



## Board Meeting Agenda

**November 12, 2014**

**56 Arbor Street, Suite 310A, Hartford**

- 6:30 pm Call to order; establish quorum - Laura
- 6:30 pm Review & approve minutes of Sept 2014 board meeting - Laura
- 6:35 pm Review, discuss and accept financials – Ken
- 6:45 pm Thank yous!
- 6:50 pm Nominating Committee Report and Nominations – Laura
- Succession planning for Treasurer position
- 7:10 pm Statewide Ride Proposal and Discussion – Chris Skelly
- 8:10 pm Annual Dinner & Silent Auction (Mon Nov 24, CCSU)
- Update & Next Steps - MaryEllen
- 8:20 pm Review and schedule action steps coming out of this meeting and previous meetings
- Open Items Remaining from July Board Meeting**
- Board Calendar – in progress
  - Business Plan Next steps – add tasks we committed to in the Business Plan to the calendar and strive collectively to meet them, with Exec Comm overseeing implementation
  - Resume discussion about board liaisons to bike shops, chapter concept
  - Bike Ed Planning – Richard, Chris
  - Succession planning for Treasurer position
- Open Items from Sept Board Meeting**
- Collect signed Board Member Agreement and Conflict of Interest Policy
  - Other?
- Action Steps from this meeting**
- 8:30 pm **Please put these next meetings on your calendar:**
- Next Exec. Comm. Meeting Wed. Dec. 10 2014
  - 2015 Board Meetings: Jan 14, Mar 11, May 13, Jul 8, Sept 9, Nov 11
- 8:30 pm Thank you and adjourn

**Bike Walk Connecticut**

PO Box 270149, West Hartford, CT 06127-0149 | bikewalkct@bikewalkct.org | www.bikewalkct.org

**Bike Walk Connecticut  
Meeting of the Board of Directors  
Wednesday, September 10, 2014  
Bike Walk Connecticut HQ  
56 Arbor Street, Suite 310A, Hartford, CT 06105**

Attendees: Laura Baum, Chris Brown, Richard Durishin, Mary Ellen Thibodeau, Kelly Kennedy; Chris Skelly, Ray Willis, Emily Wolfe

- 1) The meeting was called to order at 6:30 by Laura Baum.
- 2) The notes from the July 2014 meeting were reviewed and accepted.
- 3) The financial report (included in Board packet) was reviewed. It shows a net loss of \$44,771 for the period through August 2014, with \$63,042 cash in the bank. There was a discussion of 1) re-formatting the financial reports and 2) planning to address the losses by increasing revenue and cutting expenses.

Action items discussed and recorded:

Enter budgets into Quickbooks and run budgets to actual to date reports, and cash flow reports if possible (Ken Livingston)

Explore alternatives including free/low cost iConnect spaces (Chris Brown)

Approach Cannondale for gift (Richard Durishin)

Replace bike shop liaisons with bike club liaisons and prepare letter to bike clubs (Kelly Kennedy)

4) Executive Committee Report

The Notes and Action Items from the August 13, 2014 executive committee meeting were reviewed.

5) Nominating Committee

Laura made report. The updated board member agreement was in the packet to be voted on by the Board at this meeting. The priorities as outlined in the business plan are to find members with advocacy and/or fundraising experience or connections to major donors. Mary Ellen and Kelly are approaching Aetna for referrals for candidates and the committee will pursue Board recruitment programs at Leadership Greater Hartford and United Way.

6) Executive Director Report

Kelly presented the Executive Director's report outlining goals and current status. There was some discussion about the fact that DPH wants to renegotiate the Complete Streets contract. The renegotiation has nothing to do with the results of the project so far, which have been positive.

7) Statewide Ride Action Plan and Discussion

Chris Skelly reviewed the report of the committee that was included in the board package. It included two approaches: 1) a multi-day bicycle tour across the state, which would have fewer people and higher cost of participation, and provide opportunities for sponsorships and state tourism funding and 2) a series of rides in three different host cities, which would allow cities to compete to participate, and share expenses with BWCT. This would be lower cost and have broader participation.

The Board thanked the Committee for its considerable work to prepare this report. It was agreed that the committee should proceed to develop business plans for the separate models for review by the Board.

8) Board Policy Documents

The Board reviewed the proposed Board Member Agreement and Conflict of Interest Policy. The Board Member Agreement was created using models from other organizations, including MassBike. There was discussion about the importance of Board training about governance and management to ensure Board members have skills to fulfill the responsibilities in the agreement. Providing or making the training available is an organizational responsibility.

Motion made by Mary Ellen and seconded by Chris Skelly to approve the Board Member Agreement and Conflict of Interest Policy. Motion passed.

9) Annual Dinner and Silent Auction

Mary Ellen provided progress update. The event will be Tuesday, November 25<sup>th</sup> at CCSU and the speaker will be Dan Haar of the Hartford Courant. Success relies on Board members selling tables and tickets and soliciting contributions for silent auction!

Laura moved the following:

*Resolved: That Kelly Kennedy, Executive Director of Bike Walk Connecticut, Inc., is empowered and authorized to execute contracts on behalf of the Company.*

Motion was seconded by Emily and passed.

