



# NEMBA

TRAILS • ADVOCACY • COMMUNITY

**SINCE 1987**

# Chapter Handbook

2023 Edition



# About this Handbook

This is a living document of the policies, procedures and resources of the New England Mountain Bike Association. Information in this document will grow and evolve as the organization does.

You'll find the date that each section of this document was updated in the lower left-hand corner of the page. Each page or section can and should be updated as needed. It is recommended that the full handbook be reviewed for updates on the following schedule:

January 2025  
January 2027  
January 2029

This 2023 edition of the New England Mountain Bike Association Chapter Handbook would not have been possible without the time, energy and expertise of the Chapter Handbook Working Group; Brian Belfer (*Blackstone Valley*), Dennis Wilson (*Rhode Island*), Mary McCarthy (*Greater Boston*), Tim Mallard (*Seacoast*) and Tina Severson (*Southeast CT*).



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# NEMBA Basic Info

New England Mountain Bike Association

[www.nemba.org](http://www.nemba.org)

800-57-NEMBA (800-576-3622)

PO Box 2221  
Acton, MA 01720

EIN- 04-3068072

General Regional email: [office@nemba.org](mailto:office@nemba.org)

## Our Mission

NEMBA is a community of mountain bikers committed to creating epic riding experiences, preserving open space, and guiding the future of mountain biking in New England.

The New England Mountain Bike Association has 33 chapters and more than 8000 members throughout New England. Our mission is to promote responsible mountain biking and to protect and preserve New England trails and open spaces. We lead about a thousand recreational rides a year, run hundreds of trail care events annually and host about a dozen mountain bike festivals across New England every year.

## History

In the fall of 1987, the Metropolitan District Commission in Massachusetts scheduled a public meeting to decide if mountain bikes would continue to be allowed on the lands they managed. At that meeting Heidi Davis, a Department of Environmental Management wetlands specialist, spoke up in defense of mountain biking. One of her friends, Mark Abrams, owner of Fat City Cycles suggested she say that she represented the New England Mountain Bike Association... She did, and little did they know that was the beginning of what is now one of the oldest mountain bike advocacy organization in the country. That speech resonated with people in the room and after the meeting people were seeking out Heidi, asking how to join NEMBA. So, they took names and the New England Mountain Bike Association had their first membership.

NEMBA continued its organic growth to support the growth of our sport. Heidi, trying to manage it all, clearly needed support. A business plan was put in place to become a 501(c)(3) organization, a Board of Directors was established, and the New England Mountain Bike Association was for real.

Heidi was NEMBA's first president. Soon after, to support the regional organization that we were quickly becoming, the local chapter program was instituted. By 1998 we had 11 local chapters and it became clear that NEMBA needed a full time leader to guide and grow the organization. As advocacy for our sport was on the forefront and more chapters were coming to the table, NEMBA needed a full time leader to navigate what was becoming a professional mountain bike advocacy organization. We found that leader when Philip Keyes was hired as NEMBA's first Executive Director.

Philip continued to steward NEMBA's organic growth until 2020, when Travis Counsell took over the role of Executive Director. Travis oversaw the growth of the full-time Regional staff of one to 5 full-time staff members.

In 2022 Nicole Freedman was hired as Executive Director and she continues to push the organization forward to guide the future of mountain biking in New England.

## Board of Directors

The Board of Directors (BoD) is made up of a Primary and Alternate Representative from each chapter. The Executive Committee (EC) is comprised of the President, Vice President, Secretary, Treasurer, and one representative from each state (CT, MA, ME, NH, RI).

Current BoD and EC members are listed on the [Staff & Board page](#) of nemba.org.

Rules governing the Board of Directors are found in Articles IV and V of [NEMBA's Bylaws](#).



# NEMBA Regional



## NEMBA Regional Staff

### **Nicole Freedman**

*Executive Director*  
[nicole@nemba.org](mailto:nicole@nemba.org)

- Team Management
- Development
- Liason to the Board of Directors

### **Amanda Royce**

*Events Director*  
[amanda@nemba.org](mailto:amanda@nemba.org)

- NEMBAfest
- MBAS, Fun Rides, Adventure Rides support

### **Mick Ferraro**

*Director of Membership & Outreach*  
[mick@nemba.org](mailto:mick@nemba.org)

- Membership
- Social Media
- TrailMix
- Event Support

### **Bill Boles**

*Community Outreach & Engagement*  
[bill@nemba.org](mailto:bill@nemba.org)

- Land Manager Relations
- NEMBA Historical Context
- Advocacy Support

### **Emily Thibodeau**

*Chapter & Volunteer Coordinator*  
[emily@nemba.org](mailto:emily@nemba.org)

- Chapter Resource needs
- Golden Volunteer
- Member email communication

### **Rachel Gittens**

*Regional Key Volunteer*  
[rachel@nemba.org](mailto:rachel@nemba.org)

- Event Support
- Special Projects

### **Liz Coffey**

*Operations Coordinator*  
[liz@nemba.org](mailto:liz@nemba.org)

- Google Suite (email, shared drive, groups)
- Membership Rosters
- COI/Insurance
- Pass-through donations, membership rebates

## Google Suite

All NEMBA persons in a leadership role (pres, vp, sec, treas, BOD rep) are assigned a NEMBA.org email address. Emails can be given to other folks within your chapter (Ride coordinator, trail ambassador etc) if needed.

We ask all NEMBA Chapter Leaders to use their NEMBA email address for all NEMBA communications.

You must report all leadership additions/changes to the Operations Coordinator so emails can be assigned. You will receive 2 emails with credentials for your NEMBA email, one from the Operations Coordinator and one from Google. Please email [office@nemba.org](mailto:office@nemba.org) if you are unable to access your new email.

Using these NEMBA addresses adds a level of professionalism to our organization and reduces having to give out your personal email address. They will also provide a venue to share NEMBA folders, documents and calendars more easily via the NEMBA Shared Drive.

You are a representative of NEMBA every time you use this email address and we ask that you adhere to this email usage policy:

- do not share unpublished financial information, member/vendor/business information or other confidential communications
- do not send unauthorized marketing or solicitation emails
- do not send insulting or discriminatory messages and content
- do not sign up for illegal, unreliable, disreputable, or suspect websites and services
- please use this email to communicate with current and prospective members
- please share this email address with business, industries, local trail groups and other mountain biking advocates to stay in touch
- please create a signature for the bottom of every email that clearly states your role with NEMBA (EG: Jane Doe, NEMBA Chapter President, [nemba.org](http://nemba.org))

Using this email you will have access to the following shared drive resources (must be logged into your NEMBA gsuite account to access):

- BOD Folder: <https://drive.google.com/drive/folders/OAHeRxsGslenaUk9PVA>
- meeting minutes, bylaws, committee work
- Chapters Folders: <https://drive.google.com/drive/folders/OAApDD-C5CRnjUk9PVA>
- Chapter Resources

Other features that you may also want to take advantage of include:

- Google Calendar (scheduling, reminders, tasks)
- Google Meet (video conferencing that you can schedule right from your calendar)
- Google Drive (personal level drive to share documents with your other chapter leadership)
- Google Forms (quick info collection or survey tools)
- mobile apps - go to your phone app store and download the google official apps
- Google Groups - create an email list or forum
- plus a whole suite of other apps tied into Google

All chapters are assigned a chapter email address.

The email address is a Google Group. The chapter's President, Vice President, Secretary and Treasurer are members of the group, so all receive messages sent to the chapter email address. This an easy way for to contact the leadership team.

The Google Groups are maintained and updated by the Operations Coordinator. Please email [office@nemba.org](mailto:office@nemba.org) with any changes to your chapter's leadership team, to keep the group up-to-date.

The following page contains all chapter email addresses, as well as email addresses to contact chapter leaders by state.

Central CT NEMBA	centralct@nemba.org	connecticut_chapters@nemba.org
Fairfield County NEMBA	fairfieldcounty@nemba.org	
Housatonic Valley NEMBA	housatonicvalley@nemba.org	
Northwest CT NEMBA	northwestct@nemba.org	
Quiet Corner NEMBA	quietcorner@nemba.org	
Southeast CT NEMBA	southeastct@nemba.org	
Berkshire NEMBA	berkshire@nemba.org	massachusetts_chapters@nemba.org
Blackstone Valley NEMBA	blackstonevalley@nemba.org	
Cape Cod NEMBA	capecod@nemba.org	
Greater Boston NEMBA	greaterboston@nemba.org	
Merrimack Valley NEMBA	merrimackvalley@nemba.org	
North Shore MA NEMBA	northshorema@nemba.org	
Pioneer Valley NEMBA	pioneervalley@nemba.org	
Southcoast NEMBA	southcoast@nemba.org	
Southeast MA NEMBA	southeastma@nemba.org	
Vineyard NEMBA	vineyard@nemba.org	
Wachusett NEMBA	wachusett@nemba.org	
Belfast Area NEMBA	belfastarea@nemba.org	maine_chapters@nemba.org
Carrabassett Region NEMBA	carrabassettregion@nemba.org	
Central Maine NEMBA	centralmaine@nemba.org	
Greater Portland NEMBA	greaterportland@nemba.org	
Midcoast Maine NEMBA	midcoastmaine@nemba.org	
Penobscot Region NEMBA	penobscotregion@nemba.org	
Piscataquis County NEMBA	piscataquiscounty@nemba.org	
Six Rivers NEMBA	sixrivers@nemba.org	
Brattleboro-Keene NEMBA	brattleborokeene@nemba.org	newhampshire_chapters@nemba.org
Central NH NEMBA	centralnh@nemba.org	
Franconia NEMBA	franconia@nemba.org	
Pemi Valley NEMBA	pemivalley@nemba.org	
Seacoast NEMBA	seacoast@nemba.org	
Southern NH NEMBA	southernnh@nemba.org	
White Mountains NEMBA	wmchapter@nemba.org	
Rhode Island NEMBA	rhodeisland@nemba.org	rhodeisland_chapters@nemba.org

# Slack

Slack is a collaborative communication platform that is searchable and enables file sharing. It can be accessed via website or app. It is a great place to ask questions and share successes with your fellow chapter leadership peers.

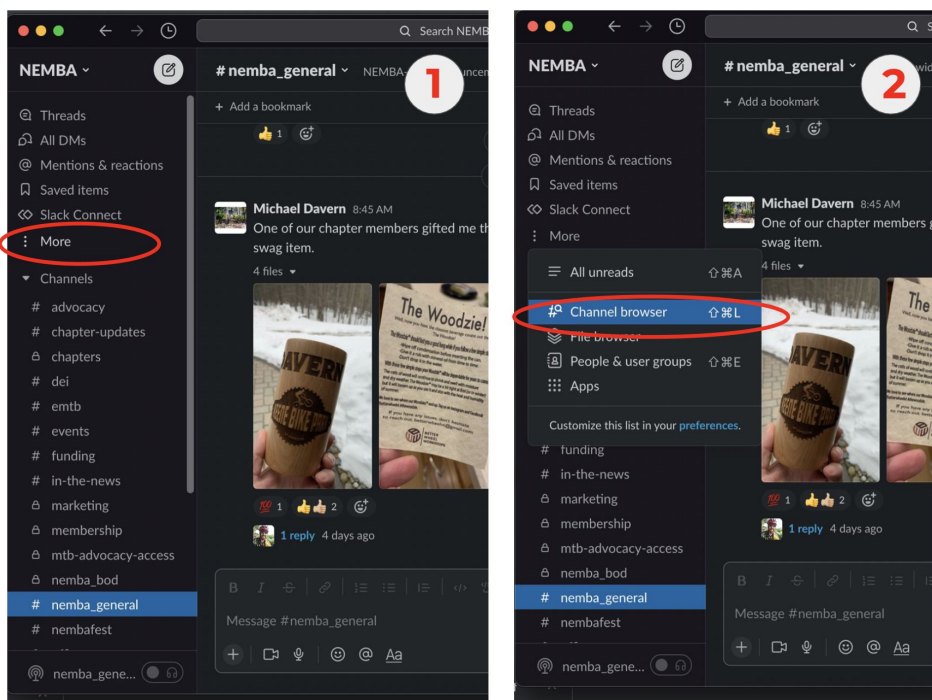
To login with a nemba.org email:

1. Go to: [nemba1987.slack.com](https://nemba1987.slack.com)
2. Click “Sign in with Google”
3. Sign in using your @nemba.org email address

To login with a personal email:

1. Email office@nemba.org to ask for a ‘guest’ acct.
2. Sign in via the email you receive from Slack

Upon logging into Slack, you are automatically added to the #nemba\_general channel. To add additional channels- click ‘More’ on the main menu, then click ‘Channel Browser’ to add additional channels.



## Membership

As a 501c3 non-profit member-based organization, the overall health of NEMBA is directly tied to our membership. While there are several ways to support NEMBA, the continual growth and supporting of our membership is at the core of everything we do.

