

# MINNESOTA STREETCAR MUSEUM

## MINUTES

Board of Directors Meeting  
7:00 PM – Thursday – August 5, 2021  
Computer Tele-Conference using Zoom Application  
Minneapolis, MN

Present: John Dillery Ben Franske (arrived at 7:11 PM, left at 7:25 PM)  
Dave French Chris Heck Aaron Isaacs  
Darel Leipold Karen Kertzman Jim Vaitkunas  
Myrle MacKenzie (arrived at 7:35PM)

Absent: None

Others Present: Pat Cosgrove Jim Kertzman Rod Eaton  
Dick Zawacki

The meeting of the Minnesota Streetcar Museum's Board of Directors was called to order by Board Chair **Aaron Isaacs** at 7:05 PM. The meeting was held using the Zoom web-based tele-conference application. Secretary **Vaitkunas** reported that at the beginning of this meeting seven Directors were present thus a quorum was achieved.

The agenda for this meeting was approved with no changes or objection. However, Chair Isaacs did have some comments on the agenda.

- **Isaacs** asked whether the agenda is an action item. **Vaitkunas** replied that the agenda isn't really an action item and doesn't require a vote to approve it.
- Chair **Isaacs** then commented that Chief Engineer **Keith Anderson** won't be present at this meeting. **Chris Heck** stated that he would report for **Anderson** on issues related to engineering.
- Isaacs then asked **Vaitkunas** the reason why approval of the MSM tariff is shown twice. **Vaitkunas** replied that the first item is to confirm the e-vote taken on May 4, 2021 which raised the standard fare to \$3.00. The agenda item the Board will consider in this meeting will approve the expanded fare structure for regular streetcar charters.

The minutes for the Board of Directors meeting held on April 3, 2021 was approved with no changes or objection.

### Approval of Electronic Votes

- Approval of Revised MSM Policy #11 - Re-Opening of MSM Car barn Maintenance Facilities (April 16, 2021)

**MOTION:** Made by Jim Vaitkunas; Seconded by Karen Kertzman

The electronic vote to approve the revised MSM Police #11 - Re-Opening of MSM Car barn Maintenance Facilities, taken on April 16, 2021 is affirmed.

**VOTE:** Yes – 7; No – 0 **Motion carried.**

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- Approval of Passenger Fare and Charter Tariff 2021-1 (May 4, 2021)

**MOTION:** Made by Dave French; Seconded by Chris Heck  
The electronic vote to approve the MSM Passenger Fare and Charter Tariff, taken on May 4, 2021 is affirmed.  
**VOTE:** Yes – 7; No – 0 **Motion carried.**

**Board Chair's Report/Update.** Chair **Aaron Isaacs** stated that has just a few quick comments.

- **Isaacs** commented that it seems that the fare hike approved starting this season has been accepted by our passengers. This was confirmed by **Karen Kertzman** speaking for the Excelsior Streetcar Line.
- **Isaacs** then said that there seems to be no push back on our new policy of no cash sales at Como-Harriet. **Karen Kertzman** for ESL said that they are still accept currency for fares, but merchandise sales are credit card-only and that has been accepted by the passengers.
- In an interesting development, **Ward Winton**, one of our new Operator trainees lives in Wisconsin and is a retired lawyer. Duluth lightweight car No. 303 is located in Solon Springs, Wisconsin, and is the only remaining lightweight car built by TCRT. **Winton** has agreed to research ownership of the property No. 303 is on so MSM can contact the owners and ask them to donate No. 303 if they ever decide to dispose of it.
- **Isaacs** has contacted an awning company to get an idea on how, and the cost, for one for the Linden Hills station platform to shade the volunteers and passengers from the hot afternoon sun. Based on the results of his research, Isaacs will propose this awning be included in the 2022 budget.
- With the rise of the Covid-19 delta variant, it's clear that we need to revisit our current practice on wearing the mask. **Isaacs** proposed that this issue be discussed at the next informal Zoom meeting on Monday, August 9<sup>th</sup>.
- Finally, because of discussions over the placement of the tower car in the ready barn, it became clear that there is a problem with placing the current tower car in front of No. 1239. With limited space at the back of the ready barn, if 1239 is placed at the end of the track, no one can enter the car. This is a long-term problem because when a third streetcar comes to CHSL, we'll run into the same problem with limited space on the sides of the streetcars because of the storage shelves protruding into the track area. **Isaacs** is raising the issue now with no expectations of immediate relief but to get the problem on everyone's radar.

With the arrival of MSM Director **Ben Franske** at the meeting at approximately 7:11 PM, **Isaacs** stated that the last agenda item regarding on-line postings of MSM's magazines and publications be moved up since **Franske** can't stay for the entire meeting.

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**Franske** began by stating that he and others in the Museum feel it would be a good thing for MSM to put its historic documents online in recognition of the 50th Anniversary of the museum. **Franske** stated that MSM should share some of our important historical research with a wider audience. He then went on to describe the documents, books and magazines that have been digitized or soon will be. **Franske** stated that this action should be discussed and approved by the MSM Directors at this Board meeting

The specific Creative Commons licenses were chosen:

1. to require that any redistribution be made open as well so that we can re-publish or re-use any derivatives;
2. that we be attributed as the original source; and perhaps most importantly
3. to be compatible with the licenses used by Wikipedia. In particular, publishing under these licenses will allow people to very easily re-purpose our content into Wikipedia articles as long as we are attributed as the source which will hopefully spur even more dissemination of our research.

With *Twin City Lines*, **Franske** recommended that MSM should retain a benefit for our members so MSM should make available issues up through Summer 2020 and then future issues become publicly available one or two years after they are published to members.

Because it's not published by MSM, and we believe it to be out of copyright, the board doesn't need to approve posting of Interurbans Special Number 14, *Electric Railways of Minneapolis and St. Paul* by Russell L. Olson (December 1953), so **Franske** has already uploaded the scan of it to: <https://archive.org/details/interurbans-no-14/mode/2up> where it can be viewed online or downloaded. Anyone will be able to link to that from MSM's website.

Considering all the above information, **Franske** requested that three motions that he has prepared be approved by the MSM Board.

Chair **Isaacs** then commented that he fully agrees with this action as it strongly supports the education mission of MSM. **Isaacs** then read off the first and subsequent motions.

**Motion:** Made by Ben Franske; Second by Jim Vaitkunas

That the Minnesota Streetcar Museum publish online The Electric Railways of Minnesota, The Electric Railways of Minnesota Supplement, and The Electric Railways of Minnesota Index, under the Creative Commons "Attribution-ShareAlike 4.0 International" and "Attribution-ShareAlike 3.0 Unported" licenses.

**VOTE:** Yes – 8; No – 0 **Motion carried.**

There was no discussion on the first motion.