Meeting was adjourned at 9:00 pm. Next meeting: November 12, 2014

Respectfully submitted,

Emily Wolfe

# Bike Walk Connecticut

## Profit & Loss

### January through October 2014

	Jan - Oct 14
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
46400* · Other Types of Income	100.00
43400 · Direct Public Support	
43450* · Individ, Business Contributions	2,300.17
43450 · Individual Contributions	
43453 · Annual Appeal	100.00
43454 · Employer Matching Gifts	2,220.14
43450 · Individual Contributions - Other	1,356.25
<b>Total 43450 · Individual Contributions</b>	<b>3,676.39</b>
<b>Total 43400 · Direct Public Support</b>	<b>5,976.56</b>
47200 · Program Income	
47290 · DPH Complete Streets	20,474.01
47250 · Bike Education	2,513.36
47220 · Memberships	
47222 · Membership Dues	9,187.39
47221 · Bike Shop/Business Memberships	1,000.00
<b>Total 47220 · Memberships</b>	<b>10,187.39</b>
47240 · Rides and Walks	
47245 · Discover Hartford Tour Sponsors	500.00
<b>Total 47240 · Rides and Walks</b>	<b>500.00</b>
47240* · Program Service Fees	
47231 · Annual Dinner	9,910.00
47233 · Silent Auction	50.00
<b>Total 47240* · Program Service Fees</b>	<b>9,960.00</b>
<b>Total 47200 · Program Income</b>	<b>43,634.76</b>
<b>Total Income</b>	<b>49,711.32</b>
<b>Gross Profit</b>	<b>49,711.32</b>
<b>Expense</b>	
62100 · Contract Services	
62150 · Outside Contract Services	3,750.00
<b>Total 62100 · Contract Services</b>	<b>3,750.00</b>
63000 · Program Services Expenses	
63980 · CT DPH Complete Streets	4,223.36
63400 · Bike Education	
63405 · Contractural Services	400.00
63420 · Coordinator/Instructors	400.00
<b>Total 63400 · Bike Education</b>	<b>800.00</b>
63500 · Bike to Work	
63540 · Food	525.49
63530 · Publicity	987.00
63500 · Bike to Work - Other	740.82
<b>Total 63500 · Bike to Work</b>	<b>2,253.31</b>
63600 · Advocacy Expenses	5.00
<b>Total 63000 · Program Services Expenses</b>	<b>7,281.67</b>
65000 · Operations	
65011 · Board Development	143.80
65090 · Office Space- Rent	4,195.00
65080 · Equipment	125.00
65340 · Benefits/Employment Taxes	4,312.47
65330 · Salaries	50,894.42
65110 · Marketing/Promotion	34.98
65001 · Business Registration Fees	160.00

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11/03/14

Cash Basis

**Bike Walk Connecticut**  
**Profit & Loss**  
January through October 2014

	Jan - Oct 14
65005 · Bank Service Charges	
65005.2 · PayPal Service Charge	310.31
65005.3 · Credit Card Processing Fee	146.36
65005.1 · Payroll Processing Charges	1,072.15
65005 · Bank Service Charges - Other	-632.88
	<hr/>
Total 65005 · Bank Service Charges	895.94
65010 · Books, Subscriptions, Reference	15.00
65015 · Membership Dues	200.00
65020 · Postage, Mailing Service	106.74
65030 · Printing and Copying	386.51
65040 · Supplies	112.45
65050 · Telephone, Telecommunications	1,181.73
65060 · Website	24.94
65070 · Outside Contract Services	500.00
65120 · Insurance - Liability, D and O	1,489.95
65200 · Technology, software, etc.	1,208.70
65310 · Conference, Convention, Meeting	949.69
65320 · Travel	834.19
	<hr/>
Total 65000 · Operations	67,771.51
66000 · Payroll Expenses	-0.01
	<hr/>
Total Expense	78,803.17
	<hr/>
Net Ordinary Income	-29,091.85
	<hr/>
Net Income	<b>-29,091.85</b>
	<hr/> <hr/>

12:49 PM

11/03/14

Cash Basis

**Bike Walk Connecticut**  
**Balance Sheet**  
**As of October 31, 2014**

	<u>Oct 31, 14</u>
<b>ASSETS</b>	
Current Assets	
Checking/Savings	
Other Income	-25.00
13000 · Petty Cash	-288.95
10000 · Webster Bank - checking	65,732.93
11000 · PayPal	1,714.00
12000 · CD	10,584.73
Total Checking/Savings	<u>77,717.71</u>
Total Current Assets	<u>77,717.71</u>
<b>TOTAL ASSETS</b>	<u><u>77,717.71</u></u>
<b>LIABILITIES &amp; EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	
20000 · Accounts Payable	-1,795.00
Total Accounts Payable	-1,795.00
Credit Cards	
14000 · Webster Bank Credit Card	53.99
Total Credit Cards	53.99
Other Current Liabilities	
24000 · Payroll Liabilities	3,769.55
Total Other Current Liabilities	<u>3,769.55</u>
Total Current Liabilities	<u>2,028.54</u>
Total Liabilities	2,028.54
Equity	
32000 · Unrestricted Net Assets	104,781.02
Net Income	-29,091.85
Total Equity	<u>75,689.17</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>77,717.71</u></u>

BIKE WALK CONNECTICUT

PROSPECTIVE BOARD MEMBER INFORMATION FORM

Name: Bill Young

Home Address: 1316-5 Asylum Ave.  
Hartford, CT 06105

Home phone: 860-597-2627 Work phone: 860-714-3712

Cell phone: 860-597-2627 Preferred contact number: 860-597-2627

Profession: CEO

Employer (if applicable): ADRC

E-mail: billyoung55@att.net

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

Current

Board member & treasurer, Equal Access

Board member & treasurer, Unitarian Universalists of South Berkshire

Chairperson, City of Hartford, Commission on Addiction & Public Health

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:

board development & planning

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

- long term interest in Bike Walk CT.
- long term interest & participation in cycling.