There are several levels at which an individual or business can become a member of NEMBA. Every member, business or individual, joins NEMBA at the regional level then can select their chapter affiliation(s).

### Individual Member Tiers

Individual Membership - \$40.00 Subscription period: 1 year. No automatically recurring payments. One full year of NEMBA membership to a chapter of your choice.

Family Membership - \$60.00 Bundle (up to 4 members) Subscription period: 1 year. No automatically recurring payments

Auto-Renewal Individual Membership - \$40.00 Subscription period: 1 year. Automatic renewal (recurring payments)

Auto-Renewal Family Membership - \$60.00 Bundle (up to 4 members) Subscription period: 1 year. Automatic renewal (recurring payments)

Auto-Renewal Supporting Membership - \$100.00. Subscription period: 1 year. Automatic renewal (recurring payments)

Student Member - \$20.00 Subscription period: 1 year

Add-On Chapters- Members at any level can add (a) secondary chapter(s) to their membership. All additional chapters are \$20 per subscription period.

### Business Member Tiers

All business members joining at the tiers below will become members of the regional organization and can select their chapter affiliation. Any contributions beyond the membership tier of their choosing can be directly designated to the chapter of their choosing. All business member benefits aligned with each tier can be found [here](#).

Leader - These businesses have joined as a Business Member and have annually contributed \$5,000+

Steward - These businesses have joined as a Business Member and have annually contributed \$2,500 - \$5,000

Advocate - These businesses have joined as a Business Member and have annually contributed \$1,000 - \$2,500

Supporter - These businesses have joined as a Business Member and have annually contributed \$500 - \$1000

Non-Profit Partner - These businesses/partners can join at \$100

The NEMBA Regional Membership Drive is an annual program, typically over a 30 day period during the month of May.

The Regional Membership Drive has several goals:

- Engage new and existing members
- Build the NEMBA brand regionally
- Engage our Biz Partners and Sponsors

The Membership Drive is conceptually based on JOIN. DONATE. or RENEW\*\* during the month of May and be entered to win one of the following from our partners.

We engage our partners and sponsors to donate product for the drive. Our goal is to provide partner product that ranges in price point and perceived value for our existing members as well as member demographics that we are hoping to reach. By adding product that is "non-traditional" we hope to reach and bring new members to NEMBA.

Marketing the Membership Drive is critical to its success. Consistent outreach via email and social channels yield the most success. We utilize all social media channels pre, during and post drive to have the most reach. We engage our partners to share on their social channels as well.

We also make sure we congratulate all winners post drive to further drive excitement and build on that excitement for next year.

\*\*One important note about renewals:

Membership renewals can happen anytime during the year. Any member who renews ahead of their renewal date will get a year of membership added on their renewal date. For example- Taylor joined NEMBA in January of 2023- with a renewal date of January 2024. Taylor renews their membership during the Member Drive to be included in the drawing for the amazing prizes from NEMBA's sponsors. Their new renewal date is now January 2025.

## Website

The NEMBA Regional office maintains [nemba.org](https://nemba.org) as a public facing space, for members and non-members, to find information about NEMBA and our organizational activities. This includes, but is not limited to, events, recruitment of new members, soliciting donations, and other relevant communicable opportunities.

Each chapter will have a place to connect with members regarding specific chapter workings through the website. The interim website (published January 2023) gives each chapter a place to display a relevant picture (ideally of their community), an 'elevator pitch' description of the chapter and a link to a public facing social media account. Future versions of the website will include more robust opportunities for each chapter to customize their page with respect to their specific chapter.



## Golden Volunteer

Golden Volunteer is a platform NEMBA uses for the management of all registration-fee-free events. This includes trail work days, group rides, and chapter meetings.

Golden allows NEMBA to record volunteer hours, manage event waivers, collect emergency contact information, and promote & share event information.

The organization wide event calendar is found at [volunteer.nemba.org](https://volunteer.nemba.org). There, community members can search by event type and location. Each chapter also has its own unique calendar- links accessed through the Golden Volunteer admin dashboard.

Quick Start guides for creating and sharing events and using the check-in kiosk are available in the appendix of this handbook.

## Insurance

NEMBA maintains general liability insurance that covers the organization, scheduled chapters, club members, employees, volunteers (including board volunteers). Land owners, venue owners, government or municipal entities or other parties may be included as additional insureds subject to contractual interest and underwriting review.

The following two pages contain an FAQ document provided by NEMBA's insurance company.

Insurance certificates (COI) are [available on the shared drive](#). Any questions regarding insurance should be sent to [office@nemba.org](mailto:office@nemba.org).



## NEMBA INSURANCE – CHAPTER FAQ

Who is an insured under the general liability policy?

The general liability coverage protects New England Mountain Bike Association, scheduled chapters, club members, employees, volunteers (including board volunteers). Land owners, venue owners, government or municipal entities or other parties may be included as additional insureds subject to contractual interest and underwriting review.

What is covered?

The general liability coverage is designed to respond and defend insured parties against allegations of third-party bodily injury or property damage arising from their premises (i.e. buildings, land, etc.) or operations (trail maintenance, clean ups, fundraisers, etc.).

Is there coverage for special events?

The general liability coverage automatically responds to special events up to 1,000 attendees including, but not limited to, meetings, picnics, festivals, concerts, bike rides, and foot treks. Coverage is not intended to respond to bodily injury to participants during an organized exhibition or competition races. Separate athletic participants coverage is available for purchase as needed.

What are examples of relevant exclusions on the general liability policy?

The general liability excludes coverage for allegations of sexual abuse or molestation. It also excludes professional liability, pollution, and use of owned watercraft over 25' length.

What are the responsibilities of chapters in order to maintain insurance coverage?

Chapters are expected to update NEMBA in the event of changes to membership, volunteer numbers, events, and landowner contracts. Chapters must advise a minimum of two weeks in advance when they are planning an exhibition or competition in order to obtain adequate additional coverage. Certificate requests must be accompanied by a documented request form, and copy of contract if applicable. 48 hour notice is requested for certificates.

### What are the general liability limits?

General Aggregate Limit (Products and Completed Operations are Subject to the General Aggregate Limit)	\$2,000,000
Each Occurrence Limit	\$1,000,000
Advertising Injury and Personal Injury Aggregate Limit	\$1,000,000
Damage to Premises Rented to You Limit	\$1,000,000
Medical Expenses Limit	\$10,000
Hired and Non-Owned Auto Liability Limit	\$1,000,000

### Are there options for additional coverage limits?

Yes, there is excess coverage in place in the amount of \$3,000,000 excess over the primary general liability.

### Is there coverage for injury to our volunteers?

Yes, there is coverage for injury to volunteers under the Accident Medical policy. This coverage is excess to a volunteer's personal health insurance.

## About Conserve-A-Nation®

Founded in 1994, Alliant's Conserve-A-Nation Insurance Program is the leading insurance solution for land trusts and other 501(c)3 conservation organizations nationwide. Conserve-A-Nation® is proud to be the endorsed insurance partner of the Land Trust Alliance. We work with 1,500 local, regional, and national nonprofits across the country. Our team's sole focus lies in understanding and protecting your conservation mission. We are dedicated to understanding relevant and applicable liability protection statutes, we stay current on conservation industry trends, and we have deep experience with common risks and exposures that land trusts and other conservation nonprofits face every day.

© 2022. Please note that this FAQ sheet is intended to be a quick reference, and is not a comprehensive guide to coverage. Please reach out to your Alliant Insurance representative with any specific questions.

NEMBA logo



NEMBA logotype



Logo & Brand guide available [here](#).

NEMBA has resources available to help chapters update chapter logos to be inline with current organization branding. Email [office@nemba.org](mailto:office@nemba.org) with questions.

## TrailMix

TrailMix is NEMBA's monthly email eNewsletter that is sent to all NEMBA contacts, members and non-members. This typically reaches an audience of 20,000 contacts.

TrailMix is an outgoing regional office communication that's primary goal is to keep all NEMBA stakeholders informed, with frequency, of what is happening with the organization. The primary content of TrailMix is aggregated news from across the region, providing regional updates, and the showcase of key events.

Chapters are encouraged to share their news and information with the regional office to ensure local information is reaching their chapter members and we have a wide scope of news from across the region included in every TrailMix communication. Email [office@nemba.org](mailto:office@nemba.org) with the subject line 'TRAILMIX CONTENT'.

## Chapter Employee Hiring and Payroll

NEMBA Regional can assist chapters that wish to hire seasonal, part-time or project-based employees for various roles such as trail maintenance or trail building.

Chapters should have a clear set of goals, expectations, and guidelines laid out for their employees that include but are not limited to, the length of employment, rate of pay, supervision/chain of command, time off, project goals, and end results expected.

Regional will support chapter hiring by providing worker's comp insurance, and facilitating (but not pay for) payroll and tax filing.

### Chapter Role and Responsibilities

- Chapter is required to designate a supervisor for the employees
- Chapter supervisor is required to send employee name and email to Operations Coordinator (OC) as soon as they are hired
- Chapter supervisor is required to send hours worked by each employee to OC via email every pay period

### Regional Role and Responsibilities (Operations Coordinator)

- OC is required to send employee information to payroll rep
- OC is required to inform the payroll rep of start and end dates
- OC is required to send employee hours to payroll rep
- OC will resolve any pay questions for the employee with the Payroll rep

### Payroll Rep Role and Responsibilities

- Payroll rep sets chapter employee up in Gusto-will email employee the required paperwork
- Payroll rep is responsible for figuring out proper payroll taxes depending on the state the employee lives in
- Payroll rep enters hours into Gusto for biweekly pay

The chapter is billed by Regional either at the end of the project or the end of the season for:

- salary paid out to each employee
- Gusto payroll fees (one time fee of \$12 per employee)
- workers comp insurance fees (% varies by state- email [office@nemba.org](mailto:office@nemba.org) for rates).
- Medicare (1.45% of salary)
- social security (6.2% of salary)

The invoice is created and sent by the operations coordinator to the chapter employee supervisor and chapter treasurer.

Currently, Greater Portland and Six Rivers have experience in hiring and employing seasonal trail maintenance and building crews.

If there are any questions or problems with an employee's pay, the chapter supervisor will contact the Operations Coordinator ([office@nemba.org](mailto:office@nemba.org)).

### NEMBA Trail Grants

Have a favorite trail that needs some TLC? Want to build a new one? Each year, NEMBA awards between \$4000 and \$5000 in grants for projects around New England.

NEMBA grants provide financial support to enable mountain bikers and trail stewardship partners to perform trail projects on public land where mountain biking is allowed. Preference is given to projects that build or improve trails, but all projects will be considered. These grants can be awarded to NEMBA chapters, land managers and non-profit organizations.

Grant requests can range from \$100 to \$1000. For larger projects that require more funding see [Signature Trail Grants](#).

### Application Deadlines

- Spring: April 30 (Awarded May 15th)
- Fall: September 30 (Awarded October 15th)

### Application Information

The following are required to be included in your application:

- 1) Applicant Name, Organization, Email, Phone, Mailing Address
- 2) Project Description: Why is the project beneficial and necessary? What trail problems will be addressed?
- 3) Budget. Itemize the materials and costs of your project. Be as specific as possible
- 4) Map of where the project is to take place.
- 5) Letter of Support from the land manager or management agency supporting and approving of your project.

Applications should be emailed to [grants@nemba.org](mailto:grants@nemba.org) as a PDF.



## NEMBA Signature Trail Grants

NEMBA's Signature Trail Grant Program provides funding for exceptional trail projects spearheaded and executed by a NEMBA Chapter and are limited to the creation of new trails and trail systems.

Only open to NEMBA chapters, the program's goal is to "get more trails on the ground".

Grant requests can be for any amount from \$1000 - \$10,000. With priority given to applications over \$2,500.

### 2023 Grant Cycle:

*Part One* (Deadline: February 15th): Email a one paragraph project description to [grants@nemba.org](mailto:grants@nemba.org). These will be shared with the NEMBA Trail Grants Committee to review the viability of your chapter's proposal and issue your chapter an invitation to submit a full grant proposal.

*Part Two* (Deadline March 21st): Invitees will submit their full grant proposal. The grant winners will be announced after March 31st.

