

MINNESOTA STREETCAR MUSEUM

MINUTES

Board of Directors meeting
Saturday, December 7, 2019
Excelsior Chamber of Commerce
312 Water St., Excelsior, MN

Present: John Dillery, Ben Franske, Dave French, Chris Heck, Aaron Isaacs, Karen Kertzman, Darel Leipold, Myrle MacKenzie

Absent: Jim Vaitkunas, Joe Young

Others present: Todd Bender, Pat Cosgrove, Jim Kertzman, Dick Zawacki

Call to order: The meeting was called to order by Chair **Aaron Isaacs** at 10:08 am. The requisite number of directors were present to constitute a quorum. Since Secretary **Jim Vaitkunas** could not attend due to a recent injury, Treasurer **Chris Heck** had previously volunteered to take the meeting minutes but was late due to car trouble. Vice Chair **Dave French** volunteered to record the meeting's minutes.

Approval of agenda: The agenda was approved with one addition, Discussion of Proposed Full-day Charter for Families Affected by Autism. Also, the Treasurer's Report was moved down the agenda pending the arrival of Treasurer Heck's arrival.

Approval of minutes of previous Board meeting: July 27, 2019

The minutes were approved with no changes.

Board Chair's Report: Chair **Isaacs'** report covered the following:

- The Museum received a grant of \$20,000 from the 20th Century Electric Railway Foundation for overhead wire maintenance and repair. This grant requires a dollar-for-dollar match from MSM. Half of this match will be covered by a \$10,000 gift from the family of Gretchen Shanight, whose grandfather was a TCRT Motorman. We expect the rest of the match to be raised by the 2019-2020 Annual Appeal which typically raises more than \$10,000.
- Chief Engineer **Keith Anderson** and **Chris Heck** contacted an outside utilities contractor who inspected the CHSL overhead and made a ballpark estimate of \$48,000 to repair it. Chair **Isaacs, Anderson** and **Vaitkunas** made a brief inspection of the Excelsior Streetcar Line's overhead and created a tentative list of needed repairs. We intend to renovate both lines as a single project. The work may begin as early as May 2020. Also, the Minneapolis City Forester has contacted us about removing green ash trees along the CHSL right of way, and this work could hopefully be done while the wire is down.

Comment was made that the Training Department will have to be kept informed of the timing of the work as this will affect training and recertification at both lines.

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- **John DeWitt** is retiring as Member Services Manager after many years of faithful service and **Barb Gacek** has stepped up to the job. She will start her duties as soon as her broken arm heals.
- **Tim Crain** is stepping down as Bookkeeper and **Mona Isaacs** has volunteered to replace him and will work into the job by February 2020.
- **Ben Franske** has acquired a book scanner for \$2,000. This requires manual operation but is much cheaper than an automatic model. The scanner is being assembled by the CHSL shop crew. The first project will be to scan Russ Olson's notebooks which he compiled during decades of research on the electric railways of Minnesota and are now housed in the Russ Olson library.
- **Isaacs** has been working on digitizing our collection of vintage videos. He met a professional video editor who volunteered to help us for free. So far, they have worked for 20 hours on it. They will be organized into a line-by-line tour of TCRT. Ben says these can be shown on our video screens located at the ESL car barn and Linden Hills station.
- **Isaacs** has asked **Robert Moen** of Metro Transit if he would like to serve as a Class 2 Director on our Board. Mr. Moen has not yet responded.
- To date our Field Trip Library membership has not generated any new charters. We can still get one free "email blast" per month through April 2020 but we need someone to compose and send the emails.

Corporate Secretary's Report and review of updated MSM Organization Chart.

Since **Jim Vaitkunas** was unable to attend today's meeting, we will forgo his report and the review of the Organization Chart until the next meeting.

Confirmation of electronic votes conducted since the last Board meeting.

There were no electronic votes conducted during the period following the July 27th meeting.

Treasurer's Report and Review of MSM Policy #10 - Financial Operations.

This item was moved down the agenda pending Treasurer **Chris Heck's** arrival.

General Superintendent's Report. **Bruce Gustafson** was out of town this weekend and unable to attend the meeting. His informative written report contains a summation of 2019 operations and is attached to these minutes. The Directors briefly discussed the ridership statistics contained in the report. Ridership during regular operations at CHSL continues to decline from 26,287 in 2017, to 22,960 in 2018, to 21,585 in 2019. Charter ridership was 2,025 in 2017, 2,040 in 2018, and 1,663 in 2019. The Operations Committee will focus on the challenge of improving ridership numbers.

Excelsior Streetcar Line Superintendent's Report.

Todd Bender presented his informative report which also contained a summation of 2019 operations and it is attached to these minutes. Ridership at ESL in 2019 was about even with 2018. He commended **Jim** and **Karen Kertzman** for being instrumental in getting

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Cristkindlsmarkt running the weekend of November 30th-December 1st. Santa had a new quilt which was made by Todd's wife.

Update on current mechanical projects.

Chief Mechanical Officer **Dick Zawacki** reported progress on ongoing mechanical projects.

- Number 1300's motor is still at L&S Electric and reassembly should begin soon. We should be getting it back this month.
- L&S Electric quoted a price of \$18,000 each to rebuild the Toronto motors on No. 1239. We may only do two at a time depending on the financial situation at the upcoming 2020 budget meeting in January 2020. We will do all four at once if the money is available.
- The bad Winona No. 10 motor is at AC Electric in Maine and they estimate \$24,000 to rebuild it which is more than we expected. They are having difficulty rewinding the GE-800 motor's armature because of its unusual configuration which is a type they have not seen before. We are asking the Heritage Rail parts group for information on how to rewind this type of motor. If we can't find any helpful information, we may have to consider acquiring different motors. Director **Darel Leipold** commented that it is essential for all motor rebuilding that it is done well so they can last as long as possible because as the years go by it may become more difficult to find shops to undertake this kind of work on century old motors.

Treasurer's Report and Review of MSM Policy No. 10 - Financial Operations.

Treasurer **Chris Heck** reported that year-to-date, both our income and expenses are down from 2018. We are getting better at categorizing income properly. In the past special event income was often rung up as regular fares.

The Directors then conducted an extensive page-by-page review of MSM's new Policy No.10-Financial Operations, which is intended to establish uniform policies and procedures that will apply to, and govern all aspects of, the financial and accounting operations of MSM. Chair **Isaacs** stated that one of the reasons for having such a financial "hygiene" policy is to assure all donors that their money will be used effectively and efficiently to further the goals of MSM. We used the policy from Seashore Trolley Museum as a starting point in developing MSM's policy. **Heck** thanked **Jim Vaitkunas** for doing the lion's share of the work on our new policy.

Few changes and corrections were suggested by the Board. **Heck** will revise section 8.4 to allow fewer than 2-3 bids on a purchase or contracted service of \$5,000 or more if there is only one viable provider of the item or service. We also need more specific direction for invoicing charters. **Heck** will work with **Jerry** and **Muriel Olson** and **Karen Kertzman** on this.

Motion: Made by Chris Heck; 2nd by Dave French

Policy No. 10- - Financial Operations is approved as to form and content.

Vote: Yes – 8; No: 0. Motion Carried

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Treasurer **Heck** then discussed the need to revise the current list of MSM managers who are authorized to sign Museum checks. This is now required by section 4.2.5 of MSM's Financial Operations policy just approved.

Motion: Made by Dave French; 2nd by Chris Heck

Jim Vaitkunas, Bruce Gustafson, and Aaron Isaacs are authorized signatories on the museum's financial accounts required by section 4.2.5., Policy No. 10- - Financial Operations.

Vote: Yes – 8; No: 0. Motion Carried

Creation of a new Youth/Student membership category. This proposal was initially briefed and discussed at the July 27, 2019 Board of Directors meeting where **Rod Eaton** presented ideas for new streetcar camps and youth outreach activities. He withdrew the earlier proposal for new youth membership categories.

- Streetcar Camp for younger kids ages 6-11 will continue as it has in the past.
- Car barn Club ages 6-11 will be included in existing family memberships.
- There will be a new Streetcar Camp for older kids ages 12-15
- Clerestory Club ages 16-17 will require buying a regular membership

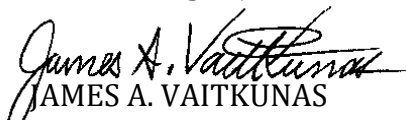
Some unanswered questions arose: Will kids participating in these camps and clubs be covered by our insurance? Will members of the Clerestory Club receive some form of operator training? Will the camps and clubs be available at ESL? More planning will be done this winter and an update will be given at our next meeting.

Monthly Autism Society Charters.

The Autism Society is interested in monthly charters as an attractive venue for socializing the children. Member **Leah Harp** has asked if the charter rate can be discounted in recognition of them buying multiple charters. Chair **Isaacs** indicated that would be worth considering.

During that conversation **Karen Kertzman** said that during the Field Trip Expo she heard from some attendees that the charter rate was too high for small groups who can't schedule a ride on regular service. **Isaacs** encouraged **Kertzman** to draft a proposal for reduced rates for future Board consideration.

The meeting adjourned at 11:30 AM.