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?

I can be flexible, but do better with advance planning due to possible schedule conflicts.

We want to maintain diversity on our board and we seek board members with diverse backgrounds, of different ages, from all parts of the state and with a variety of skills. Please fill out the following chart to assist us in understanding your background and expertise.

DEMOGRAPHICS	
1. Town of Residence	Hartford
2. Town where Employed	Hartford
3. Under 35	_____
4. From 35 to 60	X
5. Over 61	_____
6. Male	X
7. Female	_____
8. African American	_____
9. Hispanic	_____
10. Asian	_____
11. Native American	_____
12. Caucasian	X
13. Mixed background/other	_____



## EXPERTISE/PROFESSIONAL SKILLS

1. Academic/education/research	
2. Accounting	
3. Administration	X
4. Business – retail/corporate	
5. Communications/ marketing	
6. Community organizing	
7. Data analysis & summary	X
8. Finance	X
9. Fundraising	
10. Government representative	X
11. Grant writing	
12. Human Resources	X
13. Implementation/evaluation	X
14. Law	
15. Physical activity	
16. Public Health	
17. Planning and design	X
18. Policy	X
19. Strategic thinking	X
20. Systems analysis	X

Name and contact information of two references.

Martha Page  
Mary Ellen Thibodeau

*If you have any questions regarding the board, please contact Laura Baum,  
Board President at 503-936-7843 or [laura.madeline.baum@gmail.com](mailto:laura.madeline.baum@gmail.com)*

## BIKE WALK CONNECTICUT

### PROSPECTIVE BOARD MEMBER INFORMATION FORM

**Name:** David Head

**Home Address:**

**103 Blue Grass Court**

**Rocky Hill, CT 06067**

**Home phone:** 860-803-8183

**Work phone:** 860-807-4339

**Cell phone:** 860-803-8183

**Preferred contact number:** Work

**Profession:** Transportation Engineer

**Employer (if applicable):** vhb

**E-mail:** dhead@vhb.com

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

I spent 20 years working at the Connecticut Department of Transportation advocating for better bicycle and pedestrian facilities in Connecticut (CT). I worked in the Bureau of Policy and Planning in the Intermodal Planning office, planning and designing all types of transportation facilities. I spent 5 years as the Department's bicycle and pedestrian coordinator only to be promoted to manage the office that housed this position. It was always a goal of mine while at the Department to push bicycle and pedestrian issues to the front of all studies, projects and designs to ensure that the best facility, that me and my staff were able to champion, was put forth. Many times this put me and my staff on the opposite side of the established mind set at the Department. I have a wealth of experience in bicycle and pedestrian facility infrastructure with an eye on realistic outcomes and designs that will fit into the context of the community and transportation facility.

**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: Bicycle and Pedestrian facility planning and engineering

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

Being an avid cyclist and runner I frequently use the transportation network in CT for both modes of transportation. My wife is also an avid cyclist and runner and we have a 3 year old son that I would like

to live in a state where he can either bike or walk to school on a safe network of streets. It is my goal to try and create a better CT for the next generation of travelers regardless of the transportation mode they choose to use.

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

None

**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?**

With a 3 year old at home I have limited time. However, I can certainly make time when needed for the important work and goals that this board is trying to move forward.

**We want to maintain diversity on our board and we seek board members with diverse backgrounds, of different ages, from all parts of the state and with a variety of skills. Please fill out the following chart to assist us in understanding your background and expertise.**

DEMOGRAPHICS	
1. Town of Residence	Rocky Hill
2. Town where Employed	Wethersfield
3. Under 35	
4. From 35 to 60	X
5. Over 61	
6. Male	X
7. Female	
8. African American	
9. Hispanic	
10. Asian	
11. Native American	

12. Caucasian	<b>X</b>
13. Mixed background/other	
<b>EXPERTISE/PROFESSIONAL SKILLS</b>	
1. Academic/education/research	<b>X</b>
2. Accounting	
3. Administration	<b>X</b>
4. Business – retail/corporate	<b>X</b>
5. Communications/ marketing	
6. Community organizing	
7. Data analysis & summary	<b>X</b>
8. Finance	
9. Fundraising	
10. Government representative	
11. Grant writing	
12. Human Resources	
13. Implementation/evaluation	
14. Law	
15. Physical activity	<b>X</b>
16. Public Health	
17. Planning and design	<b>X</b>
18. Policy	<b>X</b>
19. Strategic thinking	<b>X</b>
20. Systems analysis	<b>X</b>

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

Ms. Colleen Kissane – Assistant Director Intermodal and Strategic Planning, CT Department of Transportation.