Here are some examples of recent Signature Trail Grant projects:

**2022- Uxbridge, MA:** Blackstone Valley built a Skills Park at the popular West Hill Dam riding area. This will add to the extensive network of trails already there which has been built on the ACOE property. The Skills Park opened in 2022 with an excellent, and well attended, [ribbon cutting ceremony](#). \$4,500 awarded: Project managers Ryan Oliva and Brian Belfer

**2022- Franklin, NH:** Central NH has built additional trails on the town's 600 acre Great Gaines Memorial Ski Area. These supplement the five miles of trails already there. The new trails are machine built downhill/enduro flow trails. \$8,500 was awarded which will partially pay for this. Project managers Kyle Matzke, Matt Bowser

**2021- Pomfret, CT:** Quiet Corner built an entirely new multi-purpose trail system on Town of Pomfret (CT) land. The project includes 13+ miles of trails, a skills park, and direct access to the state's Airline trail. The trail system is designed for novice riders but is fun for advanced riders too. QC NEMBA believes that helping to develop newer riders is critical to the future of their chapter and the sport. \$10,000 awarded. Project Manager: Serena Dupuis

**2020- Kennebec County, ME:** Kennebec Highlands Climbing Trail by Central Maine is an intermediate friendly 1 – 1.25 mile climbing trail in the Kennebec Highlands, one of the largest tracts of land with the most wilderness feel in Central Maine. Our goal is to make it both more approachable to a broader spectrum of riders and to create a loop out of the trail system. This trail adds needed mileage to the existing trail network and create a larger loop that connects to 2 other trails and give more options to riders. \$10,000 awarded. Project Manager: Christopher Riley

Send any and all questions to [grants@nemba.org](mailto:grants@nemba.org).

## NEMBA DEI Grants (Diversity, Equity, Inclusion)

NEMBA is looking to financially support programs that focus on diversity, equity and inclusion in cycling. While programs that feature mountain biking would be ideal, we feel that any program supporting cycling is beneficial to the sport as a whole. These grants can be awarded to NEMBA chapters, land managers, non-profit organizations and initiatives created by local groups within New England.

Grant requests can be from \$100 to \$1000 and will be awarded twice a year. Groups can submit one grant request per application cycle.

### Application Deadlines

- December 31 (Awarded February 15)
- July 31 (Awarded September 15)

### Application Information

The following are required to be included in your application:

1. Applicant Name, Organization, Email, Phone, Mailing Address
2. Detailed description of your initiative: Why is it beneficial and necessary? What issues will be addressed?
3. Explanation of exactly what the grant funds would be used for and if there is funding support from other areas as well.
4. Letter of Recommendation from current participant, or potential future participant of this initiative, supporting your project.

Applications should be emailed to [grants@nemba.org](mailto:grants@nemba.org) as a PDF.

2022 DEI Grant Awardees included:

**Hustle Hive**- a Boston-area mountain bike team of women and gender expansive cyclists, used the DEI Grant to bring an educational workshop from the Massachusetts Transgender Political Coalition (MTPC) titled "The Path to Inclusion: An Understanding of Trans and Nonbinary Identities" to the team.

**Richmond Mountain Trails**- a Vermont-based 501c3, founded in 2017, who build and maintain multi-use trails in and around Richmond to promote community health and wellness, as well as to provide recreational opportunities. They used the grant to create trails for riders on adaptive bikes.

**Hale Education**- located in Westwood, MA, partners with Boston Public Schools (BPS) through the Hale Outdoor Learning Adventures (HOLA) and Intrepid Academy at Hale (IAH). By bridging the nature gap among urban youth and offering access to the kinds of specialized, experiential programming usually reserved for more affluent students, both HOLA and IAH mark Hale's conscious steps towards creating a more equitable world. The grant was used to support their mountain bike programs.

**The Red Shed**- is the home of the Woonasquatucket River Watershed Council (WRWC) Bike Education Programs. The goal of the Red Shed is to grow more Woony River Heroes – making biking accessible to kids and families in neighborhoods along the Woony River Greenway and beyond. The grant was used for parts and supplies for their bike fleet.



# Chapters

## NEMBA Volunteer Values

The New England Mountain Bike Association is a community of mountain bikers committed to promoting responsible mountain biking, creating epic riding experiences, preserving trails & open space, and guiding the future of mountain biking in New England.

Our work- centered around the pillars of Trails, Advocacy and Community- is made possible because of our volunteers. We work to maintain a welcoming, safe and professional environment for our volunteers and we ask you to agree to abide by these values and to hold one another accountable in fulfilling them:

1. Serve as a positive role model for the mountain bike community— your actions reflect on the organization and the entire community.
2. Act with honesty, integrity and transparency as representatives of NEMBA.
3. Conduct all NEMBA activities in a safe, respectful and welcoming environment.
4. Participate in volunteer training whenever possible.
5. Keep NEMBA staff appropriately informed of chapter activities and escalate concerns as needed.
6. Adhere to NEMBA's [Protection of Member Information Policy](#).
7. NEMBA believes a strong community is a diverse community. We welcome all people to participate in the community regardless of race, color, religion, sex, national origin, age, veteran's status, gender identity or expression, sexual orientation, marital status, or disability.

## NEMBA Protection of Member Information Policy

Safeguarding sensitive information is a critical responsibility that must be taken seriously at all times. NEMBA policy specifies the following security policies for the protection of member information and other sensitive data:

- All Member information is confidential. Under no circumstances can Chapter Leadership share any Member information. If a request is made for Member information from a party outside of NEMBA Chapter Leadership, NEMBA policy requires you to contact the Member whose information is being requested and disclose the request. The Member will then determine if they choose to contact the individual who initiated the request.
- It is the responsibility of the individual user to protect data to which they have access.
- Chapter Leaders who have access to personal member information shall respect the confidentiality of such information, and refrain from any conduct that would indicate a careless or negligent attitude toward such information.

## Leadership Team Roles

Each chapter should have the following officers: A president to oversee all the chapter programs and manage the chapter meetings; a vice-president to assist the president and act as president when the later is unavailable; a treasurer to balance the chapter bank account and provide annual financial info to NEMBA's regional treasurer for tax-filing; a secretary to record meeting minutes and other chapter information.

Beyond those four roles, many chapters also have additional members of the leadership team to oversee specific areas, tasks, or projects for the chapter.

The following 'job descriptions' are guidelines for each of the leadership roles. The bullet points in bold are the most common tasks for each role. Each chapter is different and will have different needs– use these descriptions as a starting point to define your leadership roles.

### President

- **Leads the chapter**
- **Acts as chair of all meetings of the chapter or may delegate the role of chair to another chapter leader**
- **Fosters regional level contacts for supportive relationships with a diverse set of partners including state owned properties (DCR, recreation nonprofits, conservation organizations, industry and related, and land managers) and continues successful efforts to find and leverage common interests within these groups into support for our mission**
- **Oversees the VP role execution to ensure that chapter leadership positions are getting necessary resources**
- Work with chapter leadership team resources to facilitate and promote outreach for current chapter members through the creation of high quality mountain biking initiatives and opportunities as well as programs to expand participation
- Writes and coordinates communications outreach to membership and public at large by working with the chapter social media manager to organize, edit and publish content
- Acts as the chapter's primary NEMBA regional representative who must participate in quarterly NEMBA BOD meetings throughout New England and participate in occasional elections representing the chapter. They are also responsible for keeping their chapter informed as to what is happening regionally
- Represent the chapter's interest with NEMBA
- Forge and maintain relationships with outside organizations including land managers, local media, commercial and non profit sponsors, parks and facilities, and other trail focused advocacy organizations
- Maintain standard operating procedures documenting details about the position to assist with the transition duties

### Vice President

- **Assists the chapter leadership team to foster local level contacts for supportive relationships with land managers and other resources**
- **Acts as the chapter's ALTERNATE NEMBA Regional representative who will participate in quarterly NEMBA BoD meetings (with the president) throughout New England and participate in occasional elections**
- **Represent NEMBA. They are also responsible for assisting the president in keeping their chapter informed as to what is happening regionally**
- Resource for chapter leadership team and trails representatives responsible for connecting them to the tools, equipment or expertise as needed.
- Managing contributions to chapter communications
- Other tasks as determined by the chapter

### Secretary

- **Takes minutes of the chapter meetings**
- **Responsible for uploading meeting minutes to chapter folder/getting meeting minutes to regional treasurer for tax purposes**
- **Keeps track of chapter documents (both electronic and paper)**
- Maintains a calendar of all chapter events
- Golden Volunteer coordinator & tracks overall hours

### Treasurer

- **Help create and monitor the annual chapter budget**
- **Track ongoing chapter spending against expense categories, budget, and income**
- **Receive income from NEMBA Regional, PayPal and other income channels**
- **Make disbursements**
- **Maintain standard operating procedures documenting details about the position to assist with the transition duties**
- **Provide annual financial report to NEMBA Regional for tax purposes**
- Report finances to the chapter leadership team on a monthly basis
- Prepare financial report for chapter meetings

### Other Chapter Leadership Roles:

#### Social Media Coordinator

- Point person for social media accounts: Facebook, Instagram, Emails
- Help create and post content on social media platforms
- Be aware of and follow social media guidelines

#### Trail Liaison/Rep

- Point person for a particular trail systems within region
- Coordinate trail activities and permission with land managers
- Assist in managing trail work days, builds, and any other maintenance projects

#### Member Engagement

- Sends welcome email to new members monthly when membership subscription has been made or renewed
- Sends greeting message when person signs up for FB or starts following on IG - introducing NEMBA and explaining/encouraging membership

#### Event Coordinator/Planner

- Point person for event(s) planning and execution
- Handle logistics and coordination of venue, event schedule, vendors
- Secure permits, develop signage, schedule parking detail/police, assist with schwag collection, vendor set-up, event schedule
- Engage volunteers, manage Golden Volunteer sign-up

#### Group Ride Coordinator

- Point person for group ride planning and execution
- Head up any ride leader training
- Secure leads and sweeps for each ride
- Conducts Golden Volunteer check-in
- Promotes ride on social media (FB, IG)
- Introduces NEMBA and ride guidelines
  - Welcome
  - Describe ride(s)
  - Conduct rider introductions
- Secures pizza/refreshment - places order, retains receipts, requests reimbursement

This is, by no means, an exhaustive list of other potential leadership roles within a chapter. Members of a chapter should create the leadership team that works for them, with the roles that will help the chapter meet the needs of the community.



## Elections

To ensure the recommended chapter leadership succession process and encourage term limits of chapter leadership, the election process is integral to the strength of your chapter.

Ultimately, chapters are subcommittees or working groups of the overall organization, so there is no legal requirement on chapter leadership team elections.

NEMBA Regional encourages the election process for your leadership team as a means to engage the entire community in the process of selecting leaders for your chapter. This process can encourage bringing new people into leadership as well as generate new ideas and energy throughout your community.

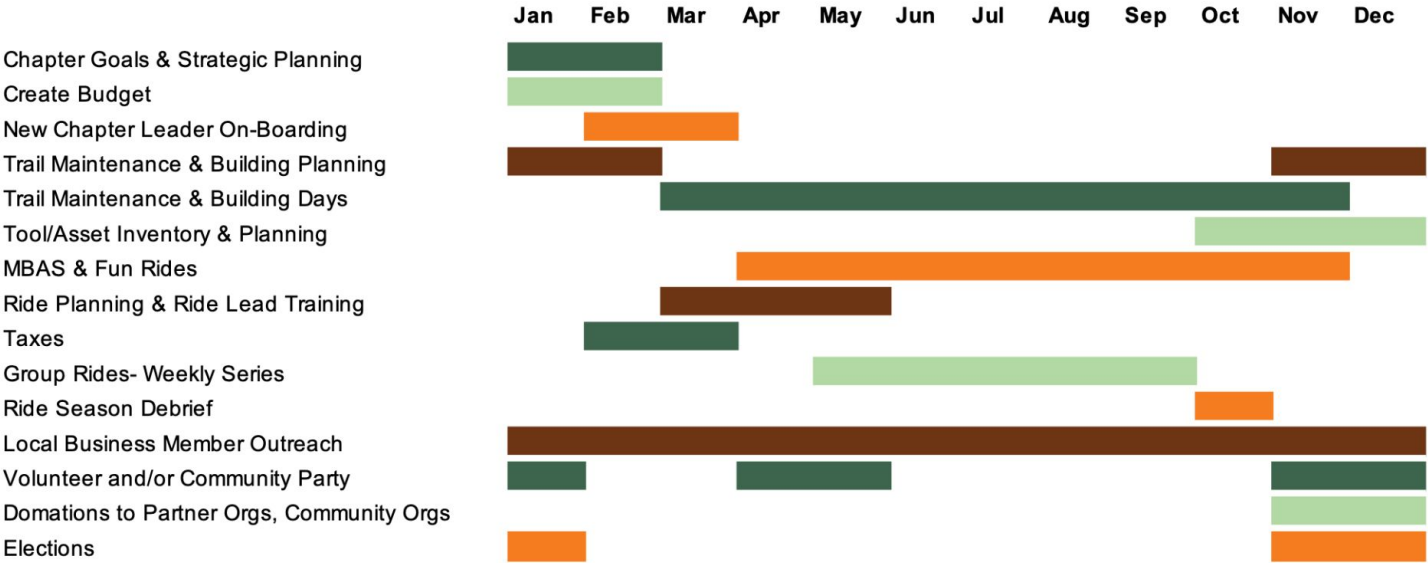
Each chapter is unique and has different needs. The elections process should be created to suit those needs, and be made clear & transparent to the membership ahead of the election period. Our recommendations and best practices for a successful leadership election:

- Hold regular, scheduled elections (yearly, or every other year)
- Candidates introduce themselves (in a written statement, or in person speech)
- Tally votes (show of hands, paper ballots, online ballots)
- Notify NEMBA Regional staff about new leaders- [office@nemba.org](mailto:office@nemba.org)

# Yearly Planning

Chapters can and do perform a number of important tasks throughout the year. The following is a suggested timeline of when to plan and perform these tasks. It should be adopted and adjusted based on the needs of the chapter.

