission driven; Dual bottom line; Advocacy examples
- Resource Planning, Time Management; Q&A

7:15 Finance / Fundraising – Scott, Kelly

- Discuss and accept 2015 financials
- Discuss draft budget for 2016 and budgeting principles.
 - What financial outcome does our organization want or need this year? Is the budget in line with our strategic goals? Are we focused on getting the most mission per dollar?
 - How do we know income and expense projections are reasonable and realistic?
 - Resources:
 - "One of the board's foremost responsibilities is to secure adequate resources for the organization to fulfill its mission." <http://bit.ly/1WtU2DB>
 - "The board should annually review and approve a detailed written budget of revenues and expenditures and gain a sufficient understanding of the assumptions behind the budget's development when doing so."
www.minnesotanonprofits.org/principlespractices.pdf
 - www.blueavocado.org/content/nonprofit-budgets-have-balance-false

7:45 Governance & Ambassadorship

- Intentional Governance consulting work (summary) – Kelly, Laura
- Roundtable – Inspired to Ride & other board ambassadorship efforts (bike clubs, bike shops, Patagonia, etc) - ALL
- MeetUps / Ambassadorship - Scott, Brendan
- Summary of Year End Board Interviews - Laura
- Adopt Minutes - Brendan

8:00 Executive Session of the Board (15 min)

	Name	Date appointed	end of first term	date reappointed	end second term	date reappointed	resignation date	date must go off board
1	Chris Brown	Jun-10	Dec-12	Jan-13	Dec-15			Dec-18
2	Colleen Alexander	Aug-15	Dec-15					Dec-21
3	Sean Alexander	Aug-15	Dec-15					Dec-21
4	Sue Smith	Aug-15	Dec-15					Dec-21
5	Brendan Harris	Aug-15	Dec-16					Dec-22
6	Kevin Vicha	Jan-15	Dec-16					Dec-22
7	Laura Baum	Jan-13	Dec-14	Jan-15	Dec-17			Dec-20
8	Scott Gamester	Jan-15	Dec-17					Dec-20
9	David Head	Jan-15	Dec-17					Dec-20
10	Bill Young	Jan-15	Dec-17					Dec-20
11								
12								
13								
14								
	Board members can serve maximum of 2 consecutive 3 year terms and then must take off a minimum of 1 year							
	bylaws were revised Sep 21, 2011 to allow 15							

12:08 PM

01/18/16

Cash Basis

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

	Jan - Dec 15	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
43400 · Direct Public Support				
43410 · Corporate Contributions	101,580	1,920	99,660	5,291%
43450 · Individual Contributions	4,875	6,443	(1,568)	76%
47220 · Memberships				
47222 · Individual Memberships	13,995	11,952	2,043	117%
47221 · Business Memberships	6,800	6,540	260	104%
Total 47220 · Memberships	<u>20,795</u>	<u>18,492</u>	<u>2,303</u>	<u>112%</u>
Total 43400 · Direct Public Support	127,250	26,855	100,395	474%
45000 · Investments	204			
47200 · Program Income				
47291 · NACTO Workshop	6,330	5,625	705	113%
47290 · DPH Complete Streets Contract	10,104	13,884	(3,780)	73%
47260 · Summit	4,195	4,875	(680)	86%
47250 · Bike Education	2,585	5,280	(2,695)	49%
47210 · Bike to Work	100		100	100%
47240 · Rides and Walks				
47242 · Discover Tour Sponsorships - ...	20,100	20,000	100	101%
47241 · Discover Tour Registration - NB	8,500	11,550	(3,050)	74%
47244 · Discover Tour Registration - ...	10,560	11,550	(990)	91%
47245 · Discover Tour Sponsorships - ...	18,100	20,000	(1,900)	91%
Total 47240 · Rides and Walks	<u>57,260</u>	<u>63,100</u>	<u>(5,840)</u>	<u>91%</u>
47230 · Annual Dinner & Silent Auction				
47231 · Annual Dinner	6,955	11,282	(4,327)	62%
47233 · Silent Auction	8,848	11,364	(2,516)	78%
Total 47230 · Annual Dinner & Silent Au...	<u>15,803</u>	<u>22,646</u>	<u>(6,843)</u>	<u>70%</u>
Total 47200 · Program Income	<u>96,377</u>	<u>115,410</u>	<u>(19,033)</u>	<u>84%</u>
Total Income	<u>223,831</u>	<u>142,265</u>	<u>81,566</u>	<u>157%</u>
Gross Profit	223,831	142,265	81,566	157%

