

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

Present: Stark, Lucas, Nimmer, Dallman, Iosso, Barbeau, Swanson, Welna, Jameson

Absent: Merz, Schwartz, Christiansen

Staff: Goebel, Treat

Call to order: 8:13 am

I. Approval of February Agenda & Minutes

Iosso moved to move the financials to after the chair report.

Agenda approved.

Stark moved to approve minutes, Nimmer 2nd, motion carried

II. Chair Report

401K Resolution

The IRS released guidance that affects our employer sponsored retirement plan. The guidance is in regards to the Heroes Earnings and Assistance Relief Tax (HEART) Act that would allow qualified individuals to withdraw funds from the plan without penalty and the Emergency Economic Stabilization Act (EESA) which allows victims of the Midwestern disaster as declared by FEMA between 5/20/08 and 8/1/08 to rollover qualified retirement plans as charitable donations. This resolution will keep our plan in compliance with federal regulations.

Organization Resolution

Authorizing Amendment to the Company Sponsored Retirement Plan

A meeting of the Board of Directors of the St. Paul Transportation Management Organization d/b/a St. Paul Smart Trips, a 501(c)3 non-profit, taken on March 24, 2011, the following resolutions were duly adopted.

WHEREAS, the Board of Directors of this organization has considered the salient features of the 401(k) Profit Sharing Plan. The following resolutions were offered, seconded, and unanimously adopted.

BE IT RESOLVED that the Corporation amends the St. Paul Transportation 401(k) Profit Sharing Plan and Trust (the "Plan") to be effective for Plan Years beginning on or after 1/1/2010. The Plan is amended to address the Heroes Earnings and Assistance Relief Act of 2008 and the Emergency Economic Stabilization Act of 2008 provisions, amongst other items.

BE IT FURTHER RESOLVED that the officers of the 501(c)3 nonprofit are authorized and directed to execute any and all documents and do any and all acts that may be necessary in connection with amendment of the Plan.

BE IT FURTHER RESOLVED that the officers of the Corporation are authorized and directed to retain any service providers they believe necessary or desirable in connection with the amendment of the Plan.

CERTIFICATION

I, the undersigned, Secretary of the 501(c)3 nonprofit, do certify that the foregoing is a true and correct copy of a resolution adopted at a lawfully held meeting of the 501(c)3 non profit's Board of Directors on the 24th day of March 2011.

Nimmer moved to accept 401 K resolution, Swanson 2nd, motion carried.

Resolutions re: FTA Certificates and Assurances form

As a part of the Met Council's commitment to the Federal Transit Administration, each sub-recipient of federal funds must submit a Certifications and Assurances form. This form must be filed annually with the Council and applies to all federally funded projects while the grant is active and for the useful life of any asset. Our attorney, Heidi Christianson, reviewed the form and is recommending that we pass these resolutions to authorize her and myself to sign the form.

RESOLUTIONS OF THE BOARD OF DIRECTORS OF ST. PAUL TRANSPORTATION MANAGEMENT ORGANIZATION March 24th, 2011 ST. PAUL, MN

Whereas, St. Paul Transportation Management Organization (the "organization") has contracted to conduct certain programs relating to transportation demand management with the Metropolitan Council, which in turn has a contract for this work with the USDOT Federal Transit Administration ("the contract"); and

Whereas, a federal rule requires that organizations entering into agreements similar to the contract issue certain "Certifications and Assurances" relating to compliance with many state and federal laws (the "certifications") the form for which is attached to these Resolutions; and

Whereas, the certifications include a required affirmation from the organization's attorney relating to the organization's ability to make and comply with the certifications; and

Whereas, the organization's Board of Directors desires to authorize and empower Jessica Treat (Executive Director) and Heidi Christianson (the organization's attorney) to sign the required certifications and affirmations.

Therefore, the Board of St. Paul Transportation Management Organization does hereby adopt the following resolutions:

Resolution No. 1

RESOLVED, that Jessica Treat, Executive Director the organization, is hereby empowered and directed to sign the certifications on behalf of the organization.