## NEMBA Chapter Yearly Planning Calendar



# Chapter Meetings

## Frequency

Chapter meetings are a critical tool for planning, decision making and community building. These are general guidelines for holding meetings. We know every chapter is different, and that needs change with the seasons, so this is a starting point. Build your chapter's meeting structure up from here.

NEMBA has a Zoom account available for chapters to hold virtual meetings. Email [office@nemba.org](mailto:office@nemba.org) for access.

### Community Meeting (*yearly*)

- open to all mountain bikers in your region
- brief updates, but more celebration than meeting
- kick off the season! (or celebrate the end of the season!)

### Chapter Meeting (*recommended- monthly, at least quarterly*)

- chapter updates
- event planning/volunteer recruitment
- issues/opportunities discussions

### Leadership Meeting (*as needed*)

- task oriented
- planning heavy
- getting stuff done

## Minutes (Required)

Keeping accurate meeting minutes is an important way to record and keep institutional knowledge for your chapter. Review of meeting minutes is also one of the many requirements of our annual Audit process. Minutes should be uploaded to your [chapter's shared drive folder](#) regularly.

Minutes should contain the following information (items in bold are required for the annual audit- that info MUST be included):

- Date, Time, Location**
- Attendees**
- Topics for Discussion
- Decisions Made**
- Action Items
- Topics for Next Meeting
- Notes

A [template](#) is available for recording minutes, but any format that includes the info above is acceptable.

# NEMBA Chapter Financial Guidelines

The following is an overview of chapter financial procedures. For full policies and procedures please see [NEMBA - Fiscal Policies & Procedures for Chapters](#).

The New England Mountain Bike Association is a 501(c)(3) Not For Profit organization, Incorporated in the state of Massachusetts. The regional organization and each of our local chapters all operate under a single Federal Tax ID.

NEMBA EIN- **04-3068072**

## Setting up a Bank Account:

New chapters should open a local bank account. The regional treasurer will provide startup funds and the documentation required by the bank. This generally includes a letter of authorization, copies of our 501(c)(3) IRS Letter of Determination, and our Articles of Incorporation. Your bank may also request a copy of the meeting minutes confirming that the chapter has been established and the new chapter Board members.

It is best practice to have the treasurer and another member of the chapter leadership, usually the president, as well as the regional treasurer be included as signers on the account. It is also recommended to establish online access to the account for easy access to statements and other inquiries.

The same procedures are required if you are changing banks or transitioning to a new chapter treasurer. Make sure that all accounts are updated promptly when there is a change in personnel. Before closing an account, be sure to obtain copies of all statements and other important documents, such as 1099s.

## Revenue:

### Memberships:

If a new or renewing member gives their membership application and dues to their local chapter, that must be sent promptly to NEMBA's headquarters at PO Box 2221 Acton, MA 01720. NEMBA Regional needs to update the membership database, send out a membership packet, and count the dues toward the rebate for the member's local chapter. Please send this to NEMBA as quickly as possible. We are very diligent about processing memberships promptly, because it demonstrates responsiveness and appreciation to our members.

### Donations, Grants, and other Income:

All donations, and any other transaction over \$100.00 should be sent to the regional offices to "pass through" the regional books. Anyone who donates over \$100 must receive a written acknowledgement of their donation from the charity in order to claim it as a deduction on their taxes. The regional operations staff will send those acknowledgements to the donors. We also need to record the name and address of the donor on the regional books for our annual tax reporting. If the donation is meant to go to the chapter, the regional treasurer will deposit the donation and promptly remit a check in the same amount back to the chapter treasurer. This 'pass through' ensures that the donation is recorded in the regional books.

## NEMBA Chapter Financial Guidelines

### Cash receipts:

Please do not mail cash, if you receive cash, please deposit it in your local account, and then write a check for that amount to NEMBA. Please note the purpose, eg event proceeds, chapter donation etc. Cash lost in the mail is unrecoverable.

We recommend that all income pass through the regional books. If necessary, local chapter treasurers may directly deposit other forms of income (such as merchandise sales) in amounts under \$100.00, but they must keep detailed records on each transaction for the end of year tax report. You will need to provide itemized subtotals of various categories of income and expense.

Any chapter income that does not pass through the regional books, must be accounted for separately on the year-end tax reporting form. This is to ensure that these funds are properly recognized, and pass-through funds are not double counted.

### Chapter rebates:

Each chapter receives a quarterly chapter rebate, which is 40% of the membership dues received from that chapter's members. The numbers are tabulated for each calendar quarter, and the Regional staff will prepare a report showing the total amount of the rebate, with a detailed breakdown of all the transactions. Chapter rebates are 40% of membership dues.

If the calculated total quarterly rebate for any chapter is less than \$250, the chapter will still receive the minimum \$250 for that quarter. This helps ensure that smaller or newer chapters will have enough operating funds to carry out their activities, attract more members, and grow. Thus each chapter is guaranteed to get at least \$1,000 in chapter rebates per year.

#### Dues & Rebate Structure:

Basic Dues: \$40 Individual; \$60 Family  
Add-On Chapters \$20/chapter  
Rebate to Chapter is 40%

### Direct Deposit:

The preferred method to remit rebates, donations, and other funds to chapters is via ACH transfer directly into the chapter account. This ensures timely transfer of funds, and avoids problems with expired checks. If your chapter does not already have this in place, or if your bank account has changed, the regional treasurer will send an ACH application form. Please provide your bank account information and a voided check.

### Checks:

If your chapter has not established the ACH transfer, then all chapter rebate checks, donation transfers, and other remittances from the regional treasurer will be processed with our bank's online check processing system. Please note these checks **expire** after **60 days**, so please deposit them promptly upon receipt. If you have a time sensitive situation, please contact the regional treasurer directly to expedite the processing. ACH is always the fastest, most secure, and easiest method.

### Bank Reconciliation:

Chapter treasurers are expected to reconcile all bank accounts on a timely basis, and correct any discrepancies that may arise. Copies of bank statements will be required for the tax preparation. Ideally the bank statement and reconciliation report should be shared with the Regional Treasurer each month. NEMBA maintains a secure online Dropbox where chapter financial information can be uploaded.

### Expenses:

Chapter treasurers must keep detailed, accurate records of all chapter income and expenses. Keep copies of all receipts. If you are reimbursing a chapter volunteer for a valid chapter expense, make sure they provide copies of all receipts and have documented the purpose of the expense before you reimburse them. Do this promptly before everyone forgets. A best practice is to write the purpose of the expense, and the name of the volunteer getting reimbursed directly on the receipt. Another best practice is to promptly scan all receipts and maintain electronic copies in an organized file structure. This is especially helpful during the year-end tax preparation process.

For trail work expenses, you will need to report the full name and address of the trail system where the work was done, this is required on the tax return. If the chapter makes any charitable donations, we need the full name and address of the charity or beneficiary.

### Categories:

Chapter treasurers are free to set up whatever bookkeeping and categorization method best meets the budget and reporting needs of their chapter. NEMBA Regional strongly suggests the use of financial software such as Quickbooks or Quicken, but Excel spreadsheets can be effective if you have a low volume of transactions. Remember that our annual tax preparation requires that we adhere to certain standard categories for the tax return, such as postage, marketing, merchandise purchased for sale etc. Please refer to the annual chapter tax report form as a guide for what categories are required and how best to apply them to your needs. Since most chapters are engaged in similar activities, the standard categories should make sense. Chapters may want to include more granular detail for project or events in their budget & reporting.

### Budget and Reporting:

The best practice for chapter treasurers is to provide regular, consistent reporting to leadership and members of the chapter on income, expenses, and the overall financial position of the chapter. Therefore it is recommended that each chapter prepare an annual budget and provide a quarterly report of actual performance relative to the budget. Ideally this report should be shared during chapter meetings. Copies of budget reports should also be shared with the regional treasurer.

### Other Requirements

#### Meeting minutes:

Chapter secretaries are required to take attendance and record minutes at every chapter meeting. It is best practice to make the minutes available to chapter members shortly after the meeting and review them briefly at the next meeting. Copies of the minutes must also be shared with the regional treasurer as part of the audit and tax preparation process. NEMBA maintains a secure online Dropbox where Chapter minutes can be uploaded.

#### Grants:

Chapters are strongly encouraged to apply for grants to help fund trail projects. There are many state, local, and private grants available. NEMBA also offers \$1000 Trail Grants, and \$5,000 or \$10,000 Signature Trail Grants. If your chapter needs assistance with a grant application, please reach out to the executive director.

Please note that many grants require the chapter to pay for the project up front, and the grant funds will be reimbursed only after the project is completed. State grants often take 6-12 or more months for reimbursement, so budget accordingly. Chapters must maintain detailed records throughout the life of the grant process, to document progress and completion of the project, and demonstrate compliance with the specific terms of the grant. Grant funds are usually restricted to the specific project described in the application, and may not be used for any other purpose, unless the grant is unrestricted.

It is a good practice to assign one person to manage all aspects of the grant project to ensure compliance, and be a point of contact for the granting agency.

If a grant is awarded and funded in one year, but the project is not completed within that year, the chapter treasurer must keep track of how much of the grant money was spent during that year, and the remaining balance available in the coming year. The carryover balance and related expenses must be tracked each year until all the grant funds have been expended. If there is more than one active grant in progress, each will need to be tracked separately. Chapters will need to include this information in the year-end tax reports, as it is required for our annual Audit.

#### Restricted donations:

Some donations, and many grants, are restricted to a specific purpose, such as building a bridge in a particular trail network. Funds from such donations must be spent on the indicated purpose, and cannot be used for other projects, or added to the general fund. When receiving restricted donations, you must keep track of the donation and itemize all the expenditures of those funds. As with grants, if the entire restricted amount has not been spent in the year it was received, you must track the balance carried forward and all expenses that occur in the following year until all the funds have been spent.

#### Non-mission related fundraising:

Virtually all of NEMBA's regional and chapter activities, events, and fundraising efforts are directly related to our mission of mountain bike advocacy. If a chapter holds a fundraising event that does not involve mountain biking (such as a golf tournament, bake sale, or car wash), income and expenses for such activity will need to be reported separately as Non-Mission Related Fundraising for tax purposes.

#### Raffles:

Please consult with the regional treasurer or executive director before planning a raffle as a fundraiser. Although the specific regulations vary, most New England states consider raffles to be a form of gambling, with complex registration and fee structures. Free drawings of donated items are acceptable.

## Member Communication-Email

Consistent communication with members is critical to the success of each chapter and our overall organization. It's important to keep in mind that every individual within our membership has a preferred communication channel. Taking this into consideration, utilizing all of your communication tools is the best path to reaching more of your members.

Direct, trusted email communication has been one of the most successful means of delivering information to membership. NEMBA has a high open-rate with email communication when compared to peer and industry organizations. It's an important tool used to educate the community on events, news, and time sensitive information

We encourage all of our chapters and chapter leadership to regularly communicate with members via email. Create a scheduled delivery cadence for to have your members expect information from you. Such things as chapter meeting reminders, chapter updates, group rides, and trail work days are all content that resonates with NEMBA membership

NEMBA Regional has tools in place to assist you with directly emailing active and recently lapsed members. Chapters will be given the tools to directly email membership as Regional updates NEMBA's CRM (customer relationship management) software through 2023. Chapter Leaders will be kept up-to-date as these updates are made and allow for chapter to utilize this email communication tool.

Complete [this form](#) to send email communications.



## Social Media Best Practices

Creating and maintaining a clear, impactful, and authentic social media presence can be an effective way of connecting to a wide scale of users. This begins with understanding the who, where, and how content should be created; and targeted to build connection, community, and advocacy.

Content shared should be high quality, timely, beneficial and should use relevant hashtags.