12:08 PM

01/18/16

Cash Basis

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

	Jan - Dec 15	Budget	\$ Over Budget	% of Budget
Expense				
65100* · Other Types of Expenses				
65170 · Staff Development		1	(1)	
Total 65100* · Other Types of Expenses		1	(1)	
63000 · Program Services Expenses				
63990 · NACTO Workshop	1,215	1,250	(35)	97%
63980 · DPH Complete Streets Contract	9,338	10,000	(662)	93%
63900 · Summit	1,915	2,000	(85)	96%
63060 · Postage	29			
63100 · Annual Dinner	5,399	6,839	(1,440)	79%
63200 · Silent Auction	1,606	2,103	(497)	76%
63300 · Discover Tour				
63380 · Partner net profit sharing	10,194	6,000	4,194	170%
63360 · Event Insurance		1,605	(1,605)	
63310 · West Hartford Tour Expense	3,943	7,841	(3,898)	50%
63320 · New Britain Tour Expense	7,072	7,841	(769)	90%
Total 63300 · Discover Tour	21,210	23,287	(2,077)	91%
63400 · Bike Education	600	800	(200)	75%
63500 · Bike to Work	1,052	2,267	(1,216)	46%
63600 · Advocacy Expenses	657	255	402	258%
Total 63000 · Program Services Expenses	43,020	48,801	(5,781)	88%
65000 · Operations				
65341 · Employee Benefits		1	(1)	
65011 · Board Development	325	264	61	123%
65090 · Office Space- Rent	2,470	3,000	(530)	82%
65340 · Employment Taxes	4,383	4,800	(417)	91%
65330 · Salaries	52,633	52,620	13	100%
65110 · Marketing/Promotion	145	2,400	(2,255)	6%
65001 · Business Registration Fees		110	(110)	
65002 · Accounting and Audit Fees	260			
65005 · Bank Service Charges				
65005.2 · PayPal Service Charge	240	240	(0)	100%
65005.3 · Credit Card Processing Fee	776	356	420	218%
65005.1 · Payroll Processing Charges	1,735	1,200	535	145%
Total 65005 · Bank Service Charges	2,750	1,796	954	153%
65015 · Membership Dues	200	200		100%
65020 · Postage, Mailing Service	154	225	(71)	68%
65030 · Printing and Copying		387	(387)	
65040 · Supplies	99	141	(42)	70%
65050 · Telephone, Telecommunications	100	60	40	167%
65060 · Website	72	25	47	287%
65070 · Outside Contract Services	300	1,000	(700)	30%
65100 · Fund Raising		2	(2)	
65120 · Insurance - GL, D&O, WorkersC...	2,320	1,365	955	170%
65200 · Technology, software, etc.	2,085	2,316	(231)	90%
65310 · Conference, Convention, Meeting	92	500	(408)	18%
65320 · Travel		841	(841)	
Total 65000 · Operations	68,387	72,053	(3,665)	95%
Total Expense	111,407	120,855	(9,448)	92%
Net Ordinary Income	112,424	21,410	91,014	525%
Other Income/Expense				
Other Income				
70500 · Other Income	147			
Total Other Income	147			
Net Other Income	147			
Net Income	112,571	21,410	91,161	526%

Bike Walk CT Draft Budget 2016		
Projected Income		Notes
43400 · Direct Public Support		
Donations		
43410 · Corporate Donations	\$ 1,580	Excludes 100K KKB donation, which is unlikely to become an annual thing.
43450 · Individual Donations	\$ 4,875	
47220 · Memberships		
47222 · Individual Memberships	\$ 13,995	
47221 · Business Memberships	\$ 6,800	
Total 43400 · Direct Public Support	\$ 27,250	Donations and membership projections are based on 2015 actuals, except for KKB donation.
47200 · Program Income		
47290 · DPH Complete Streets Contract	\$ 17,384	DPH got approval from CDC to return \$3500 of \$3780 we had to forfeit from 2015. This all comes with specific contractual obligations on my time and how we spend this money.
47260 · Summit	\$ 5,500	Mark Fenton to keynote summit and lead walk audit training the afternoon prior. Based on 100 participants x \$50, plus 500 for exhibitors.
47250 · Bike Education	\$ 1,500	Suffield bike fleet rental + 4 projected TS101s
47210 · Bike to Work	\$ -	Too late to apply to Patagonia?
47240 · Rides & Walks/Discover Tours	\$ -	Defer until we have a solid business plan and people accountable for specific outcomes. We first need a concrete plan for replacing Rick Thibodeau's sponsorship effort, consider our contacts with local business sponsors wherever ride(s) will be held; ability to hire event planner/promoter.
47231 · Annual Dinner	\$ 6,955	Based entirely on 2015 numbers. Large hall is not available in Nov or Dec
47233 · Silent Auction	\$ 8,847	Based entirely on 2015 numbers. Need to rethink auction based on Scott's observations. Is there a better way to raise more money at an annual social?
Total 47200 · Program Income	\$ 40,186	
70500 · Other Income	\$ 150	Cash rewards from Chase credit card
Total Income	\$ 67,586	

