

**February 27, 2020**



**SouthWest Transit Commission**

2120 Chestnut Street N  
Chaska, MN 55318

Telephone 952-949-2287  
Facsimile 952-974-7997  
SWTransit.org

# **SOUTHWEST TRANSIT COMMISSION AGENDA**

**Thursday, February 27, 2020**

**Budget and Personnel Committee Meeting – 5:30 pm to 6:30 pm, 2nd Floor East Creek  
Conference Room**

**Commission Meeting – 6:30 pm, 2nd Floor East Creek Conference Room**

## **COMMISSION MEMBERS**

Brad Aho – City of Eden Prairie  
Jerry McDonald – City of Chanhassen  
Bob Roepke – City of Chaska  
Bethany Tjornhom – City of Chanhassen  
Mike Huang – City of Chaska  
PG Narayanan – City of Eden Prairie  
Jody Bonnevier - At-Large Commissioner  
Courtney Johnson – Ex Officio City of Carver

## **GENERAL COUNSEL**

Joshua Dorothy, Attorney

## **EXECUTIVE STAFF**

Len Simich, Chief Executive Officer  
Dave Jacobson, Chief Operating Officer  
Matt Fyten, Operations and Planning Director  
Al Halaas, Director/GM - First Transit  
Gary Groen – Acting Administrative Service Director  
Tony Kuykendall – Vehicle Maintenance Manager  
Souriyong Souriya – Finance Director  
Mike Dartt – Facilities Manager, Buildings & Structure  
Adam Hegeholz – HR Manager  
Jason Kirsch – IT Manager  
John Haggenmiller – Public Outreach Manager

## **AGENDA**

**Budget and Personnel Committee Meeting – 5:30 pm to 6:30 pm**

**Commission Meeting – 6:30 pm**

- I. PUBLIC COMMENT**
- II. APPROVAL OF AGENDA**
- III. PAYMENT OF CLAIMS (Rollcall Vote)**
- IV. CONSENT**
  - A. Approval of Minutes of 1/23/20 Meeting**
  - B. Approval of Financial Statements**
- V. NEW BUSINESS**
  - A. 2019 Budget Amendment – Souriya and Groen**
  - B. Amended Contract for Construction Management - Simich**
  - C. Amended Contract for Architectural Services - Simich**
  - D. Construction Contracts and Change Orders – Simich**
  - E. SouthWest Village Bridge Oversight & Management of Repairs - Dartt**
  - F. Community Services and Programs – Jacobson and Fyten**
  - G. Bus Storage, Bonding and Legislative Services - Simich**
  - H. FTA Grant Application - Fyten**
  - I. Marketing Plan - Haggenmiller**
  - J. State Fair - Jacobson and Dorothy**
  - K. Strategic Plan - Simich**
- VI. UPDATES**
  - A. Administrative Update**

**B. Operations Update**  
**VII. ADJOURNMENT**

# Payment of Claims

SouthWest Transit				
01/18/2020 Thru 02/17/2020				
Meeting Date: 02/27/2020				
Payment of Claims				
Check Number	Vendor Name	Description	Check Date	Check Amount
5075	BIG-D CONSTRUCTION MIDWEST LLC	Garage Construction	1/20/20	\$ 73,231.70
5076	CENTERPOINT ENERGY	Heating Payment	1/20/20	\$ 494.30
5077	COMCAST BUSINESS	Cable Tv	1/20/20	\$ 311.49
5078	HAY DOBBS P.A.	Garage Expansion	1/20/20	\$ 94,170.54
5079	MINNESOTA SAFETY COUNCIL	Membership Renewal	1/20/20	\$ 580.00
5080	NORD EXCAVATING, INC.	Garage Construction	1/20/20	\$ 1,900.00
5081	VOIDED CHECK			
5082	RTL CONSTRUCTION, INC	Garage Construction	1/20/20	\$ 3,420.00
5083	SSI MN TRANCHE Act I0322006	US Solar Subscription	1/20/20	\$ 1,646.75
5084	TECHSTAR IT SOLUTIONS	Managed IT	1/20/20	\$ 4,382.50
5085	TOTAL FIRE PROTECTION INC.	Garage Construction	1/20/20	\$ 8,576.00
5086	TWIN CITY GARAGE DOOR CO.	Garage Door Repair	1/20/20	\$ 150.00
5087	CHARLIE COCHRANE	Travel Reimbursement - NTD Training	1/20/20	\$ 158.13
5088	FIRST TRANSIT, INC.	November Contract	1/20/20	\$ 382,715.12
5089	JAKE SIMICH	Travel Reimbursement - NTD Training	1/20/20	\$ 214.51
5090	CINTAS CORPORATION #0431	Facility Supplies	1/22/20	\$ 136.30
5091	CINTAS CORPORATION #470	Towels/Uniforms	1/22/20	\$ 2,896.31
5092	FIRST TRANSIT, INC.	December Contract	1/22/20	\$ 392,214.38
5093	DAVE JACOBSON	reimbursement	1/22/20	\$ 108.31
5094	KLOOS ELECTRIC, INC.	Electric Maintenance	1/22/20	\$ 11,446.56
5095	BIFFS, INC.	Biff Rental	1/22/20	\$ 1,293.55
5096	VOIDED CHECK			
5097	C.H.I. COMPANIES	Garage Construction	1/22/20	\$ 1,272.00
5098	DEEP FOUNDATION GROUP LLC	Garage Construction	1/22/20	\$ 29,005.88
5099	MIDWEST FENCE & MFG. CO.	Garage Construction	1/22/20	\$ 3,450.00
5100	NATIONAL REPROGRAPHICS, LLC	Garage Construction	1/22/20	\$ 454.61
5101	NORD EXCAVATING, INC.	Garage Construction	1/22/20	\$ 16,549.00
5104	WILLIAM SCOTSMAN, INC.	Garage Construction	1/22/20	\$ 4,910.63
5105	RAMSEY EXCAVATING COMPANY INC.	Garage Construction	1/23/20	\$ 33,718.25
5106	ABC BUS COMPANIES	Vehicle Parts	1/24/20	\$ 1,918.43
5107	ACE SECURITY TECHNOLOGIES	Parking Ramp Repairs	1/24/20	\$ 4,329.00
5108	ALLIED UNIVERSAL SECURITY SERV	Maintenance Supplies	1/24/20	\$ 466.80
5109	ARCPPOINT LABS OF EDEN PRAIRIE	Drug Testing	1/24/20	\$ 250.00
5110	BELTMAN GROUP, INC	Facility Maintenance	1/24/20	\$ 640.00
5111	BLOOMINGTON SECURITY SOLUTIONS	Security Door Repair	1/24/20	\$ 75.00
5112	BTR OF MINNESOTA	Vehicle Parts	1/24/20	\$ 110.56
5113	CARGILL, INCORPORATED	Salt for snow	1/24/20	\$ 1,925.06
5114	CDW GOVERNMENT	Annual Maint Support	1/24/20	\$ 280.48
5115	CENTERPOINT ENERGY	Garage Construction	1/24/20	\$ 1,575.00
5116	CITY OF CHASKA	Utilities Payment	1/24/20	\$ 122.19
5117	EARL F. ANDERSEN	Building Repair	1/24/20	\$ 125.35
5118	EPIC EVENT RENTAL	Commission meeting Dinner	1/24/20	\$ 325.09
5119	MATTHEW FYTEN	Reimbursement - Mileage	1/24/20	\$ 131.58
5120	MOHAMED IBRAHIM	Shoe Reimbursement	1/24/20	\$ 50.00
5121	INFINITY PRINTING SUPPLIES	Printing Supplies	1/24/20	\$ 213.31
5122	KUTAK ROCK LLP	Garage Construction	1/24/20	\$ 7,500.00
5123	MEDIACOM	Internet Bill	1/24/20	\$ 575.91
5124	MENARDS	Facility Supplies	1/24/20	\$ 520.82
5125	MICRO CENTER	IT Supplies	1/24/20	\$ 295.97
5126	MINNESOTA SAFETY COUNCIL	Onsite Audit/Consultation Safety	1/24/20	\$ 1,250.00
5127	MINNESOTA UNEMPLOYMENT INSURANCE	Unemployment Payment	1/24/20	\$ 4,500.17
5128	NCPERS MINNESOTA	Life Insurance	1/24/20	\$ 192.00
5129	POPP COMMUNICATIONS	Telephone Payment	1/24/20	\$ 2,242.60