### Facebook

Users: 1.9 billion daily active users worldwide  
Audience: An even spread of Generation X and Millennial  
Best for: information sharing; online discussion

Facebook is the largest social media platform and the most established. Chapters can and should have a [chapter page and a chapter group](#). The page is a place to post information. People who follow your chapter's page can stay up to date on chapter activities. It is a place where admins of the page can post about upcoming events, trail closures, chapter meetings, etc. Chapter groups are open to the public and are a place for members to post information or questions. Group admins should follow these guidelines- created by the Diversity, Equity and Inclusion Committee:

### NEMBA Facebook Page / Group Guidelines

Source: <https://www.wesleyan.edu/communications/social-media/resources/FB-Group-Best-Practices-Cheat-Sheet.pdf>

#### Group Guidelines for Admins:

- Monitor frequently — check in on your group at least once a day.
- Recruit other members of the group who agree that we need to preserve NEMBA's culture to help keep conversations in line with NEMBA's values.
- Delete posts that are profane, obscene, harassing, threatening, or contain personal information.
- If it gets too negative/critical, message a person privately. Also remember that as an admin, you have the power to remove a person from your group.
- Encourage conversation — if appropriate, chime in and ask questions, create polls, respond to comments.
- When relevant, share content from the main NEMBA Facebook page or other official NEMBA-affiliated pages with your group.
- Acknowledge suggestions. It's fine to say no -- but having a request or suggestion be dismissed or not acknowledged at all harms trust. Particularly for newcomers to a group, not responding to an idea can have particularly discouraging effects. Explaining why an idea is being rejected sends a signal that you have actually listened to the idea. Moderators can also pass along the suggestion to chapter or NEMBA leadership. If a lot of people are asking for the same thing, that is worth listening to.

### Facebook (cont.)

#### NEMBA-Affiliated Group Guidelines:

##### DESCRIPTION:

Use the text below as an example of the information to provide in the “Description” section of your NEMBA-affiliated Facebook Group. Briefly describe your group — who is it for? What will people share in this group? Is there anything they shouldn’t share? Example: “The purpose of this group/page is to allow NEMBA and mountain bikers to share information about trails, rides, and advocacy.”

**CONTACT INFO:** If applicable, provide contact info for the admin(s) of this group.

**USEFUL LINKS:** If applicable, add links to NEMBA and local trail resources.

**CONTENT POLICY:** This group is monitored by a volunteer representative of NEMBA. We encourage our followers and members to post, comment and interact with others, and expect that remarks will be on-topic and respectful of the rights and opinions of others. NEMBA reserves the right, but is not obligated, to remove comments that are racist, sexist, abusive, profane, violent, obscene, spam, that advocate illegal activity, contain falsehoods or are wildly off-topic, duplicate, or that libel, incite, threaten or make ad hominem attacks on members of this group or other individuals. We also do not permit messages selling products or promoting commercial, political or other ventures unless we deem them related to NEMBA, its members or its operation. All posts within this group must adhere to Facebook’s Community Standards.

### Instagram

Users: 1 billion monthly active users

Audience: Primarily Millennials

Best for: High-quality images and videos; user-generated content

Although Instagram (IG) launched only 12 years ago, the platform has taken the world by storm. It is a place to share visually compelling content. There are two ways to display photos/video on IG— posts and stories.

Instagram posts are what IG was originally known for. The images and videos show up in a followers main feed, and unlike stories, posts live on “forever” (or at least until they’re deleted). They allow users to write captions that appear below the photo/video and followers can post comments below the caption. It’s important to note that any url addresses or links included in the caption are not clickable- so any links should be added to the chapter account bio (where links are clickable). Chapters should aim to create posts a few days a week, considering meaningful content.

### Instagram (cont.)

Instagram stories can be videos or images (videos are limited to 15 seconds), with the user also being able to add text to either format. Users are also able to post text-only versions of their stories. Most stories exist for 24 hours before the system automatically deletes them (recently Instagram also introduced a feature that allows you to “save” stories as highlights. However you have to select this option otherwise the system removes them). Follower/member content can be shared to your chapter's stories, by clicking the “paper airplane” icon below a post, and then “Add post to my story”. Chapters should aim to create stories daily, and utilizing user generated content as part of telling the “story” of your Chapter.

#### Use posts for:

- Sending out a longer message: Stories don't provide much space for text. With posts, though, you can write a caption of up to 2,200 characters. Just be sure to communicate any key messages early on – anything longer than the first three lines will require a user's interaction to read the rest of the caption.
- Findable content: Unlike Stories, posts are “searchable”. By making use of features such as location targeting and trending hashtags, Instagram users can ensure their posts are more findable.
- Providing polished content: Instagram posts are a primarily visual medium. This allows you to adopt a deliberate approach to branding and design, then make that the centerpiece of your posts

#### Use stories for:

- Showing the lighter side of your chapter- stories are less polished/more fun than posts.
- Generating more frequent content- you can quickly create stories (or repost follower/member content). Posts are more ‘permanent’, so they should be created more deliberately.

User comments should be managed and moderated in the same manner as Facebook comments and posts:

- Monitor comments frequently
- Delete comments that are profane, obscene, harassing, threatening, or contain personal information.
- When relevant, share content from the main NEMBA IG account ([@nemba\\_mtb](#)), chapter members, or other chapter partners/sponsors to your stories..
- Acknowledge suggestions. It's fine to say no -- but having a request or suggestion be dismissed or not acknowledged at all harms trust. Particularly for newcomers to a group, not responding to an idea can have particularly discouraging effects. Explaining why an idea is being rejected sends a signal that you have actually listened to the idea. Moderators can also pass along the suggestion to chapter or NEMBA leadership. If a lot of people are asking for the same thing, that is worth listening to.

Other social media to consider for your chapter:

### TikTok

Users: 1 billion active monthly global users  
Audience: Primarily Gen Z followed by Millennials  
Best for: Short-form, creative video content; user-generated content

When you think of short-form video, you probably think of TikTok. The platform rose in popularity in 2020 and shows no signs of slowing down. It's one of the best platforms for community building, with marketers ranking it in second place behind YouTube.

### YouTube

Users: Over 315 million daily active users worldwide  
Audience: Primarily Millennials, has a strong audience across gender & age  
Best for: long-form entertainment, and how-to videos

According to HootSuite, YouTube is the second most visited website in the world. In addition, marketers name it the best platform to build community.

In addition to being an incredibly popular platform, its users also tend to stay longer on it because it features mostly long-form content – making it an ideal platform to share educational content.

### Twitter

Users: 211 million daily active users worldwide  
Audience: Primarily Millennials  
Best for: Public relations; community building

While Instagram focuses on visuals, Twitter focuses on words. Since the early days of 140-character Tweets, the platform has now expanded to include an audio tool called Twitter Spaces, a community-building tool called Twitter Communities, and Twitter Moments to share interesting content with your followers.

Sources:

[Social Media Marketing: The Ultimate Guide](#)  
[Facebook Guidelines- DEI Working Group](#)  
[Instagram Stories vs Instagram posts: When you should use each](#)

## Chapter Member Drive

Continually appealing to new members is critical to the health of our organization. One way of doing this is by creating a Chapter Membership Drive to gain new members, engage existing members, and support the community partners who support you.

This document has been created to help serve as guidance on how to successfully create and manage a Membership Drive at the chapter level.

This guidance is based on the NEMBA Regional Membership Drive every May. The regional membership drive is focused on business partner giveaways to encourage people to join NEMBA throughout the region.

### **SET A GOAL:**

Know where your membership is, and where you want to be. Set a realistic, achievable, and measurable goal. "We want to grow by 10% in the month of October"

### **SIMPLE IS BETTER**

Nobody likes complicated. Make sure your Member Drive is easy to understand, it could be as simple as. "JOIN NEMBA or RENEW YOUR MEMBERSHIP in the Month of October and you'll be entered to win <xxxxx>".

\*\*See note about renewals at the end of this section

### **CLEAR COMMUNICATION**

Have the elevator pitch of why to join NEMBA.

'We're a trail advocacy organization that's part of this community. Help support all we do for trails and outdoor recreation in the towns we represent.'

### **ENGAGE YOUR PARTNERS**

Ask your local business partners to support the drive. Ideally find five (5) giveaways in a hierarchy. Items can range from value in price point to perceived value with your membership. Engaging these local businesses also serves as an opportunity to have them support our mission.

*Examples:*

- Bike shop tune up
- Wheelsets
- Coffee shop gift card
- Dinner at local restaurant
- Local brewery gift card

### **OUTREACH PLAN**

What channels are you going to use to talk about your Membership Drive? No matter what channels you decide on, make sure your message again is clear.

All communication should have that Call To Action (CTA) and that action should be to join NEMBA.

*Examples:*

- Email communication. Use your contact list, lapsed members. See if your partner organizations will share. See examples
- Social – create social campaigns.
  - Reach a wider audience of non-members on public pages
  - Have partners share on their social pages
  - Use the giveaways/images as engagement tools

### **POST MEMBER DRIVE**

After the Membership Drive has ended, contact [membership@nemba.org](mailto:membership@nemba.org) for the list of new and renewed chapter members to draw from, highlight the winners, the businesses that have supported you, and celebrate the goal that you've achieved!

- Email communication to all your members thanking supporters, and congratulating winners
- Social media post using the same content from the email above

**\*\*One important note about renewals:**

Membership renewals can happen anytime during the year. Any member who renews ahead of their renewal date will get a year of membership added on their renewal date. For example- Taylor joined NEMBA in January of 2023- with a renewal date of January 2024. Taylor renews their membership during the Member Drive to be included in the drawing for the amazing prizes from NEMBA's sponsors. Their new renewal date is now January 2025.



# Events

## Emergency Action Planning for Events

Volunteer and participant safety is a critically important element of any NEMBA event. Event organizers must have an emergency plan in place ahead of events. To use this EAP form:

- Make a [digital copy of this form](#), or print all 4 pages of the form
- Fill out pages 1 & 2- keep one copy for yourself, one copy goes to local rescue professionals, and send one copy to [office@nemba.org](mailto:office@nemba.org)
- Fill out pages 3 & 4- make this available to volunteers/staff on the day of the event

Please send any questions to [office@nemba.org](mailto:office@nemba.org).



# NEMBA Emergency Action Plan (Event Organizer Form)

Keep one copy for Event Organizer, one copy to local rescue professionals, one copy to NEMBA Regional

Chapter	
Event Name	
Event Date	
Est. # of Participants	
Event Contact	
Site/Trail System	
Local Emergency Number(s)	
Event Emergency Point Person (Name and Phone)	
Event Staff/Volunteers with medical training or first aid-certified	
Evacuation Points -or- EMS Meeting points	
Nearest Hospital	
Location of nearest AED	Location: Is AED On-Site (Y/N)

## Before the Event:

- Share routes/work site locations with local rescue teams. Rescue Contact:  
Name/ Phone\_\_\_\_\_Contact Date\_\_\_\_\_
- Share emergency plan with all volunteers and organizers
- Ensure all volunteers know [how to determine GPS location coordinates](#) in the field using smartphone.
- Attach maps of routes with GPS coordinates of evacuation points , HQ, to this sheet

**During An Incident:**

- Be a resource to injured party and team.
  - If person can walk or ride out, provide team with volunteers or equipment to assist, as needed
  - If 911 or evacuation is required
    - Send volunteer to confirm location
    - Send any equipment and people with medical experience as needed (ex: first aid kit, AED, blankets, water)
    - Assist first responders in locating injured party, as needed

**After the Event:**

- Notify regional of any incident requiring medical attention as soon as possible after the event: [Office@nemba.org](mailto:Office@nemba.org).

**Add Google Map/Routes/Coordinates Here (or use addition page as needed)**

## NEMBA Emergency Action Plan (Volunteer/Staff Form)

Share this information with event volunteers and staff

Chapter	
Event Name	
Event Date	
Est. # of Participants	
Event Contact	
Site/Trail System	
Local Emergency Number(s)	
Event Emergency Point Person (Name and Phone)	
Event Staff/Volunteers with medical training or first aid-certified	
Evacuation Points -or- EMS Meeting points	
Nearest Hospital	
Location of nearest AED	Location: Is AED On-Site (Y/N)

### In any incident-

- **Remain calm**
- **Make yourself [easy to locate](#) for rescue professionals**
- **Use common sense**

## HOW TO FIND YOUR GPS COORDINATES on your SMARTPHONE

**GOOGLE MAPS** - Press and hold on location to drop a pin. Scroll down to read GPS coordinates.

**APPLE MAPS** - Press on the map to drop a pin. You'll see the coordinates on the card for that Dropped Pin.

**TRAILFORKS** - Click 3 bars in top left of app then click on red box on bottom "Emergency Info" and read GPS coordinates.

**ALLTRAILS** - Click 'Navigate' on the bottom navigation bar. Tap the overflow menu icon (three dots). Tap 'Navigation Info' and read GPS coordinates.