Projected Expenses		Notes
63000 · Program Services Expenses		
63980 · DPH Complete Streets Contract	\$ 12,256	Reflects that \$5128 of this year's amount is reserved to cover staff time. = 202 hours at current pay rate. \$4628 is for summit/walk audit training and \$7628 is for Share the Road promotion.
63900 · Summit	\$ 3,500	Primarily food & beverage, which DPH contract can't be used for
63100 · Annual Dinner	\$ 5,675	Based entirely on 2015 numbers
63200 · Silent Auction	\$ 1,611	Based entirely on 2015 numbers, including safari payment. We need to reconsider auction approach given audience and spending observations that Scott provided.
63300 · Rides & Walks/Discover Tour		Must address whether we really have the bandwidth to execute 1 or more rides well. Need to hire event planner/promoter
63400 · Bike Education	\$ 1,500	Based on Travelers 2015 donation and their expectations
63500 · Bike to Work	\$ 1,500	Based on Travelers 2015 donation and their expectations
63600 · Advocacy Expenses	\$ 1,000	Rounded up to cover filing fees, printing of testimony, unforeseen extras for a transportation session. Could be less.
Total 63000 · Program Expenses	\$ 27,042	

Projected Expenses		Notes
65000 · Operating Expenses		
65011 · Board Development	\$ 600	publications, food & bev for retreat(s)
65170 · Staff Development		need to carve out time and budget for training and development opportunities
65090 · Office Space- Rent	\$ 3,000	250/month
65340 · Employment Taxes	\$ 4,382	
65330 · Salaries	\$ 52,633	
65341 · Employee Benefits		
65110 · Marketing/Promotion	\$ 2,000	brochures, decals, vertical banner, etc.
65002 · Accounting and Audit Fees	\$ 4,200	Bookkeeping (\$2500) and accounting fees (guess at \$1700)
65003 · Legal Fees	\$ 1,000	a guess: for 1 legal opinion and possibly a 2nd on employee benefit treatments
65005 · Bank Service Charges		
65005.2 · PayPal Service Charges	\$ 240	Monthly fee for PayPal pro. Allows recurring payments.
65005.3 · Credit Card Processing Fees	\$ 900	Based on last year's numbers. Paypal, Square, WePay, Crowdrise fees
65005.1 · Payroll Processing Charges	\$ 1,735	Not a Bank Service charge. Bookkeeper says we may be able reduce this by almost half by subscribing at a different level
65015 · Membership Dues	\$ 200	LAB, Alliance for Biking and Walking. Join CT Nonprofits? BoardSource?
65020 · Postage, Mailing Service	\$ 180	
65040 · Supplies	\$ 500	
65050 · Telephone, Telecommunications	\$ 100	Skype plan and number
65060 · Website Hosting	\$ 100	
65070 · Outside Contract Services	\$ 750	Possibly for CULI on bylaws revisions; other needs that might arise with chapter pilot.
65120 · Insurance - GL, D&O, WorkersComp	\$ 2,320	
65200 · Technology, software	\$ 3,300	Constant contact, Survey Monkey, email hosting, possibly member management
68300 · Travel and Meetings	\$ 800	
65310 · Conference, Convention, Meeting	\$ 600	Eliminate duplicate reference to meetings
Total 65000 · Operations	\$ 79,540	Monthly operating expenses = \$6607
Total Expense	\$ 106,582	
Net Income	\$ (38,996)	Expenses are already very low. Fundraising emphasis needed.
Webster Bank Cash Reserves on 1/18/2016:	\$ 194,627	Consultant will work with us to start thinking about how to leverage our reserves so we can add f/t professional staff. # reflects outstanding check payments. Equivalent to 29.5 months operating expenses.