**SouthWest Transit**

**01/18/2020 Thru 02/17/2020**

**Meeting Date: 02/27/2020**

**Payment of Claims**

<b>Check Number</b>	<b>Vendor Name</b>	<b>Description</b>	<b>Check Date</b>	<b>Check Amount</b>
5130	RDO EQUIPMENT CO.	Facility Supplies	1/24/20	\$ 2,230.98
5131	ERIC SCHUMAN	Reimbursement - Mileage	1/24/20	\$ 10.62
5132	SD PROMOTIONS	SWT Uniforms	1/24/20	\$ 1,829.40
5133	SEON SYSTEMS SALES INC.	New Prime Vehicle	1/24/20	\$ 3,208.00
5134	SIGN SOURCE, INC.	Award Plaques	1/24/20	\$ 206.00
5135	LEN SIMICH	Reimbursement - Various Meeting	1/24/20	\$ 683.00
5136	SYNCB AMAZON	Vehicle Parts	1/24/20	\$ 1,430.92
5137	US BANK	Printer Contract	1/24/20	\$ 699.00
5138	VERITIV OPERATING COMPANY	Maintenance Supplies	1/24/20	\$ 2,264.70
5139	VER-TECH LABS	Vehicle Supplies	1/24/20	\$ 2,410.37
5140	XCEL ENERGY	Utilities Payment	1/24/20	\$ 4,972.28
5141	ERIC SCHUMAN	Reimbursement	1/24/20	\$ 479.84
5142	US DEPARTMENT OF EDUCATION AWG	Garnishment Check Payment	1/24/20	\$ 839.86
5143	CENTURYLINK	Telephone Payment	1/28/20	\$ 113.42
5144	CITY OF CHASKA UTILITY BILLING	Utilities Payment	1/28/20	\$ 1,956.09
5145	HEALTHPARTNERS	Insurance Premium Feb. 2020	1/28/20	\$ 28,200.34
5146	MEDIACOM	Internet Bill	1/28/20	\$ 324.90
5147	SOURIYONG SOURIYA	Travel Reimbursement - NTD Training	1/28/20	\$ 158.13
5148	XCEL ENERGY	Utilities Payment	1/28/20	\$ 1,685.92
5149	BIG-D CONSTRUCTION MIDWEST LLC	Garage Construction	1/30/20	\$ 34,153.52
5150	ATOMIC RECYCLING	Garage Construction	1/31/20	\$ 307.50
5151	SUNDE LAND SURVEYING, LLC	Garage Construction	1/31/20	\$ 1,478.00
5152	ABC BUS COMPANIES	New Prime Vehicles	2/4/20	\$ 33,334.84
5153	ACE SECURITY TECHNOLOGIES	Security System Repair	2/4/20	\$ 750.00
5154	AVAIL TECHNOLOGIES, INC	Fleetnet Annual Maintenance	2/4/20	\$ 6,900.00
5155	TAWANDA BURNS	Shoe Reimbursement	2/4/20	\$ 50.00
5156	CARVER COUNTY	ECS Internet	2/4/20	\$ 1,040.00
5157	CENTURYLINK	Telephone Payment	2/4/20	\$ 444.57
5158	CINTAS CORPORATION #470	Uniforms - Cintas	2/4/20	\$ 1,480.42
5159	CITY OF CHASKA UTILITY BILLING	Utilities Payment	2/4/20	\$ 245.19
5160	DENNIS DUNNE	Shoe Reimbursement	2/4/20	\$ 49.99
5161	E&M CONSULTING, INC.	SW Metro Chamber Directory	2/4/20	\$ 205.95
5162	EDEN PRAIRIE CHAMBER OF COMMER	Legislative Breakfast - Len Simich	2/4/20	\$ 30.00
5163	EXACQ TECHNOLOGIES	Training Supplies	2/4/20	\$ 350.00
5164	FACTORY MOTOR PARTS COMPANY	Vehicle Parts	2/4/20	\$ 3,099.35
5165	FEDEX OFFICE CUSTOMER ADMIN. SERVICES	Printing Supplies	2/4/20	\$ 250.00
5166	FORKLIFTS OF MINNESOTA, INC.	Forklift Rental	2/4/20	\$ 202.00
5167	NICHOLAS GORDON	Shoe Reimbursement	2/4/20	\$ 50.00
5168	GSSC CORPORATE OFFICE	Exac Region Server Updates	2/4/20	\$ 1,682.69
5169	KLOOS ELECTRIC, INC.	Electric Maintenance	2/4/20	\$ 685.00
5170	KONECRANES INC.	Tech Labor	2/4/20	\$ 1,088.30
5171	BRENT LIBENGOOD	Shoe Reimbursement	2/4/20	\$ 49.99
5172	LUBE-TECH & PARTNERS, LLC	Vehicle Supplies	2/4/20	\$ 459.36
5173	METROPOLITAN FORD OF EDEN PRAIRIE	Vehicle Parts	2/4/20	\$ 180.51
5174	MICRO CENTER	IT Supplies	2/4/20	\$ 318.92
5175	MVEC, MINNESOTA VALLEY ELECTRIC CORP	Utilities Payment	2/4/20	\$ 3,678.82
5096	VOIDED CHECK			
5177	O'REILLY AUTOMOTIVE, INC.	Vehicle Parts	2/4/20	\$ 1,576.35
5178	OTIS ELEVATOR COMPANY	Elevator Maintenance	2/4/20	\$ 7,819.98
5179	PRAIRIE LAWN & GARDEN	Vehicle Parts	2/4/20	\$ 323.10
5180	PRIORITY COURIER EXPERTS	Delivery Charges	2/4/20	\$ 143.30
5181	JORDAN ROSKE	Training - MCI	2/4/20	\$ 900.29
5182	ROYAL TIRE INC.	Vehicle Parts	2/4/20	\$ 2,623.02