After **Isaacs** read the second motion, Secretary **Vaitkunas** asked what the copyright status is for the *Minnegazette* issues. **Franske** answered that he's not entirely sure. Chair **Isaacs** stated that when the Minnesota Transportation Museum and MSM were separated in 2005, the *Minnegazette* back issues were divided between the two museums. Therefore, both and MSM have equal rights to the back issues of the *Minnegazette*.

**Motion:** Made by Ben Franske; Second by Karen Kertzman  
That the Minnesota Streetcar Museum publish online issues of the MTM *Minnegazette* from 1962 through 2007, *The Como-Harriet Story*, and *The 1940s*, under the Creative Commons "Attribution-ShareAlike 4.0 International" and "Attribution-ShareAlike 3.0 Unported" licenses.  
**VOTE:** Yes – 8; No – 0 **Motion carried.**

After first reading of the third motion, Chair **Isaacs** then discussed the timeline between sending MSM's history magazine, *Twin City Lines* (TCL) to the members and posting the issue online. He recommended that as a membership benefit, posting the TCL online should be two years after publication date of an issue rather than one year. Most Directors had no strong feeling on this so consensus was that the issues would be posted on-line two years after publication. The original motion was amended accordingly.

**Motion:** Made by Ben Franske; Second by Darel Leipold  
That the Minnesota Streetcar Museum publish online *Twin City Lines* issues from 2007 through Summer 2018, and future *Twin City Lines* issues two years after publication to museum members, under the Creative Commons "Attribution-ShareAlike 4.0 International" and "Attribution-ShareAlike 3.0 Unported" licenses.  
**VOTE:** Yes – 8; No – 0 **Motion carried.**

**Dave French** asked whether someone will be contacting MTM to tell them what we're doing with the *Minnegazette*. **Isaacs** reiterated that when the split happened the agreement was that the magazines would also be split and in fact MTM had destroyed most of their stock of back issues of the *Minnegazette*. **Isaacs** stated that he will be contacting MTM because their members may be interested in viewing the back issues on line.

Secretary **Vaitkunas** then asked where the PDF copies would be posted. **Ben Franske** replied that they would be uploaded to the Internet Library which is a free and massive public library of books and other documents that are accessible on-line. MSM will have links to the library on our website. Our website will also have a content index of all the *Minnegazettes* and *Twin City Lines*, with a list of the top stories in each issue.

#### Treasurer's Report **Chris Heck**

**Heck** reported on a few of the items on the income and expenses reports, which were shown on screen share. He commented that we seem to be tracking our budget estimates pretty closely and we're, therefore, doing well financially.

Regarding the summary of capital projects.

- The overhead project at CHSL came in under budget because of negotiations with the contractor.
- The Winona No. 10 project is under budget mainly because no funds were expended on the project so far this FY
- The 1239 truck rebuild project is also under budget because not a lot of work has been done so far this FY.

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**Heck** then showed the MSM Balance sheet as of July 31<sup>st</sup> and described his actions that he has taken over the months to manage the museum's funds in the checking and savings/money market accounts. Chair **Isaacs** commented that our current cash balance of \$305K is very good which we need to consider when we discuss the next agenda item.

**Heck** then reported that we're experiencing a transition in all our financial institutions because of mergers. This may be slightly inconvenient but should not pose a problem for our day-to-day financial operations.

Next topic in the Treasurer's agenda was to **Amend the FY 2021** budget to authorize the realignment and paving of ESL car barn track #3. **Isaacs** stated that because we're in good shape financially, that this project, which was held in abeyance earlier this year because of the uncertain financial status this year, should be considered for approval to proceed.

**Chris Heck** reported that he had discussed this issue with Chief Engineer **Keith Anderson** and asked two questions regarding this project: what is the scope and necessity for this project; and, what are the updated costs of the project. **Karen Kertzman** replied that she had sent out the budget numbers collected several weeks ago and described what was proposed to be done including the estimated costs of the phases of the project. This is attached to these minutes. Chief Engineer **Dick Zawacki** then responded to the questions raised by **Heck** stating that realigning track #3 was necessary because the track was built before the car barn was built, the track is not centered in the door opening. Moving the track would allow greater flexibility in positioning the cars at ESL. The question of doing both the track moving and concrete work was raised by **Isaacs** and **Zawacki** replied that it would be good to get approval for both but considering what must happen before concrete can be poured it's unlikely that the concrete will be put in in 2021.

Member **Rod Eaton** commented that while we're in good shape financially now, the current spike in Covid-19/Delta numbers, and potentially other variants that may be coming, that it's entirely possible that our income after Labor Day coming from the special events may be severely diminished. Chair **Isaacs** commented that our income for July was what we projected, and we can reasonably expect that to happen for the next two months. Treasurer **Heck** replied that he agrees with **Eaton** and feels that the uncertainty over how Covid-19 will impact our operations and special events should result in caution on our part.

**FY 2022 Budget.** **Chris Heck** gave a brief summary of how he plans to develop the budget with input from the Superintendents and managers which process will be very similar to the process the last two fiscal years.

**Report from MSM General Superintendent.** **Bruce Gustafson** was not able to attend this board meeting. He did submit a detailed report to the Board a week prior to the meeting and this is attached to these minutes. Chair **Isaacs** commented that these reports from **Gustafson** are very detailed and excellent. "They are the best." The report submitted by ESL Superintendent Todd Bender is also attached to these minutes.

**Chief Mechanical Officer's Report.** CMO Dick Zawacki reported the following.

**TCRT 1300.** Recently the car encountered a problem when it was operated using the controls at the rear of the car. At intermittent times the motors would not shut off when the STOP switch was engaged. After completing maintenance on some controller components and performing several tests, Mark Digre found that the real problem was the START switch was intermittently malfunctioning. The switch kept power continuously applied to the motors and would not allow the STOP switch to remove power from the motors. The START and STOP switches were replaced (they come as a set) and the problem has not reappeared as of this date.

**TCRT 322.** At the same time as the above problems occurred on TCRT 1300, TCRT 322 experienced a number of problems with the operation of various systems in the car. Mark Digre traced the problem to several poor electrical connections that did not allow the batteries to charge completely. This result of this low voltage condition was that several systems would not operate correctly. The connections were cleaned, repaired as needed, and retightened. We continue to monitor several electrical relays and voltage regulators in the car to be sure they are functioning correctly.

**TCRT 1239.** Our overall plan is to backdate the look of the car to the 1920's era. Our basic plan is to build a complete truck that closely replicates the original Baldwin #5 trucks that were under the car. Most of the fabrication work on the new truck components is completed. Truax Machinery has fabricated new equalizers and other parts and is charging us only the cost of the material. New coil springs have been received from Carolina Coil, the company that made new springs for the 1300 truck rebuild project. New leaf springs are on order from a company near North Branch, Minnesota. We plan to reuse the axles and journal boxes from the current trucks. Two refurbished motors are at CHSL, ready to be installed in the new trucks. Other components (a new Baker heater and associated piping, vintage looking lighting, historically correct headlight, car cards, etc.) have been installed in the car. Current plans are to remove one old truck from the car during the 2021—2022 winter and start building the new truck.