Mr. Andrew Carrier – Program Manager, vhb.

## BIKE WALK CONNECTICUT

### PROSPECTIVE BOARD MEMBER INFORMATION FORM

**Name:** Kevin Vicha

**Home Address:** 61 Stoner Drive, West Hartford, CT

**Home phone:** 860 521 2338

**Work phone:** 860 557 2646

**Cell phone (Preferred contact):** 860 830 4656

**Profession:** Aerospace / Engineering and General Management

**Employer (if applicable):** United Technologies, Pratt & Whitney

**E-mail:** [kevin.vicha@pw.utc.com](mailto:kevin.vicha@pw.utc.com) , [kvicha@pmd74.hbs.edu](mailto:kvicha@pmd74.hbs.edu)

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

I have served on the following boards for global aerospace and industrial businesses:

Advanced Coating Technologies (USA, NY)

Amercon, Inc (USA, PA)

PWA International Limited (Ireland)

Carmel Forge, Ltd (Israel)

International Aerospace Tubes - Asia Pte Ltd (Singapore)

Turbine Overhaul Services (Singapore)

Chengdu Aerotech Manufacturing Company, Ltd (China)

As the President, General Manager, or Board member of multiple businesses within United Technologies Corporation, one of my core strengths has been leading transformational change. I believe several of the skills developed while leading or participating on the corporate boards are transferable to a nonprofit environment, and I'm committed to help support and lead the Bike Walk Connecticut mission to influence positive change across our state.

**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: ☒ Project Management

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

As a newly minted father with four kids, I'm recognizing more than ever that automobiles and screen time are inhibitors to physical activity. Physical activity has become something we drive to, and our infrastructure has set hurdles in front of alternatives such as biking and walking. To

overcome the hurdles, I've made a commitment to model an active lifestyle with my children, and I've enjoyed watching them embrace the action. For example, our twin boys and I cherish our family time while riding bikes to and from their local school. Riding with my kids through our town has highlighted to me the need to develop more bike/walk infrastructure. The riding has also made it clear that we have far to go with educating riders and drivers on rules of the road. I've also learned that so many people want to ride and increase their activity level. Judging by the smiles and positive comments we get, people seem inspired as we breeze by on our bikes. Yet, when I talk with other parents about bringing their kids to school via bike or simply walking, the hurdles come up. "Is it safe?" or "I just don't have the time" are common defeats. I can honestly say that on each and every ride with my kids, I feel it in my heart: There is no better time spent than the time our family shares being active together. I'm interested in scaling this passion to help support the mission of Bike Walk Connecticut.

Further, I've spent five years living in Europe, and spent several years travelling globally. Based on my experience, cities and towns with dedicated pedestrian areas, no car zones, bike lanes, and a higher level of biking/walking, are far more desirable places to live. There is no comparison to a neighborhood of moving vehicles, to a neighborhood of pedestrians and bikers. Yet so few of our towns have gained a will to develop pedestrian areas and bikeable communities.

In my view, it is critical that children value physical activity as way of life, and I think our schools, towns, and communities can play a stronger role in enabling that value. If I understand the mission of Bike Walk Connecticut, it is along this direction, and it is very broad and enormously challenging, but I feel it's an important mission. I'm interested in supporting Bike Walk CT as an influential voice to help lead this type of change.

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

I'm actively working with West Hartford's Bicycle Advisory Committee, and the nonprofit [bikewesthartford.org](http://bikewesthartford.org). I've supported several initiatives, and as an example, I was delighted to initiate and lead "Bike To Town Thursdays" in West Hartford.

I started "Bike To Town Thursdays" as an initiative to promote everyday riding within our town, rather than travelling by car. Further, I wanted merchants to see a commercial benefit in bike traffic, and I wanted the general population to watch more people using bikes as an everyday form of transportation.

Throughout the summer of 2014, we completed 21 Bike to Town rides to destinations across West Hartford. Local businesses were highly supportive, and many even requested more bike parking, bike lanes, and pedestrian areas rather than parking spots. These rides started a great dialogue with local businesses, and brought visibility to everyday biking within our town. We're already planning improvements for 2015.




Local businesses hosted and supported the weekly destinations

## Bike to Town Thursdays

### Weekly West Hartford Destinations May to September 2014

Weekly Destination - 6:30 pm, Thursdays:	
May 1:	Pinkberry, Blue Back Square
May 8:	Sweetdog, WH Center
May 15:	Robeks, WH Center
May 22:	Cafe Golia, WH Center
May 29:	Sam's Gyro, WH Center
June 5:	Whole Foods, WH Center
June 12:	Tea Break, WH Center
June 19:	Barnes & Noble, Blue Back Square
June 26:	Blue Plate Kitchen, Bishop's Corner
July 3:	Pinkberry, Blue Back Square
July 10:	AC Petersen Farms, Park Road
July 17:	RED, Blue Back Square
July 24:	A Little Something Bakery, Park Road
July 31:	Cafe Sophia, WH Center
Aug 7:	Pepe's Pizza, New Britain Ave
Aug 14:	Barbaco, WH Center
Aug 21:	Robeks Juice, WH Center
Aug 28:	Whole Foods, WH Center
Sept 4:	Ben and Jerry's, WH Center
Sept 11:	Sam's Gyro, WH Center
Sept 18:	McLadden's - 6:00 pm - Season Finale!