**SouthWest Transit**

**01/18/2020 Thru 02/17/2020**

**Meeting Date: 02/27/2020**

**Payment of Claims**

<b>Check Number</b>	<b>Vendor Name</b>	<b>Description</b>	<b>Check Date</b>	<b>Check Amount</b>
5183	T-MOBILE	Bus Wifi	2/4/20	\$ 7,356.11
5184	4201, LLP	Monthly Installment - Bus Storage	2/7/20	\$ 666.66
5185	CENTERPOINT ENERGY	Heating Payment	2/7/20	\$ 574.66
5186	DIRECTV	Cable Tv	2/7/20	\$ 76.99
5187	US BANK	Copier Lease - ECS	2/7/20	\$ 148.00
5188	VERIZON WIRELESS	Phone Bill	2/7/20	\$ 55.03
5189	WALSER CHRYSLER JEEP DODGE	Vehicle Parts	2/7/20	\$ 26.28
5190	WESTERN SPECIALTY CONTRACTORS	Facility Maintenance	2/7/20	\$ 700.00
5191	WEX BANK	Gasoline for SW Prime Service	2/7/20	\$ 13,538.24
5192	ANDREW WORCESTER	Shoe Reimbursement	2/7/20	\$ 34.84
5193	ATOMIC RECYCLING	Garage Construction	2/10/20	\$ 341.81
5194	BIFFS, INC.	Garage Construction	2/10/20	\$ 417.20
5195	CINTAS CORPORATION #470	Towels/Uniforms	2/10/20	\$ 2,105.76
5196	OFFICE DEPOT	Office Supplies	2/10/20	\$ 970.22
5197	EMAINT ENTERPRISES, LLC	Tech Service	2/14/20	\$ 21,155.00
5198	JASON BERG	Employee Reimbursement - Mileage	2/14/20	\$ 32.48
5199	BRIAN BERG	Shoe Reimbursement	2/14/20	\$ 50.00
5200	CARVER COUNTY	Carver County Broadband Network	2/14/20	\$ 1,040.00
5201	CENTERPOINT ENERGY	Heating Payment	2/14/20	\$ 4,031.03
5202	CITY OF EDEN PRAIRIE	Senior Center Sponsorship	2/14/20	\$ 500.00
5203	COMCAST BUSINESS	Internet Bill	2/14/20	\$ 1,549.06
5204	EDEN PRAIRIE CHAMBER OF COMMER	Sessions Priority Dinner	2/14/20	\$ 450.00
5205	FIRST TRANSIT, INC.	January Operating Expenses	2/14/20	\$ 392,120.39
5206	GREGERSON, ROSOW, JOHNSON & NILAN, LTD	Professional Services	2/14/20	\$ 6,314.70
5207	HEALTHPARTNERS	January HealthPartners	2/14/20	\$ 29,010.64
5208	JASON KIRSCH	Employee Reimbursement - Emaint Training	2/14/20	\$ 34.24
5209	NORTH CENTRAL BUS	New Prime Vehicles	2/14/20	\$ 222,875.00
5210	PAUL'S TWO-WAY RADIO REPAIR	Radio Service	2/14/20	\$ 400.00
5211	REPUBLIC SERVICES #894	Trash Removal	2/14/20	\$ 1,069.97
5212	JORDAN ROSKE	Employee Reimbursement - Safety Boots	2/14/20	\$ 88.09
5213	WALKER CONSULTANTS	SWT Asset Management	2/14/20	\$ 7,770.00
5214	XCEL ENERGY	Utilities Payment	2/14/20	\$ 109.51
		<b>TOTAL</b>		<b>\$ 1,974,288.78</b>

SouthWest Transit				
01/18/2020 Thru 02/17/2020				
Meeting Date: 02/27/2020				
Payment of Claims				
Check Number	Vendor Name	Description	Check Date	Check Amount
<b>ACH Withdraws</b>				
	MANSFIELD OIL COMPANY, INC.	Bus Fuel	1/21/20	\$ 14,238.97
	MANSFIELD OIL COMPANY, INC.	Bus Fuel	1/23/20	\$ 15,633.92
	MANSFIELD OIL COMPANY, INC.	Bus Fuel	2/3/20	\$ 10,955.70
	MANSFIELD OIL COMPANY, INC.	Bus Fuel	2/6/20	\$ 13,910.36
	MANSFIELD OIL COMPANY, INC.	Bus Fuel	2/14/20	\$ 12,972.89
	CARDMEMBER SERV WEB PYMT	Credit Card Payment Meetings & Misc.	2/11/20	\$ 695.00
	DELUXE BUS SYS. BUS PRODS	Deposit Slip	11/21/19	\$ 73.20
	DOMESTIC WIRE TRANSFER TO JAMSAB REALTY CORP	Debt Payoff	1/9/20	\$ 122,886.30
	MET COUNCIL RETAILSAL CPOS SW	Go To Card Reimbursement	1/22/20	\$ 3,812.00
	MET COUNCIL RETAILSAL CPOS SW	Go To Card Reimbursement	1/24/20	\$ 5,557.00
	MET COUNCIL RETAILSAL CPOS SW	Go To Card Reimbursement	1/29/20	\$ 1,576.50
	MET COUNCIL RETAILSAL CPOS SW	Go To Card Reimbursement	1/31/20	\$ 3,363.50
	MET COUNCIL RETAILSAL CPOS SW	Go To Card Reimbursement	2/7/20	\$ 4,655.00
	MET COUNCIL RETAILSAL CPOS SW	Go To Card Reimbursement	2/14/20	\$ 4,832.00
	FLAGSHIP BANK	Monthly Banking Fees	12/31/19	\$ 90.00
	FLAGSHIP BANK	Wire Fee	12/10/19	\$ 15.00
	FLAGSHIP BANK	Wire Fee	1/9/20	\$ 15.00
	PAYPAL TRANSFER TSHEETS	Payroll Time cards fees	2/12/20	\$ 320.00
	ADP, INC.	Payroll Fees	1/24/20	\$ 835.85
		<b>TOTAL</b>		<b>\$ 216,438.19</b>
<b>Payroll</b>				
	ADP, INC.	Payroll	1/23/20	\$ 88,698.64
	ADP, INC.	Payroll	2/6/20	\$ 91,318.20
		<b>TOTAL</b>		<b>\$ 180,016.84</b>
<b>Monthly Reimbursement included in payroll totals</b>				
	Jon Christenson	Cell Phone Allowance		\$ 50.00
	Mike Dartt	Cell Phone Allowance		\$ 50.00
	Pete Engstrom	Cell Phone Allowance		\$ 50.00
	Matt Fyten	Cell Phone Allowance		\$ 50.00
	Dave Jacobson	Cell Phone Allowance		\$ 50.00
	Dave Jacobson	Car Allowance		\$ 175.00
	Jason Kirsch	Cell Phone Allowance		\$ 50.00
	Tony Kuykendall	Cell Phone Allowance		\$ 50.00
	John Haggemiller	Cell Phone Allowance		\$ 50.00
	Ben Schuler	Cell Phone Allowance		\$ 50.00
	Jason Berg	Cell Phone Allowance		\$ 50.00
	Kory Simich	Cell Phone Allowance		\$ 50.00
	Kyle Jackels	Cell Phone Allowance		\$ 50.00
	Len Simich	Cell Phone Allowance		\$ 85.00
	Len Simich	Car Allowance		\$ 712.00
		<b>TOTAL</b>		<b>\$ 1,572.00</b>
		<b>GRAND TOTAL</b>		<b>\$ 2,370,743.81</b>