## FIRST AID INCIDENT STEPS

- **Scene survey** - Is the scene safe? If there's an active hazard- don't attempt a rescue.
- **Secure the site** – attend to the group & delegate roles to those assisting, Send away all others. Mark injured person's location on trail (with jacket, etc.)
- **Assess Method of Injury** – Form a general impression of the patient/injury:

**Life Threats** – Airway, Breathing, Circulation, Spinal

**Patient** – Look, Ask, Feel, Listen

**Do Not Move the Patient** (unless in danger of further injury or incident)

- **Transport decision** - Does Rider need Emergency Evacuation?:

**Non-EVAC** – patient can walk or ride out – Non-Life Threatening

**Rapid-EVAC** – Life Threat, Limb injury, Spinal - call 911 and tend to rider (ABC's), support C-spine if needed, control bleeding, stabilize. Prep for transport and arrange meeting location, refer to map for checkpoints nearby. Secondary survey, call emergency contact if possible, document time, location, nature of injury, care taken, witnesses.

**Not Sure:** call 911, administer First Aid. Make decision on level of injury.

- **Administer FIRST AID** – follow-up assessment, determine necessary first aid
- **Establish a plan**
- **On-going Treatment/Monitor**
- **Let First Responders or Event Organizer contact Emergency Contact of Participant,**
- **Document Incident** – Contact event organizer as soon as possible following incident:

Time

Location

Names of involved and witnesses

Objective description of what happened, and actions taken

If you've read this far into the Handbook- Thank you! We know this is a dense collection of information- email [emily@nemba.org](mailto:emily@nemba.org) to let her know you've found this message (with page number) and we'll send you some NEMBA swag!

## Waivers

It is critical that NEMBA members, participants of all events, and volunteers sign waivers.

- Members sign waivers once a year when they register to become a member. The waiver is built into the online member registration process in Wild Apricot and SmartWaiver.
- Event participants and volunteers, whether they are members or not, must sign a waiver every time they participate in an event. These waivers are built into the online event registration forms in both Wild Apricot (used for paid events such as MBAS, Fun Rides, NEMBAfest, Elevate) and Golden Volunteer (used for unpaid events such as group rides, trail work days, volunteering)
- Event participants registering on-site can sign a paper waiver. Digital waivers are preferred, whenever possible however. [Please be aware of proper storage](#) of paper waivers before using.
- Customized Paper Waivers are required in a handful of locations where the land manager has required a customized waiver.



# Regional Events

## NEMBAfest

NEMBAfest is the largest mountain bike festival in the Northeast and serves as an annual fundraiser for the New England Mountain Bike Association. NEMBAfest is a celebration of summer and all things mountain biking and brings bike-minded people together for three-days of riding and fun. The festival is organized by NEMBA Regional with the help of NEMBA chapters and many volunteers.

The main event is the vendor expo which includes leading industry bike brands showcasing new products, demo bikes, clothing, and gear. The festival also includes shuttled rides, easy to follow arrowed routes, beer tent, food trucks, music, guided rides, skills clinics, and lots of family friendly activities. NEMBAfest offers a wide range of programming to accommodate beginners all the way to advanced and expert riders, it's a great festival for all ages and all riding skills and abilities.

NEMBAfest does not have a set date or location. The festival will travel to showcase all the great trail networks in New England. If your chapter would like to host, please review the information below and reach out.

**Consider hosting NEMBAfest**  
Should support 1500-2000 mountain bikers

<b>Essential</b>	<b>Minimum Needs</b>	<b>Ideas for Spaces/Venues</b>
<b>Vendor Expo</b>	50,000sq ft.	Grassy field, ski area, parking lots, fair grounds
<b>Trails</b>	50 miles of trails	Must have trails for all abilities from beginner to expert
<b>Camping</b>	30,000sq ft.	Existing campgrounds, grassy fields, parking lot, fair grounds
<b>Lodging</b>	Enough for 500 people	Hotels, motels, Airbnb options
<b>Parking</b>	Enough for 1000 vehicles	Shuttles can run to parking lots. College/large business lots, fields
<b>Food</b>	Few options within driving distance of festival	Restaurants, coffee shops, grocery store
<b>Non-Essential but helpful if site can provide</b>		
<b>Water</b>	Water access nearby	We can bring in potable water fill stations as needed
<b>Electrical Hook-ups</b>	Electricity at or near expo	Nice amenity for vendors if it can be provided
<b>Incentives to hosting NEMBAfest</b>		
<ul style="list-style-type: none"> <li>● Show off your local trails</li> <li>● Boost to the local economy</li> <li>● Chapter priority for Signature Trail Grants to help build trails prior to festival</li> <li>● Monetary donation to club for trail maintenance</li> <li>● Programming priority to support your local organizations (bike shops, coaching skills clinics etc.)</li> <li>● Participation in planning/organizing NEMBAfest</li> </ul>		

## Elevate-Women+ Summit

*A weekend for women and gender expansive cyclists to cultivate community, develop skills, and foster their love of riding mountain bikes.*

Elevate is a two-day event designed to empower women and gender expansive mountain bikers. The event offers a supportive and fun atmosphere to learn, share experiences, build confidence, make new friends, and get motivated and excited to participate in the mountain bike community. The event has skills clinics for all abilities, group rides, keynote speaker, a small vendor area with bike and product demos, great food and drink and lots of fun and networking. Organized by NEMBA regional and chapter volunteers, Vermont Mountain Bike Association, and the Kingdom Trails Association.

### **2023 Elevate:**

June 23, 24, & 25  
Burke Hotel  
East Burke, VT



## Leadership Summit

The Phillip Keyes Leadership Summit is an opportunity for chapter leaders from across the region to help plan for the future of NEMBA. It is a chance to share successes, resources & ideas, and is an important venue to help mentor & inspire the chapter leaders of the future.

The weekend is typically held every other year, on Cape Cod (opposite of the [Advocacy Summit](#)), during the early spring.

Programming includes, but is not limited to:

- networking, community building
- sharing ideas and best practices
- breakout topics led by chapter leaders
- state specific advocacy discussions
- bike rides!

NEMBA Regional is responsible for planning logistics such as securing sponsorship, the venue, accommodations, and food. The Leadership Summit Planning Committee is responsible for planning and executing the weekend programming.

## Advocacy Summit

The Northeast Mountain Bike Advocacy Summit, hosted by NEMBA, has traditionally brought together riders from across the region- including reps from VMBA, CLIMB, JORBA and IMBA- for a weekend of workshops and riding. It is a chance to share successes, resources & ideas, and is an important venue to help guide the future of the sport..

The weekend is typically held every other year (opposite of the [Leadership Summit](#)), on Cape Cod, during the early spring.

Programming includes, but is not limited to:

- networking, community building
- sharing best practices
- breakout topics
- bike rides!

NEMBA Regional is responsible for planning logistics such as securing sponsorship, the venue, accommodations, and food. The Advocacy Summit Planning Committee is responsible for planning and executing the weekend programming.

## Trail School

NEMBA Trail School is a trail design and instruction course that ranges from one to two-day events. This program is perfect for riders, trail enthusiasts, land stewards and land managers interested in learning about creating sustainable, enjoyable trails and how to take care of them. The course includes pre-work modules and hands-on building clinics covering tool/group safety review, inclinometer usage, trail design/layout, trail assessment, and bench cutting.

Typically held once or twice a calendar year. To inquire about hosting a Trail School email [events@nemba.org](mailto:events@nemba.org).



# Chapter Events

# Trail Work/Trail Care Days Best Practices

## Planning:

1. Determine who will be the point of contact.
2. Secure any necessary permits or permissions.
3. Create and review the event [Emergency Action Plan](#)
4. Create Golden Invite (using the Trail Work template), include point of contact name and phone number; set expectations of what will be needed and what we hope to accomplish; what tools/gear people should bring.
5. Communicate publicly through FB, IG, Strava group, bike shops via printable flier w/ QR Code for Golden link, email chapter members
6. Coordinate to bring materials and tools to work site.
7. Coordinate food/bev pickup and delivery (if providing food for volunteers)

## Day of:

### □ Pre-Work talk:

- Crew/work leader Introductions
- Overview of project(s)
- Timeline
  - Break time(s)
  - End time
- Participant Introductions
  - Name
  - Trail care/work experience
  - Ice breaker (fave trail, etc.)
- Safety
  - Tool safety & 'the circle of death'
  - Environmental Dangers
    - Ticks
    - Poison Ivy
    - Bugs
  - Personal protective equipment
    - Gloves
    - Eyewear
    - Footwear
    - Bug spray
- Trail Etiquette
  - Encountering other trail users while working

□ **Get to work!** - divide work so all volunteers have a chance to try different tools, techniques and stations.

### □ **Post-work debrief** (good to hold over pizza!):

- Thank volunteers for time and energy
- Solicit feedback about the day
- Promote upcoming trail work days

## Group Ride Best Practices

Group rides are an important part of building and sustaining the NEMBA community. NEMBA rides are welcoming, safe, model trail stewardship, and are fun. The following is a guide to best practices for leading a successful NEMBA ride.

- All NEMBA ride leaders and sweeps are ambassadors of NEMBA and therefore are asked to abide by standards of excellent trail etiquette. (Yielding in a multi-user environment, slowing speed & greeting passersby, indicating your group size (“Hi there! 5 behind.” 😊))
- Always adhere to the allowable trails – as determined by the land manager. *If you are going rogue – it can’t be a NEMBA ride.*
- **Before signing up to lead/sweep a ride** – ask yourself if you are prepared to GIVE a ride. Leading and sweeping is about giving the other riders an ideal riding experience- including (and especially) the slowest member of your group. If you haven’t gotten your miles in for the week or really want to ride with a cluster of your friends – super. This is not your time to lead/sweep.
- All riders need to sign a current waiver. The waiver is a part of rider registration in Golden Volunteer. Paper waivers are also available when absolutely necessary.
- **Before the ride:**
  1. Know your ride’s Emergency Action Plan.
  2. Pack a first aid kit, spare tube and pump
  3. Exchange phone numbers with your co-lead/sweep
  4. [Check riders in](#) using Golden
- **Pre- ride talk:**
  - a. Describe what riders can expect from your ride(s), including:
    - i. Ride Time/Duration
    - ii. Distance
    - iii. Average Speed
    - iv. Terrain/Trail types
    - v. Notable Features
    - vi. Name Lead and Sweep

*Ex “Mary will be leading and Nicole sweeping a social- paced mellow ride, conversation throughout – fire roads, rocks, roots, bridges, with two solid climbs. We’ll pause at the top of both climbs and as necessary – can session technical things anyone wants to practice. 1 ¾ hours covering 7-10 miles. Second rider drop – no one left behind. All questions welcome!”*

- a. Around the circle for riders to introduce themselves- **this is critical to building community and should not be skipped**, even in groups where the majority may have ridden together before.
  - i. Name
  - ii. A question to help gauge experience/skill/pace
    1. Have you ridden these trails before
    2. What pace ride are you thinking about joining (from the ride descriptions in the previous step!)
    3. How long have you been riding
  - iii. Optional- "fun question"
    1. Fave ride snack
    2. What did you have for breakfast
    3. Fave bike accessory
    4. Etc.

Ex "Let's go around the circle and introduce yourselves with your name and which group you're thinking about joining tonight- the Spirited pace group or the Social-paced ride."

- b. Review [2<sup>nd</sup> Rider Drop](#) , if using.
- c. Confirm the number of total riders on your ride- Remind riders to stay behind Lead and in front of Sweep.
- d. GO FOR A RIDE!

- **On the ride:**

1. Allow for a substantial warm-up window where you deliberately go a little bit slower than you want so that folks can ease their body, mind, and bike into the ride. This gradual warm-up period will greatly increase your chances of everyone finishing the ride, versus burning out hot and fast and bonking before half-time.
2. Check in after 10-15 minutes – How is the pace? Adjust the pace, as needed, to suit the slowest member of the group.
3. Have 1 to 2 bail out points on your ride where folks could opt not to continue and leave the ride if necessary, in a safe and "clear to parking lot" manner. If no bail outs exist, be extra prepared to modify your pace to ensure that everyone is able to finish together.

If someone does want to bail – confirm that they:

- i. Are not having a medical incident and should not be left alone
- ii. Are accompanied to an exit by someone who knows the trail network- typically the sweep. Choose a new sweep from the group of riders.
- iii. Some folks will insist they know their way out – unless you are sure of this, bring the entire group to a point where the person can get out safely. If possible, have them text the ride lead when they've returned to the parking lot.

- **After the ride**

- Thank folks for attending!
- Plug upcoming rides and trail care days

## Chapter Meetings

See [page 35](#) for full meeting details.



## Mountain Bike Adventure Series & Fun Rides

NEMBA chapters across the regions host a number of paid-registration rides throughout the year. Whether it's called a fun ride, adventure ride, fundraising ride (which we'll call 'Fun rides' here) or it's a part of the Mountain Bike Adventure Series('MBAS rides') – the purpose of these rides is to:

- Build community
- Build membership
- Generate revenue for the chapter
- Showcase local trails
- Engage local sponsors

### Mountain Bike Adventure Series

The MBAS is intended to showcase and amplify the best ride of each chapter. Chapters, working with NEMBA regional, have the option to designate a paid ride to be their MBAS. We strongly recommend that MBAS rides include the following components:

- Be the signature event for the chapter
- Charge a fee (*recommended*: \$20 members/\$40 non-members/youth <18 free)
- Include 2+ arrowed & mapped routes of varying levels and distances
- Offer a family ride
- Provide an adaptive component
- Include food and vendors
- Provide [Ride With Gratitude](#) education
- Add anything else special (raffle, music, bike limbo contest!).