Bike to Town Thursday rides are open invitations for families and friends to ride their bicycles to destinations in West Hartford, rather than driving their cars. The destinations change weekly.

Learn more about bicycling in West Hartford:  
Facebook "Make West Hartford Bicycle Friendly"  
[www.bikewesthartford.org](http://www.bikewesthartford.org)

The West Hartford Bicycle Advisory Committee is leading several initiatives to help develop West Hartford into a community where families feel confident and safe riding bikes as an everyday form of transportation

"Bike To Town Thursdays" and get exercise, have fun, ease traffic congestion, reduce pollution, support local merchants

West Hartford "Bike To Town Thursdays" promote riding,  
rather than taking the car downtown

**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'm committed to the time requirements needed to support the mission of Bike Walk CT.

**We want to maintain diversity on our board and we seek board members with diverse backgrounds, of different ages, from all parts of the state and with a variety of skills. Please fill out the following chart to assist us in understanding your background and expertise.**

<b>DEMOGRAPHICS</b>	
1. Town of Residence	West Hartford
2. Town where Employed	East Hartford
3. Under 35	
4. From 35 to 60	√
5. Over 61	
6. Male	√
7. Female	
8. African American	
9. Hispanic	
10. Asian	
11. Native American	
12. Caucasian	
13. Mixed background/other	
<b>EXPERTISE/PROFESSIONAL SKILLS</b>	
1. Academic/education/research	
2. Accounting	
3. Administration	I have had full P&L general management roles leading manufacturing and industrial businesses, and also led international organizations of over 1000 people. My leadership, administration, and communication skills have helped me to build and grow the organizations, and achieve challenging goals and objectives.
4. Business – retail/corporate	



5. Communications/ marketing	As the Vice President of Global Aftermarket Sales for an aerospace business, I grew the business beyond expectations, and significantly improved customer communication and satisfaction. I believe my communication and marketing skills would be transferrable in support of the Bike Walk CT mission.
6. Community organizing	
7. Data analysis & summary	My analytical and presentation skills have consistently been considered a strength in various career roles. I have engineering and MBA degrees, and have significant experience in data analysis, and summarizing data and messages into meaningful and influential presentation material.
8. Finance	As the General Manager for several manufacturing businesses, I have developed solid financial and business planning skills. I would be interested in applying these skills as applicable for Bike Walk CT.
9. Fundraising	
10. Government representative	
11. Grant writing	
12. Human Resources	As the President/General Manager of various businesses, I have significant experience with most aspects of hiring, resource planning, employee engagement, conflict resolution, performance management, compensation, and general HR topics.
13. Implementation/evaluation	I have significant experience with evaluating projects, preparing business cases, due diligence, and project implementation.
14. Law	
15. Physical activity	<p>As an avid road, mountain, and city biker, I'm a strong advocate for physical activity. I completed what many consider the world's toughest mountain bike races - the Trans Alp Challenge and the Trans Rockies Challenge. These are 400 mile stage races with 60,000 feet of climbing across the Alps and Canadian Rockies, respectively.</p> <p>Working with the local press in upstate New York, my home at the time, I leveraged the Trans Alp Challenge race as a fund raiser. I raised over \$2,000 and donated several bikes and helmets to the</p>

	Thea Bowman House, an upstate New York home for underprivileged and culturally diverse children.
16. Public Health	
17. Planning and design	I am new to bike and pedestrian infrastructure design, but as a mechanical engineer, I have several years of experience in factory planning and design. My experience has included everything from traffic studies for access, to design of facilities. I'm very interested to leverage my experience and learn more about planning and design as it relates to bike / walk infrastructure.
18. Policy	
19. Strategic thinking	I have consistently been highly rated for strategic thinking skills throughout my career. I believe the skills are transferrable to the non-profit sector, and the mission of bike/walk advocacy.
20. Systems analysis	

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

Michelle Snow, Director of Finance, United Technologies, 860-654-5609

Rita Lei, Director of Finance, United Technologies Aerospace Systems, 860-654-7415

*If you have any questions regarding the board, please contact Laura Baum,  
Board President at 503-936-7843 or [laura.madeline.baum@gmail.com](mailto:laura.madeline.baum@gmail.com)*

## BIKE WALK CONNECTICUT

### PROSPECTIVE BOARD MEMBER INFORMATION FORM

Name: J. Scott Gamester (Scott)

Home Address: 31 Wiltshire Lane, West Hartford CT 06117

Home phone: 860-461-0005

Work phone: 860-702-8921

Cell phone: 860-264-1027

Preferred contact number: Cell

Profession: Data Strategist

Employer (if applicable): Optum

E-mail: scott.gamester@gmail.com

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

- Lead a large organization (18 people) who work on data analytics for a large company.
- Responsible for all executive analytics and reporting for CIO (\$2b revenue)
- Passionate- extensive experience in driving results in a large, matrixed organization with (sometimes) conflicting priorities.
- No board experience to date

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: I have a passion for turning data into information.

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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.