**DSR 78.** The overhauled controller is installed in the car and wiring is completed. Additional work to insulate connections and related work is in progress and should be completed in 3 weeks. Then operational testing will start. The car should be ready for revenue service at some time in late September or early October. The crew will examine the second controller in the car and upgrade it to the same level as the first controller.

**DSR 265.** A new rear door operating lever has been installed. A new voltmeter needs to be installed.

**Winona 10.** The first set of sample coils for the motor armature have been wound and delivered to the motor rebuilder. The rebuilder is evaluating them for proper fit. Given that the armature uses 105 coils, any small error in the fit and alignment is magnified 105 times. As a point of reference, when 1300's motors were rebuilt, the coils went through at least three design iterations before the correct configuration was found. We expect these coils will go through a similar redesign and evaluation process. Once the correct coil

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geometry is found, we will have a better idea of how long it will take to complete the rebuild of the motor.

**Chief Engineer's Report.** Chief Engineer **Keith Anderson** was unable to attend this meeting, so **Chris Heck** (MSM overhead Foreman) had discussed items with **Anderson** and made brief comments on engineering issues. **Heck** reported that **Anderson** plans to be at CHSL sometime after Labor Day 2021 with the intent of recruiting volunteers to replace several rotten railroad ties with new ones. He also hopes to contact a local Boy Scout troop to perhaps solicit help from several scouts for this project

Heck then reported that **Anderson** has contact **Mike Miller** [of St. Paul] who has agreed to assist in working on the overhead in the ESL car barn yard. Regarding the overhead at CHSL, **Heck** reported that in the last month or two he has trimmed tree branches near the overhead and quick-paint some overhead targets. **Heck** also reported on plans to re-work the overhead at the CHSL car barn yard which is in a poor state.

In response to a question from Chair **Isaacs** on the plans for the ESL yard overhead work, **Heck** replied that when CE **Anderson** returns to Minneapolis, he will lead the effort to get the yard wire in good shape.

**Student membership and youth involvement in MSM activities.** **Rod Eaton** briefed the Directors on MSM's youth outreach efforts. This is manifested in MSM's kids' clubs, which are: the Car barn Club for youth six to ten years old; and, the Clerestory Club for youths eleven to sixteen years old. **Eaton** then briefly described the history of the kid's clubs which were developed in 2019 but really hadn't had any activity until the summer of 2021. Membership status of the kids' club members is important and **Eaton** requested that this issue be addressed at this Board meeting. He generally described the membership benefits which would include all regular benefits except for voting.

**Eaton** commented that there should be no problem with designating a youth membership category and having these young people as members will certainly benefit the Museum. **Eaton** emphasized that the "nuts-and-bolts" of how the young people will be engaged in Museum activities is a separate issue that can be Addressed by an MSM policy.

Chair **Isaacs** then asked **Eaton** if the intent here is to create a youth membership with the suggested annual dues of \$15 and **Eaton** replied in the affirmative.

Discussion then ensued on the wording of the motion. After some discussion it was pointed out by Vice Chair **Dave French** that a motion about student memberships was made but not seconded at the Board meeting held on February 11, 2021. Vice Chair **French** then read the motion that was made on February 11<sup>th</sup> (copy attached to these minutes) which proposed amending MSM's bylaws by adding the youth membership category to article 2. **Chris Heck** commented that the wording of the motion left out the details regarding this new membership category. Secretary **Vaitkunas** replied that this motion simply creates the new student membership, and a policy would have to then be written and approved by the Board that would have all the details on the dues cost, benefits of the youth membership and so forth. There was subsequent discussion on the wording and

intent of this motion  
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and questions raised by several Directors were resolved to their satisfaction. With no further discussion, the following motion was made.

**MOTION:** Made by Jim Vaitkunas; Seconded by Dave French  
That Minnesota Streetcar Museum bylaws, Article 2 – Members, is amended as follows.  
(1) The following paragraph is added.  
2.1.3 Student Members. Student members are children aged 10 to 17 who have paid the dues established by the Board of Directors. Student members may not vote in the Corporation’s elections but shall receive benefits established by the board.  
(2) Subsequent paragraphs in article 2 are renumbered to reflect the addition of this new paragraph.  
**VOTE:** Yes – 8; No – 0 **Motion carried.**

**Approval of MSM Passenger Fare and Charter Tariff 2021-1, dated June 6, 2021.**

Assistant Operations Superintendent **Jim Vaitkunas** gave a brief outline of this action. The purpose of the motion to approve MSM’s tariff by electronic vote taken on May 4, 2021 was to raise the basic passenger fare from \$2.50 to \$3.00 per person. After that approval passed, discussion among several MSM leaders resulted in agreement on fares for member and non-member charters that went beyond the standard 30-minute length. The revised tariff also includes standard fees for special charters such as the motorman’s certificate and the streetcar adventures. The June 6<sup>th</sup> edition of the tariff that is now presented to the Board for approval memorializes the decisions on the new charter fare structure.

**MOTION:** Made by Jim Vaitkunas; Seconded by Dave French  
That Minnesota Streetcar Museum Fare and charter tariff 21-1 dated June 6, 2021 is approved as to form and content.  
**VOTE:** Yes – 8; No – 0 **Motion carried.**

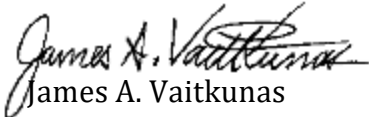
Vice Chair **Dave French** then asked about the status of the proposed MSM privacy policy that was discussed at the February 2021 Board meeting. Secretary **Vaitkunas** responded that **Ben Franske** had originally raised this issue and suggested that MSM needs to develop a privacy policy to comply with both U.S. and European Union (EU) data privacy requirements. **Chris Heck** commented that MSM is legally bound by the EU’s privacy requirements, called the General Data Protection Regulation, but as a practical matter, the risk of having a citizen of the European Union complain to MSM about removal from a mail list is so remote that MSM will have to decide whether to a lengthy privacy policy akin to the EU’s GDPR or consider a privacy policy that is less wordy and cumbersome. **Dave French** commented on the absence of member rosters on the MSM website and Secretary **Vaitkunas** responded that based on discussion with **Ben Franske**, in 2020, all those telephone lists and rosters were removed from MSM’s website but are available separately to select MSM leaders and managers. Regarding e-mail privacy, **Franske** agreed that sending an e-mail to a small group of select people with everyone’s e-mail address shown



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is probably OK but sending e-mails to the general membership should be done using the “BCC” or blind copy method so no one can see anyone else’s e-mail address.

