



**Cascade Bicycle Club &
Washington Bikes**

Executive Director
Position Profile
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wabikes.org

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Cascade Bicycle Club

Improving Lives Through Bicycling

Washington Bikes

People Who Bike Make a Difference

Cascade Bicycle Club and Washington Bikes seek a bold, creative, experienced, and visionary leader to serve as their next Executive Director. The new Executive Director will lead these dynamic, well-established and respected organizations by demonstrating a passion for growing and expanding their influence and impact in pursuing their missions.



The Organizations

Overview

Founded in 1970 in Seattle as a nonprofit membership organization to pursue bicycle advocacy and promote recreational riding, Cascade Bicycle Club (CBC), now 17,000+ members strong, is the largest local bicycle organization in the nation. Cascade believes that bicycling improves lives, contributing to issues and sectors such as health, transportation, economic development, affordability and regional tourism. Cascade is supported by over 1,000 volunteers and serves over 30,000 participants annually in major rides such as the well-known Seattle to Portland (STP), the Ride Around Washington (RAW), the Ride from Seattle to Vancouver, BC and Party (RSVP), as well as many others. Additionally, Cascade's 300+ ride leaders lead over 2,500 daily rides year-round as well as longer, multi-day, tours domestically and internationally. Cascade has an active cycling education program, which provides classes and workshops for children and adults to build skills, promote bike safety and encourage more involvement in cycling by everyone. Its education programming reaches more than 36,000 students in 14 school districts. Cascade Bicycle Club and Washington Bikes are known for their public policy advocacy in working with governments, allied organizations, neighborhoods, constituents and members to support important issues for cyclists. Washington Bikes, a social welfare organization affiliated with Cascade Bicycle Club, also works to elect and hold accountable elected officials from around the state who make bicycling safer and more accessible for all. It makes important endorsements of candidates for public office and its Washington Bike PAC contributes to candidate and ballot measure campaigns. Its communications directly reach 80,000 Washingtonians, and the Commute Challenges that it hosts



attract over 20,000 riders every year. Cascade, operating as a 501(c)(3) organization, and Washington Bikes, operating as a 501(c)(4) organization, currently have a joint operating budget of \$5.6 million. They jointly employ 40 staff.

Culture

As the largest and most successful bicycle club of its kind in North America the organization enjoys both the reward and responsibility that comes along with any leadership position. The culture has evolved from a familiar/family oriented feel to a much more professional and process oriented atmosphere. The growth and continued scaling of its successful programs has demanded this.

We see a vibrant and committed group of professionals who live and breathe the mission of the organizations. The senior staff are a seasoned group who care deeply not only for the success of both organizations but also for the development and success of the teams that report to them. This is an ambitious crew who are eager to develop and embody "best practices" in all functional areas to ensure the continued growth of multimodal transportation in diverse communities and set the example for similar organizations nationally.

Strategic Plan

Cascade's Strategic Plan reaffirms its mission and outlines the following strategies:

- Become a Resource Hub for the State
- Promote Bicycle-friendly Policies and Investments
- Increase Ridership Statewide
- Increase Diversity of Ridership
- Communicate its Purpose

Washington Bike's Strategic Plan focuses on advocacy and electoral politics:

- Promote Bicycle-Friendly Policies and Investments
- Support Election of Bicycle-Friendly Candidates/Local Endorsements
- Increase Ridership Statewide
- Communicate its Purpose

Strengths and Recent Achievements of Cascade and Washington Bikes

- The strength of their advocacy and public policy work at the local, state, and regional levels, the ability to bring resources and people to bear on important issues such as helping to create momentum and support for increased bike infrastructure and safe streets/routes
- Their advocacy has produced significant results, including \$1.1 billion in biking and walking investment commitments over the past 18 months.
- 17,000 members and a 80,000+ constituent mailing list
- Well-attended, high-quality events that garner national and international visibility and participation. From daily rides (over 2,500 in 2016) to large events that sell out early each year, Cascade and Washington Bikes create great opportunities for people to ride