# Consent

# SOUTHWEST TRANSIT COMMISSION MINUTES

Thursday, January 23, 2020

Social Time & Dinner – 6:00 pm, 2nd Floor East Creek Conference Room  
Joint Discussion with Metropolitan Council Members, Area Legislators, Transportation  
Advisory Board Members, and SouthWest Transit Commission – 6:30 pm, 2nd Floor East  
Creek Conference Room

Commission Meeting – Approx. 7:45 pm (upon completion of Joint Discussion), 2nd  
Floor East Creek Conference Room

## COMMISSION MEMBERS

Brad Aho – City of Eden Prairie  
Jerry McDonald – City of Chanhassen  
Bob Roepke – City of Chaska  
Bethany Tjornhom – City of Chanhassen  
Mike Huang – City of Chaska  
PG Narayanan – City of Eden Prairie  
Jody Bonnevier - At-Large Commissioner  
Courtney Johnson – Ex Officio City of Carver

## GENERAL COUNSEL

Joshua Dorothy, Attorney

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Len Simich, Chief Executive Officer  
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Matt Fyten, Operations and Planning Director  
Al Halaas, Director/GM - First Transit  
Gary Groen – Acting Administrative Service Director  
Tony Kuykendall – Vehicle Maintenance Director  
Souriyong Souriya – Finance Manager  
Mike Dartt – Facilities Manager  
Adam Hegeholz – HR Supervisor  
Jason Kirsch – IT Supervisor  
John Haggenmiller – Public Outreach Manager

## AGENDA

### Commission Meeting

#### I. CALL TO ORDER

The meeting was called to order by Chair Brad Aho at 7:51 pm.

#### II. PUBLIC COMMENT

Public comment was given by customer K.D. Bouhara, expressing concerns about snow removal and routing at the U of M.

#### III. APPROVAL OF AGENDA

**Motion:** McDonald motioned, seconded by Roepke to approve the agenda with the removal of New Business Item D, 2020 Marketing Plan, and the inclusion of New Business Item D. Designating Official Depositories and E. CEO Performance Review. The motion carried 7-0-0.

#### IV. PAYMENT OF CLAIMS

**Motion: Roepke Motioned, seconded by McDonald to approve the payment of claims. The motion carried 7-0-0. Roll Call Vote:** Aho, Yes; McDonald, Yes; Roepke, Yes; Tjornhom, Yes; Huang, Yes; Narayanan, Yes; Bonnevier, Yes.

#### V. CONSENT

- A. Approval of Minutes of 12-12-19 Meeting
- B. Approval of Financial Statements
- C. Garage Construction Contracts

**Motion:** Narayanan motioned, seconded by Tjornhom to approve the Consent items. The motion carried 7-0-0

**VI. NEW BUSINESS**

**A. On-Board Survey Results**

**Motion:** No action requested. Item for discussion purposes only.

**B. 2020 State of the Agency**

**Motion:** Narayanan motioned, seconded by Huang to approve the Agency Goals and Objectives identified for 2020. The motion carried 7-0-0

**C. State Fair Bid Results**

**Motion:** McDonald motioned, seconded by Huang to approve its CEO to charge an \$8.00 fare per adult for a round trip to and from the 2020 State Fair. The motion carried 7-0-0

**D. Designating Official Depositories**

**Motion:** Roepke motioned, seconded by Narayanan to adopt Resolution20-01 Designating Official Depositories. The motion carried 7-0-0

**E. CEO Performance Review**

**Motion:** No action requested. Item for discussion purposes only.

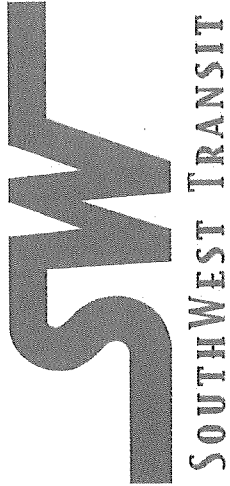
**I. ADJOURNMENT**

Narayanan motioned, seconded by Huang to adjourn the meeting. The motion passed 7-0-0. The meeting adjourned at 9:28 pm.

January 30, 2020 SouthWest Transit Commission Minutes Prepared By: Adam Hegeholz

Approved by: \_\_\_\_\_

Date: \_\_\_\_\_



**Balance Sheet for All Funds  
December 2019 - Preliminary**

Balance Sheet Category	Fund Name							Total
	General Fund	Capital & Equipment	SWS-Relocation Capital	Grant Projects	SWS Development	Debt Service		
<b>Assets</b>								
Cash & Investments	\$ 4,465,654	\$ 1,838,800	\$ 1,683,182	\$ -	\$ 8,204,292	\$ (90,183)	\$ 16,101,745	
Accounts Receivable	903,113	-	-	34,699	3,460,718	-	4,398,530	
Other Assets	463,189	-	-	-	-	-	463,189	
<b>Total Assets</b>	<b>5,831,956</b>	<b>1,838,800</b>	<b>1,683,182</b>	<b>34,699</b>	<b>11,665,010</b>	<b>(90,183)</b>	<b>20,963,464</b>	
<b>Liabilities</b>								
Accounts Payable	1,109,057	-	273,555	-	-	-	1,382,612	
Other Liabilities	-	-	-	-	3,460,718	-	3,460,718	
<b>Total Liabilities</b>	<b>1,109,057</b>	<b>-</b>	<b>273,555</b>	<b>-</b>	<b>3,460,718</b>	<b>-</b>	<b>4,843,330</b>	
<b>Fund Balances</b>								
Beginning Fund Balance-January 2018	4,290,610	1,806,610	-	-	11,150,600	310,841	17,558,661	
Net Change in Fund Balance	432,289	32,190	1,409,627	34,699	(2,946,308)	(401,024)	(1,438,527)	
<b>Total Fund Balances</b>	<b>4,722,899</b>	<b>1,838,800</b>	<b>1,409,627</b>	<b>34,699</b>	<b>8,204,292</b>	<b>(90,183)</b>	<b>16,120,134</b>	
<b>Total Liabilities &amp; Fund Balances</b>	<b>\$ 5,831,956</b>	<b>\$ 1,838,800</b>	<b>\$ 1,683,182</b>	<b>\$ 34,699</b>	<b>\$ 11,665,010</b>	<b>\$ (90,183)</b>	<b>\$ 20,963,464</b>	



SouthWest Transit  
 Revenue and Expenditures for All Funds  
 Monthly Financial Report  
 YTD December 2019 - Preliminary