I am a year round daily bike commuter and an advocate for others to enjoy the benefits. Much of the conversation I see (especially online) is about "us vs. them"; I believe there is room for all on the roads and focusing on the we versus them helps build understanding.

We've made some progress as a state and locally on moving the bike walk agenda, but much work is left to be done. The benefits (and really, the joy) that I've found from daily cycling are immense, I'd like to see more of that for everyone.

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

Ride2Recovery, an organization that helps heal wounded warriors through the power of cycling and teamwork.

**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?**

Cycling is important to me, and I feel its important to give back as others have so generously done for me. I'm not sure what the specific number you have in mind, but I'm committed to the cause and will put the time in to be successful at fulfilling my duties.

**We want to maintain diversity on our board and we seek board members with diverse backgrounds, of different ages, from all parts of the state and with a variety of skills. Please fill out the following chart to assist us in understanding your background and expertise.**

<b>DEMOGRAPHICS</b>	
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1. Town of Residence	West Hartford
2. Town where Employed	Hartford
3. Under 35	
4. From 35 to 60	Yes
5. Over 61	
6. Male	Yes
7. Female	
8. African American	
9. Hispanic	
10. Asian	
11. Native American	
12. Caucasian	
13. Mixed background/other	
<b>EXPERTISE/PROFESSIONAL SKILLS</b>	
1. Academic/education/research	
2. Accounting	
3. Administration	Yes
4. Business – retail/corporate	Yes
5. Communications/marketing	
6. Community organizing	
7. Data analysis & summary	Yes- Expertise
8. Finance	Yes
9. Fundraising	Some

10. Government representative	
11. Grant writing	
12. Human Resources	
13. Implementation/evaluation	Yes
14. Law	
15. Physical activity	Yes
16. Public Health	
17. Planning and design	
18. Policy	
19. Strategic thinking	Yes
20. Systems analysis	Yes

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

Michael Moulton: michael.moulton@fmr.com 617-306-3513

Colleen Runyon: colleen\_p\_runyon@optum.com +1860-573-4930

## Business Plan- Discover CT Series/Daily Rides

- I. Concept: A series of one day rides in different communities throughout the state of CT targeted at “discovering” little known or unexpected historic or cultural sites. Goal is to have 2- 3 rides per year possibly expanding to more depending on success. Relies on strong partnerships with local communities to identify sites and existing events to tie into, provide volunteers and solicit financial support. Intended primarily as a fundraiser for BWCT but profits may be shared with the community either through grants for specific projects (eg, bike education, bike racks, etc) or on an agreed upon % basis back to local cycling organizations. Route options: metric, 40, 25 and <10 miles.

**Open question: do we repeat rides or do we change each year? Recommendation is we keep successful rides for several years, adding new ones as opportunities arise and ensuring we have geographic coverage.**

- II. Market Analysis

- A. Market Trends:

Bicycle tourism is a growing niche in the active travel market. Active, sustainable and experiential travel are the next big trends in tourism, and communities need to take advantage of this trend. (Alliance for Biking & Walking)

Bicycling is not for kids any more. The number of children who ride bicycles declined more than 20% between 2000 and 2010, while the number of adults who ride increased slightly.

Overall, bicycle riders declined by 8%.

However, bike enthusiasts are driving some growth. More than 21.8M American adults rode a bicycle 109 days or less in 2010, about the same as the number who rode that often in 2000. But another 3.4M rode in 110 days or more, and the number of frequent cyclists increased 12% over the decade. Female enthusiasts are increasing.

Adults who ride bicycles are more likely than average to have high incomes, although they are not as affluent as the participants in some other sports, such as downhill skiing or sailing. Nearly 1/3 of bicycling households earn at least \$100,000 per year, compared with just 1/5 of all US households.

The bicycling community is overwhelmingly white. Bicycling cannot reverse the sharp declines in the participation of children until it finds ways to attract black, Hispanic and Asian families. Minority populations are overwhelmingly concentrated in large cities and their suburbs- so the key strategy, once again, will be re-designing roads and other infrastructure to make them safer and more bike friendly.

Among bicyclists, male boomers and even older men are the most enthusiastic “geezer jocks.” The average annual number of riding days for adult male cyclists increases steadily with age. Female baby boomers who ride get in the saddle almost as often as male baby boomers do.

Women riders aged 18 to 24 actually ride more days per year than men that age do, but their riding days drop off dramatically in the child rearing age groups of 25-34 and 35-44.

(The US Bicycle Market, A Trend Overview, Gluskin Townley Group, Author: Brad Edmondson)

Travelers are seeking out bike tours to stay active, minimize environmental impact, and experience diverse landscapes and cityscapes at a closer level. Cities with well-maintained bike paths and compelling scenery can lure cycling tourists who, in turn, can have significant economic impact. (Bike Tourism a Rising Trend, Ethical Traveler)

Based on the 5 year American Community Survey data from 2008-2012, just .6% of commuters say they usually get to work by bike. And just 2.8% primarily walk. That’s compared to the more than 86% of commuters who travel by car. But the “non motorized” numbers are growing. In 2000, no city in America had more than 3% of its commuters getting to work by bike. Now 5 do. (Washington Post, The demographic paradox of who bikes and walks to work, 5/9/2014)

