

**St. Paul Smart Trips Board of Directors Meeting  
February 24, 2011**

**Present:** Christianson, Iosso, Jamison, Lucas, Morrison, Schwartz, Stark, Swanson

**Absent:** Barbeau, Dallman, Merz, Nimmer, Welna

**Staff:** Goebel, Treat

**Call to order: 8:15 am**

**I. Approval of January Minutes**

*Jamison moved to approve the minutes, Stark seconded, motion carries.*

**II. January Financials**

Jamison reported salary spending is less than budgeted because the organization had one less staff member for January financials. Current cash standing leaves us in good position for 2010 local match, but focus for 2011 must be on local match. The organization closed its Wells Fargo account in January and has only one account with Bremer Bank now.

**St. Paul Smart Trips - Narrative Financial Report**

January 31, 2011

**Cash Position:**

Wells Fargo Checking Account:	Closed
Bremer Checking Account:	\$41,630
Total Cash:	\$41,630

**Grant & Local Match Report:**

CMAQ Grant (FY 2010)

\$251,453 Awarded - \$163,168 Received

Expires 3/31/11

Grant for 4/1/10-3/31/11 is \$251,453. The balance of \$17,113 from FY 2009 was supposed to carry over to FY 2010 so we have \$268,566 of CMAQ available to spend before 3/31/11, but it is not clear until the contract is signed if that will happen. Local match required for \$268,566 is \$67,141.

UPA Telework Grant (FY 2009-FY2010) – contract extended to June 2011

\$75,249 Awarded – \$46,118 Received

Expires 6/30/11

UPA Telework grant is direct reimbursement for all costs (including staff time) for UPA expenses. This can be counted toward our local match, but we need to spend it to receive it. UPA Telework grant eligible expenses have been less than anticipated. The implementation of this grant work has been slower than anticipated, but was recently extended from expiring 9/10 to 6/11.

Bike Walk Twin Cities (FY 2009 Program) - July 21, 2009 effective date

Some of the expenses for the FY 2009 Program (Union Park) are still being incurred. Costs from surveys have totaled \$40,727 to date but all expenses from this grant are 100% reimbursable and also show up as revenue. This revenue does not count toward local match.

**Bike Walk Twin Cities (FY 2010 Program) – April 27, 2010 effective date**

Bike Walk Twin Cities awarded Smart Trips for a new program (Highland Park) in 2010. Expenses incurred are reimbursable effective April 27, 2010. All revenues from this grant reimburse expenses incurred for this program. To date we have received \$66,134 in revenue from this grant and this does not count toward local match.

**Local Match Community Partners (FY 2010)**

Ramsey County: Contract for \$10,000 - \$2,036 received to date.

City of Saint Paul: \$8,300 – received in July.

Other Local Partners: \$6,000 – \$4,000 received to date.

**Other Grant Income (FY 2010)**

Other Grant income required to meet budget objectives - \$45,000 – TBD – we budgeted this revenue would be received in March 2011.

**General Comment on Local Match for FY2010**

Because we earned \$73,641 in local match income in FY 2009 we only need to generate an additional \$49,092 of local match in FY2010 to fulfill our CMAQ requirement, but because CMAQ only reimburses 80% of actual qualifying expenses per month if we don't generate annual local match of \$67,141 we will run into cash flow issues and deplete our reserves.

**Variance Report:**

**Monthly Variances greater than \$1,000 and 10%.**

<b>INCOME</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>Variance %</b>
<b>CMAQ Grant Income</b>	\$18,132	\$12,412	\$5,720	46.1%
December CMAQ eligible expenses were greater than anticipated. Most of the salary in December was general and not related to a specific program.				
<b>Local Match – Grants</b>	\$8,653	0	\$8,653	100%
UPA Telework was scheduled to expire in September 2010, but it was extended through June 2011.				
<b>Other Income</b>	\$0	\$6,263	(\$6,263)	(100%)
Did not receive reimbursement from Bike Walk grant in January.				
<b>Total Income</b>	\$27,328	\$19,300	\$8,028	29.4%
See detail above.				
<b>EXPENSE</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>Variance %</b>
<b>Personnel</b>	\$13,724	\$17,157	\$3,433	20%
Salaries less than budget in January because Laura left and was not replaced.				
<b>Memberships</b>	\$880	\$2,679	\$1,799	67.2%
Budgeted paying for more memberships in January that we did.				
<b>Total Expense</b>	\$18,864	\$24,548	\$5,684	23.2%
See detail above. Most expense variance is a result of one less staff in January than was budgeted.				