JAMES A. VAITKUNAS
Corporate Secretary

Attachments:

Financial Reports

Report from the General Superintendent

Report from the Excelsior Streetcar Line Superintendent

Quarterly Report

Minnesota Streetcar Museum

For the period ending September 30, 2019



Prepared by

Tim Crain and Chris Heck

Prepared on

November 25, 2019

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Statement of Activity

July - September, 2019

	10 CHSL	20 ESL	30 MSM	TOTAL
INCOME				
4010 Contributions-Unrestricted				0.00
4011 Donations Box	835.48	561.00		1,396.48
4012 Contributions-Unrestricted	257.80			257.80
Total 4010 Contributions-Unrestricted	1,093.28	561.00		1,654.28
4020 Contributions-Temp. Restr.				0.00
4026 Truck Rebuild	175.00			175.00
Total 4020 Contributions-Temp. Restr.	175.00			175.00
4110 Passenger Fares				0.00
4111 Tokens	25,870.00	5,000.00		30,870.00
4112 Season Passes	866.50	32.50		899.00
4119 Cash Over/Short	-68.64	-8.50		-77.14
Total 4110 Passenger Fares	26,667.86	5,024.00		31,691.86
4120 Charters	1,925.00	606.00		2,531.00
4130 Special Events/Revenue				0.00
4132 PJ Trolley	1,377.51			1,377.51
4134 Streetcar Camp	682.00			682.00
4135 Murder Mystery Revenues	3,605.00			3,605.00
4136 Pumpkin Patch Fares Revenues				0.00
4137 Pumpkin Patch - Pumpkin Sales	675.00			675.00
Total 4136 Pumpkin Patch Fares Revenues	675.00			675.00
4139 Owl Car	75.00			75.00
4142 GT Late Show	200.00			200.00
4143 Story Time Trolley		790.00		790.00
4145 Sleepy Time Trolley		177.50		177.50
4146 Graveyard Ghost Trolley	565.00			565.00
Total 4130 Special Events/Revenue	7,179.51	967.50		8,147.01
4150 Merchandise Sales				0.00
4151 Taxable Sales	7,479.66	1,959.75	65.50	9,504.91
4152 Non-Taxable Sales	504.00	236.50	97.50	838.00
4159 Sales Tax Expense	552.79	137.15	7.73	697.67
Total 4150 Merchandise Sales	8,536.45	2,333.40	170.73	11,040.58
4160 Member Dues - Current Year			1,455.00	1,455.00
4190 Other				0.00
4191 Interest Income			283.49	283.49
4197 Miscellaneous Income	108.67		15.16	123.83
Total 4190 Other	108.67		298.65	407.32
Total Income	45,685.77	9,491.90	1,924.38	57,102.05
GROSS PROFIT	45,685.77	9,491.90	1,924.38	57,102.05
EXPENSES				
5100 Repairs and Maintenance				0.00
5110 Roadway Track & Overhead	58.37			58.37

	10 CHSL	20 ESL	30 MSM	TOTAL
5120 Buildings and Grounds	4,395.79	756.64		5,152.43
5130 Streetcars	7,709.37	3,321.33		11,030.70
5190 Shop Tools & Supplies	490.52	1,017.95		1,508.47
Total 5100 Repairs and Maintenance	12,654.05	5,095.92		17,749.97
5200 Operations				0.00
5210 Electricity for Power	1,375.31	485.79		1,861.10
5230 Volunteer Services			112.40	112.40
5290 Special Events				0.00
5293 PJ/Storytime/Trick'RTrolley	182.19			182.19
5294 Streetcar Camp Expense	53.92			53.92
5295 Murder Mystery Trolley Expense	2,235.35			2,235.35
5298 Pumpkin Patch Expenses	2,580.00			2,580.00
Total 5290 Special Events	5,051.46			5,051.46
Total 5200 Operations	6,426.77	485.79	112.40	7,024.96
5300 Insurance			181.00	181.00
5400 Utilities				0.00
5410 Electricity for Light			183.01	183.01
5420 Natural Gas for Heat	64.48	53.43		117.91
5430 Water & Sewer	79.67	225.52		305.19
5470 Security System		467.40		467.40
Total 5400 Utilities	144.15	746.35	183.01	1,073.51
5600 Exhibits/Photographs				0.00
5601 Photos/Exhibits Purchased			25.00	25.00
Total 5600 Exhibits/Photographs			25.00	25.00
5700 Printing & Reproduction			146.84	146.84
5800 Merchandise Cost			1,345.08	1,345.08
6020 Telephone			792.18	792.18
6030 Office Supplies			131.82	131.82
6040 Postage			377.92	377.92
6060 Membership Publications			1,719.90	1,719.90
6090 Other Admin Expense				0.00
6092 Bank Service Charges			4.95	4.95
6093 Credit Card Service Charge			704.47	704.47
6094 Stripe Service Fees	22.83		244.99	267.82
Total 6090 Other Admin Expense	22.83		954.41	977.24
8400 Depreciation expense				0.00
8450 Depreciation - Buildings	3,101.17	2,174.78		5,275.95
8460 Depreciation - Track & Overhead	2,497.49	2,262.37		4,759.86
Total 8400 Depreciation expense	5,598.66	4,437.15		10,035.81
Total Expenses	24,846.46	10,765.21	5,969.56	41,581.23
NET OPERATING INCOME	20,839.31	-1,273.31	-4,045.18	15,520.82
NET INCOME	\$20,839.31	\$ -1,273.31	\$ -4,045.18	\$15,520.82

Statement of Financial Position

As of September 30, 2019

	Total
ASSETS	
Current Assets	
Bank Accounts	
1000 Cash on Hand	
1004 Credit Card Clearing	898.12
Total 1000 Cash on Hand	898.12
1010 Cash in Bank	
1012 Checking Account TCF Bank	4,879.78
1013 Online Sales Acct TCF	2,162.34
1014 Firefly Savings Account	5.00
1015 Firefly Money Market	73,181.70
1016 Firefly CD	51,061.78
1018 Savings Account TCF Bank	232,984.69
1019 Change Cash	1,740.00
Total 1010 Cash in Bank	366,015.29
Total Bank Accounts	366,913.41
Other Current Assets	
1040 Inventory	20,044.46
1660 Construction in progress	
1661 Const in progress - Winona10	766.46
1665 Truck Rebuild for 1300	1,665.79
1666 Truck Rebuild for 1239	14,079.98
1667 CHSL Station Renovation	92.71
1670 CHSL Tower Car	10,145.14
1671 Electrical Upgrade for 1239	3,095.95
1672 265 Restoration Work	1,931.98
Total 1660 Construction in progress	31,778.01
Total Other Current Assets	51,822.47
Total Current Assets	418,735.88
Fixed Assets	
1102 Buildings - Net Value	
1100 Buildings - Original cost	908,414.25
1101 Accum depreciation - Buildings	-196,397.54
Total 1102 Buildings - Net Value	712,016.71
1202 Track & Overhead	
1200 Track & Overhead Original Cost	928,037.03
1201 Accumulated Depreciation T & O	-266,386.10
Total 1202 Track & Overhead	661,650.93
1300 Streetcars	602,768.42
Total Fixed Assets	1,976,436.06
TOTAL ASSETS	\$2,395,171.94

	Total
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
2010 Accts Payable	
2011 Sales Tax	-379.16
Total 2010 Accts Payable	-379.16
Total Accounts Payable	-379.16
Other Current Liabilities	
2900 Deferred Income	0.00
2909 Deferred Income 2019 Member Due	3,955.00
2910 Deferred Income 2020 Member Due	1,340.00
2911 Deferred Income 2021 Member Dues	500.00
2912 Deferred Income 2022 Member Dues	500.00
2913 Deferred Income 2023 Member Dues	500.00
2914 Deferred Income 2024 Member Dues	500.00
2915 Deferred Income 2025 Member Dues	500.00
2916 Deferred Income 2026 Member Dues	500.00
2917 Deferred Income 2027 Member Dues	500.00
2918 Member Dues for 2028	150.00
Total 2900 Deferred Income	8,945.00
Total Other Current Liabilities	8,945.00
Total Current Liabilities	8,565.84
Total Liabilities	8,565.84
Equity	
3001 Opening Bal Equity	55,189.20
3010 Unrestricted	
3011 Undesignated	1,236,632.02
Total 3010 Unrestricted	1,236,632.02
3010 Unrestrict (retained earnings)	1,079,208.70
Net Income	15,576.18
Total Equity	2,386,606.10
TOTAL LIABILITIES AND EQUITY	\$2,395,171.94