**Adjournment.** There being no further comments or discussion, the meeting adjourned at 8:30 PM.

  
James A. Vaitkunas  
*Corporate Secretary*

Attachments

1. FY 2021 MSM Profit and Loss report by class through 8/1/2021
2. MSM Balance Sheet
3. MSM Capital Projects List
4. Revised ESL car barn track and paving estimate
5. Proposed change to article 2 of MSM bylaws
6. 2021 MSM Passenger Fare & Charter Tariff V3.2 (2021-6-9)
7. MSM General Superintendent’s Report
8. ESL Superintendent’s report

**Minnesota Streetcar Museum**  
**Budget vs. Actuals: FY-2021 - FY21 P&L Classe**  
January - December 2021

	10 CHSL				20 ESL				
	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget	Actual
<b>Income</b>									
4010 Contributions - Unrestricted			0.00				0.00		13,939.22
4020 Contributions - Restricted			0.00				0.00		625.00
4110 Passenger Fares			0.00				0.00		
4111 Tokens	6,291.00	20,000.00	-13,709.00	31.46%	1,818.00	5,000.00	-3,182.00	36.36%	
4112 Season Passes	1,450.00	2,000.00	-550.00	72.50%	72.50	100.00	-27.50	72.50%	
4119 Cash Over/Short		-100.00	100.00	0.00%			0.00		
<b>Total 4110 Passenger Fares</b>	<b>\$ 7,741.00</b>	<b>\$ 21,900.00</b>	<b>-\$ 14,159.00</b>	<b>35.35%</b>	<b>\$ 1,890.50</b>	<b>\$ 5,100.00</b>	<b>-\$ 3,209.50</b>	<b>37.07%</b>	<b>\$ 0.00</b>
4120 Charters	2,360.00	1,500.00	860.00	157.33%	675.00	500.00	175.00	135.00%	
4130 Special Events	344.00	13,000.00	-12,656.00	2.65%		7,000.00	-7,000.00	0.00%	
4150 Merchandise Sales			0.00				0.00		
4151 Taxable Sales	3,774.81	6,000.00	-2,225.19	62.91%	985.72	1,500.00	-514.28	65.71%	
4152 Non-Taxable Sales	507.00	500.00	7.00	101.40%	55.50	200.00	-144.50	27.75%	
4159 Sales Tax Expense	24.63	-400.00	424.63	-6.16%	83.89	-100.00	183.89	-83.89%	
<b>Total 4150 Merchandise Sales</b>	<b>\$ 4,306.44</b>	<b>\$ 6,100.00</b>	<b>-\$ 1,793.56</b>	<b>70.60%</b>	<b>\$ 1,125.11</b>	<b>\$ 1,600.00</b>	<b>-\$ 474.89</b>	<b>70.32%</b>	<b>\$ 0.00</b>
4160 Member Dues			0.00				0.00		10,360.00
4190 Miscellaneous Income			0.00				0.00		1,015.71
4191 Interest Income			0.00				0.00		221.40
<b>Total Income</b>	<b>\$ 14,751.44</b>	<b>\$ 42,500.00</b>	<b>-\$ 27,748.56</b>	<b>34.71%</b>	<b>\$ 3,690.61</b>	<b>\$ 14,200.00</b>	<b>-\$ 10,509.39</b>	<b>25.99%</b>	<b>\$ 26,161.33</b>
<b>Gross Profit</b>	<b>\$ 14,751.44</b>	<b>\$ 42,500.00</b>	<b>-\$ 27,748.56</b>	<b>34.71%</b>	<b>\$ 3,690.61</b>	<b>\$ 14,200.00</b>	<b>-\$ 10,509.39</b>	<b>25.99%</b>	<b>\$ 26,161.33</b>
<b>Expenses</b>									
5100 Repairs and Maintenance			0.00				0.00		
5110 Engineering (Track & Overhead)		1,200.00	-1,200.00	0.00%	109.29	1,200.00	-1,090.71	9.11%	
5120 Buildings and Grounds	794.66	1,025.00	-230.34	77.53%	139.24	150.00	-10.76	92.83%	
5130 Streetcar Maintenance	2,988.09	15,565.00	-12,576.91	19.20%	87.48	5,075.00	-4,987.52	1.72%	
<b>Total 5100 Repairs and Maintenance</b>	<b>\$ 3,782.75</b>	<b>\$ 17,790.00</b>	<b>-\$ 14,007.25</b>	<b>21.26%</b>	<b>\$ 336.01</b>	<b>\$ 6,425.00</b>	<b>-\$ 6,088.99</b>	<b>5.23%</b>	<b>\$ 0.00</b>
5200 Operations			0.00				0.00		

5220 Permits, Licenses, & Dues				0.00		50.00	500.00	-450.00	10.00%	225.00
5230 Volunteer Services				0.00				0.00		635.20
5290 Special Events		4,000.00	-4,000.00	0.00%			2,000.00	-2,000.00	0.00%	
<b>Total 5200 Operations</b>	<b>\$</b>	<b>0.00</b>	<b>\$ 4,000.00</b>	<b>-\$ 4,000.00</b>	<b>0.00%</b>	<b>\$ 50.00</b>	<b>\$ 2,500.00</b>	<b>-\$ 2,450.00</b>	<b>2.00%</b>	<b>\$ 860.20</b>
5300 Insurance				0.00				0.00		10,562.94
5400 Utilities				0.00				0.00		
5410 Electricity				0.00				0.00		2,499.52
5420 Natural Gas				0.00				0.00		1,113.47
5430 Water & Sewer				0.00				0.00		1,007.31
5470 Security System				0.00				0.00		1,720.00
<b>Total 5400 Utilities</b>	<b>\$</b>	<b>0.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>		<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>		<b>\$ 6,340.30</b>
5600 Exhibits & Archive Aquisition				0.00				0.00		37.64
5800 Merchandise Cost				0.00				0.00		1,934.35
6020 Phone & Internet				0.00				0.00		1,491.26
6030 Administrative Expenses				0.00				0.00		810.34
6035 Technology				0.00				0.00		226.00
6060 Membership Publications				0.00				0.00		4,298.21
6090 Other Admin Expense				0.00				0.00		
6092 Bank Service Charges				0.00				0.00		
6093 Credit Card Service Charge				0.00				0.00		769.07
<b>Total 6090 Other Admin Expense</b>	<b>\$</b>	<b>0.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>		<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>		<b>\$ 769.07</b>
6600 Reconciliation Discrepancies				0.00				0.00		-81.63
<b>Total Expenses</b>	<b>\$</b>	<b>3,782.75</b>	<b>\$ 21,790.00</b>	<b>-\$ 18,007.25</b>	<b>17.36%</b>	<b>\$ 386.01</b>	<b>\$ 8,925.00</b>	<b>-\$ 8,538.99</b>	<b>4.33%</b>	<b>\$ 27,248.68</b>
<b>Net Operating Income</b>	<b>\$</b>	<b>10,968.69</b>	<b>\$ 20,710.00</b>	<b>-\$ 9,741.31</b>	<b>52.96%</b>	<b>\$ 3,304.60</b>	<b>\$ 5,275.00</b>	<b>-\$ 1,970.40</b>	<b>62.65%</b>	<b>-\$ 1,087.35</b>
<b>Net Income</b>	<b>\$</b>	<b>10,968.69</b>	<b>\$ 20,710.00</b>	<b>-\$ 9,741.31</b>	<b>52.96%</b>	<b>\$ 3,304.60</b>	<b>\$ 5,275.00</b>	<b>-\$ 1,970.40</b>	<b>62.65%</b>	<b>-\$ 1,087.35</b>

