

**League of American Bicyclists
Workshop and Board Meeting
25 September 2008 – Las Vegas**

ATTENDANCE

Board: John Allen, Harry Brull, Bill Hoffman, Mike Nix, Bruce Rosar, Eric Swanson, Hans van Naerssen, Tim Young (unable to attend: Amanda Eichstaedt, Jim Sheehan, Lisa Falvey, Gary Brustin)

Staff: Andy Clarke, Preston Tyree

Guests: Fred Meredith (former Board member), Richard Moeur (LAB standards representative), Pat Cunnan (President of Fuji USA and lunch speaker), and panelists Tim Blumenthal, Executive Director of Bikes Belong), Jeff Miller (CEO & President Thunderhead Walk & Bike Alliance), and Fred Clement (Executive Director of National Bike Dealers Association).

NOTE: Action items are highlighted

WORKSHOP (facilitated by Hans)

Discussion of board strengths/weaknesses

Solutions to weaknesses

Strengths:

- Bike Education knowledge
- Bike issue knowledge
- Diversity of Bike issue knowledge
- Bike retail business
- Financial knowledge
- Commitment to bicycling
- Professional / organizational skills
- Strategy session

Weaknesses & possible solutions:

Too few regions – *more regions?*

Regions not equitably distributed

Do we actually represent regions?

Do we represent all / other stakeholders? **Consider adding more Board members, industry representatives, partners with like or complementary mission**

Minimal / no strategic thinking: **Focus on strategies**

What have we done to further the mission?; *Focus on what we should do*

Board member behavior: *Separate topic later in agenda*

Frequent turnover of Board, many new members; **Consider longer terms?**

Lack of connection with members

Board participation: *have reward meetings, strategy discussion, decisions; clarify role, expectations*

Sub-committee effectiveness: **push, outlines, agenda; report regularly (quarterly?), clarify outcomes, objectives; provide leadership, process**

Unresolved Board issues: elections, structure: **Do strategic work; define process of handling new and old issues**

No Fund raising: **Board members either write a check or ask for a check;**

educate/mentor How To, need Board commitment (contract) from each member; fill Development position

Add steady source of income: **Explore options;**

Board composition may / may not reflect membership, goals

Board size / breadth may be too narrow

Joined by Jay Graves, owner of The Bike Gallery in Portland, OR and past board chair of NBDA, Discussion of LAB stance on vehicular cycling and his perception that Effective Cycling was basis for education materials and curriculum. This material was abandoned several years ago.

Action item –Andy: Draft a statement to NBDA and web site clarifying current policy and philosophy.

Board Best Practices: we shared / discussed Board Best Practices as reviewed in Forces for Good and ASAE 'Exceptional Boards'.

Board member behavior.

John sought clarification where/ho a board member communicates if he/she has issues with staff actions
Mike emphasized need for respect and proper tone in communications

Other comments:

Respect and support for Andy & staff

If issue, get facts for all sides

Separate individual opinion from policy

Acknowledge receipt of concern

Only communicate directly with staff on administrative items; all others go thru Andy or Amanda

Board focus: strategic concerns / issues

Accept and support board decision, even if not your personal opinion.

Action item (Andy) – Provide board forum on LAB website

Lunch presentation by Pat Cunnane of Advanced Sports Inc (Fuji, Kestrel, Breezer)

Main theme: we, the industry and advocacy groups like LAB, need to address to GAP, those who are not yet bicycling, to get them to do so. Such as not looking like geeks in Lycra, such as education and incentive and encouragement programs targeting the Gap.

BOARD MEETING (convened at 1:38 PM)

Motion to approve June minutes (Tim, Bill 2nd) passed unanimously

President's report

Comparison with same time 2003

2003 – 10 LCI seminars

2008 – 30 so far this year

2003 – 500 active LCIs

2008 – 1500 LCIs

A rebranding of Road One. New brochure *Smart Cycling* presented.
Shop-friendly bike-ed course is in the works

US Senate has passed the Bicycle commuter Act. It no goes to the President for signature. It took seven years, which is average length of time to get a bill signed into law.

2003 – Bike Summit had 300 participants

2008 – 525 participants

Resolutions supporting bicycling passed in US House of Representatives and at US Conference of Mayors

LAB-supported Safe Routes to Schools and Complete Streets are now realities

Bicycle Friendly Communities – 2008

250 communities have applied since program began

51 applied this round

96 awards have been given

3 Platinum

Bicycle Friendly States program launched

Bicycle Friendly Business – 20 applications received/4 Gold awards bestowed

Much media coverage – gas prices driving interest

Q: (Tim) Bicycle Friendly States – Is ranking the right approach; maybe a report card or categories?

A: (Andy) We will do both. Ranking on advice of state/ped people
Feedback to the states is in progress

Membership –

We screwed up in mid-year renewals. Numbers are reflected in financials.