December=100.0%

	Final Amended Budget	Current Month		2019 YTD Actual	2019 YTD Balance	% YTD Budget
		Actual	Actual			
<b>General Fund 100 Revenues</b>						
Passenger Fares	\$ 2,967,600	\$ 195,890	\$ 2,977,193	9,593	100.3%	
Contract Revenue	70,000	5,686	75,112	5,112	107.3%	
CMAQ TMA Grant Revenue	-	8,082	46,350	46,350	0.0%	
S2S Grant	-	-	18,000	18,000	0.0%	
MVST Revenue	7,549,733	596,795	7,569,170	19,437	100.3%	
RAMVST Revenue	1,395,708	111,419	1,411,843	16,135	101.2%	
State Appr. GF	141,616	-	141,616	-	100.0%	
Investment Income	10,000	6,880	61,081	51,081	610.8%	
Other Local Revenues	242,000	112,535	381,868	139,868	157.8%	
	<b>12,376,657</b>	<b>1,037,287</b>	<b>12,682,233</b>	<b>305,576</b>	<b>102.5%</b>	
<b>Other Sources</b>						
Insurance Recoveries	-	3,985	60,593	60,593	-	
<b>Total Revenue</b>	<b>\$ 12,376,657</b>	<b>\$ 1,041,272</b>	<b>\$ 12,742,826</b>	<b>\$ 366,169</b>	<b>103.0%</b>	
<b>Expenditures</b>						
Administration	\$ 1,356,320	\$ 217,900	\$ 1,435,805	(79,485)	105.9%	
Operations	6,816,992	991,627	6,791,233	25,759	99.6%	
Vehicle Maintenance	2,039,775	199,285	2,030,219	9,556	99.5%	
Facility Maintenance	1,256,660	133,355	1,224,590	32,070	97.4%	
<b>Total Expenditures</b>	<b>11,469,747</b>	<b>1,542,167</b>	<b>11,481,847</b>	<b>(12,100)</b>	<b>100.1%</b>	
Capital Cost Of Operating	804,835	214,728	723,000	81,835	89.8%	
<b>Total Expenditures &amp; Capital Cost of Operating</b>	<b>12,274,582</b>	<b>1,756,895</b>	<b>12,204,847</b>	<b>69,735</b>	<b>99.4%</b>	
<b>Other Financing Sources</b>						
Transfers In	(105,690)	(105,690)	(105,690)	-	100.0%	
Transfers (Out)	(105,690)	(105,690)	(105,690)	-	100.0%	
<b>Net Change in Fund Balance</b>	<b>\$ (3,615)</b>	<b>\$ (821,313)</b>	<b>\$ 432,289</b>			
<b>Fund Balance, January 1</b>			<b>\$ 4,290,610</b>			
<b>Fund Balance, End of Current Period</b>			<b>\$ 4,722,899</b>			
<b>Months of Operating Expenditures</b>				<b>5</b>		
<b>Fund Balance as a % of the Expenditure Budget</b>					<b>38.1%</b>	



SouthWest Transit  
 Revenue and Expenditures for All Funds  
 Monthly Financial Report  
 YTD December 2019 - Preliminary

December=100.0%

	Final		Current		2019 YTD Actual	2019 YTD Balance	% YTD Budget
	Amended Budget	Month Actual	Month Actual				
<b>All Other Funds</b>							
<b>Capital &amp; Equipment Capital Projects Fund 250</b>							
Revenue	\$ 5,000	\$ 2,758	\$ 32,190	\$ 27,190			643.8%
Expenditures	-	-	-	-			0.0%
Transfer In (Out)	-	-	-	-			0.0%
<b>Net Change in Fund Balance</b>	<b>\$ 5,000</b>	<b>\$ 2,758</b>	<b>\$ 32,190</b>				
<b>SWS Relocation Capital Projects Fund 338</b>							
Revenue	\$ -	\$ -	\$ -	\$ -			0.0%
Expenditures	75,000	276,512	1,334,043	(1,259,043)			1778.7%
Transfer In (Out)	2,743,670	2,743,670	2,743,670	-			-
<b>Net Change in Fund Balance</b>	<b>\$ 2,668,670</b>	<b>\$ 2,467,158</b>	<b>\$ 1,409,627</b>				
<b>Grant Projects Fund 336 &amp; 337</b>							
Revenue	\$ -	\$ 34,699	\$ 181,293	\$ 181,293			0.0%
Expenditures	-	34,699	181,263	(181,263)			0.0%
<b>Net Change in Fund Balance</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 30</b>				
<b>SWS Development Fund 360</b>							
Revenue	\$ 1,042,092	\$ 33,830	\$ 803,873	\$ (238,219)			77.1%
Expenditures	5,000	-	17,173	(12,473)			343.5%
Transfer In (Out)	(3,733,799)	(3,694,739)	(3,733,799)	-			100.0%
<b>Net Change in Fund Balance</b>	<b>\$ (2,696,707)</b>	<b>\$ (3,660,909)</b>	<b>\$ (2,947,099)</b>				
<b>Debt Service Fund 405-407</b>							
Revenue	\$ 315,458	\$ -	\$ 202,154	\$ (113,304)			64.1%
Expenditures	1,736,100	-	1,698,997	37,103			97.9%
Transfer In (Out)	1,133,071	951,069	1,095,819	37,252			96.7%
<b>Net Change in Fund Balance</b>	<b>\$ (287,571)</b>	<b>\$ 951,069</b>	<b>\$ (401,024)</b>				