Resolution No. 2

RESOLVED, the organization represents and warrants to Heidi Christianson that it is a corporation in good standing with the Minnesota Secretary of State, as evidenced by the attached certificate of good standing, and that it has the full power and authority to enter into the required certifications, as it has complied with and continues to comply with applicable state and federal laws relating to the contract.

Resolution No. 3

RESOLVED, that Heidi Christianson, attorney for the organization, is hereby empowered and directed to sign the affirmations, which are part of the certifications, on behalf of the organization.

I, Ken Iosso, an Officer of the Board of Directors of St. Paul Transportation Management Organization, certify that these Resolutions were approved at a duly-held Board Meeting on the above-listed date.

Jameson moved to adopt, Nimmer 2nd, Motion carries.

Board Slate

Vote on two new people and two for expiring board terms.

Lucas and Swanson's terms expire in 2011. New two-year terms would run until April 2013. Discussion on board members and their placement in business, government and community slots.

Nimmer move to elect the slate of board members, slate includes Lucas, Swanson, Mann and Flynn.

Motion tabled until April board meeting.

Board officers, Treasurer, Chair and Vice Chair positions are open for election and will be voted upon next month.

Board social

Iosso: Board social is planned for late April, possibly on a Wednesday or Thursday. Can do at alternate site or in our office. Meeting Wizard will go out to schedule.

III. February Financials

Jameson reported \$66,000 in bank. Will have spent 200,000 by end of year. CMAQ for 2012 will be 204,000 from April – Dec., but should cover costs as we will not have a neighborhood program. UPA funds are at \$47,000 spent of \$72,000. BWTC major spending is over. Full CMAQ was not spent, partially because we have not received all of local match.

Lucas asked if money that would have been spent on RSM would go back to TLC. Treat reported that the money runs through 2012, and would not have to go back provided we have programming in that year. Dallman asked if money could be spent on planning for 2012, Treat will be meeting with TLC to clarify.

Discussion on bike rack funding.

St. Paul Smart Trips - Narrative Financial Report

February 28, 2011

Cash Position:

Bremer Checking Account:	\$66,319
Total Cash:	\$66,319

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. We project we will use \$202,822 in CMAQ for the fiscal year.

Local Match required in the current year is \$50,705. The excess CMAQ balances from all TMO's will be reallocated by the Metropolitan Council in the next fiscal year. The CMAQ reporting period is switching to a calendar year, so we will have a partial year from April 2011- December 2011. CMAQ allocation for the upcoming year is \$204,649, which will require a local match of \$51,162.

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

\$75,249 Awarded – \$47,289 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. \$34,564 of this revenue has come in this fiscal year and counts toward local match.

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 \$103,500 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. Next year’s contract is reduced to \$7,500.
- City of Saint Paul: \$8,300 – received in July.
- Other Local Partners: \$6,000 – \$3,980 received to date.

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 \$36,934 of local match in FY2010 to fulfill our estimated CMAQ requirement. Local match to date totals \$48,880.

Variance Report:

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

INCOME				
	Actual	Budget	Variance	Variance %
CMAQ Grant Income	\$0	\$19,639	(\$19,639)	100%
January CMAQ was not received in February.				
Local Match – Grants	\$1,171	0	\$1,717	100%
UPA Telework was scheduled to expire in September 2010, but it was extended through June 2011.				
Other Income	\$37,366	\$0	\$37,366	100%
Bike Walk grant reimbursement in February was greater than expected but in line with projections for the year.				
Total Income	\$38,540	\$20,264	\$18,276	90.19%
See detail above.				
EXPENSE				
	Actual	Budget	Variance	Variance %
Personnel	\$10,741	\$17,157	\$6,416	37.4%
Salaries less than budget in February because Laura left and was not replaced.				
Contract/Recruitment	\$0	\$9,383	\$9,383	100%
Budgeted contract work for RSM.				
Events	\$1,870	\$601	(\$1,270)	211%
Employer outreach event occurred in February that was not included in budget. This was a down payment for the Transportation Summit.				
Total Expense	\$14,692	\$31,679	\$16,987	53.6%
See detail above.				