IS

30 MSM				TOTAL		
Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget
20,000.00	-6,060.78	69.70%	13,939.22	20,000.00	-6,060.78	69.70%
	625.00		625.00	0.00	625.00	
	0.00		0.00	0.00	0.00	
	0.00		8,109.00	25,000.00	-16,891.00	32.44%
	0.00		1,522.50	2,100.00	-577.50	72.50%
	0.00		0.00	-100.00	100.00	0.00%
<b>\$ 0.00</b>	<b>\$ 0.00</b>		<b>\$ 9,631.50</b>	<b>\$ 27,000.00</b>	<b>-\$ 17,368.50</b>	<b>35.67%</b>
	0.00		3,035.00	2,000.00	1,035.00	151.75%
	0.00		344.00	20,000.00	-19,656.00	1.72%
	0.00		0.00	0.00	0.00	
	0.00		4,760.53	7,500.00	-2,739.47	63.47%
	0.00		562.50	700.00	-137.50	80.36%
	0.00		108.52	-500.00	608.52	-21.70%
<b>\$ 0.00</b>	<b>\$ 0.00</b>		<b>\$ 5,431.55</b>	<b>\$ 7,700.00</b>	<b>-\$ 2,268.45</b>	<b>70.54%</b>
10,000.00	360.00	103.60%	10,360.00	10,000.00	360.00	103.60%
700.00	315.71	145.10%	1,015.71	700.00	315.71	145.10%
750.00	-528.60	29.52%	221.40	750.00	-528.60	29.52%
<b>\$ 31,450.00</b>	<b>-\$ 5,288.67</b>	<b>83.18%</b>	<b>\$ 44,603.38</b>	<b>\$ 88,150.00</b>	<b>-\$ 43,546.62</b>	<b>50.60%</b>
<b>\$ 31,450.00</b>	<b>-\$ 5,288.67</b>	<b>83.18%</b>	<b>\$ 44,603.38</b>	<b>\$ 88,150.00</b>	<b>-\$ 43,546.62</b>	<b>50.60%</b>
	0.00		0.00	0.00	0.00	
	0.00		109.29	2,400.00	-2,290.71	4.55%
	0.00		933.90	1,175.00	-241.10	79.48%
	0.00		3,075.57	20,640.00	-17,564.43	14.90%
<b>\$ 0.00</b>	<b>\$ 0.00</b>		<b>\$ 4,118.76</b>	<b>\$ 24,215.00</b>	<b>-\$ 20,096.24</b>	<b>17.01%</b>
	0.00		0.00	0.00	0.00	

225.00	0.00	100.00%	275.00	725.00	-450.00	37.93%
700.00	-64.80	90.74%	635.20	700.00	-64.80	90.74%
	0.00		0.00	6,000.00	-6,000.00	0.00%
<b>\$ 925.00</b>	<b>-\$ 64.80</b>	<b>92.99%</b>	<b>\$ 910.20</b>	<b>\$ 7,425.00</b>	<b>-\$ 6,514.80</b>	<b>12.26%</b>
11,000.00	-437.06	96.03%	10,562.94	11,000.00	-437.06	96.03%
	0.00		0.00	0.00	0.00	
6,000.00	-3,500.48	41.66%	2,499.52	6,000.00	-3,500.48	41.66%
1,750.00	-636.53	63.63%	1,113.47	1,750.00	-636.53	63.63%
1,350.00	-342.69	74.62%	1,007.31	1,350.00	-342.69	74.62%
1,500.00	220.00	114.67%	1,720.00	1,500.00	220.00	114.67%
<b>\$ 10,600.00</b>	<b>-\$ 4,259.70</b>	<b>59.81%</b>	<b>\$ 6,340.30</b>	<b>\$ 10,600.00</b>	<b>-\$ 4,259.70</b>	<b>59.81%</b>
500.00	-462.36	7.53%	37.64	500.00	-462.36	7.53%
2,500.00	-565.65	77.37%	1,934.35	2,500.00	-565.65	77.37%
3,000.00	-1,508.74	49.71%	1,491.26	3,000.00	-1,508.74	49.71%
2,000.00	-1,189.66	40.52%	810.34	2,000.00	-1,189.66	40.52%
920.00	-694.00	24.57%	226.00	920.00	-694.00	24.57%
8,750.00	-4,451.79	49.12%	4,298.21	8,750.00	-4,451.79	49.12%
	0.00		0.00	0.00	0.00	
20.00	-20.00	0.00%	0.00	20.00	-20.00	0.00%
1,500.00	-730.93	51.27%	769.07	1,500.00	-730.93	51.27%
<b>\$ 1,520.00</b>	<b>-\$ 750.93</b>	<b>50.60%</b>	<b>\$ 769.07</b>	<b>\$ 1,520.00</b>	<b>-\$ 750.93</b>	<b>50.60%</b>
-400.00	318.37	20.41%	-81.63	-400.00	318.37	20.41%
<b>\$ 41,315.00</b>	<b>-\$ 14,066.32</b>	<b>65.95%</b>	<b>\$ 31,417.44</b>	<b>\$ 72,030.00</b>	<b>-\$ 40,612.56</b>	<b>43.62%</b>
<b>-\$ 9,865.00</b>	<b>\$ 8,777.65</b>	<b>11.02%</b>	<b>\$ 13,185.94</b>	<b>\$ 16,120.00</b>	<b>-\$ 2,934.06</b>	<b>81.80%</b>
<b>-\$ 9,865.00</b>	<b>\$ 8,777.65</b>	<b>11.02%</b>	<b>\$ 13,185.94</b>	<b>\$ 16,120.00</b>	<b>-\$ 2,934.06</b>	<b>81.80%</b>

# Minnesota Streetcar Museum

## Balance Sheet

As of August 5, 2021

	<u>Total</u>
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Bank Accounts</b>	
1010 Cash in Bank	
1012 Checking Account TCF Bank	3,593.14
1014 TruStone Savings Account	5.00
1015 TruStone Money Market	98,626.49
1016 TruStone CD	52,097.73
1018 Savings Account TCF Bank	149,810.13
1019 Change Cash	1,400.00
<b>Total 1010 Cash in Bank</b>	<b>\$ 305,532.49</b>
<b>Total Bank Accounts</b>	<b>\$ 305,532.49</b>
<b>Accounts Receivable</b>	
1030 Accts Receivable	0.00
<b>Total Accounts Receivable</b>	<b>\$ 0.00</b>
<b>Total Current Assets</b>	<b>\$ 305,532.49</b>
<b>Other Assets</b>	
1040 Inventory	20,174.00
<b>Total Other Assets</b>	<b>\$ 20,174.00</b>
<b>TOTAL ASSETS</b>	<b>\$ 325,706.49</b>