Today the Census Bureau released its newest report on commuting in America, heralding 60% increase in bike commuting in America over the past decade. Unfortunately, ACS data does not include recreational riding, which we know is the majority of riding. (Bike League, News from the League- New: Census Data on Bike Commuting- 5/8/2014)

B. Target market:

1.) Riders- target 500 riders at each ride

The event-centered traveler who participates in or watches multi-day or one day organized rides or races (Definition from Alliance for Biking & Walking)

Families looking for healthy activities they can do together

Bike enthusiasts looking for a longer and/or more challenging route



Primarily CT but would expect to draw from NE region of US

2.) Sponsors

Local businesses that will benefit from a bike friendly community and/or seek positive PR about their community and what it offers

Local banks with personal relationships

Health care companies

CT business owners who have concerns with health and safety issues. Maybe they are cyclists too.

Law enforcement (in kind)

Local foundations targeting issues of diversity, health/childhood obesity, community building

III. Competitive Analysis:

A. Direct competitors

Other cycling events

“Adventure” experiences

B. Indirect competitors

The couch and electronics

Local sports events for kids

C. Our competitive advantage and what makes this unique:

Technical and knowledge assets: 1. Expertise in planning similar events, ie DH, 2. tie in to existing events to leverage volunteers, entertainment, food/drink and facilities, 3. Our ride is positioned towards “discovering” unknown local resources which gives us the chance to make the ride unique each time we do it, 4. Mailing/email lists, 5. We know how to make people feel safe on a ride like this (partner with law enforcement, safety instruction for kids, bike mechanics)6. Capability to collect and track money for events

Relationship assets: 1. Relationships in local communities who are motivated to partner with us, 2. Engaged cycling community members who can help plan routes, provide input into what a quality event looks like 3. Volunteer base

Lacking here are strong corporate relationships- can local communities help with this?

III. Operations and Management- resources needed

- A. .5FTE for event planner/project manager for 3 rides who is a PT employee of BWCT reporting to ED. Expected cost \$22,500/year. This individual is expected to take the lead in overall coordination and develop a strong partnership with local community.  
**Update: After speaking with Matt Moritz, he quoted us a budget of ~\$3000-\$3500 (\$9000-\$10,500 to do 3 rides) to handle ride logistics for each ride and is willing to be flexible on timing of payment. He would have minimal involvement in the marketing or fundraising aspects of the rides.**
- B. Organizing committee consisting of event planner (acting as chair), local volunteers (at least 3) and at least one other person from BWCT board/volunteer base who knows Discover Hartford. These individuals should be able to recruit other volunteers.
- C. Admin support from BWCT current staff?
- D. Volunteers for day of event and for other tasks ahead of time (eg route design and marking)

IV. Sales and Promotion

- A. Market position: Affordable entertainment for families, competitively priced longer distance ride for cycling enthusiasts with good food and entertainment.
- B. Distribution method: Primarily thru email, FB, CT tourism websites, PR about local event
- C. Pricing: Family package pricing for <10 mile rides (~\$50 for 4 people), other distances will be \$50-\$75 per rider including some food/drinks and a giveaway. Incentives for BWCT members and early registration. Package pricing for purchasing the series.
- D. Profit margins expected: 30+%
- E. Potential state tourism grant

V. Financials

Financial Model for Discover CT- Daily Ride Series		2013 Proposed	2012 DH	2012 DH
Revenue:				
Sponsorships		15,000	11500	7000
Advertising/marketing back to sponsors- 30%		4,500		
Net sponsorships		10,500		
Ticket Sales:				
Miles	Distribution	Ride Cost		
Family	5%	50	25	1250

	10	5%	25	25	625		
	25	45%	50	225	11250		
	40	30%	60	150	9000		
	63	15%	75	75	5625		
				500	27750	17685	14485
Other						300	
					38,250	29485	21485
Expenses:							
			2% of ride				
Credit card fees			fees		555	408	313
Project manager					3000		
Admin staff					2000	7402	6550
Ed time allocation					1000		
Signage					1500	1538	1081
Advertising					2000	2027	2282
Giveaways			\$5/rider		2500	1950	4079
Insurance					1200	1210	658
Crew shirts					500		505
Food			\$10/rider		5000	160	160
Other/contingency					1500	1178	860
					20755	15873	16488
					17,495	13612	4997
Profit margin %					46%	46%	23%
Grants/profit share to others					3000		
Net to BWCT					14,495		
					38%		

#### Business Plan- Discover CT Series-Multiday

- VI. Concept: A 3-4 day ride through CT. There are many options and decisions to think about- including size, accommodation types, meals included, etc. Our goal would be to offer our first ride in 2016. This gives us sufficient time to engage with a trip planner and work through the various decisions AND ramp up our fundraising/development resources. The cost to BWCT would be \$xxx for the planning phase and final payment to be negotiated based on profitability of the tour. Trip planner would get xxx% of profits.

Potential ramp up plan:

2016- 40-50 riders

2017- 250 riders

- VII. Market Analysis

C. Market Trends:

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Bicycling is not for kids any more. The number of children who ride bicycles declined more than 20% between 2000 and 2010, while the number of adults who ride increased slightly.

Overall, bicycle riders declined by 8%.