**Year-to-Date Variances greater than \$5,000 and 10%.**

<b>INCOME</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>Variance %</b>
<b>CMAQ Grant Income</b>	\$181,131	\$228,761	(\$47,630)	(20.8%)
CMAQ is less than budgeted this year.				
<b>Local Match – Grants</b>	\$33,393	\$57,907	(\$24,513)	(42.3%)
UPA Telework grant eligible expenses have been less than anticipated. The implementation of this grant work has been slower than anticipated				
<b>Total Income</b>	\$335,721	\$419,912	(\$84,191)	(20.1%)
See detail above.				
<b>EXPENSE</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>Variance %</b>
<b>Contract/Recruitment</b>	\$78,170	\$101,499	\$23,329	23%
Less contract work than anticipated for RSM and UPA programs.				
<b>Printing</b>	\$19,138	\$27,770	\$8,632	31.1%
Printing for RSM is less than budgeted to date.				
<b>Events</b>	\$4,162	\$9,900	\$5,738	58%
Cost for events is less than budget.				
<b>Office</b>	\$1,321	\$16,414	\$15,093	92%
Budgeted for incentives/supplies (i.e. laptops) for UPA participants. No participants took advantage of this incentive.				
<b>Postage</b>	\$10,255	\$18,132	\$7,876	43.4%
General postage is running less than budget.				
<b>Bike Rack</b>	\$0	\$5,000	\$5,000	100%
Did not purchase any bike racks using this money yet.				
<b>Total Expense</b>	\$347,256	\$428,143	\$80,886	18.9%
See detail above.				

Discussion on CMAQ variance status.

***Morrison motioned to file the January financials, Stark seconded. Motion carried.***

**III. Chair Report**

losso reported that Lucas', Swanson's and two vacant seats are for renewal this year. A community and a government representative would be ideal for Board of Director seats. He asked for existing Board members to make recommendations. Treat added that the next board meeting should see the board voting on adding members.

Treat reported that the bylaws do not require a minimum number of representatives in each category, new members do not have to fill specific seats.

Discussion on potential board members.

**IV. Staff update**

Hiring update

Treat reported over 20 applicants have submitted for both positions. The deadline for submission is 2/25, interviews will be scheduled accordingly.

## RSM

Treat reported that she has received additional numbers from the consultants from the before-and-after surveys, which show additional positive, statistically significant results both between the test and control neighborhoods and in the before and after surveys.

### **Program Update**

**February 2011**

## **PROMOTING**

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### **Individualized Social Marketing**

Smart Trips Highland Park

*Work Plan Goal: Involve 12% of residents in the program through ordering of materials and events*

*Final Outcome – 10.2% (1,182 orders / 11,589 households)*

Staff is still working on the final report. After clearing up some confusion that we weren't doing a one year follow-up survey in Highland Park, our consultants ran a second set of data comparing the test and control populations and comparing HP resident who recalled receiving our information to those that did not. In summary, the program was successful based on:

- Statistically significant differences between the two neighborhoods on specific elements highlighted in your program.
- Statistically significant differences between residents of Highland Park who recalled receiving materials promoting alternative transportation and those who didn't recall receiving the materials.
- Overall, residents of Highland Park were more likely to respond positively to elements highlighted in your social marketing program.

### **2011 Transportation Summit**

Our 2011 Transportation Summit has been scheduled for March 9 from 11:00 – 1:00 at the University Club of St. Paul downtown clubhouse. Several vendors have agreed to table, including Dero Bike Racks, Nice Ride, Mn/DOT, the Ramsey County Regional Rail Authority and the City of St. Paul Public Works and PED departments. Mayor Coleman has agreed to speak, and we have solicited a few other speakers as well.

Thanks to those who have already said they will be available to assist with the event. If you are willing, we do need help with several things to make sure the event goes smoothly. Please contact Damian Goebel at [damian@smart-trips.org](mailto:damian@smart-trips.org) or 651-224-8555 x 24 if you are available to assist.