- A large, well-run volunteer corps and thousands of activists who work on our advocacy campaigns
- Strong brands, and positive reputations throughout the region and nationally for their substantial expertise, advocacy, events and programs
- A strong, committed, skilled, experienced and passionate staff who love what they do, are proud of what they do, and are respectful of each other
- Fiscally sound; substantial earned income from rides; a viable business model; able to expand staff and programs because of stable funding
- Strong, dedicated boards (The Cascade board appoints the Washington Bikes Board)
- Washington Bike's endorsements are being sought by increasing numbers of candidates for public office and its skilled team members are increasingly being "invited to the table" when transportation policy issues are being discussed
- Strong bike education initiatives for more than 36,000 children and adults annually including the Major Taylor Project, our Let's Go school-based bicycle curriculum for students grades three through six, summer camps, and more. The expansion and professionalization of its traditional fund development programming, e.g. major giving, grants, and membership growth, and the networking that this programming has provided
- Development of other programs such as the Advocacy Leadership Institute, which was started in 2012 to train passionate people to effectively organize their communities and advocate for better plans, policies and infrastructure.



Organizational Challenges and Opportunities

Growth

Cascade Bicycle Club and Washington Bikes have a history of continual growth that they do not expect to abate. They are:

- Increasing the momentum in fundraising while continuing to diversify funding sources and fundraising activities; focusing on high visibility corporate sponsorships, emphasizing personal/major gifts fundraising and increasing the focus on sustaining relationships with current funders and donors
- Continuing to grow the community of cyclists and partnerships; continuing to increase visibility and reach more riders, and potential riders throughout the state; strengthening connections to communities and stakeholders

- Continuing to maintain a strong and growing staff team and programs that carry out the strategic plans; effectively managing this growth; ensure the right people are in place to make it all happen
- Continuing the addition of new events to increase and broaden the demographic reach of their offerings
- Continuing the growth in youth and school programming
- Continuing the growth in the political outreach and capabilities of Washington Bikes
- Increasing marketing, public relations and communications capacities of the organizations to improve outreach, advocacy, awareness, and reputation in the community; strengthening the brands; continuing to evaluate the effectiveness of external messaging
- Expanding policy capacity and grassroots engagement in more communities Statewide

Statewide Focus

- Continuing the process of expanding from regionally focused organizations to statewide focused organizations
- Improving existing strategic partnerships and establishing new ones with other organizations to increase impact through combined (or reduced unnecessary overlapping) efforts

Management

- Increasing financial strength and capacity to increase impact and improve programs; creating and managing updated budget processes and practices to ensure strong financial operations, reporting, visibility, and oversight; ensuring long-term financial stability and sustainability in the face of another potential downturn in the economy
- Leveraging capabilities horizontally to optimize performance
- Working toward clearly-articulated objectives that will fulfill the missions and strategic plans; being proactive in developing and meeting aggressive annual goals and outcome measures
- Ensuring volunteers are integrated into the planning and operation of events, projects and programs at every level of the organization
- Evaluating current programs (and maintaining/improving effective ones), adapting programs, and/or developing creative new ones, that meet members' needs while expanding the reach to more potential new members
- Emphasizing a culture that is increasingly open, inclusive and innovative, responsive to new ideas and potential new initiatives; staying agile and flexible to take on critical issues/opportunities as they arise, including staying flexible with partnerships and coalitions
- Continuing to improve internal management structure, systems and infrastructure (including technology)
- Maintaining IRS compliance for affiliated organizations with shared staff.



The Opportunity: Executive Director

The next Executive Director of CBC & WA Bikes will have an opportunity to take the helm of a vibrant, growing and respected organization and build a lasting legacy for Washington State. You will be the torch bearer; setting out immediately to build trust while creating a culture of "best practices" and embodying the values already set forth by the missions of the organizations. We are seeking the consummate manager of managers who is as comfortable in the budgeting process as they are working with key partners, political stakeholders and major donors. Equally impressive is the fact that this opportunity also includes managing an already successful earned income non-profit.