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

INCOME				
	Actual	Budget	Variance	Variance %
CMAQ Grant Income	\$181,131	\$248,399	(\$67,269)	(27.1%)
CMAQ is less than budgeted this year.				
Local Match – Grants	\$34,564	\$57,907	(\$23,342)	(40.3%)
UPA Telework grant eligible expenses have been less than anticipated. The implementation of this grant work has been slower than anticipated however we got an extension through June 2011 to spend the grant dollars				
Other Income	\$144,227	\$118,695	\$25,532	21.5%
We received Bike Walk Grant money from last year's program this year that we were expecting would come earlier. The RSM reimbursement for this year's program is in line with our budget.				
Total Income	\$374,261	\$440,176	(\$65,915)	(15.0%)
See detail above.				
EXPENSE				
	Actual	Budget	Variance	Variance %
Contract/Recruitment	\$78,170	\$110,882	\$32,712	29.5%
Less contract work than anticipated for RSM and UPA programs.				
Printing	\$19,138	\$27,936	\$8,798	31.5%
Printing for RSM is less than budgeted to date.				
Office Equipment/Software	\$1,321	\$16,914	\$15,593	92%
Budgeted for incentives/supplies (i.e. laptops) for UPA participants. No participants took advantage of this incentive.				
Postage	\$9,811	\$18,219	\$8,408	46.2%
General postage is running less than budget.				
Bike Rack Purchase/Install	\$0	\$5,000	\$5,000	100%
Did not purchase any bike racks using this money yet.				
Total Expense	\$361,950	\$459,821	\$97,871	21.3%
See detail above.				

Nimmer moved to accept financials, Barbeau 2nd. Motion carried.

2011 Budget

Treat reported new budget will be 204,000 and will be an extension. Money is left over CMAQ \$\$, sometime mid-year CMAQ funding will be received by Met Council and new contract will be pursued to ensure there are no longer funding gaps between contracts. Estimate is high because it includes RSM funding, but thought it was better high than low. Spending budget does not include RSM money, so should more accurately reflect actual spending. Potential consultant funding with additional money.

Discussion on 2010 budget vs. 2011 partial year budget. Jameson reported that the budget is in line with all programming less RSM with inflationary increases. Budget includes line items for potential grant funding. In order to spend all CMAQ, we need to raise local match – RC, STP and board. If all UPA grant \$\$ is not spent, we will have to find additional local match. CMAQ will reimburse 80% of eligible expenses each month, if we don't have CMAQ, it comes out of cash reserves. Unsure if cash on hand will account for local match.

Nimmer reported that his understanding is that, over a two-year period, a 20% match must be obtained. Local match proof hasn't been required in the past, but it may need to be accounted for in the future.

Jameson reported that local match was only \$2000 over requirement. 50K is required for local match. BWTC money does not count toward local match.

Explanation of staff time estimates.

Welna moved to approve budget, Nimmer 2nd. Motion carried.

IV. Staff update

Hiring update

3 interviews next week, two the following for the marketing and communications position.

Treat will be posting for RSM position, really need an ongoing program manager position and an organizer can be hired for each neighborhood potentially.

Still looking for an intern for when Goebel travels.

TN Zoning

Treat reported in front of planning commission in support of TN zoning for city. Requested to add bike parking requirements. Testify or submit comments to City Council. Chamber commented against TDM plans in downtown, we affirmed it. Jameson said that we should submit comments to City Council consistent with what was submitted to planning commission.

Add support bike parking requirement and clarification on whether commercial property would be included.

Treat reported she would be there to testify.

Program Update March 2011

PROMOTING

2011 Transportation Summit

Our 2011 Transportation Summit was held on March 9 from 11:00 – 1:00 at the University Club of St. Paul downtown clubhouse. About 75 attendees came to hear about transportation projects, policies and programs in St. Paul happening now and into the future. Several people commented anecdotally that their event was very worthwhile and they were glad they came.

Special thanks to Board members Christianson, Iosso, Jamison, Lucas, Morrison, Schwartz and Stark for their roles in the event.