If you plan to attend, please RSVP at <https://smartrips.wufoo.com/forms/2011-st-paul-transportation-summit/>

### **eWorkPlace**

*Contract objective: 275 teleworkers added by June 2011*

*Progress – 167 committed participants, 139 actual participants as of 1/11/2011*

The regional TMOs will be participating in train the trainer sessions for telework on February 21-22. We have contracted with Elham Shirizi, who is a nationally renowned telework expert to provide us with two half-day trainings on the topic.

We, along with the Downtown Minneapolis TMO, will also be presenting at the MCN Nonprofit Technology conference on February 23. Our presentation will be about how having a telework policy in place can make emergency preparedness planning easier.

The regional TMOs met with eWorkPlace project managers from Mn/DOT and the Humphrey Institute regarding the future of the program. They advised that the TMOs will have access to the eWorkPlace brand after the pilot has concluded and suggested pursuing funding streams to continue the program.

### **Travel Demand Management Activities**

We are continuing to work with the University of St. Thomas on their Travel Demand Management plan in advance of the completion of their new student center. They are in the process of collecting data on mode splits for reporting purposes. They have asked for help with formulating goals and strategies to include in the plan. The University hopes to have the plan finalized by June, 2011 to be in compliance with city code and the community's request.

Damian passed his exam and is now a LEED certified Green Associate.

### **Awareness Opportunities**

#### **Flint Hills Children's Festival**

Staff spoke with the organizers of the Flint Hills Children's Festival about assistance with providing transportation information at the event and how Smart Trips may be able to be involved. We are continuing to discuss what our presence may be at this event.

## **ADVOCATING**

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### **Provide Expertise**

#### Lowertown parking mitigation

Damian met with city staff to create a communication plan to help mitigate the loss of parking spaces in the areas around the Union Depot and the Lafayette Bridge during construction and beyond. The city has distributed a press release regarding the parking loss and directed people to our website for resources on parking and other options for getting to downtown.

#### Snelling Avenue

We partnered with the Sierra Club, TLC, MPIRG, Active Living Ramsey Communities and the Saint Paul Bicycle Coalition to host a workshop to discuss how to make Snelling Avenue a more complete street. The workshop was organized in response to two upcoming repair projects that MnDOT has planned for the avenue. MnDOT project engineers attended the workshop and were unreceptive to substantive improvements based on the limited project scopes. Partners drafted a follow-up letter to MnDOT asking them to slow down the process for these projects to allow for serious consideration of complete street elements. Partners reached out to elected representatives at the city, county and state levels and garnered widespread support for our efforts. The anticipated next step is for the partners to meet directly with the Metro District Engineer at MnDOT.

#### Conferences

Damian has submitted an abstract to present at the 2011 Association for Commuter Transportation conference in Chicago this year. The proposed topic is how to create and harness advocates for your organization and mission.

## **ORGANIZATIONAL DEVELOPMENT**

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### **Fundraising**

*Work Plan Goal: Broaden potential member base by increasing total digital content subscribers by 50%*

*Progress: As of 2/18/2011: digital subscribers increased 80% - Goal exceeded*

- Monthly E-mail Newsletter subscribers: 1872 people
- Quarterly Parking Update subscribers: 1085 people
- Smart Trips Neighborhoods on Facebook: 156 fans
- St. Paul Smart Trips on Twitter: 443 followers

## V. Strategic Planning

Discussion on objectives and strategies.

***Jamison moved to keep objective 4 as written. Lucas seconded.***

Further discussion on objectives

### St. Paul Smart Trips Strategic Plan Draft Three – February 22, 2011

#### Situation Analysis

The planning committee and staff met to discuss a vision statement based on the retreat outcomes and agreed upon the following vision statement:

#### ***Our Vision (Proposed)***

**We envision a St. Paul where sustainable transportation is the safe and easy choice.**

#### ***Our Mission***

**St. Paul Smart Trips is a 501(c)(3) non-profit organization that improves access and mobility for those who travel in and around St. Paul.**

We collaborate with individuals, organizations and government to:

- **Promote** the use of sustainable transportation options for all trips, with a focus on changing the behavior of area residents and employees.
- **Educate** the public and public officials about the need for investment in transportation choices, such as improved transit service and facilities, new bicycle routes and trails, and improved conditions for pedestrians.
- **Work** toward development and zoning that promotes more transit use, bicycling, and walking, and less use of single occupant vehicles.