However, bike enthusiasts are driving some growth. More than 21.8M American adults rode a bicycle 109 days or less in 2010, about the same as the number who rode that often in 2000. But another 3.4M rode in 110 days or more, and the number of frequent cyclists increased 12% over the decade. Female enthusiasts are increasing.

Adults who ride bicycles are more likely than average to have high incomes, although they are not as affluent as the participants in some other sports, such as downhill skiing or sailing. Nearly 1/3 of bicycling households earn at least \$100,000 per year, compared with just 1/5 of all US households.

The bicycling community is overwhelmingly white. Bicycling cannot reverse the sharp declines in the participation of children until it finds ways to attract black, Hispanic and Asian families. Minority populations are overwhelmingly concentrated in large cities and their suburbs- so the key strategy, once again, will be re-designing roads and other infrastructure to make them safer and more bike friendly.

Among bicyclists, male boomers and even older men are the most enthusiastic “geezer jocks.” The average annual number of riding days for adult male cyclists increases steadily with age. Female baby boomers who ride get in the saddle almost as often as male baby boomers do.

Women riders aged 18 to 24 actually ride more days per year than men that age do, but their riding days drop off dramatically in the child rearing age groups of 25-34 and 35-44.

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Today the Census Bureau released its newest report on commuting in America, heralding 60% increase in bike commuting in America over the past decade. Unfortunately, ACS data does not include recreational riding, which we know is the majority of riding. (Bike League, News from the League- New: Census Data on Bike Commuting- 5/8/2014)

D. Target market:

3.) Riders

The event-centered traveler who participates in or watches multi-day or one day organized rides or races. Comfort cyclists willing to spend more than \$75/day. (Definitions from Alliance for Biking & Walking)

Bike enthusiasts looking for a longer and/or more challenging route

Primarily CT but would expect to draw from NE region of US

4.) Sponsors

Local businesses that will benefit from a bike friendly community and/or seek positive PR about their community and what it offers

Local banks with personal relationships

Health care companies

CT business owners who have concerns with health and safety issues. Maybe they are cyclists too.

State tourism board (marketing funds)

Local foundations targeting issues of diversity, health/childhood obesity, community building

Companies catering to high end consumers

III. Competitive Analysis:

A. Direct competitors

Other cycling events/tours

“Adventure” experiences

D. Indirect competitors

Other vacation experiences

E. Our competitive advantage and what makes this unique:

Technical and knowledge assets: 1. Mailing/email lists 2. Capability to collect and track money for events

Relationship assets: 1. Relationships in local communities who are motivated to partner with us, 2. Engaged cycling community members who can help plan routes, provide input into what a quality event looks like 3. Volunteer base

Other: Today there are no other cross CT rides.

Lacking here are strong corporate relationships- can local communities help with this?  
Do we need to hire help for soliciting sponsorships?

VIII. Operations and Management- resources needed

**E. Planning resources- cost of \$1,000 to hire Matt to develop plan**

F. Organizing committee consisting of event planner (acting as chair), BWCT board members and volunteers

IX. Sales and Promotion

X. Financials - examples

YR: 1<sup>st</sup> year had 11 riders and netted ECG \$1000

Bonton Roulet: 500 riders, \$250,000 revenue and \$100,000 profit

Adventure Cycling: 30-50%

# Discover CT

November 12, 2014

# Activities since last board meeting

- Developed business plan for single day rides, including budget
- Developed business plan for multiday ride but this is much less “baked” and does not have a budget yet
- Met with Matt Moritz (ride planner)
- Met with New Britain and New Milford contacts to explore feasibility of these 2 towns for our first rides
- Added committee members- Rick Thibodeau and Jon Sperling



# Implementation Plan

- Implement 2 one day rides in 2015. New Britain and ??? Research on other events needed.
- Hire Matt Moritz to be the event planner for single day rides at a cost of \$2700 per ride to be paid after the rides
- If successful in 2015, add one new location in 2016. Success to be defined as \$15,000 per ride profit to BWCT.
- Multiday rides need more analysis and expert help before we make a decision- hire Matt Moritz at a cost of \$1000 to assist us with this review.

# New Britain

- First annual Oktoberfest held in 2013 attracting 32,000 visitors. Plan is to grow the event and possibly expand to other communities. Health oriented components are desired (road race, bike rides, etc)
- Professional/successful event organizers would be our partners. Strong advertising/marketing and fundraising capabilities. That we could leverage.
- City has been forward thinking in building infrastructure (bike lanes, maps, signs, trails- future)
- Recent Hardware City Bike Tour attracted 100 riders with only 1 month planning time
- We have strong personal relationships

# New Milford/Brookfield

- Local efforts regarding Western NE Greenway, New Milford River Trail are happening but they do not have broad local support
- No clear existing event potential to tie into
- Local group is thinking more about the idea and will get back to us. They suggested potential tie into Danbury Cycle Fest or WNEG.
- Potential for a small event

# Decisions Needed

- Board- are you on board, meaning will you give your time and money to support these rides?
- Are you willing to help us by being part of a sponsorship solicitation committee?
- Will you be a volunteer and will you get friends to volunteer?
- Contract with Matt for our first Discover CT ride with payment (up to \$3000) to be made after the ride
- Contract with Matt for a multiday ride research engagement (up to \$1,000)