2011 Commuter Challenge

The 2011 Commuter Challenge kicks off April 1. The program will have largely the same features as last year, with a general prize pool and additional prizes for weekly trip tracking. As with last year, registration for Commuter Challenge will integrate with Bike Walk Week. We will once again be promoting Commuter Challenge at several large events, including Grand Old Day, Bike Walk to Work Day and the Minnesota Bike Fest/Nature Valley Grand Prix. We will also be promoting the challenge at this year's Cinco de Mayo fiesta on St. Paul's West side.

New this year, we will have a custom portal for tracking web registrations (www.mycommuterchallenge.com/smarttrips).

To schedule a commuter fair or request materials for the Commuter Challenge, please contact Damian Goebel at 651-224-8555 x 24 or damian@smart-trips.org.

eWorkPlace

Contract objective: 275 teleworkers added by June 2011

Progress – 167 committed participants, 143 actual participants as of 2/24/2011

The regional TMOs will be participating in train the trainer sessions for telework on March 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. This training was originally scheduled for Late February but was rescheduled due to a major snow storm.

We, along with the Downtown Minneapolis TMO, presented at the MCN Nonprofit Technology conference on February 23. Between 25-30 people attended our talk on incorporating telework and emergency preparedness, generating several potential new leads.

The regional TMOs and the eWorkPlace project management team from Mn/DOT and the Humphrey Institute continue to pursue options for funding the program beyond June 2011 for TMOs.

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 have collected data on bike parking, transit pass sales, parking counts, on campus/off campus students, HOURCAR usage and security requests for walks home and to cars. They hope to use this data to extrapolate commute mode splits for 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.

Macalester College has requested assistance with a survey of the student population's commuting patterns for their annual carbon report. A survey draft has been provided and is planned to be emailed to students after they return from spring break.

Staff met with St. Joseph's Hospital regarding the instillation of secure bike parking for employees.

Awareness Opportunities

Grand Old Day

We will once again be staffing a table at this year's Grand Old Day on June 5. We have worked with the Grand Avenue Business Association and Metro Transit to secure free downloadable transit passes for this year's event and are working to secure bike parking once again.

Conferences

Staff has been approved to speak at the 2011 Association for Commuter Transportation international conference August 29-31 in Chicago, IL. Our presentation will focus on how we've used community advocates to advance our work and what advocacy means to us.

ADVOCATING

Provide Expertise

Snelling Avenue

Jessica and representatives from the Sierra Club, TLC, MPIRG, Active Living Ramsey Communities, the Saint Paul Bicycle Coalition and the City of St. Paul met with MnDOT's Metro District Engineer, project engineers and state and city level elected officials to discuss the Snelling projects. The engineers appeared open to some of our requests but needed to do some further analysis. Councilmember Stark is facilitating a follow-up meeting with a small group of stakeholders to discuss specific design elements.

St. Paul Area Chamber Transportation Committee

Jessica is sitting on the Chamber's recently reconstituted transportation committee. The first meeting was held on Thursday, March 17th where we heard presentations on the St. Croix River Bridge and the City of St. Paul Parking Management Plan for Central Corridor.

Central Corridor and TN Zoning Code Study

The City Council will hold a public hearing on the proposed Zoning Code text amendments and property rezoning on April 6th. Jessica testified in front of the Planning Commission on this issue on November 19th. Those comments included:

- Support for removing parking requirement in station areas
- Support for making TDM plans applicable to downtown St. Paul
- A request to include bike parking provisions in station areas since those in the parking code wouldn't apply

The Planning Commission's recommendation to the City Council includes:

- Removing minimum parking requirement in stations areas
- Making TDM plans applicable to downtown St. Paul
- A requirement for 1 bike parking space for every 14 dwelling units built in station areas

ORGANIZATIONAL DEVELOPMENT

Fundraising

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

Progress: As of 3/16/2011: digital subscribers increased 82% - Goal exceeded

- Monthly E-mail Newsletter subscribers: 1884 people
- Quarterly Parking Update subscribers: 1096 people
- Smart Trips Neighborhoods on Facebook: 156 fans
- St. Paul Smart Trips on Twitter: 454 followers

V. Strategic Planning

Discussion on strategic plan.

Jameson moved to approve, Swanson 2nd. Motion carried.