Budget vs Actuals

July - September, 2019

10 CHSL				20 ESL				30 MSM				TOTAL				
	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget
INCOME																
4010 Contributions-Unrestricted													0.00	0.00	0.00	0.00%
4011 Donations Box	835.48	500.00	335.48	167.10 %	561.00	450.00	111.00	124.67 %					1,396.48	950.00	446.48	147.00 %
4012 Contributions-Unrestricted	257.80		257.80							6,300.00	-6,300.00		257.80	6,300.00	-6,042.20	4.09 %
Total 4010 Contributions-Unrestricted	1,093.28	500.00	593.28	218.66 %	561.00	450.00	111.00	124.67 %		6,300.00	-6,300.00		1,654.28	7,250.00	-5,595.72	22.82 %
4020 Contributions-Temp. Restr.													0.00	0.00	0.00	0.00%
4021 Tower Car										125.00	-125.00		0.00	125.00	-125.00	0.00%
4024 ESL Improvements										250.00	-250.00		0.00	250.00	-250.00	0.00%
4026 Truck Rebuild	175.00		175.00							6,250.00	-6,250.00		175.00	6,250.00	-6,075.00	2.80 %
Total 4020 Contributions-Temp. Restr.	175.00		175.00							6,625.00	-6,625.00		175.00	6,625.00	-6,450.00	2.64 %
4110 Passenger Fares													0.00	0.00	0.00	0.00%
4111 Tokens	25,870.00	27,793.64	-1,923.64	93.08 %	5,000.00	5,450.00	-450.00	91.74 %					30,870.00	33,243.64	-2,373.64	92.86 %
4112 Season Passes	866.50	1,500.00	-633.50	57.77 %	32.50	100.00	-67.50	32.50 %					899.00	1,600.00	-701.00	56.19 %
4119 Cash Over/Short	-68.64	-30.00	-38.64	228.80 %	-8.50		-8.50						-77.14	-30.00	-47.14	257.13 %
Total 4110 Passenger Fares	26,667.86	29,263.64	-2,595.78	91.13 %	5,024.00	5,550.00	-526.00	90.52 %					31,691.86	34,813.64	-3,121.78	91.03 %
4120 Charters	1,925.00	2,050.00	-125.00	93.90 %	606.00	1,020.00	-414.00	59.41 %					2,531.00	3,070.00	-539.00	82.44 %
4130 Special Events/Revenue													0.00	0.00	0.00	0.00%
4132 PJ Trolley	1,377.51	1,200.00	177.51	114.79 %									1,377.51	1,200.00	177.51	114.79 %
4134 Streetcar Camp	682.00	150.00	532.00	454.67 %									682.00	150.00	532.00	454.67 %
4135 Murder Mystery Revenues	3,605.00	3,500.00	105.00	103.00 %									3,605.00	3,500.00	105.00	103.00 %
4136 Pumpkin Patch Fares Revenues		700.00	-700.00										0.00	700.00	-700.00	0.00%
4137 Pumpkin Patch - Pumpkin Sales	675.00	500.00	175.00	135.00 %									675.00	500.00	175.00	135.00 %
Total 4136 Pumpkin Patch Fares Revenues	675.00	1,200.00	-525.00	56.25 %									675.00	1,200.00	-525.00	56.25 %
4139 Owl Car	75.00	85.00	-10.00	88.24 %									75.00	85.00	-10.00	88.24 %
4142 GT Late Show	200.00	100.00	100.00	200.00 %									200.00	100.00	100.00	200.00 %
4143 Story Time Trolley					790.00		790.00						790.00	0.00	790.00	0.00%
4144 Trick R Treat Trolley		100.00	-100.00			0.00	0.00						0.00	100.00	-100.00	0.00%
4145 Sleepy Time Trolley					177.50	200.00	-22.50	88.75 %					177.50	200.00	-22.50	88.75 %
4146 Graveyard Ghost Trolley	565.00		565.00										565.00	0.00	565.00	0.00%
Total 4130 Special Events/Revenue	7,179.51	6,335.00	844.51	113.33 %	967.50	200.00	767.50	483.75 %					8,147.01	6,535.00	1,612.01	124.67 %
4150 Merchandise Sales													0.00	0.00	0.00	0.00%
4151 Taxable Sales	7,479.66	6,500.00	979.66	115.07 %	1,959.75	1,750.00	209.75	111.99 %	65.50	75.00	-9.50	87.33 %	9,504.91	8,325.00	1,179.91	114.17 %
4152 Non-Taxable Sales	504.00	750.00	-246.00	67.20 %	236.50	125.00	111.50	189.20 %	97.50	100.00	-2.50	97.50 %	838.00	975.00	-137.00	85.95 %
4159 Sales Tax Expense	552.79	-482.30	1,035.09	-114.62 %	137.15	-120.75	257.90	-113.58 %	7.73	-5.55	13.28	-139.28 %	697.67	-608.60	1,306.27	-114.64 %
Total 4150 Merchandise Sales	8,536.45	6,767.70	1,768.75	126.14 %	2,333.40	1,754.25	579.15	133.01 %	170.73	169.45	1.28	100.76 %	11,040.58	8,691.40	2,349.18	127.03 %
4160 Member Dues - Current Year									1,455.00	1,000.00	455.00	145.50 %	1,455.00	1,000.00	455.00	145.50 %
4190 Other													0.00	0.00	0.00	0.00%
4191 Interest Income									283.49	117.06	166.43	242.17 %	283.49	117.06	166.43	242.17 %
4195 Freight Income										16.38	-16.38		0.00	16.38	-16.38	0.00%
4197 Miscellaneous Income	108.67		108.67						15.16	125.00	-109.84	12.13 %	123.83	125.00	-1.17	99.06 %
4198 Gain on Equipment Sales										1,500.00	-1,500.00		0.00	1,500.00	-1,500.00	0.00%
Total 4190 Other	108.67		108.67						298.65	1,758.44	-1,459.79	16.98 %	407.32	1,758.44	-1,351.12	23.16 %
Total Income	45,685.77	44,916.34	769.43	101.71 %	9,491.90	8,974.25	517.65	105.77 %	1,924.38	15,852.89	-13,928.51	12.14 %	57,102.05	69,743.48	-12,641.43	81.87 %
GROSS PROFIT																
EXPENSES																
5100 Repairs and Maintenance													0.00	0.00	0.00	0.00%
5110 Roadway Track & Overhead	58.37	400.00	-341.63	14.59 %		250.00	-250.00						58.37	650.00	-591.63	8.98 %
5120 Buildings and Grounds	4,395.79	1,500.00	2,895.79	293.05 %	756.64	1,500.00	-743.36	50.44 %					5,152.43	3,000.00	2,152.43	171.75 %
5130 Streetcars	7,709.37	750.00	6,959.37	1,027.92 %	3,321.33	1,000.00	2,321.33	332.13 %		1,500.00	-1,500.00		11,030.70	3,250.00	7,780.70	339.41 %
5190 Shop Tools & Supplies	490.52	2,300.00	-1,809.48	21.33 %	1,017.95	600.00	417.95	169.66 %					1,508.47	2,900.00	-1,391.53	52.02 %
Total 5100 Repairs and Maintenance	12,654.05	4,950.00	7,704.05	255.64 %	5,095.92	3,350.00	1,745.92	152.12 %		1,500.00	-1,500.00		17,749.97	9,800.00	7,949.97	181.12 %
5200 Operations													0.00	0.00	0.00	0.00%
5210 Electricity for Power	1,375.31	2,290.57	-915.26	60.04 %	485.79	485.60	0.19	100.04 %					1,861.10	2,776.17	-915.07	67.04 %
5230 Volunteer Services									112.40	600.00	-487.60	18.73 %	112.40	600.00	-487.60	18.73 %
5290 Special Events													0.00	0.00	0.00	0.00%
5293 PJ/Storytime/Trick'RTrolley	182.19	150.00	32.19	121.46 %									182.19	150.00	32.19	121.46 %
5294 Streetcar Camp Expense	53.92	0.00	53.92										53.92	0.00	53.92	0.00%
5295 Murder Mystery Trolley Expense	2,235.35	2,300.00	-64.65	97.19 %									2,235.35	2,300.00	-64.65	97.19 %
5298 Pumpkin Patch Expenses	2,580.00	2,500.00	80.00	103.20 %									2,580.00	2,500.00	80.00	103.20 %
Total 5290 Special Events	5,051.46	4,950.00	101.46	102.05 %									5,051.46	4,950.00	101.46	102.05 %
Total 5200 Operations	6,426.77	7,240.57	-813.80	88.76 %	485.79	485.60	0.19	100.04 %	112.40	600.00	-487.60	18.73 %	7,024.96	8,326.17	-1,301.21	84.37 %
5300 Insurance									181.00	0.00	181.00		181.00	0.00	181.00	0.00%
5400 Utilities													0.00	0.00	0.00	0.00%
5410 Electricity for Light									183.01	203.66	-20.65	89.86 %	183.01	203.66	-20.65	89.86 %
5420 Natural Gas for Heat	64.48	62.58	1.90	103.04 %	53.43	43.41	10.02	123.08 %					117.91	105.99	11.92	111.25 %
5430 Water & Sewer	79.67	79.08	0.59	100.75 %	225.52	187.02	38.50	120.59 %					305.19	266.10	39.09	114.69 %
5470 Security System		250.00	-250.00		467.40	250.00	217.40	186.96 %					467.40	500.00	-32.60	93.48 %

	10 CHSL				20 ESL				30 MSM				TOTAL			
	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget
Total 5400 Utilities	144.15	391.66	-247.51	36.80 %	746.35	480.43	265.92	155.35 %	183.01	203.66	-20.65	89.86 %	1,073.51	1,075.75	-2.24	99.79 %
5600 Exhibits/Photographs													0.00	0.00	0.00	0.00%
5601 Photos/Exhibits Purchased									25.00	50.00	-25.00	50.00 %	25.00	50.00	-25.00	50.00 %
5603 Photo Storage Locker Rental										500.00	-500.00		0.00	500.00	-500.00	0.00%
Total 5600 Exhibits/Photographs									25.00	550.00	-525.00	4.55 %	25.00	550.00	-525.00	4.55 %
5700 Printing & Reproduction									146.84	750.00	-603.16	19.58 %	146.84	750.00	-603.16	19.58 %
5800 Merchandise Cost									1,345.08	0.00	1,345.08		1,345.08	0.00	1,345.08	0.00%
6010 Professional Services										250.00	-250.00		0.00	250.00	-250.00	0.00%
6020 Telephone									792.18	746.86	45.32	106.07 %	792.18	746.86	45.32	106.07 %
6030 Office Supplies		25.00	-25.00			0.00	0.00		131.82	150.00	-18.18	87.88 %	131.82	175.00	-43.18	75.33 %
6131 Cash Register Expense		600.00	-600.00			200.00	-200.00						0.00	800.00	-800.00	0.00%
Total 6030 Office Supplies		625.00	-625.00			200.00	-200.00		131.82	150.00	-18.18	87.88 %	131.82	975.00	-843.18	13.52 %
6035 Computer Equipment & Software										580.00	-580.00		0.00	580.00	-580.00	0.00%
6040 Postage									377.92	350.00	27.92	107.98 %	377.92	350.00	27.92	107.98 %
6045 Freight Expense										25.00	-25.00		0.00	25.00	-25.00	0.00%
6060 Membership Publications									1,719.90	2,300.00	-580.10	74.78 %	1,719.90	2,300.00	-580.10	74.78 %
6090 Other Admin Expense													0.00	0.00	0.00	0.00%
6092 Bank Service Charges									4.95	12.60	-7.65	39.29 %	4.95	12.60	-7.65	39.29 %
6093 Credit Card Service Charge		975.00	-975.00			200.00	-200.00		704.47	75.00	629.47	939.29 %	704.47	1,250.00	-545.53	56.36 %
6094 Stripe Service Fees	22.83		22.83						244.99	75.00	169.99	326.65 %	267.82	75.00	192.82	357.09 %
Total 6090 Other Admin Expense	22.83	975.00	-952.17	2.34 %		200.00	-200.00		954.41	162.60	791.81	596.97 %	977.24	1,337.60	-360.36	73.06 %
8400 Depreciation expense													0.00	0.00	0.00	0.00%
8450 Depreciation - Buildings	3,101.17	3,101.17	0.00	100.00 %	2,174.78	2,174.78	0.00	100.00 %					5,275.95	5,275.95	0.00	100.00 %
8460 Depreciation - Track & Overhead	2,497.49	2,497.49	0.00	100.00 %	2,262.37		2,262.37						4,759.86	2,497.49	2,262.37	190.59 %
Total 8400 Depreciation expense	5,598.66	5,598.66	0.00	100.00 %	4,437.15	2,174.78	2,262.37	204.03 %					10,035.81	7,773.44	2,262.37	129.10 %
Purchases						2,262.37	-2,262.37						0.00	2,262.37	-2,262.37	0.00%
Total Expenses	24,846.46	19,780.89	5,065.57	125.61 %	10,765.21	9,153.18	1,612.03	117.61 %	5,969.56	8,168.12	-2,198.56	73.08 %	41,581.23	37,102.19	4,479.04	112.07 %
NET OPERATING INCOME	20,839.31	25,135.45	-4,296.14	82.91 %	-1,273.31	-178.93	-1,094.38	711.62 %	-4,045.18	7,684.77	-11,729.95	-52.64 %	15,520.82	32,641.29	-17,120.47	47.55 %
NET INCOME	\$20,839.31	\$25,135.45	\$ -4,296.14	82.91 %	\$ -1,273.31	\$ -178.93	\$ -1,094.38	711.62 %	\$ -4,045.18	\$7,684.77	\$ -11,729.95	-52.64 %	\$15,520.82	\$32,641.29	\$ -17,120.47	47.55 %