We tried two membership acquisitions through Rodale – a mass ride and magazine subscriptions; neither yielded much

Membership software is not yet purchased. Matt, new membership person, will be investigating.

We need to find cost-effective ways to acquire new members.

Operations

– New phone system.

New person at the front desk –Sharon, also responsible for order fulfillment

Bruce – An E-mail indicating “when shipped” would be helpful

Lorna – We are still improving the process

John – Some links on LAB website direct people to web developer’s website.

Andy – This has been corrected

Funding for membership software – issue in using a loan from lifetrust funds is how to repay.

Communications

2003 – 4 magazine issues/year (2 employees)

2008 – 6 issues (one employee) and greatly enhanced

Website is still improving

2003 – 13 staff

2007 – 10.5 staff and getting more done

Q: (Tim) No president’s report or committee reports in board book

A: (Andy) – Will be corrected next time

Q: (Bruce) Comments to FHA on FHWA should be on our website

A: (Andy) Maybe a link on website

A: (Hans) Should be on the website

Q: (?) Is there a formal record of the presentation to the Mayors’ Innovation Project in Madison, WI?

A: (Andy) No formal record; Tim Blumenthal and Andy talked in Q & A mode

Model local traffic ordinance project – Jackson, Wyoming Reviewed by Jeff and given to police chief and city council

League surveyed BFC communities – gave \$2000 to research laws

Created a report; will put on website

Tim – maybe produce a story

Committee on Uniform Traffic codes and Ordinances now defunct – a vacuum has been created

Rumble strips – 2003 LAB put out a statement; the documentation is still on record.

The issue is still there; rumble strips still being promoted for safety.

Q: (Bill) Do center line rumble strips cause problems?

A: (Andy) I’ve not seen any.

June 18-20 Bicycle Ed Conference – San Jose, CA

Pushing for sponsorships. Set registration fees to cover costs

Look for sponsorship to make a profit

Preston – We want LCIs to suggest potential sponsors for us to contact.

Q: (Tim) Can we get FWHA to chip in?

A: (Andy) We can ask.

Q: (Hans) Is it our intention to draw as many LCIs as possible or draw those who can pay \$200? Maybe scholarships?

A: (Preston) We are looking beyond LCIs to having college campus people coming
We need a program for non-cyclists and are trying to attract engineers and planners.

Hans has been coming to DC to help Andy on the operations side – budget/work plan/staff plans

America Bikes Campaign – Caron Whittinger has been hired and hopes to office next to us. Funding primarily through Bikes Belong.

Authorization platform document – Advocacy and Legal Committee is looking at the transportation bill rewrite.

T4America – coalition looking at new bill. We are waiting for their platform to decide whether to join. LAB draft re authorization is in process.

Financials

2007 Audit Report – sent electronically; not in binder

Deficiencies – labeled “significant”

-Recognize grants when promised rather than when received (can't be used for cash flow)

Internal controls

Timely payment of invoices – we are stretched for cash and incur late fees.

The line of credit is at \$150K and costs \$10K/year

Opportunities for improving internal controls and operating deficiencies

- disposition of old files
- Who opens bank statements
- Who authorizes on-line payments
- Who approves time sheets – only impacts one ½ time person
- Personal charges on corporate credit card are technically a loan – Andy tries to avoid.

Q: (Hans) Who reviews expense reports?

A: (Lorna) Lorna approves all. Andy also approves and Bill approves BFC expenses.

Auditors raised questions about our whistleblower policy

Q: (Hans) Who should look at policy?

A: (Andy) Personnel Committee (action)

Q: (Bill) Are we satisfied with audit firm? Should we engage them again?

A: (Lorna, Eric) Yes.

Motion: (Mike, Bill 2nd) Retain audit firm

Passed unanimously

Current budget and projections – Eric

Looking at revenue shortfalls

2 big shortfalls – revenue is cyclical, lower at midyear. Causes cash flow problems

Some unrealistic budget expectations – neither expense or revenue happens

Individual renewals – YTD August is \$203K. EOY projection was originally \$490K, lowered to \$435K. If we get \$70K/month till year end, we would be OK

BFC grants and materials now not contingent on helmet sales

Appeals – original EOY estimate \$180K, revised to \$150K – currently \$100K

Bike Summit sponsorship – currently behind budget

LCI seminars – behind budget

Hans – Because we are short revenue, we are short on staff. **Action: He has asked Andy for plans to increase revenue – will also be asking board for suggestions**

Our line of credit is now \$150K of \$200K limit

Q: (Tim) I thought we added a debt-reduction line.

A; (Andy) We can't put it into a financial statement. My year-end performance review will hold me accountable.

Tim – We need a development director. Lack of revenue is holding us back.

Andy – We have had discussions with a headhunter. We have tabled discussions of getting Exec VP Operations on board this year. Dev Director And EVP Ops not same person. They suggest Dev Director position be filled first.