The MBAS has a Regional sponsor (Bent Water Brewing is sponsoring the 2023 season of rides).

NEMBA Regional supports MBAS rides by providing:

- online registration,
- wrist bands,
- printed arrows,
- paper registration & waivers (if needed),
- marketing through social media, NEMBA website and TrailMix newsletter), and
- Regional presence at the event when possible.

# Mountain Bike Adventure Series & Fun Rides

## Fun Rides

NEMBA Regional can support other paid registration rides by providing online registration, and marketing (through social media, NEMBA website and TrailMix newsletter) at the request of chapter leadership. These rides often include elements of an MBAS ride, but are not the signature chapter event.

All online registration includes the correct waiver as part of the registration process and all participants in the event must sign the waiver. Digital waivers are preferred, but in cases where paper waivers are used, following the event- scan the back (the signed) side of each participant's waiver and save all images to one file (file name should include event name and date). Upload that file to your [chapter's folder on the shared drive](#).

Putting on an MBAS or Fun ride is a large undertaking and it involves the work of many volunteers. The timeline and checklist on the following pages serve as a starting point and guide for the planning process. A comprehensive Ride Event Workbook is available for download [here](#).

## MBAS and Fun Ride Schedule Planning

### As soon as planning begins

- Give event dates to NEMBA Regional

### Two-Three Months Before Event

- Get approval from land manager
- Confirm Event date and time
- Establish event planning core team
- Arrange Parking logistics
- Arrange for toilet rentals
- Start reaching out to Vendors

### One Month Before Event

- Put posters up in area bike shops
- Get information on website
- Get necessary permits and pay fees
- Request certificate of insurance naming landowner as a certificate holder
- Verify vendors participation
- Create event day schedule
- Verify deal with food Vendor
- Arrange Music / entertainment
- Establish routes, prelim maps
- Determine locations for water station
- Prelim pop-up tent locations and layout
- Open registration
- Request wristbands, arrows, forms from NEMBA Regional
- Golden Volunteer post to recruit volunteers

### Two Weeks Before Event

- Verify menu with trucks
- Have Rangers mow parking areas
- Coordinate volunteers
- Collect swag?
- Advertise on social media
- Finalize event day schedule
- Finalize routes, print maps
- Parking setup: cones and barricades
- Arrange for lane closures if needed
- Finalize pop-up tent location and layout

## Paid Registration Rides (MBAS & Others)

### One Week Before Event

- Reminder ad on social media & email
- Confirm volunteers
- Assemble registration materials (online, pre-reg is preferred)
- Plan for ice
- Secure sponsor banner(s)
- Handouts/Brochures
- Print course maps poster for display
- Print big schedule / Dry Mount
- Contact police for lane closures
- Arrange water/snacks for volunteers

### Friday Before Event

- Reminder ad on social media
- Receive pre-registration list from NEMBA Regional

### Day Before Event

- Set up arrows for course
- Setup parking areas: caution tape and signage
- Setup chapter tents, tables, banner
- Final cleanup and other prelim setup
- Receive toilets
- Prep reg kit and cash box

### Morning of Event

- Unlock gate
- Set up vendor area
- Set up registration
- Staff parking area
- Final arrowed course check

### During Event

- Registration
- Food
- Collect swag from vendors
- Coordinate lead rides
- Take pictures

### Post Event

- Sweep course
- Pack up registration
- Lock gate

### After Event

- Count money
- Transfer proceeds to charity
- Pictures to social media/website
- Write 'Thank You' letters
- Write newsletter article/email



# Appendix

# Links to Resources

These resources are found on the NEMBA Shared Drive, and can only be accessed using a [NEMBA email](#) account. For questions or assistance accessing these resources please contact [office@nemba.org](mailto:office@nemba.org).

- ❑ [Fiscal Policies & Procedures for Chapters](#)
- ❑ [Brand & Logo Guidelines](#)
- ❑ [Golden Volunteer Quick Start Guides](#)

# Bylaws

## NEW ENGLAND MOUNTAIN BIKE ASSOCIATION BYLAWS, NOVEMBER 5, 2000

### **Article I: General**

1.1 Name. The Corporation shall be called the New England Mountain Bike Association (referred to hereinafter as "NEMBA").

1.2 Fiscal Year. The fiscal year of NEMBA shall commence on the first day of January and end on the last day of December

1.3 Principal Office. The principal office of NEMBA shall be in Acton, Massachusetts.

### **Article II: Purpose**

2.1 The New England Mountain Bike Association is a non-profit organization dedicated to promoting sustainable trail access for mountain bicyclists, and to maintaining the trails on which mountain bikers ride. NEMBA supports the conservation of open spaces and is committed to educating mountain bicyclists to ride sensitively and responsibly in order to protect the natural environment and the experience of other trail users. Toward these ends, NEMBA has the following goals:

2.2 Activities and Programs. To provide its members and the general public with opportunities to steward, care for, and recreate on New England's open spaces. We offer trail maintenance work days, bicycle patrols, educational programs and family activities designed to promote the responsible use of public trails by mountain bikers.

2.3 Environmental Protection. To provide leadership in the protection and preservation of the environment by advocating the development of informed public policy and by encouraging the establishment and management of protected land and water areas within NEMBA's geographical area.

2.4 Organization. To provide an organization of volunteers and professionals who will manage NEMBA's facilities and programs, encourage public respect for the environment and mountain biking, offer NEMBA's expertise to others, and support individual contributions in realizing NEMBA's goals.

### **ARTICLE III: Membership**

3.1 Regular Membership. Any person may become a regular individual or family member of NEMBA by submitting a signed application along with the required dues to the principal office of NEMBA. Only regular and sponsoring members shall have the right to vote on NEMBA business. Up to two (2) adult members (age 18 or over) in a family membership shall be entitled to vote on NEMBA business.

3.2 New Members. It is critical to the ongoing life of NEMBA that active participation of its members be strongly encouraged. Therefore, all elements of NEMBA shall promptly reach out to new members to inform them of NEMBA's programs and activities and encouraged their active participation.

3.3 Sponsoring Memberships A sponsoring membership may be made by any business or organization who wishes to support NEMBA. Sponsoring Memberships shall be entitled to one vote on NEMBA business.

3.4 Meetings of Members. All meetings of the members of NEMBA shall be held at such time and place as shall be stated in the notice of the meeting, which written notice and agenda shall be mailed or published in a Club publication sent to each regular member of NEMBA at least fourteen (14) days before the date set for the meeting. No business other than that listed in the notice sent to members shall be transacted at any meeting of the members. A quorum of fifty (50) members emitted to vote, voting by written ballot, is required in order to transact any business (other than the adjournment or postponement of a meeting) at any meeting of the members.

3.4.1 Annual Meeting. The Annual Meeting of NEMBA shall be held on the third Saturday of March of each year at 6:00 p.m., unless a different day or hour is determined by the Board of Directors and stated in the written notice of the meeting. The purposes for which the Annual Meeting is to be held, in addition to those proscribed by law or by these Bylaws, shall include the election of Directors (as described in Article IV of these Bylaws) and Elected Officers (as described in Article V of these Bylaws) of NEMBA and the conduct of any other business which may properly be brought before the meeting.

3.4.1 Special Meetings. Subject to the provisions of Section 3.4 of the Bylaws, special meetings of the regular members of NEMBA, for any purpose or purposes allowed by law or by these Bylaws, may be called by the President or by a majority vote of the Board of Directors, and shall be called as otherwise required by law. Furthermore, upon receipt by the Secretary of a petition calling for such a meeting, stating the purpose or purposes for the meeting, and signed by at least seventy-five (75) regular members of NEMBA, the Secretary, shall call a special meeting of the members of NEMBA by notice given not later, than the next general membership publication for which the printing deadline can be met.



3.4.2 Voting and Elections. The Board of Directors shall publish and make available to all regular members the names of its nominees for election as Elected Officers or Directors at least two (2) weeks prior to the Annual Meeting. If at any meeting there is no contest for a position as Elected Officer or Director, election shall be by the Secretary casting one (1) vote at the meeting. Alternative slates of one or more candidates for positions as Elected Officers and Directors shall be placed on the ballot if a petition signed by at least seventy-five (75) regular members is submitted to and verified by the Secretary at least ten (10) weeks before the Annual Meeting of the members. Each such petition must be accompanied by a letter from each alternative candidate, consenting to his or her nomination and agreeing to serve in the position for which he or she is nominated if elected, and by a statement describing such candidate's qualifications.

Upon receipt and verification of such petition(s), the names of those nominees shall be placed on the ballot for the election of Directors and Elected Officers at the Annual Meeting, together with information relating to the qualifications of the individual(s) which is comparable to that provided for the nominees of the Nominating Committee. For all matters requiring the vote of the members, including without limitation elections of Directors and Elected Officers, proposals for change or amendment to these Bylaws (other than membership Referendums as described in subsection 3.4.4 below), written notification in NEMBA's newsletter or otherwise relating to such vote shall be mailed by first class mail to each of the regular, honorary and corresponding members at least fifteen (15) days before the deadline date set for the vote by the Board of Directors in accordance with these Bylaws. All votes must be made by orally or by secret mail ballot. Ballots must be received at the announced location by 5:00 p.m. on the deadline date, and the results of the vote shall be made available to any member on request within five (5) business days after the deadline date and reported promptly in the earlier of the next general membership or publication mailing for which the printing deadline reasonably can be met. Votes shall be decided by simple majority of the votes cast or by such higher proportion as may be required by law or by these Bylaws.

3.4.4 Referendums. A referendum of all the regular members of NEMBA will be held after receipt by the Secretary of a petition signed by at least seventy-five (75) of the regular members. Such referendum is to be furnished to members in a form that can be returned in the mail in the earlier of the next general membership or publication mailing for which the printing deadline reasonably can be met. Any such referendum proposal shall be a non-binding resolution of the regular members presented to the officers and Directors for their guidance. The results of a referendum must be made available to the general membership in the earlier of the next general membership or publication mailing for which the printing deadline reasonably can be met. In addition, the results must immediately be made available to the Board of Directors for their guidance in all future discussions and votes.

#### **ARTICLE IV: Board of Directors**

4.1 Responsibilities of the Board of Directors The Board of Directors shall have and exercise the corporate powers prescribed by law. Its primary functions shall be to make policy and to manage the resources of NEMBA in a sound manner. The Board of Directors shall further determine the general, program and financial policies and shall have the power to carry out any other functions which are permitted by law or by these Bylaws. These powers shall include, but shall not be limited to, the following:

4.1.1 Periodically review the goals and objectives of NEMBA consistent with the purpose of NEMBA as stated in Article II;

4.1.2 Establish, review and approve changes in the programs of NEMBA consistent with its mission;

4.1.3 Oversee and approve the budget of NEMBA and establish policy guidelines for management of the endowment, all investments and major fund-raising efforts;

4.1.4 Authorize the purchase, management and sale of all assets and material possessions and equipment for use of NEMBA;

4.1.5 Authorize the construction of new buildings and major renovation of existing Club buildings;

4.1.6 Authorize on behalf of NEMBA the incurring of debts and securing thereof by mortgage and pledge of real and personal property both tangible and intangible;

4.1.7 Authorize any changes in membership fees (after seeking written advice on any increases from as wide a group of volunteer leaders as possible and from the regular membership.

4.1.8 Authorize officers or agents of NEMBA to solicit and/or accept gifts or bequests on behalf of NEMBA;

4.1.9 Appoint or remove the Executive Director on such terms and conditions, including without limitation, terms relating to compensation and performance as the Board may deem advisable.

#### 4.2 Membership on the Board of Directors

4.2.1 Number. The Board of Directors shall consist of one representative from each NEMBA Chapter and one alternate representative who may attend all meetings but shall only have the authority to vote if the chapter representative is unable to attend meetings of the Board. The Board of Directors shall also consist of other personnel, hereby referred to as At Large Board Members, voted in by the Board of Directors and approved by a vote at the General Membership Meeting. The number of At Large Board Members shall never exceed one-third the number of Chapter-designated board members. The minimum number of the Board of Directors shall be ten (10). The number of Directors may be increased or decreased periodically within these limits as may be determined by a two-thirds vote of the Board. The Executive Director shall be an ex officio non-voting member of the Board of Directors and shall not be included within the determined number of Directors.

4.2.2 Regional Representation. Each Chapter of NEMBA shall be represented on the Board by one (1) member who resides in and is a Chapter member within such Region (as defined by the Board in accordance with Article VII of these Bylaws). If there is at any time any vacancy in the position of Regional Representative on the Board of Directors, that vacancy shall be filled by a regular member from that Region who shall be elected promptly to the position of Board member by a majority vote of the Board.