The Cascade Bicycle Club & Washington Bikes Executive Director will have overall strategic and operational responsibility for fulfillment of CBC's mission to improve lives through bicycling, teaching the joys of bicycling, advocating for safe places to ride, and producing world-class rides in addition to overseeing WA Bikes' 5-year strategic plan. Washington Bikes aims to grow bicycling all across the state of Washington every day by advocating for bicyclists' rights, endorsing political candidates, and holding officials accountable at every level of government, working with them to shape the policies that will make bicycling a safe, accessible form of transportation, travel and recreation.

The ideal candidate for this role has nonprofit management experience as well as for-profit experience. Additionally, city planning and/or public policy background would also be beneficial. You are a passionate visionary who understands the importance of sustainability living side by side with city development and planning and how it relates to recreational biking and cycling as an efficient and safe means of transportation. Polished and persuasive, you have proven fundraising skills and relate easily to people from all walks of life. You're authentic and have an affinity for the outdoors through personal experience in areas such as road and mountain biking or other human-powered outdoor activities. As the face of these two organizations, your passion for these activities will translate well into sharing the benefits of the outdoors and bicycling with everyone in Washington.

Washington is projected to grow by 1.8 million people over the next 25 years. The state will benefit from new perspectives and new resources while roads and infrastructure will face tremendous pressures. The next Executive Director must meet this challenge head on. The incoming Executive Director is charged with building a sense of shared vision and purpose to achieve the goals of the organization, set priorities for implementation and ensure that the organization secures the funding necessary to successfully carry it out.



The reach and impact of the combined organizations continues to grow in response to demand from bike enthusiasts, public servants and agencies in the community. The dominant, overarching theme driving this new organizational reporting structure is to promote a culture among the leadership, members, staff, and volunteers that results in greater recognition and resources for CBC and WA Bikes overall.

This is an extraordinary opportunity to grow the membership numbers, financial strength, and fundraising capabilities of two already successful and highly regarded nonprofit organizations. Working from CBC's Seattle headquarters, you will represent the interests of bike riders of all ages and abilities throughout the state, ensure continuing strong relationships with donors, volunteer leaders, policymakers and partner organizations; and lead a collaborative, high functioning team of directors and staff.

If you can begin to see the intersection of where these two arms of the organization can better serve each other, then we want to talk to you. If you seek to engage diverse communities in the missions of these organizations, then we want to talk with you. If you revere the dedication necessary to advocate for and implement safety measures for all riders and realize how important the cultivation of alternative means of transportation are to the community in Washington state, we want to work with you.



The Position

The Executive Director (ED) reports to each Board of Directors. Cascade Board members are elected by the membership and serve 3-year once renewable terms. The Washington Bikes board is appointed by the Cascade board. The ED provides direction, guidance and leadership for each organization, oversees functions and programs, raises funds from major donors and other sources, and provides liaison with governmental agencies and other community organizations. The ED also provides leadership in the community on advocacy for transportation issues.

Diversity Focus

Cascade Bicycle Club and Washington Bikes are inclusive organizations that are open to participation by all regardless of race, color, religion, age, national origin, gender, veteran status, sexual orientation,



marital status or the presence of any physical, sensory, or mental disability, or any other protected classification under applicable laws. A demonstrated commitment to, and understanding of, diversity and cultural competency will be important in the selection process.

The Executive Director provides organizational leadership to advance equity, diversity and inclusion work internally among staff and volunteers, and in the community, especially among low-income communities and communities of color. The Executive Director recognizes the relative power and privilege of historically white-led organizations and acts accountably when working with organizations serving low-income communities and communities of color. The Executive Director provides leadership in identifying gaps in serving populations and communities that may be excluded due to institutionalized bias.