Year-to-Date Report

Minnesota Streetcar Museum

For the period ending September 30, 2019



Prepared by

Tim Crain and Chris Heck

Prepared on

November 25, 2019

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Statement of Activity

January - September, 2019

	10 CHSL	20 ESL	30 MSM	TOTAL
INCOME				
4010 Contributions-Unrestricted				0.00
4011 Donations Box	848.98	737.50		1,586.48
4012 Contributions-Unrestricted	357.80		4,017.00	4,374.80
Total 4010 Contributions-Unrestricted	1,206.78	737.50	4,017.00	5,961.28
4020 Contributions-Temp. Restr.				0.00
4024 ESL Improvements			100.00	100.00
4026 Truck Rebuild	175.00		24,616.00	24,791.00
Total 4020 Contributions-Temp. Restr.	175.00		24,716.00	24,891.00
4110 Passenger Fares				0.00
4111 Tokens	36,272.50	6,702.00		42,974.50
4112 Season Passes	3,344.50	175.50		3,520.00
4119 Cash Over/Short	-83.19	-8.50		-91.69
Total 4110 Passenger Fares	39,533.81	6,869.00		46,402.81
4120 Charters	2,975.00	816.00		3,791.00
4130 Special Events/Revenue				0.00
4132 PJ Trolley	1,750.01			1,750.01
4134 Streetcar Camp	1,078.00			1,078.00
4135 Murder Mystery Revenues	3,755.00			3,755.00
4136 Pumpkin Patch Fares Revenues				0.00
4137 Pumpkin Patch - Pumpkin Sales	675.00			675.00
Total 4136 Pumpkin Patch Fares Revenues	675.00			675.00
4139 Owl Car	75.00			75.00
4142 GT Late Show	215.00			215.00
4143 Story Time Trolley		1,219.00		1,219.00
4145 Sleepy Time Trolley		177.50		177.50
4146 Graveyard Ghost Trolley	565.00			565.00
Total 4130 Special Events/Revenue	8,113.01	1,396.50		9,509.51
4150 Merchandise Sales				0.00
4151 Taxable Sales	11,061.91	2,548.75	363.87	13,974.53
4152 Non-Taxable Sales	1,323.50	374.50	742.50	2,440.50
4159 Sales Tax Expense	288.01	95.93	-4.78	379.16
Total 4150 Merchandise Sales	12,673.42	3,019.18	1,101.59	16,794.19
4160 Member Dues - Current Year			7,735.00	7,735.00
4190 Other				0.00
4191 Interest Income			729.32	729.32
4195 Freight Income			251.94	251.94
4196 Sales of Scrap Materials			99.90	99.90
4197 Miscellaneous Income	108.67		317.95	426.62
Total 4190 Other	108.67		1,399.11	1,507.78
Total Income	64,785.69	12,838.18	38,968.70	116,592.57
GROSS PROFIT	64,785.69	12,838.18	38,968.70	116,592.57

	10 CHSL	20 ESL	30 MSM	TOTAL
EXPENSES				
5100 Repairs and Maintenance				0.00
5110 Roadway Track & Overhead	303.37			303.37
5120 Buildings and Grounds	5,503.74	836.37		6,340.11
5130 Streetcars	9,431.02	3,473.32		12,904.34
5190 Shop Tools & Supplies	1,786.10	2,649.23		4,435.33
Total 5100 Repairs and Maintenance	17,024.23	6,958.92		23,983.15
5200 Operations				0.00
5210 Electricity for Power	3,079.83	820.14		3,899.97
5220 Permits & Licenses		50.00	25.00	75.00
5230 Volunteer Services			112.40	112.40
5231 Training Expense			132.64	132.64
Total 5230 Volunteer Services			245.04	245.04
5290 Special Events				0.00
5292 Christmas Trolley	235.00	177.00		412.00
5293 PJ/Storytime/Trick'RTrolley	293.19			293.19
5294 Streetcar Camp Expense	53.92			53.92
5295 Murder Mystery Trolley Expense	2,235.35			2,235.35
5298 Pumpkin Patch Expenses	2,701.40			2,701.40
Total 5290 Special Events	5,518.86	177.00		5,695.86
Total 5200 Operations	8,598.69	1,047.14	270.04	9,915.87
5300 Insurance			10,470.34	10,470.34
5400 Utilities				0.00
5410 Electricity for Light			305.92	305.92
5420 Natural Gas for Heat	592.36	514.03		1,106.39
5430 Water & Sewer	172.83	431.50		604.33
5470 Security System	498.00	905.40		1,403.40
Total 5400 Utilities	1,263.19	1,850.93	305.92	3,420.04
5500 Marketing & Communications			695.00	695.00
5600 Exhibits/Photographs				0.00
5601 Photos/Exhibits Purchased			258.22	258.22
Total 5600 Exhibits/Photographs			258.22	258.22
5700 Printing & Reproduction			1,966.29	1,966.29
5800 Merchandise Cost			6,314.77	6,314.77
6010 Professional Services			122.50	122.50
6020 Telephone			1,906.99	1,906.99
6030 Office Supplies	76.21		578.34	654.55
6131 Cash Register Expense	1,312.22			1,312.22
Total 6030 Office Supplies	1,388.43		578.34	1,966.77
6035 Computer Equipment & Software			361.67	361.67
6040 Postage			1,041.46	1,041.46
6045 Freight Expense			18.06	18.06
6050 Assn Dues & Subscriptions			200.00	200.00
6060 Membership Publications			6,344.03	6,344.03

	10 CHSL	20 ESL	30 MSM	TOTAL
6070 Meetings/Travel			333.00	333.00
6090 Other Admin Expense				0.00
6092 Bank Service Charges			34.65	34.65
6093 Credit Card Service Charge			1,211.38	1,211.38
6094 Stripe Service Fees	22.83	77.17	245.59	345.59
Total 6090 Other Admin Expense	22.83	77.17	1,491.62	1,591.62
6600 Reconciliation Discrepancies			-0.82	-0.82
8400 Depreciation expense				0.00
8450 Depreciation - Buildings	9,303.51	6,524.34		15,827.85
8460 Depreciation - Track & Overhead	7,492.47	6,787.11		14,279.58
Total 8400 Depreciation expense	16,795.98	13,311.45		30,107.43
Total Expenses	45,093.35	23,245.61	32,677.43	101,016.39
NET OPERATING INCOME	19,692.34	-10,407.43	6,291.27	15,576.18
NET INCOME	\$19,692.34	\$ -10,407.43	\$6,291.27	\$15,576.18

Statement of Financial Position

As of September 30, 2019

	Total
ASSETS	
Current Assets	
Bank Accounts	
1000 Cash on Hand	
1004 Credit Card Clearing	898.12
Total 1000 Cash on Hand	898.12
1010 Cash in Bank	
1012 Checking Account TCF Bank	4,879.78
1013 Online Sales Acct TCF	2,162.34
1014 Firefly Savings Account	5.00
1015 Firefly Money Market	73,181.70
1016 Firefly CD	51,061.78
1018 Savings Account TCF Bank	232,984.69
1019 Change Cash	1,740.00
Total 1010 Cash in Bank	366,015.29
Total Bank Accounts	366,913.41
Other Current Assets	
1040 Inventory	20,044.46
1660 Construction in progress	
1661 Const in progress - Winona10	766.46
1665 Truck Rebuild for 1300	1,665.79
1666 Truck Rebuild for 1239	14,079.98
1667 CHSL Station Renovation	92.71
1670 CHSL Tower Car	10,145.14
1671 Electrical Upgrade for 1239	3,095.95
1672 265 Restoration Work	1,931.98
Total 1660 Construction in progress	31,778.01
Total Other Current Assets	51,822.47
Total Current Assets	418,735.88
Fixed Assets	
1102 Buildings - Net Value	
1100 Buildings - Original cost	908,414.25
1101 Accum depreciation - Buildings	-196,397.54
Total 1102 Buildings - Net Value	712,016.71
1202 Track & Overhead	
1200 Track & Overhead Original Cost	928,037.03
1201 Accumulated Depreciation T & O	-266,386.10
Total 1202 Track & Overhead	661,650.93
1300 Streetcars	602,768.42
Total Fixed Assets	1,976,436.06
TOTAL ASSETS	\$2,395,171.94