SouthWest Transit					
Pledged Securities Accounts - January 2020					
Security Description	Safekeeping Agent	Maturity Date	Pledged Date	Book Value	Pledged Value
<b>Flagship Bank Minnesota</b>					
FHLMC - FED Home Loan Mortgages	United Bankers Bank	11/1/2021	8/12/2015	\$ 382,086.05	\$ 391,845.65
FNMA - FED NATL MTG ASSN	United Bankers Bank	5/1/2020	10/23/2012	\$ 279,661.05	\$ 283,749.10
FNMA - FED NATL MTG ASSN	United Bankers Bank	8/1/2021	10/23/2012	\$ 367,381.84	\$ 376,566.32
Wells Fargo NA	United Bankers Bank	10/17/2022	1/9/2020	\$ 249,000.00	\$ 249,000.00
Enerbank USA	United Bankers Bank	9/13/2024	9/25/2019	\$ 247,369.69	\$ 248,210.67
HSBC BK	United Bankers Bank	11/4/2024	1/9/2020	\$ 247,000.00	\$ 247,000.00
Morgan Stanley	United Bankers Bank	11/14/2024	1/9/2020	\$ 247,000.00	\$ 247,000.00
3RD FED SVGS	United Bankers Bank	11/25/2024	1/9/2020	\$ 247,000.00	\$ 247,000.00
Barclays Bank CD	United Bankers Bank	9/23/2020	6/21/2016	\$ 245,000.00	\$ 245,000.00
Comenity Capital Bank CD	United Bankers Bank	4/26/2021	5/16/2016	\$ 249,000.00	\$ 249,000.00
Bank of India	United Bankers Bank	11/27/2024	1/9/2020	\$ 247,000.00	\$ 247,000.00
Comenity 2	United Bankers Bank	10/5/2020	7/27/2017	\$ 249,000.00	\$ 249,000.00
Natl COOP	United Bankers Bank	10/30/2020	7/24/2017	\$ 247,000.00	\$ 247,000.00
Capital One Bank CD	United Bankers Bank	7/15/2020	4/15/2019	\$ 247,000.00	\$ 247,000.00
Capital One Bank CD	United Bankers Bank	7/15/2020	4/15/2019	\$ 247,000.00	\$ 247,000.00
Discover	United Bankers Bank	7/15/2020	12/14/2018	\$ 247,000.00	\$ 247,000.00
Goldman Sachs Bank USA CD	United Bankers Bank	7/15/2020	12/14/2018	\$ 247,000.00	\$ 247,000.00
Barclays Bank CD	United Bankers Bank	9/16/2020	8/14/2018	\$ 247,000.00	\$ 247,000.00
US Treasury Notes	United Bankers Bank	6/30/2020	1/9/2020	\$ 1,000,509.75	\$ 1,000,429.70
US Treasury Notes	United Bankers Bank	4/30/2020	12/14/2018	\$ 749,334.64	\$ 399,625.00
US Treasury Notes	United Bankers Bank	4/30/2021	10/6/2016	\$ 503,094.63	\$ 504,648.45
US Treasury Notes	United Bankers Bank	7/31/2022	10/6/2016	\$ 749,631.02	\$ 760,839.83
US Treasury Notes	United Bankers Bank	7/31/2020	1/9/2020	\$ 1,000,563.38	\$ 1,000,468.80
US Treasury Notes	United Bankers Bank	8/31/2020	1/9/2020	\$ 999,222.24	\$ 998,984.38
FHLB	United Bankers Bank	6/11/2021	5/25/2018	\$ 501,676.79	\$ 504,635.00
FHLB	United Bankers Bank	6/12/2020	1/5/2018	\$ 499,999.71	\$ 499,990.00
FFCB-FED Credit Bank	United Bankers Bank	9/1/2021	10/6/2016	\$ 501,818.06	\$ 502,255.00
FNMA - FED NATL MTG ASSN	United Bankers Bank	3/4/2020	3/14/2018	\$ 500,042.40	\$ 500,045.00
FHLB	United Bankers Bank	9/11/2020	12/14/2018	\$ 509,384.45	\$ 508,665.00
Tax Muni Onamia	United Bankers Bank	2/1/2021	1/10/2020	\$ 236,444.98	\$ 237,776.17
GNMA	United Bankers Bank	3/1/2020	7/20/2018	\$ 178,010.87	\$ 184,343.40
				\$ 12,668,231.55	\$ 12,365,077.47
<b>BankVista</b>					
FDIC	FDIC - State	10/6/2021	6/6/2018	\$ 250,000	\$ 250,000
FDIC	ICS Account	10/6/2021	6/6/2018	\$ 1,000,000	\$ 1,000,000
<b>Tradition Capital Bank</b>					
Fed Farm Credit Bank	BMO Harris Bank N.A	3/14/2022	2/4/2019	\$ 990,850	\$ 990,850
McGregor MN ISD	BMO Harris Bank N.A	2/1/2022	2/4/2019	\$ 208,515	\$ 208,515
Madison Lake MN	BMO Harris Bank N.A	2/1/2025	2/4/2019	\$ 265,864	\$ 265,864
Carver County	BMO Harris Bank N.A	2/1/2026	2/4/2019	\$ 498,907	\$ 498,907
Fed Farm Credit Bank	BMO Harris Bank N.A	2/1/2026	2/4/2019	\$ 990,850	\$ 990,850
<b>Alerus</b>					
FRB Federal Reserve Custody	Bank of North Dakota	9/1/2023	6/22/2016	\$ 631,744	\$ 620,263
Wealth Fiduciary Treasury	US Security		1/28/2019	\$ 4,260,000	\$ 4,260,000
<b>Americana Community Bank</b>					
GNMA Pool # MA1119	United Bankers Bank	7/1/2042	8/25/2016	\$ 980,594	\$ 946,966
			<b>Total</b>	\$ 22,745,555	\$ 22,397,292
<b>Summary Total Funds 1/31/2020</b>					
Flagship Bank	\$ 10,546,925				
BankVista	\$ 1,272,113				
Tradition Capital Bank	\$ 2,210,835				
Alerus	\$ 4,579,232				
Americana Community Bank	\$ 786,601				
<b>Total</b>	\$ 19,395,706				
<i>Difference Extra</i>	\$ 3,001,586.72				

SouthWest Transit Commission Investments  
January 2020

Broker	Purchase Date	Type	Description	Maturity Date	Type	Purchase Cost	Maturity Amount	Rate	Days to Maturity	Current Market Value	Accrued Interest	Fund	Months Term
			<b>1/31/2020</b>										
Tradition Bank	2/5/2019	CD	Tradition Bank CD 13812681	2/5/2020	CD	1,500,000.00	1,500,000.00	2.430%	5	1,536,570.78		350	12
Alerus Bank	7/31/2019	Treas	6-month Treasury Notes	1/31/2020	Tr	4,262,224.00	4,262,224.00	2.500%	0	4,353,551.24		360	6
Flagship Bank	3/7/2017	CD	Flagship CD 100162	3/5/2020	CD	250,000.00	250,000.00	1.350%	34	250,000.00		360	36
Flagship Bank	12/14/2018	CD	Flagship CD 100294	3/14/2020	CD	250,000.00	250,000.00	2.250%	43	250,000.00		360	15
Flagship Bank	6/5/2017	CD	Flagship CD 100183	6/1/2020	CD	500,000.00	500,000.00	1.850%	122	500,000.00		250	36
Flagship Bank	7/11/2017	CD	Flagship CD 100192	7/10/2020	CD	250,000.00	250,000.00	1.850%	161	250,000.00		100	36
Flagship Bank	7/11/2017	CD	Flagship CD 100193	7/10/2020	CD	250,000.00	250,000.00	1.850%	161	250,000.00		100	36
Flagship Bank	7/15/2019	CD	Flagship CD 100324	7/12/2020	CD	250,000.00	250,000.00	2.100%	163	250,000.00		100	12
Flagship Bank	8/2/2019	CD	Flagship CD 100327	8/2/2020	CD	400,000.00	400,000.00	2.100%	184	400,000.00		360	12
Flagship Bank	8/12/2019	CD	Flagship CD 100328	8/12/2020	CD	1,000,000.00	1,000,000.00	2.100%	194	1,000,000.00		360	12
Tradition Bank	4/16/2019	CD	Tradition Bank CD 13813422	10/16/2020	CD	650,000.00	650,000.00	2.800%	259	659,058.51		100	18
Americana	1/8/2018	CD	Americana 10001619	1/8/2021	CD	500,000.00	500,000.00	2.000%	343	523,881.59		100	36
Americana	1/8/2018	CD	Americana 10001620	1/8/2021	CD	250,000.00	250,000.00	1.000%	343	262,719.68		100	36
Flagship Bank	1/31/2020	CD	Flagship CD 100243	1/24/2021	CD	300,000.00	300,000.00	2.000%	359	300,000.00		250	12
Flagship Bank	3/2/2019	CD	Flagship CD 100306	2/28/2021	CD	250,000.00	250,000.00	2.700%	394	250,000.00		100	24
Flagship Bank	3/11/2019	CD	Flagship CD 100309	3/11/2021	CD	500,000.00	500,000.00	2.700%	405	500,000.00		250	24
Alerus Bank	4/7/2019	CD	Alerus CD 53544	4/7/2021	CD	250,000.00	250,000.00	2.400%	432	264,508.56		100	24
Flagship Bank	4/23/2018	CD	Flagship CD 100241	4/21/2021	CD	300,000.00	300,000.00	2.250%	446	300,000.00		250	36
Flagship Bank	5/30/2018	CD	Flagship CD 100247	5/25/2021	CD	250,000.00	250,000.00	2.250%	480	250,000.00		360	36
BankVista	6/6/2018	CD	BankVista CD 3301049	10/6/2021	CD	250,000.00	250,000.00	2.750%	614	250,000.00		360	40
			<b>Total</b>			<b>12,412,224.00</b>	<b>12,412,224.00</b>			<b>12,600,290.36</b>	<b>-</b>		
			<i>Flagship Bank - Nonprofit Checking</i>							<i>5,949,643.19</i>			
			<i>Flagship Bank - Money Market Acct</i>							<i>141,436.80</i>			
			<i>BankVista - Money Market ICS Acct</i>							<i>1,025,194.97</i>			
			<b>Subtotal</b>							<b>\$ 7,116,274.96</b>			
			<b>Grand Total</b>			<b>\$ 12,412,224.00</b>	<b>\$ 12,412,224.00</b>			<b>\$ 19,716,565.32</b>			
			<b>Summary by Type (based upon current market value)</b>										
		CD	8,246,739.12				<i>Amount</i>						
		US Govt Agency	4,353,551.24				<i>Banks</i>						
		Money Market/ICS	7,116,274.96				<i>Americana</i>						
			<b>19,716,565.32</b>				<i>Alerus</i>						
							<i>Bank Vista</i>						
							<i>Flagship</i>						
							<i>Tradition</i>						
							<i>12,600,290.36</i>						
		Maturity Dates	Amount										
		Dec-19	\$ -										
		Jan-19	\$ 4,353,551.24										
		Feb-19	\$ 1,536,570.78										
		later	\$ 6,710,168.34										
			\$ 12,600,290.36										