Thursday, Aug 05, 2021 07:41:34 AM GMT-7 - Accrual Basis

**Minnesota Streetcar Museum**  
**Budget vs. Actuals: FY-2021 - FY21 P&L Classes**  
January - December 2021

	10 CHSL				20 ESL				
	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget	Actual
<b>Expenses</b>									
5100 Repairs and Maintenance			0.00				0.00		0.00
5110 Engineering (Track & Overhead)			0.00				0.00		0.00
5111 Overhead Wire (CHSL, 57,000.)	43,295.05	57,000.00	-13,704.95	75.96%			0.00		43,295.05
<b>Total 5110 Engineering (Track &amp; Overhead)</b>	<b>\$ 43,295.05</b>	<b>\$ 57,000.00</b>	<b>-\$ 13,704.95</b>	<b>75.96%</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>\$ 0.00</b>	<b>0.00%</b>	<b>\$ 43,295.05</b>
5130 Streetcar Maintenance			0.00				0.00		0.00
5131 Car 10 CIP (ESL, 24,000)			0.00			24,000.00	-24,000.00	0.00%	0.00
5133 Car 1239 Rebuild (CHSL, 85,000)	670.46	85,000.00	-84,329.54	0.79%			0.00		670.46
<b>Total 5130 Streetcar Maintenance</b>	<b>\$ 670.46</b>	<b>\$ 85,000.00</b>	<b>-\$ 84,329.54</b>	<b>0.79%</b>	<b>\$ 0.00</b>	<b>\$ 24,000.00</b>	<b>-\$ 24,000.00</b>	<b>0.00%</b>	<b>\$ 670.46</b>
<b>Total 5100 Repairs and Maintenance</b>	<b>\$ 43,965.51</b>	<b>\$ 142,000.00</b>	<b>-\$ 98,034.49</b>	<b>30.96%</b>	<b>\$ 0.00</b>	<b>\$ 24,000.00</b>	<b>-\$ 24,000.00</b>	<b>0.00%</b>	<b>\$ 43,965.51</b>
<b>Total Expenses</b>	<b>\$ 43,965.51</b>	<b>\$ 142,000.00</b>	<b>-\$ 98,034.49</b>	<b>30.96%</b>	<b>\$ 0.00</b>	<b>\$ 24,000.00</b>	<b>-\$ 24,000.00</b>	<b>0.00%</b>	<b>\$ 43,965.51</b>

Thursday, Aug 05, 2021 07:57:47 AM GMT-7 - Accrual Basis

**TOTAL**

<b>Budget</b>	<b>over Budget</b>	<b>% of Budget</b>
0.00	0.00	
0.00	0.00	
57,000.00	-13,704.95	75.96%
<b>\$ 57,000.00</b>	<b>-\$ 13,704.95</b>	<b>75.96%</b>
0.00	0.00	
24,000.00	-24,000.00	0.00%
85,000.00	-84,329.54	0.79%
<b>\$ 109,000.00</b>	<b>-\$ 108,329.54</b>	<b>0.62%</b>
<b>\$ 166,000.00</b>	<b>-\$ 122,034.49</b>	<b>26.49%</b>
<b>\$ 166,000.00</b>	<b>-\$ 122,034.49</b>	<b>26.49%</b>



Estimates for ESL track 3 alignment and concrete floor - July 2021

*TRACK 3 ALIGNMENT - Assumption; may take up to 2 days*

Bid from Railroad Specialties 1/12/2021

100 square feet of track	
includes all labor, machinery and materials at \$6,450 per day *	\$12,900
install new grade 3 ties as required (estimated 25 at \$45 each)	\$1,125
install new spikes (N/C)	

<b>RAILROAD SPECIALTIES TOTAL</b>	<b>\$14,025</b>
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\*Based on a rate of \$6,450 per full day. Cost decreases if MSM can move some of the ballast prior to scheduled date or if it takes Railroad Specialities less than two full days to complete the work

**CONCRETE FLOOR TRACK 3**

Bid from Hage Concrete Works

971 square feet carbarn floor	\$16,200
120 square feet for 3 foot apron in front of all three doors	\$3,800

<b>HAGE CONCRETE TOTAL</b>	<b>\$20,000</b>
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## Student Memberships Motion to the Board

Louis Hoffman, Leah Harp, and Rod Eaton request that the Board of Directors consider and approve the following: we propose Article 2 – Members of the Bylaws of the Minnesota Streetcar Museum be amended as follows:

### ARTICLE 2 – *Members*

Section 2.1 MEMBER CATEGORIES. The Corporation shall have **five** categories of members: Regular, Life, **Student**, Associate, and Honorary.

2.1.1 Regular Members. Regular members are natural persons who have paid the dues established by the Board of Directors. Regular members may vote in the Corporation's elections and shall receive other benefits established by the Board.

2.1.2 Life Members. Life members are natural persons who have paid the dues established by the Board of Directors. Life members may vote in the Corporation's elections and shall receive other benefits established by the Board.

**2.1.3 Student Members. Student members are children aged 10 to 17 who have paid the dues established by the Board of Directors. Student members may not vote in the Corporation's elections but shall receive benefits established by the board.**

2.1.4 Associate Members. Any corporation, firm, partnership, or other business, professional, or other entity that has paid the dues established by the Board may become an Associate Member of the Corporation. Associate Members may vote in the Corporation's elections and shall receive other benefits established by the Board.

2.1.5 Honorary Members. The Board of Directors may recognize significant financial, volunteer, or other contributions to the Corporation by conferring upon a natural person, corporation, firm, partnership, other business or professional entity, educational or scientific organization, historical society, museum, political subdivision, or other non-profit entity an honorary membership. Honorary members shall receive benefits established by the Board. Honorary Members will not be charged dues and are not eligible to vote in the Corporation's elections.