	Total
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
2010 Accts Payable	
2011 Sales Tax	-379.16
Total 2010 Accts Payable	-379.16
Total Accounts Payable	-379.16
Other Current Liabilities	
2900 Deferred Income	0.00
2909 Deferred Income 2019 Member Due	3,955.00
2910 Deferred Income 2020 Member Due	1,340.00
2911 Deferred Income 2021 Member Dues	500.00
2912 Deferred Income 2022 Member Dues	500.00
2913 Deferred Income 2023 Member Dues	500.00
2914 Deferred Income 2024 Member Dues	500.00
2915 Deferred Income 2025 Member Dues	500.00
2916 Deferred Income 2026 Member Dues	500.00
2917 Deferred Income 2027 Member Dues	500.00
2918 Member Dues for 2028	150.00
Total 2900 Deferred Income	8,945.00
Total Other Current Liabilities	8,945.00
Total Current Liabilities	8,565.84
Total Liabilities	8,565.84
Equity	
3001 Opening Bal Equity	55,189.20
3010 Unrestricted	
3011 Undesignated	1,236,632.02
Total 3010 Unrestricted	1,236,632.02
3010 Unrestrict (retained earnings)	1,079,208.70
Net Income	15,576.18
Total Equity	2,386,606.10
TOTAL LIABILITIES AND EQUITY	\$2,395,171.94

Budget vs Actuals

January - September, 2019

	10 CHSL				20 ESL				30 MSM				TOTAL			
	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget
INCOME																
4010 Contributions-Unrestricted													0.00	0.00	0.00	0.00%
4011 Donations Box	848.98	750.00	98.98	113.20 %	737.50	620.00	117.50	118.95 %					1,586.48	1,370.00	216.48	115.80 %
4012 Contributions-Unrestricted	357.80		357.80						4,017.00	10,100.00	-6,083.00	39.77 %	4,374.80	10,100.00	-5,725.20	43.31 %
Total 4010 Contributions-Unrestricted	1,206.78	750.00	456.78	160.90 %	737.50	620.00	117.50	118.95 %	4,017.00	10,100.00	-6,083.00	39.77 %	5,961.28	11,470.00	-5,508.72	51.97 %
4020 Contributions-Temp. Restr.													0.00	0.00	0.00	0.00%
4021 Tower Car										375.00	-375.00		0.00	375.00	-375.00	0.00%
4024 ESL Improvements									100.00	750.00	-650.00	13.33 %	100.00	750.00	-650.00	13.33 %
4026 Truck Rebuild	175.00		175.00						24,616.00	18,750.00	5,866.00	131.29 %	24,791.00	18,750.00	6,041.00	132.22 %
Total 4020 Contributions-Temp. Restr.	175.00		175.00						24,716.00	19,875.00	4,841.00	124.36 %	24,891.00	19,875.00	5,016.00	125.24 %
4110 Passenger Fares													0.00	0.00	0.00	0.00%
4111 Tokens	36,272.50	39,867.36	-3,594.86	90.98 %	6,702.00	6,900.00	-198.00	97.13 %					42,974.50	46,767.36	-3,792.86	91.89 %
4112 Season Passes	3,344.50	4,500.00	-1,155.50	74.32 %	175.50	200.00	-24.50	87.75 %					3,520.00	4,700.00	-1,180.00	74.89 %
4119 Cash Over/Short	-83.19	-50.00	-33.19	166.38 %	-8.50		-8.50						-91.69	-50.00	-41.69	183.38 %
Total 4110 Passenger Fares	39,533.81	44,317.36	-4,783.55	89.21 %	6,869.00	7,100.00	-231.00	96.75 %					46,402.81	51,417.36	-5,014.55	90.25 %
4120 Charters	2,975.00	4,750.00	-1,775.00	62.63 %	816.00	1,700.00	-884.00	48.00 %					3,791.00	6,450.00	-2,659.00	58.78 %
4130 Special Events/Revenue													0.00	0.00	0.00	0.00%
4132 PJ Trolley	1,750.01	1,800.00	-49.99	97.22 %									1,750.01	1,800.00	-49.99	97.22 %
4134 Streetcar Camp	1,078.00	550.00	528.00	196.00 %									1,078.00	550.00	528.00	196.00 %
4135 Murder Mystery Revenues	3,755.00	3,500.00	255.00	107.29 %									3,755.00	3,500.00	255.00	107.29 %
4136 Pumpkin Patch Fares Revenues		700.00	-700.00										0.00	700.00	-700.00	0.00%
4137 Pumpkin Patch - Pumpkin Sales	675.00	500.00	175.00	135.00 %									675.00	500.00	175.00	135.00 %
Total 4136 Pumpkin Patch Fares Revenues	675.00	1,200.00	-525.00	56.25 %									675.00	1,200.00	-525.00	56.25 %
4139 Owl Car	75.00	85.00	-10.00	88.24 %									75.00	85.00	-10.00	88.24 %
4142 GT Late Show	215.00	100.00	115.00	215.00 %									215.00	100.00	115.00	215.00 %
4143 Story Time Trolley					1,219.00		1,219.00						1,219.00	0.00	1,219.00	0.00%
4144 Trick R Treat Trolley		100.00	-100.00			0.00	0.00						0.00	100.00	-100.00	0.00%
4145 Sleepy Time Trolley					177.50	200.00	-22.50	88.75 %					177.50	200.00	-22.50	88.75 %
4146 Graveyard Ghost Trolley	565.00		565.00										565.00	0.00	565.00	0.00%
Total 4130 Special Events/Revenue	8,113.01	7,335.00	778.01	110.61 %	1,396.50	200.00	1,196.50	698.25 %					9,509.51	7,535.00	1,974.51	126.20 %
4150 Merchandise Sales													0.00	0.00	0.00	0.00%
4151 Taxable Sales	11,061.91	10,250.00	811.91	107.92 %	2,548.75	2,350.00	198.75	108.46 %	363.87	475.00	-111.13	76.60 %	13,974.53	13,075.00	899.53	106.88 %
4152 Non-Taxable Sales	1,323.50	1,250.00	73.50	105.88 %	374.50	225.00	149.50	166.44 %	742.50	1,975.00	-1,232.50	37.59 %	2,440.50	3,450.00	-1,009.50	70.74 %
4159 Sales Tax Expense	288.01	-760.55	1,048.56	-37.87 %	95.93	-162.15	258.08	-59.16 %	-4.78	-35.24	30.46	13.56 %	379.16	-957.94	1,337.10	-39.58 %
Total 4150 Merchandise Sales	12,673.42	10,739.45	1,933.97	118.01 %	3,019.18	2,412.85	606.33	125.13 %	1,101.59	2,414.76	-1,313.17	45.62 %	16,794.19	15,567.06	1,227.13	107.88 %
4160 Member Dues - Current Year									7,735.00	9,040.00	-1,305.00	85.56 %	7,735.00	9,040.00	-1,305.00	85.56 %
4190 Other													0.00	0.00	0.00	0.00%
4191 Interest Income									729.32	331.80	397.52	219.81 %	729.32	331.80	397.52	219.81 %
4192 Photograph Reproduction & Use													0.00	0.00	0.00	0.00%
4193 Photograph Repo non-taxable										25.00	-25.00		0.00	25.00	-25.00	0.00%
Total 4192 Photograph Reproduction & Use										25.00	-25.00		0.00	25.00	-25.00	0.00%
4195 Freight Income									251.94	227.94	24.00	110.53 %	251.94	227.94	24.00	110.53 %
4196 Sales of Scrap Materials									99.90		99.90		99.90	0.00	99.90	0.00%
4197 Miscellaneous Income	108.67		108.67						317.95	375.00	-57.05	84.79 %	426.62	375.00	51.62	113.77 %
4198 Gain on Equipment Sales										1,500.00	-1,500.00		0.00	1,500.00	-1,500.00	0.00%
Total 4190 Other	108.67		108.67						1,399.11	2,459.74	-1,060.63	56.88 %	1,507.78	2,459.74	-951.96	61.30 %
Total Income	64,785.69	67,891.81	-3,106.12	95.42 %	12,838.18	12,032.85	805.33	106.69 %	38,968.70	43,889.50	-4,920.80	88.79 %	116,592.57	123,814.16	-7,221.59	94.17 %
GROSS PROFIT	64,785.69	67,891.81	-3,106.12	95.42 %	12,838.18	12,032.85	805.33	106.69 %	38,968.70	43,889.50	-4,920.80	88.79 %	116,592.57	123,814.16	-7,221.59	94.17 %
EXPENSES																
5100 Repairs and Maintenance													0.00	0.00	0.00	0.00%
5110 Roadway Track & Overhead	303.37	1,000.00	-696.63	30.34 %		750.00	-750.00						303.37	1,750.00	-1,446.63	17.34 %
5120 Buildings and Grounds	5,503.74	4,500.00	1,003.74	122.31 %	836.37	2,500.00	-1,663.63	33.45 %					6,340.11	7,000.00	-659.89	90.57 %
5130 Streetcars	9,431.02	2,000.00	7,431.02	471.55 %	3,473.32	2,500.00	973.32	138.93 %		3,875.00	-3,875.00		12,904.34	8,375.00	4,529.34	154.08 %
5190 Shop Tools & Supplies	1,786.10	8,700.00	-6,913.90	20.53 %	2,649.23	1,600.00	1,049.23	165.58 %					4,435.33	10,300.00	-5,864.67	43.06 %
Total 5100 Repairs and Maintenance	17,024.23	16,200.00	824.23	105.09 %	6,958.92	7,350.00	-391.08	94.68 %		3,875.00	-3,875.00		23,983.15	27,425.00	-3,441.85	87.45 %
5200 Operations													0.00	0.00	0.00	0.00%
5210 Electricity for Power	3,079.83	5,085.66	-2,005.83	60.56 %	820.14	1,076.48	-256.34	76.19 %					3,899.97	6,162.14	-2,262.17	63.29 %
5220 Permits & Licenses					50.00	50.00	0.00	100.00 %	25.00	25.00	0.00	100.00 %	75.00	75.00	0.00	100.00 %
5230 Volunteer Services									112.40	600.00	-487.60	18.73 %	112.40	600.00	-487.60	18.73 %
5231 Training Expense									132.64	100.00	32.64	132.64 %	132.64	100.00	32.64	132.64 %
Total 5230 Volunteer Services									245.04	700.00	-454.96	35.01 %	245.04	700.00	-454.96	35.01 %
5290 Special Events													0.00	0.00	0.00	0.00%
5292 Christmas Trolley	235.00	0.00	235.00		177.00	0.00	177.00						412.00	0.00	412.00	0.00%
5293 PJ/Storytime/Trick'R'Trolley	293.19	200.00	93.19	146.60 %									293.19	200.00	93.19	146.60 %
5294 Streetcar Camp Expense	53.92															