'09 budget

Q; (Hans) Is Dev Director position in '09 budget?

A (Andy) '09 budget is relatively status quo – no program changes. Membership software is in budget. EVP Operations in budget. We can revisit.

Hans took strategies generated in Martinsville, VA meeting and suggested deliverables for 2009. Wants input from board.

Action item - The finance/executive committees will finalize and put into budget form.

Q (?) Is '09 budget believable? Both '07 and '08 had shortfalls. 16% jump is a stretch goal.

A (Hans) I propose keeping revenue target, but reducing expenses by 10%

Eric – We need to generate more revenue than expenses to pay down line of credit

Hans asked Andy to look at cutting expenses by 10%, and indicating the implications. Keep revenue growth at 16% stretch goal.

Bill – If we have the means, go for Development Director. Andy is spending 50% of his time on BFC. Maybe we need to lower paid staff time doing that.

Hans – It is Andy's domain to decide how programs are staffed.

Hans – We will have a full board meeting in a month to discuss '09 goals

3:45 Panel: Tim Blumenthal – Bikes Belong; Fred Clements ED of NBDA; Jeff Miller Pres/CEO Thunderhead Alliance

Bicycling for recreation and transportation doing well

NBDA will provide scholarships for dealers to attend Bike Summit

Tim - Smart Growth movement is telling funders they have bicycling covered. I'm not comfortable with that.

4:30 Richard Moeur presentation

Rule-making on national part 9 – very similar to what was asked

Draft manual – new system of signing is a tremendous improvement

Overwhelming 12,000 comments received – analysis of comments will take late October/November

Optimistic that shared lane markings will be adopted – communities are asking for more information

Request being made for interim approval on sections of manual instead of waiting for final rule

Next priorities – Guidelines for accommodating bicycles through work zones

- Accommodation of bicyclists at difficult intersections and interstates
- National bike route initiative is awaiting design committee approval

Equality statement – Bill has been working on it. **Action: Amanda is reviewing and will be sending to board.**

Q: (Tim) Will inclusiveness be in the statement?

Nominating Committee Report

Discussion - Should board endorse candidates?

Bill – not in favor

Andy – original policy that all elections be contested and board endorse

Hans – We should endorse; we know what skills we need.

Eric – It is common for boards to have a nominating committee which nominates a candidate

Motion (Bill, Bruce 2nd) Board not endorse a candidate

-Hans suggested board provide rationale

Bill accepted **(Action) continuation to a later time**

Nominating committee met at 7:43 AM

Region 1 – John Siematowski letter received

Region 4 – Rob Sadowsky resume received
Region 6 – Amanda letter received

John Levin – Region 4 did not meet minimum qualifications

Region 1 – LAB received an E-mail from head of New Hampshire Bicycle Coalition recommending Charley Laflamme. Candidate has not submitted anything

Region 4 – Karen Dunnam has sent an E-mail requesting information on how to apply. Hans directed her to website. She did send an application, but after deadline.

John – we wanted diversity and contested elections.

Eric – I think Karen should be included

Action item – clarification need on ambiguities in the nominating process

Motion (Tim, Harry 2nd) John, Rob, Amanda accepted as qualified. John Levine not accepted.
Passed

Discussion – Is LAB Reform leadership position compatible with LAB board position? –
Consensus was that visible position in LAB Reform was incompatible with board position of LAB, violating principles of organization loyalty.

Action: Request made for board members to remove themselves from prominent positions in LAB Reform (such as website)

**Action: By laws – Committee be established to receive suggestions for by-law revision
Harry, Eric, John, Bill, Tim**

Discussion – Where do we want to be in 3-5 years?

Bill – need to consider in context of goals. Strategy will require increases in staff and budget

Action: Andy & Exec Comm Maybe look at goals and strategies and provide SWAG regarding what resources are required to achieve them

Discussion – Does LAB represent its members only or all bicyclists

Debate regarding advocacy vs. membership service

Bill – We should look at the mission statement and suggest changes

Motion – (Mike, Tim 2nd) Mission statement should be amended to reflect our commitment to all bicyclists

Passed – Bill abstained

Action item - By-law committee will propose language

2009 Board / LAB Schedule

March 10-12 Bike Summit / Board Meeting (Mar 11?)

June 18-20 Bike Ed Conference (San Jose, CA)

August 1-2 Twin Cities Bicycling Club (Mpls., MN) Winona Ride / LAB Rally?

September 2009: Interbike and Board Meeting

May, 2010 Albuquerque rally

Hans-We need a full-day meeting at the Bike Summit on day before or after

Q: (Tim) How far ahead do I need to schedule committee meetings?

A: (Hans) one month

Adjournment: 6:05 PM

Respectfully submitted
Harry Brull, Secretary