# New Business



## SOUTHWEST TRANSIT

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### MEMORANDUM

**TO:** SouthWest Transit Commission

**FROM:** Len Simich, Gary Groen & Souriyong Souriya

**DATE:** February 17, 2020

**SUBJECT:** 2019 General Fund Budget Amendment

#### REQUESTED ACTION

That the Commission approve an amendment to the 2019 General Fund budget to increase both the revenue and expenditure budgets by \$350,000.

#### BUDGET IMPACT

The General Fund revenue and expenditure budget will be increased by \$350,000. The actual General Fund revenues exceed the amended budget by 2% or approximately \$350,000. The Eden Prairie garage expansion project financing includes approximately \$4.2M from the Facility Lease Purchase financing, \$350,000 from the General Fund and other resources from the SW Development Fund as necessary to complete the current project. With this budget amendment SWT will continue to maintain a General Fund balance that is within the 25% - 35% guidelines established by Commission resolution.

#### BACKGROUND

The Eden Prairie garage expansion project started with the sale of the SW station for the SWLRT project and included moving all administrative offices and meeting spaces to the garage. SWT also needed additional garage space for bus storage, expansion of its surface parking and improvements to its vehicle maintenance facilities. The project has expanded to include the installation of a much-needed floor drainage system in the vehicle maintenance area, additional security and surveillance costs for safety, and other project amendments. \$4.2M of the project is financed by Facility Lease Purchase financing (a portion of this \$5.5M was used to refinance 2015 debt) with other financing sources to include the \$350,000 from the General Fund and other sources as necessary.

#### RECOMMENDATION

That the Commission approve the amendment totaling \$350,000 to the 2019 General Fund revenue and expenditure budgets.



**SOUTHWEST TRANSIT COMMISSION  
RESOLUTION #20-02, 2019 GENERAL FUND BUDGET AMENDMENT**

**WHEREAS**, the SouthWest Transit Commission operates as a Joint Powers entity for the Cities of Eden Prairie, Chaska and Chanhassen to provide transit services under the laws of the State of Minnesota including Statute 473.384, 473.388 and Statute 471.59; and

**WHEREAS**, the Eden Prairie garage expansion became necessary with the sale of the SW station for the SWLRT project, and

**WHEREAS**, the Eden Prairie garage expansion includes the expansion of the facility to accommodate the administrative offices and meeting space previously located at SW station, and

**WHEREAS**, the Eden Prairie garage expansion also includes the necessary expansion of the surface parking area, expansion of the bus storage facilities and improvements to the vehicle maintenance area, and

**WHEREAS**, the Eden Prairie garage expansion financing includes approximately \$4.2M from the sale of Facility Lease Purchase bonds, and

**WHEREAS**, additional project financing includes \$350,000 from the General Fund and other resources as may be necessary to complete the Eden Prairie garage expansion project.

**NOW THEREFORE BE IT RESOLVED**, the Commission approves the 2019 General Fund revenue and expenditure budget amendment totaling \$350,000.

**ADOPTED** by the SouthWest Transit Commission on February 27, 2020.

\_\_\_\_\_  
Chair

**ATTEST:**

\_\_\_\_\_  
Chief Executive Officer



## SOUTHWEST TRANSIT

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**To:** SouthWest Transit Commission  
**From:** Len Simich, CEO  
**Date:** February 27, 2020  
**Subject:** Construction Management Contract with Big-D Construction

### **REQUESTED ACTION:**

That the Commission authorize its CEO to increase the Contract with Big-D Construction by \$59,340.00 due to Unforeseen Conditions, Design Development, and Added Scope. This requested amount is in addition to the Contract Amount of \$199,875 for Big-D Construction to provide Construction Management services related to the construction of the "Garage Office Expansion and Vehicle Circulation Improvement Project".

### **BUDGET IMPACT:**

The costs of \$59,340 for added work performed by Big-D Construction. The additional costs are what Big-D Construction has projected are needed to complete the Base Estimate of the Project as well as added scope. The requested increase would be allocated as such:

1. Project Manager: 4 hrs/day for 43 working days at a rate of \$115.00 per hour = \$19,780.00
2. Superintendent: 8 hrs/day for 43 working days at a rate of \$115.00 per hour = 39,560.00

### **BACKGROUND:**

During excavation and foundation work Big-D Construction has run into unforeseen conditions. Some examples were that the existing foundations were more than 8'-10" below the finished grade and the historical data (As-Builts for when the building was constructed in the 1980's) indicated that the existing footings should be roughly 3'-6" below finished grade. This required the installation of helical anchors and added grade beams to properly distribute the weight of the existing building and building addition. This unforeseen condition was both an increase in costs and duration to successfully complete the work.

In addition to the Unforeseen Conditions there was also costs incurred and an increase in the project duration due to Design Development. There were several structural steel components that were redesigned to provide a better product as well as revisions to the concrete/masonry foundations.