	10 CHSL				20 ESL				30 MSM				TOTAL			
	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget
Total 5290 Special Events	5,518.86	5,100.00	418.86	108.21 %	177.00	0.00	177.00						5,695.86	5,100.00	595.86	111.68 %
Total 5200 Operations	8,598.69	10,185.66	-1,586.97	84.42 %	1,047.14	1,126.48	-79.34	92.96 %	270.04	725.00	-454.96	37.25 %	9,915.87	12,037.14	-2,121.27	82.38 %
5300 Insurance									10,470.34	10,800.00	-329.66	96.95 %	10,470.34	10,800.00	-329.66	96.95 %
5400 Utilities													0.00	0.00	0.00	0.00%
5410 Electricity for Light									305.92	454.30	-148.38	67.34 %	305.92	454.30	-148.38	67.34 %
5420 Natural Gas for Heat	592.36	825.78	-233.42	71.73 %	514.03	823.37	-309.34	62.43 %					1,106.39	1,649.15	-542.76	67.09 %
5430 Water & Sewer	172.83	225.84	-53.01	76.53 %	431.50	559.75	-128.25	77.09 %					604.33	785.59	-181.26	76.93 %
5470 Security System	498.00	2,000.00	-1,502.00	24.90 %	905.40	1,400.00	-494.60	64.67 %					1,403.40	3,400.00	-1,996.60	41.28 %
Total 5400 Utilities	1,263.19	3,051.62	-1,788.43	41.39 %	1,850.93	2,783.12	-932.19	66.51 %	305.92	454.30	-148.38	67.34 %	3,420.04	6,289.04	-2,869.00	54.38 %
5500 Marketing & Communications									695.00	700.00	-5.00	99.29 %	695.00	700.00	-5.00	99.29 %
5600 Exhibits/Photographs													0.00	0.00	0.00	0.00%
5601 Photos/Exhibits Purchased									258.22	150.00	108.22	172.15 %	258.22	150.00	108.22	172.15 %
5603 Photo Storage Locker Rental										1,500.00	-1,500.00		0.00	1,500.00	-1,500.00	0.00%
Total 5600 Exhibits/Photographs									258.22	1,650.00	-1,391.78	15.65 %	258.22	1,650.00	-1,391.78	15.65 %
5700 Printing & Reproduction									1,966.29	2,250.00	-283.71	87.39 %	1,966.29	2,250.00	-283.71	87.39 %
5800 Merchandise Cost									6,314.77	0.00	6,314.77		6,314.77	0.00	6,314.77	0.00%
6010 Professional Services									122.50	250.00	-127.50	49.00 %	122.50	250.00	-127.50	49.00 %
6015 Equipment Rental										250.00	-250.00		0.00	250.00	-250.00	0.00%
6020 Telephone									1,906.99	2,252.36	-345.37	84.67 %	1,906.99	2,252.36	-345.37	84.67 %
6030 Office Supplies	76.21	50.00	26.21	152.42 %		50.00	-50.00		578.34	1,750.00	-1,171.66	33.05 %	654.55	1,850.00	-1,195.45	35.38 %
6131 Cash Register Expense	1,312.22	1,000.00	312.22	131.22 %		500.00	-500.00						1,312.22	1,500.00	-187.78	87.48 %
Total 6030 Office Supplies	1,388.43	1,050.00	338.43	132.23 %		550.00	-550.00		578.34	1,750.00	-1,171.66	33.05 %	1,966.77	3,350.00	-1,383.23	58.71 %
6035 Computer Equipment & Software									361.67	1,735.00	-1,373.33	20.85 %	361.67	1,735.00	-1,373.33	20.85 %
6040 Postage									1,041.46	950.00	91.46	109.63 %	1,041.46	950.00	91.46	109.63 %
6045 Freight Expense									18.06	75.00	-56.94	24.08 %	18.06	75.00	-56.94	24.08 %
6050 Assn Dues & Subscriptions						299.00	-299.00		200.00	200.00	0.00	100.00 %	200.00	499.00	-299.00	40.08 %
6060 Membership Publications									6,344.03	6,900.00	-555.97	91.94 %	6,344.03	6,900.00	-555.97	91.94 %
6070 Meetings/Travel									333.00		333.00		333.00	0.00	333.00	0.00%
6090 Other Admin Expense													0.00	0.00	0.00	0.00%
6092 Bank Service Charges									34.65	37.60	-2.95	92.15 %	34.65	37.60	-2.95	92.15 %
6093 Credit Card Service Charge		1,570.00	-1,570.00			300.00	-300.00		1,211.38	175.00	1,036.38	692.22 %	1,211.38	2,045.00	-833.62	59.24 %
6094 Stripe Service Fees	22.83		22.83		77.17		77.17		245.59	225.00	20.59	109.15 %	345.59	225.00	120.59	153.60 %
Total 6090 Other Admin Expense	22.83	1,570.00	-1,547.17	1.45 %	77.17	300.00	-222.83	25.72 %	1,491.62	437.60	1,054.02	340.86 %	1,591.62	2,307.60	-715.98	68.97 %
6600 Reconciliation Discrepancies									-0.82	50.00	-50.82	-1.64 %	-0.82	50.00	-50.82	-1.64 %
8400 Depreciation expense													0.00	0.00	0.00	0.00%
8450 Depreciation - Buildings	9,303.51	9,303.51	0.00	100.00 %	6,524.34	6,524.34	0.00	100.00 %					15,827.85	15,827.85	0.00	100.00 %
8460 Depreciation - Track & Overhead	7,492.47	7,492.47	0.00	100.00 %	6,787.11		6,787.11						14,279.58	7,492.47	6,787.11	190.59 %
Total 8400 Depreciation expense	16,795.98	16,795.98	0.00	100.00 %	13,311.45	6,524.34	6,787.11	204.03 %					30,107.43	23,320.32	6,787.11	129.10 %
Purchases						6,787.11	-6,787.11						0.00	6,787.11	-6,787.11	0.00%
Total Expenses	45,093.35	48,853.26	-3,759.91	92.30 %	23,245.61	25,720.05	-2,474.44	90.38 %	32,677.43	35,304.26	-2,626.83	92.56 %	101,016.39	109,877.57	-8,861.18	91.94 %
NET OPERATING INCOME	19,692.34	19,038.55	653.79	103.43 %	-10,407.43	-13,687.20	3,279.77	76.04 %	6,291.27	8,585.24	-2,293.97	73.28 %	15,576.18	13,936.59	1,639.59	111.76 %
NET INCOME	\$19,692.34	\$19,038.55	\$653.79	103.43 %	\$ -10,407.43	\$ -13,687.20	\$3,279.77	76.04 %	\$6,291.27	\$8,585.24	\$ -2,293.97	73.28 %	\$15,576.18	\$13,936.59	\$1,639.59	111.76 %

OPERATIONS - CHSL RIDERSHIP STATISTICS

Through October ridership at CHSL was down 7% from 2018. What is interesting is that for the year (excluding the Christmas events) CHSL is down 1,752 riders. Through July, Como-Harriet was down approximately 2,600 riders (18%), with charters off 44% (620 riders) and regular service off 15% (2,400 riders), much of this due to the previously noted washout of Memorial Day. Given the yearend performance we saw a favorable lift in the second half of the season.

Table 1: General Ridership

CHSL Ridership - Through October 31 (No. of Riders)

	2017	2018	2019	Year-over-Year Variance	
Revenue	26,287	22,960	21,585	(1,375)	-6%
Charter	2,025	2,040	1,663	(377)	-18%
Total	28,312	25,000	23,248	(1,752)	-7%

TOTAL CHSL RIDERSHIP RANKED BY MONTH

Another view of performance is summarized below which shows the ranking of monthly volume since 2010. As can be seen in Table 2, 2019 was the lowest performing year every month except May.

This table supports the premise, as noted earlier, that performance improved the second half of the season and substantially closed the gap compared to 2018. Also of note is that if Memorial Day (which was a total washout) had generated 6-700 riders May's performance would have moved to 6th place.

Table 2: Monthly Ranking

RIDERSHIP (Total) - Monthly Ranking								
	May	June	July	August	Sept	Oct	Nov	Dec
2015	4	3	6	6	5	3	4	3
2016	3	2	1	8	2	1	6	1
2017	5	7	3	10	4	8	3	7
2018	8	8	8	9	9	10	5	8
2019	10	10	10	7	10	9		
Worst Year Since 2010	2019	2019	2019	2017	2019	2018	2010	2010
All-Time	1980	1991	1979	1991	1971	1971	2012	2017
Largest Month	6,617	13,182	17,323	12,786	10,681	4,644	1,171	1,445

Table 3 compares charter activity at CHSL over the last 5 years. While not huge volumes, the drop in 2019 provides part of the year-over-year decline in overall traffic.