Leadership and Management Philosophy Required

The Executive Director provides strong leadership, leads the creation of shared vision, inspires staff and board members to perform at their highest level, and creates, as well as identifies, strategic opportunities for the organizations. The ED has wide latitude in exercising independent initiative and judgment, subject to the policies established by the Boards of Directors. Having a strong work ethic and a good sense of humor will be necessary to succeed in the position.

Working Relationships

The Executive Director interacts with the following persons and groups. Teamwork and a professional public presence are essential:

- All members of the Board of Directors, its Chair and board committees
- The agency's Leadership Team and other staff members
- Constituents and members
- Volunteers and program participants
- Foundation and corporate funders, as well as individual (major) donors
- Leaders of other community organizations and coalitions
- News media
- Elected and appointed government officials
- Local community groups representing a wide spectrum of cultures
- Members of the public

Compensation & Benefits

The salary range for this position is highly competitive depending on experience. A generous employee benefits plan includes: medical, dental and vision insurance fully paid by CBC, Life, Long-term disability, and Accidental Death/Dismemberment insurance covered by CBC, a 401k with a 3% CBC match, vacation, sick leave and eight paid holidays plus two floating days per year in addition to the office being closed between Christmas and New Years.



Candidate Requirements

We are primarily seeking candidates with a strong vision of what Cascade and Washington Bikes could be and who are experienced in leading complex organizations. The winning candidate will have strong, proven skills in planning, implementation, finance, budgeting, and management for an organization of our combined size. Cascade and Washington Bikes are different from most non-profits in that they are collectively not just a strong advocacy organization backed by 80,000+ constituents with an amazing, experienced staff, or a direct services organization that serves over 30,000 riders a year, they are both simultaneously and therefore require a broad set of skills and experiences to manage and grow. A master's degree in related field or equivalent experience is preferred.

The position requires demonstrated skill, experience and success in/with the following areas:

- Leadership and management experience is required, preferably in a non-profit organization
- Developing & maintaining a professional, yet fun, working environment with high morale and a positive, agile organizational culture where all parties (including volunteers) are engaged and working synergistically together as a unified team; building and maintaining an inclusive, customer service mentality throughout the organization
- Having a collaborative, bold, creative and visionary leadership style
- Building and sustaining positive relationships and coalitions/collaborations with key individuals, constituencies, and partner organizations, as well as with diverse individuals, communities and cultures
- Recruiting, developing, coaching, empowering and motivating staff as a cohesive team; as well as retaining and evaluating them; holding everyone accountable to high standards of performance
- Business/financial management; budget development and management, as well as financial oversight, in a complex, growing operational environment
- Effective communication (listening, oral, written and public speaking) and with a good sense of humor is essential
- Evaluating and growing an organization and its programs; taking it to the “next level” utilizing continuous improvement practices
- Leading a successful organizational/cultural change/transition; breaking down silos; embracing change
- Collaborating with key stakeholders in developing, implementing and utilizing shared vision, values and strategic plans/initiatives with clearly established, measurable goals and objectives; maintaining strong focus on meeting established goals and objectives
- Striving to reach consensus through group process, yet decisive in decision-making when consensus cannot be reached; seeking input from others and remaining open-minded and respectful of others' views; demonstrating fairness in decision-making
- Being socially and politically savvy, diplomatic



- Effectively dealing with conflict, including balancing conflicting agendas between various constituencies
- Honoring and respecting the organization, its staff, volunteers, members, and constituents
- Fundraising with individuals (including solicitation of major gifts), businesses, governments and foundations.



Cascade Bicycle Club is an Equal Opportunity Employer that values diversity and inclusion.

Employment at Cascade is of an at-will nature.

This position is subject to a background check, and Cascade will consider qualified applicants for employment pursuant to the Seattle Fair Chance Employment Ordinance.

Cover letter and resumes should be submitted via email to Adam Forest: adam@theforestgroup.com

For additional information, please contact Adam Forest, Mary Maliff or Deb Mason at:

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All inquiries will be held in strict confidence.