#### ***Overview***

St. Paul Smart Trips is positioning itself to provide more clearly defined programs and services that will assist residents and visitors to St. Paul in choosing sustainable transportation options. Smart Trips has had success with its neighborhood programs and in engaging some employers in St. Paul in making public transportation options more accessible to their employees. With these successes in mind, the organization is prepared to expand these and/or new programs to further engage individuals in choosing sustainable transportation options. This will require seeking additional and new sources of funding. The objectives are:

**Objective One:** Establish a broader funding base by finding and securing \$60,000/per year in revenue sources for local match, with the firsts \$60,000 by year-end 2011.

**Objective Two:** Develop and implement a new residential program model to serve a diverse neighborhood in 2012.

**Objective Three:** Establish Smart Trips as the expert resource on improving access and mobility in St. Paul.

**Objective Four:** Launch a fee for service model for our employer outreach in 2012.

### ***SWOT Analysis***

Smart Trips has several strengths that can be leveraged to achieve its goals. Many of the weaknesses can be mitigated or eliminated by leveraging our strengths and focusing on targeted opportunities.

#### **Strengths**

- Strong, committed knowledgeable board
- Experienced staff who continues to grow and learn
- CMAC provides consistent based of funding (80%)
- Email base of 1,300
- Effective communication system
- Strong brand
- Respected
- Good network
- Solid, admirable vision
- Strong neighborhood marketing
- Outcomes data collected for some programs – dedication to seeking measurement
- Newness of board
- Strong partnerships (e.g. MTA)

#### **Weaknesses**

- Types of services are too many and confusing
- Hard for staff to say “no”
- Enthusiasm, passion for mission by board and staff makes it difficult to focus – want to do it all
- Using multitude of actions to reach audiences, no evaluation of effectiveness
- Lack of decision makers as an audience -- lack of C-suite network
- Newness of board – seems like founding energy has dissipated
- No defined niche vis a vis other similar organizationsLack of outcomes data for some programs
- Limited human resources
- Stakeholders don’t recognize themselves as “members”
- No volunteer base
- 20% funding pool not reliable for consistent funds year-to-year
- Lack of reserve funds
- Metro Transit as the major partner and funder makes it hard to distinguish ourselves – many proscribed actions buries our brand
- Little value seen in free services that recipients take for granted
- Tendency to over serve services provided to the city
- Low visibility overall

## Opportunities

- Land use policies changing
- Leverage economic conditions
  - Decision makers more open to more transportation options than SOV
  - Current passion for mission a closer match between Smart Trips and audience
- New public transportation options being developed
- New leadership at state level in 2011
- Leverage sustainability and green missions
- Emphasis on healthier lifestyles
- Leverage the email list
- Proven neighborhood program
- Change in youths' attitudes toward a lesser desire to have a car
- Graying of the population
- Expansion of programs such as bike share
- New potential partnerships in Bike Share, Our Car, Nice Ride, etc.
- Leverage existing partnerships to greater degree
- Consider street level location @ depot
- Leverage practitioners as volunteers and advocates
- CMAC funds may grow as they expand
- Federal transportation funds may be continued
- More mandatory air quality controls may spur more funding

## Threats

- Car culture has infrastructure going for it, not for public transportation
- Outcomes don't always tell us what/why something isn't working
  - Funding tied to outcomes
  - Having to defend what isn't working
- Public transportation viewed by many as a means to "pass through" not a means to a destination
- Being taken for granted
- Resistance to change
- Lack of community ownership for mission
- Current economy could cause reduced funding for Smart Trips, infrastructure and new options
- Retention of knowledge as staff and board changes
- New administration at state level could shift priorities
- Lack of visibility with key decision makers has impact on funding
- No defined "members"
- Danger of getting lost in mix as our mission becomes a more mainstream behavior
- Popularity of activities such as cycling waxes and wanes
- Walking and biking can be seen as a social stigma that has class, ideological and racial implications

## **Audiences**

Audiences are broken into three broad categories that will enable us to allocate resources and focus our messaging. From time to time the priority rankings of these audiences may shift depending upon the program or service. In general, we view our priorities as follows:

### ***Priority***

- Decision makers at city, county, regional levels (elected, appointed, hired)
- Business leaders
- Funders
- Practitioners
- Those on the cusp of change and who have the options to adopt new alternate of transportation