# **THE MINNESOTA STREETCAR MUSEUM, INC.**

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## **PASSENGER FARE AND CHARTER TARIFF 2021-1**

### **NAMING**

### **BASIC AND SPECIAL EVENT PASSENGER FARES AND STREETCAR CHARTER RATES**

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**APPLICABLE AT  
THE COMO-HARRIET STREETCAR LINE  
AND  
THE EXCELSIOR STREETCAR LINE**

## **PASSENGER FARES, SPECIAL TICKET AND PASS PRICES AND STREETCAR CHARTER RATES TARIFF**

**Issued: June XX, 2021**

**EFFECTIVE: June XX, 2021**

### **ISSUED BY**

**Bruce Gustafson  
General Superintendent  
P.O. Box 16509  
Minneapolis, Minnesota 55416-0509  
(952) 922-1096**

## PASSENGER FARES

\$3.00 For any passenger four years of age and older

## SPECIAL TICKETS AND PASSES

SEASON PASS	\$60
DAY PASS	\$ 7
FIVE-RIDE PASS	\$12.50
TEN-RIDE PASS	\$25

## SPECIAL EVENT FARES

RAILWAY	EVENT	FARE	RAILWAY	EVENT	FARE
CHSL	Owl Service	\$3	CHSL	Halloween Late Show	\$10
	Owl Service unlimited	\$7			
CHSL	Streetcar Camp I	\$49	CHSL	Ghost Trolley	\$4
CHSL	Streetcar Camp II	\$49	CHSL	Trick r' Trolley	\$5
CHSL	Farmer Jan & Ken's	\$6 per	CHSL	Holly Trolley	\$5
	Pumpkin Patch:	Pump.	CHSL	Vinternatt	\$6
	<i>Regular fare plus-</i>		ESL	Ghost Trolley	\$4
CHSL	Graveyard Ghost Stories	\$15	ESL	Trolleyween	\$4
			ESL	North Pole Trolley	\$4

## STREETCAR CHARTERS

\$85 (30-minutes long)

\$150 (60-minutes long)

\$65 (MSM Members-30-min)

\$110 (MSM Members 60 min)

Each additional half-hour \$50

Second car—additional \$40 per half-hour

\$95 Be A Motorman

\$200 Streetcar Adventure (6 to 12 years old-90 minutes)

\$235 Streetcar Adventure (13-16 years old-90 minutes)

## COMMERCIAL STREETCAR CHARTERS

TIME	SINGLE CAR	2 <sup>ND</sup> CAR
Two-hour minimum	\$340	\$170
Half-day (4 hours)	\$680	\$340
Full-day (8 hours)	\$1,360	\$680
Overtime (beyond 8 hours)	\$125/hour	\$100/hour

These fees can be negotiable depending on the length and circumstances of the use of the Museum's streetcars and facilities.

## Minnesota Streetcar Museum

### General Superintendent's Report – August 2021

#### I. GENERAL COMMENTS

To summarize the operations for the first month of a new operating pattern, there are three notable areas of interest:

1. Staff. We are in a surprisingly good position with our volunteer operators. We have 103 operation volunteers (including station agents and helpers), of which 60 have operating hours. This is down 10-15 from a normal (pre-COVID) year. The number of operating volunteers should increase by a few as the new volunteers are qualified.
2. Ridership. Even with an abbreviated schedule ridership is comparable to July 2019. The results are particularly impressive given that we are not operating evening shifts Tuesday through Thursday and one fewer Sunday shift at Como-Harriet. Results (using POS data for 2021) show CHSL down and ESL showing a strong period-over-period increase. (However, the POS volumes are paid fares only and do not include charters or pass riders.)
  - Interestingly, the number of season passes sold in July is more than double the 2019 sales, although this likely reflects the lack of sales earlier in the year.
3. Schedule. The Friday afternoon service so far seems very popular. The weekday evening shift volume, which historically produced an average of 35-40 riders, to this point seems to be picked up through the weekend or weekday shifts.
  - The lack of weekday evening shifts, however, appears to be impacting some volunteers' ability or willingness to operate. While I think it is too late to add weekday evening shifts this season, we will restore them next year.

#### II. STAFF

CURRENT ROSTER (includes station agent only volunteers)

At present we have 103 active operators. This compares to 117 operators in 2019, 115 operators in 2018, 106 operators in 2017, and 104 operators in 2016.

##### Como-Harriet

- At Como-Harriet we have 81 operating personnel compared to 90 in 2019. About half of the volunteers have logged operating hours in July. As noted above this is due in part to the challenge of finding open shifts and, I believe, some hesitancy to volunteer on the longer weekend shifts.
- Following historical patterns 13 volunteers are contributing most hours (60%). These volunteers include Rod Eaton, Patrick Desbonnet, Linda Ridlehuber, Mike Buck, Louis Hoffman, Andy Jacob, Bill and Rose Arends, Pat Cosgrove, Bill Way, Mark Digre, Aaron Isaacs, and Brian Long.

##### Excelsior

- At ESL we have 27 operating personnel compared to 43 in 2019. 2/3 (18) of the volunteers have logged hours in July.

- Similar to CHSL/historical trends the volunteer hours are heavily concentrated, with six volunteers contributing nearly 60% of the scheduled hours. These volunteers include Karen and Jim Kertzman, Mike Buck, John Knox, Gregory Thomas, and Tim Gephart.

#### RECERTIFICATION TRAINING

Since we operated only a handful of charters in the fall of 2020, we required all operators to complete an online quiz (thanks to the work of Rod Eaton and Chris Heck) and a check ride for standard cars at CHSL and ESL as well as the PCC. While we had a few stragglers (we completed our last check ride the last week of July) we were able to process most of the operators prior to the start of the season. I would like to recognize the following individuals who spent many hours with the initial or follow-up check rides.

CHSL standard car:	Bill Arends, Rod Eaton, Bruce Gustafson, Louis Hoffman, Dave Higgins, Aaron Isaacs, Bill Pekarna
CHSL PCC:	Chris Heck, Fred Beamish
ESL:	Todd Bender, Karen Kertzman, Jim Kertzman

#### NEW OPERATOR TRAINING

Training led by Dave Higgins, Bill Pekarna, and Linda Ridlehuber. Pat Cosgrove managed the recruitment process.

For 2021 we had 9 (7 CHSL, 2 ESL) volunteers that entered the training program. All 9 finished the Basic training and moved on to Advanced. Six have completed the Advanced training portion of the program with four certified and two in revenue training.

New Volunteer	Status
Lisa Rottach	CHSL - Certified
Damon Riddle	CHSL - Certified
Ezra Strobel	CHSL – Certified
Bob Geiser	ESL – Certified
Nick Mainguy	CHSL – Revenue training
Michael Quackenboss	ESL – Revenue Training

The number and progress of the trainees is on track and looks to be comparable to 2019. 2021 results are in-flight. As shown above, only four operators have graduated to date.

Table 1. Annual New Operator Graduates

	2021	2019	2018	2017	2016
Graduates – CHSL	4	6	14	16	6
Graduates - ESL	2	2	4	3	4

### III. OPERATIONS

#### SCHEDULE

As can be seen in Table 2 on the following page, we removed 5 shifts and added 1 new shift (CHSL Friday afternoon) for the 2021 operation compared to our last normal operating year. The adjustments were done to support an anticipated decline in our operating volunteers and changes in Excelsior's farmers market operation.

Historically the weekday evening operations at CHSL have not been strong. The 2021 schedule was prioritized based on anticipated ridership and focused on weekends (both locations) and weekday afternoons (CHSL only). So far, the results have been very encouraging.

The afternoon performance has been sufficiently successful that we have extended the afternoon shifts through mid-October when regular operations end.