Table 3: Charter Volumes

RIDERSHIP (Charter) - Monthly Volumes							Total
	May	June	July	August	Sept	Oct	Thru Oct
2015	501	534	670	341	136	618	2,800
2016	261	462	527	372	152	456	2,230
2017	157	453	710	292	129	284	2,025
2018	360	598	450	411	23	198	2,040
2019	212	270	306	603	69	203	1,663

TOTAL CHSL RIDERSHIP BY DAY OF WEEK

Ridership by day has not changed materially over the last couple of years. The weekend (including Friday night) represents approximately 2/3 of the weekly ridership and about 60% of the scheduled hours per week. The table excludes days where we did not operate, so the impact of total rain outs or issues with lack of crews (1 in 2017) or overhead wire problems are not included. However, weather issues that do not result in a cancellation can impact the results as we do not have a process to accurately track those events.

Table 4: Average Day of Week Ridership

RIDERSHIP - Average By Day of Week									
	Mon	Tue	Wed Afternoon	Wed Evening	Thur	Fri	Sat	Sun	Weekend
2019 (thru Sept 1)	46	49	130	59	68	84	325	339	68%
2018 (thru Oct 14)	50	67	135	57	67	93	254	297	63%
2017 (thru Oct 14)	46	63	123	51	57	131	331	353	71%
Weekly Hours	2	2	3	2	2	2	8	8	62%

OPERATIONS - ESL

RIDERSHIP STATISTICS

(Note: ESL Superintendent Todd Bender will provide a more detailed view of operations at ESL)

Through November ridership at ESL was flat with 2018. Monthly fluctuations are driven by a combination of weather and participation in special events.

Table 5: ESL Ridership by Month and Year

	2019	2018	2017	2016	Variance '19 vs '18
May	284	304	586	493	(20)
Jun	1,009	763	768	781	246
Jul	1,148	1234	1513	1216	(86)
Aug	1,235	961	976	909	274
Sep	688	825	1071	887	(137)
Oct	1,158	896	670	1151	262
Nov	1,278	1831	1857	1656	(553)
Total	6,800	6,814	7,441	7,093	(14)

Table 6: 2019 ESL Ridership (through November)

					Holidays			Special Events						Total
	Farmers	Sat	Sun	Charter	Mem Day	July 4th	Labor Day	Story Time	Art by the Lake	Apple	Halloween	North	Other	
May	32	169	57	26	0								0	284
Jun	140	310	131	74				118	219				17	1,009
Jul	278	241	89	222		155		80					83	1,148
Aug	283	565	184	88				68					47	1,235
Sep	116	164	52	17			25			314			0	688
Oct				209							949		0	1,158
Nov												1,278	0	1,278
Total	849	1,449	513	636	0	155	25	266	219	314	949	1,278	147	6,800

OPERATORS

For 2019 we have 124 rostered volunteers of which 108 have contributed time to the operations. This is down slightly from the 113 that operated in 2018, but well within our normal range (in 2017 we had 107 active operators). In 2019 we did not have any disruptions in operations due to short crews.

Given normal churn of operators dropping, the lower number is driven by the smaller 2019 graduation class. The 2019 active volunteers include 30 ESL operators and 84 CHSL operators, which compares to 34 (ESL) and 87 (CHSL) operators in 2018.

CHSL (operated thru October)

- 2,369 hours (this is about 100 hours less than 2018). The lower hours are, like our ridership numbers, a result of poor timing for weather losses (i.e., Memorial Day) and charters
- 20 volunteers operated 40 or more hours and provided 57% of the total CHSL hours
- Bill Way, Rod Eaton, Bill Arends, Patrick Desbonnet, and Mike Buck are the top 5 contributors representing 23% of the total hours
- While the individuals have to some degree changed, the concentration of work (both the top 5 and the 50th percentile) is comparable to the last few years.

ESL (operated thru October)

- 908 hours (compares to 904 hours in 2018)
- 8 volunteers operated 40 or more hours and provided 62% of the hours
- Karen Kertzman, John Knox, Jim Kertzman, Greg Thomas, and Rich Holz are the top 5 contributors representing 47% of the total hours (which compares to 40% for the top 5 last year).
- Similar to CHSL, the concentration of work is comparable to the prior years.

NEW VOLUNTEERS PERFORMANCE

The Class of 2019 has contributed 210 hours or about 6% of the total schedule. The table below shows the individual contributors. The classes of 2018 and 2017, provided 10% and 9% of the total hours in their first year. The higher contribution in 2017 and 2018 was due, as noted previously, to the larger classes.

Table 4: 2019 New Volunteers (YTD hours):

Name	Hours
Hoffman, Louis	58.5
Cahill, Pete	48.0
Flemming, Tim	33.5
Harp, Leah	20.5
Graber, Kathleen	17.0
Halaas, Al	12.0
Hadley, Richard	12.0
Stomberg, Jeremy	6.0
Osmundson, Zach	2.5
Gingerich, Bill	0.0
Total	210.0

DISCIPLINARY ACTIONS

There were no reportable disciplinary actions in 2019.

OPERATING INCIDENTS

During the year there were 6 reportable incidents involving the streetcars or personal injury, which are summarized below. With a goal of zero incidents, the level in 2019 is not acceptable.

The two streetcar incidents at CHSL point to the need to have a more robust review of the track infrastructure. To his credit, Keith Anderson stepped up and conducted a very thorough review of the track gauge and has done some preliminary work on evaluating the tie conditions. In addition to Keith's work, we will develop over the winter and implement next year an inspection process of the track and overhead as part of the pre-season start-up work next spring.

The two personal injuries highlight the need to do a more thorough safety education process as part of the recertification process and expand into the track and car maintenance activities.

- **CHSL**
 - Car #1300 (June). Split station siding switch due to broken switch spring
 - Car #1239 (August). Car derailed due to track gauge issue
- **ESL**
 - Car #78 (June). Electrical fire
 - Car #265 (July). Dewire
- **Personal Injuries**
 - Steve Simon, broken arm. Tripped while oiling switches
 - Karen Kertzman, broken wrist. Tripped in car barn

HIGHLIGHTS – OTHER AREAS:

TRAINING RECAP

- Training was led by Dave Higgins with Pat Cosgrove managing the recruitment process. Chris Heck led PCC training. We are looking to require all foremen to have competency with the PCC and will discuss this in the Operations Committee planning meeting this winter.

As noted in a prior report, the 2019 class was significantly smaller than the last two years but was fairly productive in getting volunteers into operating service. I have provided the size of the training classes over the last several years. The size of the 2019 class (shown below) is not unusual but is significantly smaller than the last couple of years. The size of the graduating class is only relevant in that it provides a larger population from which we hope to have a few volunteers who become active and last more than a year or two.

- 2019 New operator class
 - CHSL – 7 graduates
 - ESL – 3 graduates

Historical Training

- 2018
 - New operator class
 - CHSL – 14 graduates
 - ESL – 4 graduates
 - Dedicated PCC training
- 2017
 - New operator class
 - CHSL – 16 graduates
 - ESL – 3 graduates
 - Dedicated PCC training
- 2016
 - Rolled out consolidated training program combining the early training phases for CHSL and ESL. Location specifics trained as last phase
 - New hire class
 - CHSL – 6 active graduates
 - ESL – 4 active graduates
 - Dedicated PCC training
- 2015
 - New hire class
 - CHSL – 15 graduates
 - ESL – 12 graduates
 - No PCC training

BUILDINGS

During the year the following improvements have been made:

- **CHSL**
 - North-end Planters (CHSL). The planters made of old ties have been removed and grass has been planted.
 - Linden Hills Depot steps. The steps at the rear of the building have been replaced.
- **ESL**
 - New security fence installed at car barn.

OVERHEAD MAINTENANCE

During the year Chris Heck led a small team at CHSL that eliminated the slow order under the William Berry Bridge that had impacted operations for over a year. Chris and team also performed maintenance

along the line in several places to repair damage from falling branches and to tighten and better align the overhead. More substantial work will be proposed in the 2020 budget.

TRACK MAINTENANCE

After the incident with car no. 1239, Keith Anderson led an initiative to check the track gauge at CHSL along the main line and station siding. Gauge varied from 1/4 inch too tight to 5/8 inch too wide. Keith and Dennis Stephens installed gauge bars. The following chart summarizes Keith's findings and work to date.

Location	Gauge Overage	Install Gauge Bars
Mainline:		
8 ties south of pole 7	3/8"	
12 ties north of pole 7	1/2"	1 bar installed 10/17/19
8 ties south of pole 8	3/8"	NA - measured 1/4" 10/17/19
8 ties north of pole 8	1/2"	1 bar installed 10/17/19
Between pole 9 and a point 22 ties south	3/8"	1 bar installed 10/17/19
Between 17 and 31 ties north of pole 9	3/8"	1 bar installed 10/17/19
W rail, 2nd joint south from ped underpass	3/8"	1 bar installed 10/17/19
E rail, 2nd joint south from ped underpass	1/2"	1 bar installed 9/10/19
W rail, 2nd joint north from ped underpass	5/8"	1 bar installed 9/10/19
W rail, 2nd joint north of pole 18	3/8"	
E rail, joint at pole 21	1/2"	1 bar installed 9/10/19
E rail, 1st joint north of pole 21	1/2"	1 bar installed 10/17/19
E rail, 1st joint north of pole 22	3/8"	1 bar installed 10/17/19
W rail, 2nd joint north of pole 25	1/2"	1
W rail, 3rd joint north of pole 25	1/2"	1
E rail, 1st joint south of pole 30	1/2"	1
9 ties north of pole 30-1/2	3/8"	
W rail, 1st joint north of pole 34	3/8"	
W rail, 1st joint south of pole 35	1/2"	1
W rail, 1st joint north of pole 35	3/8"	
W rail, 1st joint south of pole 41	3/8"	
Siding - 8 ties north of ped underpass	3/8"	

MECHANICAL – Dick Zawacki

Summary of Mechanical Accomplishments

- TCRT 1300**
 We have received a quote from L&S Electric for about \$24,500 to repair car 1300's motor. We are seeking other quotes to verify that it is competitive. If we contract with L&S, they have quoted that the work will take 6 to 7 weeks to complete. The car continues to operate on 2 motors, as opposed to its normal compliment of 4 motors. This means that it has a little less power, but, otherwise, the car doesn't exhibit any major problems because of this change.
- TCRT 1239**
 The car is out of service until further notice. During operations in August, the car derailed and was successfully re-railed by the operating crew. However, because the car is being prepared to have its trucks refurbished, it was decided that there was no need to put the car in further jeopardy and it was taken out of operation.