**St. Paul Smart Trips Strategic Plan
Draft Five – March 21, 2011**

Executive Summary

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

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 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 first \$60,000 by year-end 2011.

Strategy 1A: Identify new sources of funding. Pursue viable options.

Strategy 1B: Determine which current and past funding sources can be expanded.

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

Strategy 2A: Create a pilot residential program.

Strategy 2B: Launch a pilot residential program.

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

Strategy 3A: Create a continuing presence in past program neighborhoods.

Strategy 3B: Establish a consistent process to respond to requests and opportunities citywide.

Objective Four: Develop and implement a new model for our employer outreach in 2012.

Strategy 4A: Develop an employer outreach brand in collaboration with regional TDM partners.

Strategy 4B: Create a pilot program.

Strategy 4C: Launch a pilot program.

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 sustainable transportation choices enhances your brand's credibility with your key audiences (employees, customers, prospects, regulatory agents).
- Providing options like telework and flex schedules can increase employee retention and productivity and reduce overhead costs.
- Encouraging active commute options like biking or walking is good for employee health and productivity and can lead to reduced healthcare costs.

Objectives, Strategies and Tactics

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

Objective Leader: Executive Director (ED)

Strategy 1A: Identify new sources of funding. Pursue viable options.

Tactic	Audience	Measurement	Responsible	Timing	Budget	Status
Develop a pricing structure for employer services based on cost/benefit analysis under strategy 4A.	Board, Staff, Decision Makers, Business Leaders	Structure approved		Fall/ Winter 2011		
Explore an annual fund raising event	Board, Staff	Event identified and date set				
Explore feasibility of individual and/or organizational memberships	Board, Staff	Decision to implement or not		2012		
Seek grant funding from new sources [health, environment]	Funders	Target raised		Ongoing - begin April 2011		
Assess income generating opportunities	General Public, District Councils, Developers	Opportunities identified and ready to implement				
Explore ad revenue [parking guide, neighborhood maps]	Board, Staff	Decision made	CMS	Winter 2011		
Initiate an annual campaign engaging board members in fundraising	Board	Raise \$15,000		April 2011		
Explore sponsorship opportunities for the Transportation Summit	Business Leaders District Councils	Sponsors identified and plan to implement approved.	CMS	Winter 2011		

Strategy 1B: Determine which current and past funding sources can be expanded.

Tactic	Audience	Measurement	Responsible	Timing	Budget	Status
Continue to pursue grant funding from existing sources (McKnight, etc)	Funders	Target raised		Ongoing		

Conduct a cost/benefit analysis of parking services	Board, Staff	Analysis complete and decision made about next steps	Consultant?	Winter 2011		
Conduct a cost/benefit analysis of neighborhood mapping services	Board, Staff	Analysis complete and decision made about next steps	Consultant?	Winter 2011		
Expand Give to the Max campaign in 2011	Practitioners, Business Leaders, Neighborhood Leaders	Target of \$X set and met	CMS	Sep/ Oct 2011		
Quantify and attribute in-kind revenue	Board, Staff	Process completed	ED	Ongoing		
Continue to charge for transportation summit	Business Leaders, Employer Decision Makers	N/A				

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

Objective Leader: Residential Outreach Specialist (ROS)

Strategy 2A: Create a pilot program.

Tactic	Audience	Measurement	Responsible	Timing	Budget	Status
Establish criteria against which to assess neighborhoods.	Staff, Board	Criteria approved				Completed
Identify prime neighborhoods as possible candidates for pilot.	Staff, Board	Neighborhood/s identified				Completed
Assess funding.	Staff, Board	N/A	ED	Mar-May 2011		
Identify neighborhood stakeholders.	Neighborhood Leaders	List in hand	ROS	Jun/ Jul 2011		
Analyze the existing programs to determine the best practices that can be adapted.	Neighborhood Leaders Involved In Former Programs	Best practices identified and accessible for use	ROS	Jun 2011- Mar 2012		

Host focus groups.	Neighborhood Leaders	At least X groups held attended by an average of X participants	ROS	Aug/ Sep 2011		
Analyze focus groups results.	Staff, Board, Neighborhood Leaders	Report complete	ROS	Sep/ Oct 2011		
Determine program elements.	Staff, Board, Neighborhood Leaders	Program outlined	ROS	Oct/ Nov 2011		

Strategy 2B: Launch a pilot residential program.