4.2.3 Terms. Directors shall serve for two-year terms and until their successors are elected and qualified and may, if re-elected, succeed themselves in office for an indeterminate time limit.

4.2.4 Vacancies. The Board of Directors may from time to time elect Directors to fill any vacancies that may occur for any reason, and any person elected to fill such vacancy shall serve as Director for the unexpired term of the office he was elected to fill and until a successor is elected and qualified. Notice of such appointment(s) shall be published promptly in a NEMBA publication.

### 4.3 Meetings of the Board of Directors

4.3.1 Regular Meetings. There shall be at least three (3) regular meetings of the Board of Directors in each year on such date and at such place as may be designated by the Board. A Board meeting shall be held preceding the Annual Meeting of regular members.

4.3.2 Special Meetings. The Board shall hold special meetings at the call of any two (2) of the President, Executive Director or Secretary or at the call of the Secretary alone upon the request of five (5) Directors, which request shall set forth the purpose of the meeting.

4.3.3 Notice. Written notice of all meetings of the Board of Directors shall be sent by the Secretary to each Director at least seven (7) days before the date of the meeting. In the case of special meetings, the notice shall state the purpose(s) of the meeting; no business shall be transacted at such meeting that does not relate to the purposes(s) stated.

4.3.4 Waiver. Whenever notice is required to be given under the provisions of law or of these Bylaws, a written waiver signed by the persons entitled to said notice, whether before or after the time stated therein shall be deemed equivalent thereto. Attendance at any meeting by a Director shall be conclusively deemed a waiver of notice of that meeting unless objection is made at the outset of such meeting to the failure to give proper notice.

4.3.5 Quorum. A majority of the Directors shall be necessary to constitute a quorum for the transaction of business, and the act of a majority of the Directors present and voting at a duly called meeting of the Board when a quorum is present shall be the act of the Board of Directors except as may be provided by law or by these Bylaws. Alternate chapter representatives may attend meetings of the Board, but their numbers will not be factored into the quorum unless the chapter's representative is unable to attend said meeting.

4.3.6 Minutes. Records of the proceedings of each meeting of the Board of Directors shall be kept by the Secretary, or in the absence of the Secretary, by an assistant or temporary secretary copies of records of such proceedings shall be distributed to each Director and the chair of each Chapter.

4.3.7 Action by Written Consent Any action required or permitted to be taken by the Board of Directors may be taken by a written consent setting forth the action so taken and signed by all members of the Board. Any such written consent shall be filed with the minutes of the proceedings of the Board of Directors.

## Article V: Officers

5.1 Number Terms and Qualifications. At the time of their election, all Elected Officers of NEMBA shall already be or shall concurrently be elected as members of the Board of Directors. The Elected Officers shall be the President, a Vice President, a Secretary, Treasurer, and such additional officers as the Board of Directors shall designate. Each of the Elected Officers shall serve for a term of one (1) year and until a successor is elected. A vacancy in any Elected Officer may be filled by two-thirds vote of the Board of Directors at any time which time shall run until the next Annual Meeting. In addition to the officers enumerated above, the Board of Directors may appoint any number of assistant secretaries, assistant treasurers or other minor officers to serve at its pleasure. Such appointed minor officers may or may not be Directors, but they shall not become Directors by virtue of their appointment as officers.

5.2 President. The President shall preside at all meetings of the Board of Directors and of NEMBA; shall have the right to vote on all questions. The President shall be an ex officio voting member of all Board committees, except as otherwise provided in these Bylaws.

5.1 Vice President. There shall be at least one Vice President, who shall preside at meetings of the Board of Directors and of NEMBA in the absence of the President.

5.4 Executive Director. The Executive Director of NEMBA shall be the Chief Executive Officer and the official adviser to and executive agent of the Board of Directors and its Executive Committee. Subject to the approval of the Board of Directors, the Executive Director shall have the authority to manage and direct the operations of NEMBA, including the power to sign such papers as may be required by his office or as instructed by the Board of Directors, and the power to appoint and discharge the professional staff and all employees of NEMBA. In this connection, the Executive Director shall manage the affairs and direct the work and employees of NEMBA, subject to, and in accordance with the instructions of the Board of Directors; shall be authorized to incur expenses in accordance with the approved budget or as otherwise instructed by the Board of Directors; shall make such reports and recommendations to Board of Directors and to the regular members of NEMBA at the Annual Meeting or at any special meeting concerning the work; affairs of NEMBA which, in his judgment, desirable for their information and guidance and shall perform such other duties are incident to the office of Executive Director. The Executive Director shall be an ex officio, non-voting member of all Board committees except as otherwise provided in these Bylaws. If the Executive Director is unable to perform the duties of the office for any reason, then the Board of Directors may appoint an interim Executive Director until the Executive Director is once again able to perform the duties of the office or until another Executive Director has been appointed.

5.5 Secretary. The Secretary shall be the Clerk of the Corporation with custody of the seal NEMBA and shall attest to and affix said seal such documents as are required in the business of NEMBA, including, but not limited deeds, bonds, mortgages, agreement contracts, abstracts of resolution, certificates, minutes, and bylaws issued pursuant to the authority of NEMBA. The Secretary also shall have custody of all records of NEMBA except such records as shall be kept by the Treasurer as herein provided. The Secretary shall give proper notice of all meetings of the Board Directors and of the members. Furthermore, the Secretary shall keep or cause to be kept record of the official policies of the organization and the minutes of all meetings, the Board of Directors, Executive Committee, and NEMBA-wide meetings of the members and shall distribute such minutes promptly. The Secretary must be a resident of Massachusetts except at such time as NEMBA shall have duly appointed resident agent.

5.6 Treasurer. The Treasurer shall be responsible for carrying out the mandates of the Board of Directors in overseeing the financial resources of NEMBA, including, but not limited to, cash, securities, stocks and bonds owned by NEMBA. The Treasurer shall assure that all books and accounts of NEMBA are accurately kept and, furthermore, shall at least annually present to the Board a full and detailed financial statement properly audited by an independent certified accountant. Such statement shall be available to any Club member on request. The Treasurer shall monitor the investments of NEMBA including all funds and endowments, as recommended by the Trustees of Special Funds. The Treasurer shall be chair of the Finance Committee and an ex officio voting member of the Trustees of Special Funds.

## **ARTICLE VI Committees**

6.1 Formation of Committees. The Board of Directors may from time to time establish or dissolve special or ad hoc committees for the discharge of particular duties.

6.2 Standing Board Committees. There shall be the following standing Board committees: Executive, Chapters, Finance, Development, Audit and such other committees as the Board may deem necessary or appropriate. Members of Board committees shall be appointed annually by the President with the advice and consent of the Board. Except as provided in these Bylaws, the President shall be an ex officio voting member and the Executive Director shall be an ex officio non-voting member of all Board committees, and each Board committee shall include at least two (2) additional Directors. Except where otherwise provided in this Article, additional members, including persons who are not on the Board of Directors, may be appointed to committees. Except where otherwise provided in these Bylaws, the chair of each Board committee shall be a Director.

6.3 Advisory Committee. The Board of Directors may appoint an advisory committee which shall act as non-voting members of the Board of Directors.

## **ARTICLE VII: Chapters**

7.1 Organization. The Board of Directors shall provide for the organization and support of Chapters within the membership of NEMBA. The Chapters shall be responsible for carrying out at the local level the purposes of NEMBA as set forth in Article II of these Bylaws.

7.2 Regions. The Chapters of NEMBA shall be organized into geographical regions for the purpose of coordinating matters of common interest among the members. The organization of the Regions shall be established and may from time to time be changed by the Board of Directors.

7.3 Chapter Organization. Each Chapter shall have its own Chapter Board of Directors entrusted with the management of chapter affairs and programs consistent with Article II of the Bylaws describing NEMBA's mission and purpose.

7.3.1 Chapter Elections. Each Chapter shall designate not more than two representatives (one voting member and one alternate) to NEMBA's regional Board of Directors. Such designations must be made annually by October 31st.

7.3.2 Chapter's may pursue programs and activities consistent with Article II of the Bylaws, but must obtain permission from the Executive Committee before initiating any new program or category of activities.

7.3.3 Chapter's may allocate Chapter funds as they deem necessary according to Article II of the Bylaws.

### **Article VIII: Amendment of Bylaws**

These Bylaws may be amended by vote of a two-thirds vote of the Board of Directors or by a vote at the Annual Meeting or Special Meeting by the general membership. A Special Meeting may be called to amend the bylaws by a petition of at least seventy-five (75) voting members of NEMBA and submitted to the Secretary. The proposal shall then be voted on by the members according to the procedure described in subsection 3.4.3 of these Bylaws. Corporate counsel to NEMBA shall be consulted to determine in the exact wording of any proposed amendments to these Bylaws.

### **ARTICLE IX: Indemnification**

NEMBA shall indemnify, each of its officers, Directors and members of Committees and any persons serving at its request as directors, officers, employees or other agents of another organization or in any capacity with respect to any employee benefit plan (each such person being referred to as an "Indemnified Person") against all liabilities and expenses, including counsel fees and amounts reasonably paid in settlement, imposed upon or reasonably incurred by such Indemnified Person in connection with any action or proceeding, whether civil or criminal, to which he may be made a party or with which he may be involved by reason of such Indemnified Person's having been an officer, Director, Committee member or other such person for NEMBA. However, no indemnification shall be provided for any person with respect to any matter to which he shall have been adjudicated in any action or proceeding, not to have acted in good faith in the reasonable belief that his action was in the best interests of NEMBA or of participants in an employee benefit plan. Such indemnification may include payment by NEMBA of expenses incurred in defending a civil or criminal action or proceeding in advance of the final disposition of such action or proceeding upon receipt of an undertaking by the Indemnified Person to repay such payment if (i) such person shall be finally adjudicated or determined by the Council not to have acted in good faith in the reasonable belief that his action was in the best interests of NEMBA or of participants in an employee benefit plan, or (ii) NEMBA has received a written opinion of legal counsel to the same effect. Such undertaking to repay may be accepted without reference to the financial ability of such Indemnified Person to make repayment. Any such indemnification may be provided although the person involved is no longer an officer, Director or Committee member of NEMBA, or director, officer or employee of another organization, or no longer serves with respect to such employee benefit plan. In the event of a settlement of an action or proceeding, the indemnification provided herein shall apply only when the Board of Directors approves such settlement and reimbursement as being in the best interests of NEMBA or participants in an employee benefit plan or when NEMBA has received a written opinion of legal counsel to the same effect. The foregoing right of indemnification shall be in addition to and not exclusive of all other rights to which such person may be entitled. The Board of Directors may authorize indemnification of persons who are not officers, Directors or Committee members or otherwise entitled to indemnification under this section.

**Article X: Conflicts of Interest**

A Director shall be considered to have a conflict of interest if (a) such Director has existing or potential financial or other interests which impair or might reasonably appear to impair such member's independent, unbiased judgment in the discharge of his responsibilities to NEMBA; or (b) such Director is aware that a member of his family (which for purposes of this paragraph shall be a spouse, parents, siblings, children and any other relative if the latter resides in the same household as the Director) or any organization in which such Director (or member of his family) is an officer, director, employee, member, partner, trustee, or controlling stockholder has such existing or potential financial or other interests. All Directors shall disclose to the Board any possible conflict of interest at the earliest practicable time. No Director shall vote on any matter under consideration at a Board or Committee meeting in which such Director has a conflict or interest. The minutes of such meeting shall reflect that a disclosure was made and that the Director having a conflict of interest abstained from voting. Any Director who is uncertain whether a conflict of interest may exist in any matter may request the Board or Committee to address the question by majority vote.

**ARTICLE XI: Discrimination Prohibited**

In administering its affairs, NEMBA shall not discriminate against any person on the basis of race, creed, color, national and ethnic origin, gender, sexual preference, marital status, age, or physical disability.

**ARTICLE XII: Transition**

12.1 Acceptance of Bylaws. The acceptance of these Bylaws by vote of two-thirds of the Board of Directors or two-thirds of the voting members at a General Meeting or Special Meeting will render null and void any and all pre-existing Bylaws.

12.2 Standing Rules. Furthermore, upon such acceptance of these Bylaws, the present standing rules of NEMBA shall be called the "Operating Rules, Procedures and Policies" of NEMBA, and any and all pre-existing standing rules which are in conflict with these Bylaws shall be rendered null and void.

12.3 Changes. Changes to the Operating Rules, Procedures and Policies shall be made by a two-thirds majority vote of the Board of Directors present and voting at the next regular meeting of the Board following the Board meeting at which such changes are introduced. Motions for such changes shall be tabled for one meeting following introduction and become effective on approval at the second successive meeting.