Bike Walk Connecticut Board Meeting Minutes

December 9, 2015

6:30 - 8pm

Pratt & Whitney's Engine Alliance
Eric Town Square
124 Hebron Ave.
Glastonbury, CT

Attendance:

	Present	Telephone	Absent
Laura Baum	x		
Chris Brown	x		
Scott Gamester	x		
Colleen Kelly Alexander		x - phoned in at 7:07	
Sean Alexander		x - phoned in at 7:07	
Brendan Harris	x		
Chris Skelly	x		
David Head			x
Susan Smith	x		
Kevin Vicha	x		
Bill Young	x		

1. **Call to Order:** Meeting called to order by Laura Baum at 6:33.
2. **Executive Session**
3. **HFPG Seminar Recap:** Brief recap on final HFPG seminar held earlier on 12/9 covering financials. Choices for consultant has been narrowed down and will be decided by 12/11. We reviewed how we would like to spend our time with the consultant. This will include defining board work, create an action plan for integrating fundraising and develop the best governance practices.
4. **2016 Direction:** Kelly is working on a draft for a 2016 Board Calendar that will be broken down into governance, fund raising and programming. Can be expected by board members soon.
5. **Nominating Committee Report:** The nominating committee met on 12/7 and discussed four potential candidates to join the board. The board will vote at the next meeting on 1/9 for the nomination of Anna Stokes. The other three candidates are Doug from New Haven, Mark from New Britain and Tilley from Norwalk. Laura will reach out to Doug and Kevin will reach out to Tilley. Kevin highlights the need for diversity (geographic, racial, socioeconomic, professional) and board retention.
6. **Ambassador Repots:** Chris talked about a group called Reset, which is a center for companies with social interests or as she described, "Shark Tank for social enterprise." They are inviting people to come do pitches for potential funding or access to opportunities but said it may not be a good fit with Bike Walk CT at this time. Board members are still invited to attend to listen for insight. We also talked about how we can be consultants for towns interested in bike/ped. Scott and Brendan are starting and initiative to set up monthly or quarterly meetings through www.meetup.com. These would be at different locations over the state and possibly be held at bike shops that we have relationships with. Colleen and Sean expressed interest. Will be added to January meeting agenda. Colleen said she will reach out to Dr. Baumgardner to become a potential donor. She said before she makes an ask that she would like to be able to tell him exactly where the money is to be spent and the board agreed with is valuable information to have when making an ask.
7. **Summary of Financials:** Kelly highlighted the importance of defining the role of the Treasure. A bookkeeper will take over some responsibilities, including payroll. Bookkeeper is budgeted at \$2500 for 2016. We have a healthy cash reserve but have some money due for auction expenses and Discover New Britain. Travelers has provided and \$5000 sponsorship. 990 was filed on November 16th. 2016 Discover Rides generated \$52,000 in revenue (half of all revenue). A Strategic Plan with funding will be discussed at the January meeting.
8. **Annual Appeal:** Push for donations. Personal giving from Board members is encouraged and appreciated. Colleen will organize a crowdfunding page to raise money for riding miles. Conversation and information to follow in email stream.
9. **Silent Auction:** Goal was to drive revenue. Raised over \$6000 profit. We were unable to sell second safari, less seats than last year and few bidders. Seasonal items such as clothing and lift tickets sold best. Earlier solicitation would benefit us because some potential donors had exhausted their annual budget. More detailed report available.

10. **Dinner:** 175 registered, 163 attended. Grossed \$7000+ and net \$1843. Met our goal to sell out. Before our January meeting the committee will determine potential venues and dates for next year. Kelly will contact CCSU about using their larger room. People's Choice Awards was a success but we discussed have less awards next year and more time highlighting the winners. Other improvements discussed were a more formal presentation about Bike Walk CT and making a bigger ask for donations.
11. **Discover CT Update:** Our goal is to continue to grow our Discover CT tours. We net \$30,000 this year and set the goal for \$50,000 in 2016. Tentatively have 3 local ride and 1 multi day. The local rides are a possible combination of Hartford and West Hartford, New Britain, and a third outside of Greater Hartford to be determined. We discussed having the multi day ride in Eastern CT along the Airline Trail. Sue will research feasibility and report back to the group. Scott, Brendan, Bill and possibly Anna will work as leaders for local rides. Sue will be the leader on the multi day and along with the help of Chris, take over a leader for all Discover CT rides. Further discussion on other organizer roles to follow.
12. **Adjourn:** The board thanked Chris and bid her farewell. Laura adjourned the meeting at 8:38.

December 2015 Meeting Minutes prepared by Brendan Harris.