### ***Secondary***

- SOV drivers
- Children and youth
- Residents for commute beyond St. Paul to work
- Employers
- Those who live, work and play in St. Paul (This is a broad group that will be hard to define, therefore, difficult to reach in any tailored fashion)

### ***Conduits to priority and secondary audiences, including but not limited to:***

- Neighborhood association communications vehicles, such as newsletters, web sites, blogs, email lists, etc.
- Corporate communication tools such as internal newsletters, intranets, blogs, etc.
- St. Paul Pioneer Press
- St. Paul suburban community newspapers
- Local television stations
- MPR

## **Key Messages**

Key messages are perceptions that support the brand. They may not always be used verbatim; rather be tailored to specific audiences. More tailored messages to specific audiences will need to be developed as situations warrant.

### ***Core Message***

- St. Paul Smart Trips has the information you need about transportation options.

### ***Individual Messages***

- Biking and walking are good for your health and the environment.
- Biking, walking and transit can save you money.
- Public transportation enables you to make productive use of your commute time.

### ***Employer Messages***

- Supporting public transportation is an investment in our community.
- Transportation options provide resiliency and make efficient use of our infrastructure.
- Biking and walking are good for the health and wellbeing of your employees.

**Objectives, Strategies and Tactics**  
**(To be completed after approval of objectives)**

**Objective One:** Establish a broader funding base by finding and securing \$60,000/per year in revenue sources for local match, with the firsts \$60,000 by year-end 2011.

**Objective Leader:**

**Strategy:** Identify and pursue new sources of funding.

<b>Tactic</b>	<b>Audience</b>	<b>Measurement</b>	<b>Responsible</b>	<b>Timing</b>	<b>Budget</b>	<b>Status</b>
Determine value added to employers by year end 2011- enhance sales pitch						Employer: If employers don't pay, can we require membership for free services?
Explore opportunity for Smart Trips to provide fee for service						Find funding source to pay for employer services –fee for service, track cost and value even if no cost to employer, build up case for charging for the service in the future.
Determine target niche for Smart Trips to seek money from cigarette lawsuits aimed toward healthy living.						
Explore broker fees for project management – put together experts to work on project, etc.						
Seek in-kind services such as printing.						
Hold annual fund raising event						

**Strategy:** Determine which current and past funding sources can be expanded.

Tactic	Audience	Measurement	Responsible	Timing	Budget	Status
Define fee for service by year-end 2011.						
Continue to pursue grant funding from existing sources (bike walk twin cities, alliance, McKnight, etc)						
Expand Give to the Max campaign in 2011 – earn more than \$3,000 earned in 2011.						
Earn revenue from parking map – charge or ad space						

**Strategy:** Launch an outreach campaign to raise \$15,000 of local match funds annually from board member contacts.

Tactic	Audience	Measurement	Responsible	Timing	Budget	Status

**Objective Two:** Develop and implement a new residential program model to serve a diverse neighborhood in 2012.

**Objective Leader:**

**Strategy:** Create a pilot program.

Tactic	Audience	Measurement	Responsible	Timing	Budget	Status
Analyze the existing programs to determine the best practices that can be adapted.						
Establish criteria against which to assess neighborhoods.						

**Objective Three:** Establish Smart Trips as the expert resource on improving access and mobility in St. Paul.  
**Strategy:** Create a continued presence in the neighborhoods where former projects existed and respond to requests and opportunities citywide.

Tactic	Audience	Measurement	Responsible	Timing	Budget	Status
Create a package of services and tools that bring continuity to responding to opportunities for visibility						
Leverage past successes by developing an “after care” toolkit						

**Objective Four:** Launch a fee for service model for our employer outreach in 2012

**Objective Leader:**

**Strategy:** Create an employer outreach brand that includes a tiered menu of services (e.g. Platinum, Gold, Silver) in 2012

Tactic	Audience	Measurement	Responsible	Timing	Budget	Status
Collaborate with regional TDM partners to leverage opportunities						

**Strategy:** Launch strategic plan for reaching employers in 2012.

Tactic	Audience	Measurement	Responsible	Timing	Budget	Status
Include communications plans (general public and targeted audiences)						
Pilot the "Platinum" package with one employer in 2012.						
Focus "C-suite" outreach (reach the real decision makers in both private and public sectors)						

**Timeline**

Tactic	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	March

**Adjourn: 9:40 am**