Table 2. Schedule Comparison 2021 vs. 2019

		2019	2021			2019	2021
CHSL Schedule				ESL Schedule			
Weekday	Tuesday Evening	Yes	-	Farmers Market	Yes	-	
	Wednesday Afternoon	Yes	Yes				
	Wednesday Evening	Yes	-				
	Thursday Evening	Yes	-				
	Friday Afternoon	-	Yes				
	Friday Evening	Yes	Yes				
Weekend	Saturday	2 shifts	2 shifts	Saturday	2	2	
	Sunday	2 shifts	1 shift	Sunday	2	2	
	Total Shifts	9	6		5	4	

#### RIDERSHIP STATISTICS

July Year-to-Date (YTD) ridership is shown below comparing 2021 to 2019. The 2021 data is from the POS system, which shows only paid fares. It does not include riders in a charter or those using a pass. Without pass or charter riders the comparison is not apples-to-apples. However, with the caveats CHSL regular ridership is down in volume, but with the fare increase revenue is up 5% year-over-year. ESL's is favorable both in volume (34%) and revenue (61%).

Table 3. July Ridership – 2021 vs. 2019

	2019			2021			Variance		
	CHSL	ESL	Total	CHSL	ESL	Total	CHSL <i>incr/(decr)</i>	ESL <i>incr/(decr)</i>	Total <i>incr/(decr)</i>
Charters	3	2	5	8	4	12	167%	100%	140%
	\$340	\$440	\$780	\$1,045	\$180	\$1,225	207%	-59%	57%
Regular Fares	2,876	515	3,391	2,508	690	3,198	-13%	34%	-6%
	\$7,190	\$1,288	\$8,478	\$7,524	\$2,070	\$9,594	5%	61%	13%
Season Passes	18	3	21	44	2	46	144%	-33%	119%

## CHSL SHIFT PERFORMANCE

In the current environment with some schedule changes I wanted to look at the performance of particular shifts. As noted in the “Observation” column the Friday afternoon option is performing well. It is also of note to see the strong Sunday volumes. Historically, we have struggled to staff the second Sunday shift. What the numbers, however, suggest is that we might try for the 2022 season two 3-hour shifts on Sunday, resulting in a 12:30p – 6:30p operation.

Date	No. of Fares		No. of Fares/Hour		Observations
	1st shift	2nd shift	1st shift	2nd shift	
Friday afternoon	16-Jul	74	24.7		Experiment w/Friday afternoon appears to be successful
	23-Jul	23	7.7		
	30-Jul	98	32.7		
Friday	16-Jul	104		52.0	Weak performance 7/23 due to weather
	23-Jul	33		16.5	
	30-Jul	78		39.0	
Saturday	17-Jul	94	23.5	34.3	No significant difference between shifts
	24-Jul	112	28.0	25.5	
	31-Jul	111	27.8	28.0	
Sunday	4-Jul	173	43.3		Strong performance on Sunday suggests extending hours in 2022. Look to two 3 hour shifts?
	11-Jul	171	42.8		
	18-Jul	140	35.0		
	25-Jul	186	46.5		



## INCIDENTS

Listed below are the reportable incidents the Museum has incurred this year.

2021:

- June 15 (ESL). Car no. 265 second degree burn on hand of mechanical dept. member during replacement of broken glass on the ammeter on DSR car no 265.
  - Mechanical and Safety depts. are reminding members working on cars that the pole must be removed from the wire.

## STATION / MERCHANDISE (Bill Arends)

Merchandise sales (excluding fares and charters) was \$5,529 for July 1-29. The breakdown is shown below. (Note: Bill did send me an update for the full month, but I had already broken out the numbers as shown below).

	2021
Toys	\$1,339
Passes/ Membership	\$1,302
Donations	\$705
Books	\$638
Artifacts/Historic Souvenirs	\$387
Pottery Mugs	\$315
Clothing	\$303
Candy	\$196
Other	\$345
Total	\$5,529

## ESL Report

## August Report

### Ridership Summary

	May	June	July	Aug	Sep	Oct	Nov	Total
2021	34	112	821					
2020								
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

All ridership numbers represent total number of riders, including "free" 3 and under riders

### 2021 Kickoff

#### ***Welcome Back Charters***

We started off the 2021 season with a special "Welcome Back Charter" during the month of June. These charters gave riders a chance to get back on the rails before the MSM 2021 season opened in July. As the Tuesday crew (with Tom and Karl's help) had the cars ready to go in May, it was the perfect time to give our crews some practice time while pulling in a little extra revenue.

Charters were offered at a discounted rate with a limited number of riders. A total of 15 charters were booked, one being upgraded to a Motorman Charter. A total of 187 people enjoyed riding No. 265 and experiencing the fun of the carbarn tour. The "Welcome Back Charters" brought in \$815 in charter fees, \$214 in merchandise sales and \$263 in donations for a total of \$1,292 before the season started.

#### ***Crazy Days***

While Excelsior Crazy Days was not as robust as previous years, we had a good weekend. It started slow with a rainout on Thursday, but over the next 3 days there were 207 riders with \$239 in merchandise sales and \$62 in donations.

#### ***Farmer's Market***

The Farmer's Market in Excelsior has been cancelled for 2021. While weekend ridership has been looking good, the loss of Farmer's Market will keep overall ridership down at Excelsior when compared to previous years.

## New Volunteers

We have 2 new volunteers at ESL, with Bob recently graduating to full operator status and Michael poised to join the ranks in another week. Michael has also chipped in with grounds work at ESL, helping with weed control and brush trimming.

Thanks to everyone involved with operating training at CHSL and ESL. Both Bob and Michael came to ESL well prepared and will make excellent additions to our crews.

## Grounds

### ***Brush Clearing***

As previously noted, new volunteer Michael has been assisting Scott in Brush removal. Work is underway to cut back brush on the North side near Water Street. There are several worn pedestrian paths in that area and cutting the brush back will improve visibility for streetcar crews.

### ***New Pedestrian Hazard***

As if the pedestrian paths on the North side near Water Street wasn't enough, a new pedestrian hazard has been exposed near Old Excelsior Blvd. Along the South side, pedestrians have created a new path through the wall of bushes.

During a recent revenue training run, a pedestrian exited that path and walked across the tracks directly in front of a moving streetcar. The pedestrian was wearing earbuds and looking at their cell phone. The streetcar was under control of one of our new volunteers, who executed an emergency stop and prevented a tragedy. This is a nightmare scenario for all operators which thankfully had a good outcome.

Jim has since cleared brush around the path to improve visibility for streetcar crews, but we are still seeing pedestrian activity along this path. An orange code has been placed at the path to help alert streetcar crews.

***All crews need to be aware that pedestrians could "pop out" from the brush wall at any time near Water Street and near Old Excelsior Blvd.***



ESL Birthday Charters





Return of the Motorettes



Crazy Days at Excelsior





Hidden Pedestrian Path – Eastbound



Hidden Pestdestrian Path - Westbound





Hidden Pedestrian Path





Pedestrian Path After Brush Clearing