- **TCRT 322**

The car continues to operate in conjunction with 1300 to comprise the CHSL operating fleet. The car is operating well with no major problems.

- **DSR 78**

The car is permanently out of service until further notice. During operations in June, an electrical short occurred in the “B end” controller. It was found that wires coming into the controller touched edges and sharp corners as they came through the floor of the car. In addition, the controller was not firmly anchored to the floor. Over time, the vibration resulting from normal operation abraded the wire's insulation, exposing the bare wire and causing an electrical short. The controller is currently being rebuilt to eliminate as many causes of abrasion and potential shorts as can be identified. We are also consulting with other museums to learn from their experience with the K10 controller.

- **DSR 265**

The car continues to serve as the operational car at ESL. Normal maintenance is performed on the car as it is needed.

- **Fargo-Moorhead 28**

After storing the car body in the ESL car barn for several months, it became apparent that time and the need to respond to other events (e.g., the electrical short in DSR 78's controller) would make it very difficult for the crew to complete its original plan to move the car to track 3 for the winter. Through contacts from the Excelsior-Lake Minnetonka Historical Society we found a boat storage facility that was willing to store the car body for several years. On Friday, October 4, the car body was moved to a storage shed on a farm just south of Watertown, MN. We plan to keep it there for at least 2 years when the ESL barn will be in a better position to store the car body. The crew helping to move FM #28 included: Howie Melco, Steve Mages, Carl Floren, Dave McCollum, Scott Heiderich, Mark Brothen, Jim Kertzman, Karen Kertzman, Tom Dulebohn, Gregg Taylor, and Scott Wardrope.

- **Winona 10**

The motor has arrived at AC Electric in Bangor, Maine. They are evaluating the motor and we are awaiting a report and quote from them for the work needed.

- **Mesaba 10**

The ESL crew continues to remove and store or scrap all the stuff that is currently stored in and under this car. When the car is cleaned out, the ESL crew will determine how to safely position the car body on the two trucks that are under it and prepare it for later restoration work.

- **Sale of Surplus Equipment**

There were no sales in 2019.

RIGHT-OF-WAY MAINTENANCE

Steve McCulloch led a dedicated crew of Ben Porter, Mary Porter, Bruce Allyn, Barb Gacek, Linda Ridlehuber and Luca Gunther. Some of the work performed in the fall included:

- Worked with the Park Board to remove four trees near the Berry Bridge that were starting to lean. These four were not nearly as concerning as the one we had removed earlier this summer near the Park Board maintenance building but had the potential to be a problem. We continue to monitor concerning trees and branches. We report anything we see to the Park Board or to Chris Heck.

- Worked with the Park Board on the continuing graffiti issue at the car barn. The Park Board has been very responsive to our service requests.
- Leaves along the right of way were blown away twice over a two-week period in the fall.

MERCHANDISE SALES (CHSL YTD October)

As summarized in the table below, 2019 sales excluding fares and special events increased ~\$3,800 or 32% over 2018, primarily as the result of higher book and non-taxable sales.

Category	2019 Sales Thru Oct		2018		
	Taxable Amount	Non-tax Amount	Thru Oct Sales	Variance	
Toys	\$ 2,414		\$ 2,211	\$ 203	
Books	2,121		741	1,380	
Candy	1,572		1,717	(145)	
Jewelry	1,204		910	294	
Ornaments	646		675	(29)	
Artifacts	333			333	
Magnets	293		380	(87)	
Pens / Stickers	266		304	(38)	
Tokens not fares	231				
Note cards	222		710		
Prints / Posters	200				
Mugs	190				
Passes		3,368	2,940	428	
Donations		1,016	714	302	
Hats / Caps		622		622	
T-shirts		420	392	28	
Motorman cert		285		285	
Other	688		466	222	
Total	\$ 10,380	\$ 5,710	\$ 12,160	\$ 3,797	32%

Ridership Summary

	May	June	July	Aug	Sep	Oct	Nov	Total
2019	284	1009	1148	1235	688	1158	1278	6800
2018	304	763	1234	961	825	896	1831	6814
2017	586	768	1513	976	1071	670	1857	7441
2016	493	781	1216	909	887	1151	1656	7093
2015	632	715	976	841	795	1095	1407	6461
2014	421	481	1100	767	799	1641	1186	6395
2013	434	654	1152	1012	553	1471	1266	6542

Green indicates record ridership for the month, Yellow second, and Red third

Ridership

Final 2019 ridership was on-par with 2018. We were hoping for a strong November finish, but an untimely winter storm put a damper on those plans. We were able to offset the loss of ridership due to weather with the addition of several special events in 2019.

Art on the Lake

The event was relocated to Water Street due to flooding along Lake Minnetonka. With the event running next to our ticket booth, we quickly added additional shifts to take advantage of the increased folks milling about.

Minnehaha Shuttle Service

We partnered with the Steamboat Minnehaha and Excelsior-Lake Minnetonka Historical Society to offer shuttle service from Water Street to Old Excelsior Blvd. Folks could ride the streetcar on their way to the Steamboat Minnehaha, fulfilling part of the original vision behind the foundation of ESL.

Excelsior Library Book Sale

We partnered with the library for a "Read and Ride" event.

Excelsior Business Charters

We ran charters in conjunction with Excelsior businesses under the theme "Spend the day in Excelsior!"

Merchandise

2019 Merchandise sales were \$3210, a 26% increase over 2018. The hottest selling items were diecast locomotives, the first 12 of which were donated by Eric Werner. We had to reorder multiple times throughout the year. Toys, books and tokens were also strong sellers.

Point of Sales System

The new Point of Sales system was challenging for ESL and required a lot of training. Not all crews were comfortable using it for cash sales and more training will be needed for the 2020 season. However, the availability to process credit cards throughout the year was a big plus to our riders and had a positive

impact on merchandise sales. We did experience some issues with the mobile hotspot during North Pole Trolley. For some reason, the hot spot doesn't work too well in the cold weather.

Volunteers

New Volunteers

Pete Cahill, Zack Osmudson, and Richard Hadley graduated to full operator status. Dan Nash and Bill Gingerich were unable to complete revenue training. We should reach out to them early next year to see if they wish to resume training in 2020.

Promotions

We are actively seeking recommendations for foreman promotions in 2020. Two operators have already been contacted.

Ghost Trolley

With two nights of great weather, Ghost Trolley ridership continues to climb. New games were added (and a few retired), and the haunted Mesabe 10 Trolley looked great. Hopefully the legend of Winona 13 won't scare off too many riders once Winona 10 is put back into service.

We are grateful for the leadership of Karen Kertzman and the large group of volunteers each night as it takes a lot of time and effort to pull this event together.

North Pole Trolley

Our biggest event of the year coincided with a late November winter storm. While we were able to operate all three days, ridership took a 30% hit. See <https://cbsloc.al/34ygvJS> for the Christkindlesmarkt segment on WCCO's The Morning Show.

Jim Kertzman was instrumental in opening the line both Saturday and Sunday as there was a lot of work to do each day before the Streetcar could safely operation on the line. With the line was open, all crews operated flawlessly, at times in less than ideal conditions. Everyone involved was exhausted by the end of the event, but a good time was had by all.

Duluth 265

Duluth 265 was a welcome addition to ESL. It took some volunteers a while to feel comfortable, but the extra seating and fully enclosed rear platform were welcome additions to our special events (especially when operating during a winter storm). Thanks to the front loading capability of Duluth 265, we were able to use Duluth 78 as a static display at Water Street during special events (before the controller fire).

Duluth 78

Howie is still working on the B controller for Duluth 75, which remains out-of-service after experiencing a controller fire.

Fargo-Moorhead 28

Fargo-Moorhead 28, which had been relocated to the ESL car barn, was relocated to storage prior to the Ghost Trolley event. Timing couldn't have been better as we really needed the space for Ghost Trolley games!

Fence

Barbed wired fencing was installed on the south side of the car barn just before the ground froze. Many thanks to Karen Kertzman for pulling all parties together to get this done. The Tuesday crew could not repaint the south exterior of the car barn due to the weather turning cold. That will have to wait until the weather warms up again.

Storage Space

Howie and the Tuesday crew rebuilt our storage space in the cold barn, allowing us to clean up and relocated a lot of Ghost and North Pole Trolley material from Mesabe 10.

ESL General Sequence of Operations

Dave McCollum has completed the new Sequence of Operations for ESL. The new document is meant to be streetcar neutral, with general instructions for how to operate any streetcar along our line. We hope to unveil the new SOO in time for the 2020 season.



Four Trolleys!



Moving Fargo-Moorhead 28



Barbed Wire Fence Installed



Haunted Mesabe 10



Father Christmas at WCCO Studios



The Grinch!



Another run of the North Pole Trolley



Snowy View from the Ticket Booth