Tactic	Audience	Measurement	Responsible	Timing	Budget	Status
Work with partners to develop program elements	Partners TBD	Partners on board	ROS	Dec 2011/ Mar 2012		
Kick-off the program	TBD	TBD	ROS	May 2012		

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

Objective Leader: Communication and Marketing Specialist (CMS)

Strategy 3A: Create a continuing presence in past program neighborhoods.

Tactic	Audience	Measurement	Responsible	Timing	Budget	Status
Develop an "after care" toolkit.	Neighborhood Leaders of former programs	Kit is ready for distribution	CMS	Apr/ May 2011		
Develop case studies to use to raise visibility.	Prospective Funders, Former Program Participants, Neighborhood Leaders of targeted neighborhoods, St. Paul Media as conduit to above	At least X case studies developed and ready to distribute	CMS	Apr/ May 2011		
Seek opportunities to return to neighborhoods to support changed behaviors.	Neighborhood Leaders from former programs	Meet with leaders or attend at gathering at				

		least X times by mid-2012				
Seek media opportunities.	St. Paul traditional and new media as conduit to primary audiences	Obtain coverage in Pioneer Press In at least 3 neighborhood papers/blogs/e-newsletters	CMS	Ongoing		

Strategy 3B: Establish a consistent process to respond to requests and opportunities citywide.

Tactic	Audience	Measurement	Responsible	Timing	Budget	Status
Identify priority issues	Staff, Board	N/A	CMS	Apr/ May 2011		
Develop a package of educational resources of best practices.	Neighborhood Leaders, District Councils, Partners as identified	Resources are accessible to audiences	CMS	Apr/ May 2011		
Pursue opportunities for engagement	TBD	TBD	CMS	Ongoing		

Objective Four: Develop and implement a new model for our employer outreach in 2012.

Objective Leader: Employer Outreach Specialist (EOS)

Strategy 4A: Develop an employer outreach brand in collaboration with regional TDM partners.

Tactic	Audience	Measurement	Responsible	Timing	Budget	Status
Conduct an international scan of existing brands.	Staff, Board	N/A	CMS	Apr/ May 2011		
Conduct a cost/benefit analysis of employer services.	Staff, Board, Business Leaders, Decision Makers	Report complete and accepted by staff, board	EOS	Summer/ Fall 2011		
Establish a base level of services	Business Leaders	Menu of services ready to promote	EOS	Summer/ Fall 2011		
Develop and implement a strategic plan to reach employers with a focus	Business Leaders Region Who?	Implementation date set	CMS	Fall/ Winter 2011		

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Strategy 4B: Create a pilot program.

Tactic	Audience	Measurement	Responsible	Timing	Budget	Status
Seek/assess fundraising opportunities.	Funders, Sponsors, Partners TBD	TBD	ED/EOS	Ongoing		
Conduct focus groups with employer stakeholders.	Business Leaders, Decision Makers, HR Management	At least X groups held attended by an average of X participants	EOS	Fall 2011		
Analyze results	Staff, board	Report complete and accepted	EOS	Fall 2011		
Determine program elements	Staff, Board, Business Leaders, Decision Makers, HR Management	Program ready to promote	EOS	Winter 2011		
Identify prime employers for pilot	TBD	At least X prospect companies identified	EOS	Fall/ Winter 2011		

Strategy 4C: Launch a pilot program.

Tactic	Audience	Measurement	Responsible	Timing	Budget	Status
Collaborate with employer to develop specific program elements.	TBD	Consensus reached on elements	EOS	Winter 2011		
Develop program materials.	Employees of pilot company	Materials ready to distribute	CMS	Spring 2012		
Kick-off program.	Business Leaders and Employees of pilot company, Media as conduit to Prospects	TBD (Might be goal of # of employees to sign on)	EOS	Fall 2012		

Timeline

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

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

losso motioned to adjourn, Nimmer 2nd.

Adjourn: 9:21 am