Lastly, SouthWest Transit has also increased the scope of work for the project by requesting Big-D Construction to replace the High Bay Windows at Garage A and by adding scope for the Audio Visual to the Training Room, Access Control and Video Surveillance for the Building Addition.

For the administration of the "Construction Phase" (onsite staffing, administration of construction contracts, scheduling of construction, conducting on-site meetings with contractors, review submittals, maintain project costs estimates, review applications for payment, monitor safety,

manage RFI's, review change orders, manage Closeout Procedures including punch-list), Big-D Construction is requesting an increase for Project Management costs in the amount of \$19,780.00 for a new Total of \$92,920.00 (Original Base Contract amount is \$73,140.00).

Additional costs related to needed on-site supervision will be handled on an as needed basis for a cost of \$115/hr. and is estimated to cost \$126,735 These costs will be billed on an hourly bases and do not contain the average mark-up a general contractor would charge. Big-D Construction projects that the original estimated costs will go over budget by \$39,560.00. Big-D Construction is requesting for a revised budget amount of \$166,295.00 for on-site supervision.

The overall construction management fee will be an additional amount equal to 4% of the cost of the work. This charge is basically Big D's profit for the managing the project. (No change requested).

**RECOMMENDATION:**

That the Commission authorize its CEO to increase the contract amount with Big-D Construction by \$59,340, for the extended time that Big-D Construction would act as the Construction Manager, plus 4% of the underlying cost of the work for the purpose of providing Construction Management services related to the construction of the "Garage Office Expansion and Vehicle Circulation Improvement Project".



## SOUTHWEST TRANSIT

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**To:** SouthWest Transit Commission  
**From:** Len Simich, CEO  
**Date:** April 17, 2019  
**Subject:** EP Garage Improvements

**REQUESTED ACTION:**

That the Commission authorize its CEO to enter into a contract with HAY DOBBS to provide architectural and preliminary engineering services related to expanding office and meeting space, as well as improving vehicle circulation at the building Eden Prairie Bus Garage.

The cost to complete the detail drawings and conduct the preliminary engineering is estimated to be \$230,000 plus normal reimbursable expenses.

Professional Services will be provided on an Hourly Basis, for the Scope of Work and Professional Service Fees described herein.

**BUDGET IMPACT:**

The funding for this project (\$230,000) will come from funding received through the sale of SouthWest Station.

**BACKGROUND:**

At the March meeting of the Commission, three options for addressing the office and conference room space needs as a result of the Metropolitan Council purchasing SouthWest Station for the SWLRT project were reviewed.

The option the Commission approved was to expand the current bus facility to include the needed office and meeting space, and to improve internal drainage and bus circulation within the garage.

The third and fourth elements of this project include adding parking to the site and remodeling the bathrooms and bringing up to ADA standards. These two elements (parking and restroom remodel) will be or have been addressed in separate Commission actions.

The Garage Expansion Project includes the following:

1. Renovations to the existing EP garage structure to allow for added office, restroom and conference/training space. The modifications include the addition of a new north bus entry with offices and rest rooms above, and, access to the adjacent mezzanine space above the bus wash. New access stair, passenger/freight elevator and modifications to the existing

mezzanine access stair. The existing mezzanine space will be renovated to include a meeting training room and a building storage area

2. Demolition of front office space and adding bus entrance into the garage (garage B) to eliminate the need to back buses up to exit the garage (demolition to the western portion of the single-story office portion of the existing facility).
3. Renovations to the fueling area to provide for new 5,000-gallon gas storage tank used for fueling gas powered vehicles.
4. Renovations to add floor drains to the vehicle maintenance and bus wash areas.

This Proposal will also be for Preliminary Engineering (PE) work necessary to obtain municipal approvals for all work that affects the current approved Planned Unit Development for the site including:

- Coordination with the City of Eden Prairie Planning Department for all necessary approvals for the construction of the project. Meet with the Planning Department and attend City Council Meetings as required.
- Provide any requested public/community outreach as required UD Amendment if needed (setback variance; lot coverage area variance, etc.).
- Coordination with current parking expansion project,
- Amended Existing Conditions Site Survey of recent improvements
  - Site Plan, Grading Plan, Landscape Plan, Building elevations and sections, Storm Water Plans.
  - Materials definitions for exterior finishes.
  - Prepare a Project Narrative for mechanical, electrical and plumbing systems necessary for the Project.
- Interior Renovation:
  - Field verify interior dimensions, structural capacities, and in-place utilities.
  - Identify existing conditions that require special testing and inspections by an independent sub-consultant.
  - Prepare demolition plans, floor plans, elevations and sections for proposed improvements.
- Prepare Watershed Review documents.
- Prepare a PE level Cost Estimates for all work.
- Prepare a PE level Project Schedule.
- Prepare schematic Design (SD), Design Development (DD), Construction Documents (CD), Bid Phase and Construction Contract Administration (CA) Phase services.

The HAY DOBBS Team will deliver a “Standard” set of bid documents to SouthWest Transit for the development of subcontractor bid packages. The HAY DOBBS Team will provide up to 3 cost estimates, or, until the CM provides cost estimates. The estimated cost of construction for the scope identified is approximately \$3,500,000.00

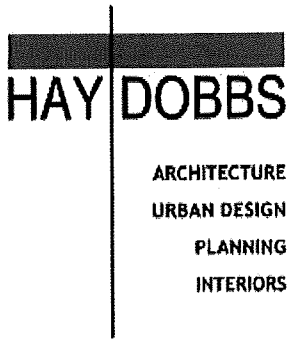
## **TENTATIVE WORK SCHEDULE**

<b><u>Task</u></b>	<b><u>Completion</u></b>
Project Initiation	May, 2019
Interior Investigation	May/June, 2019
DRAFT Plans & Narrative	July, 2019
City Review Meeting	July, 2019
City PUD Submittal	August, 2019
SWT Authorization for Final Plans*	September, 2019
Planning Commission Meeting	October, 2019
City Council/Public Hearing	October 2019
Commence Demolition and construction	November 2019

### **RECOMMENDATION:**

That the Commission authorize its CEO to enter into a contract with HAY DOBBS to provide architectural and preliminary engineering services related to expanding office and meeting space, as well as improving vehicle circulation at the building Eden Prairie Bus Garage for a cost not to exceed \$230,000.





WWW.HAYDOBBS.COM

14 February 2020, 17 February 2020

Len Simich  
Chief Executive Officer and General Manager

SouthWest Transit  
14405 W 62nd St  
Eden Prairie, MN 55346

RE: SouthWest Transit various Projects;

Page 1 of 2

Dear Mr. Simich, per our discussions the following outlines our request for additional services for the SouthWest Transit Eden Prairie Garage North Bus Entry. These requests are being made due to increased project scope from the original scope, modifications necessary due to the as built conditions and additional project features added to the scope.

OUTLINE SCOPE OF ADDITIONAL SERVICES NORTH BUS ENTRY

- 1. Expanded design scope to the original building design. These elements include; cladding the exposed aggregate portion of the low roof building, new building vestibule and entry canopy, addition of the roof top patio, mezzanine access, elevator modifications and additional stop, additional landing system, maintenance toilet, epoxy floor covering and multiple contractor bids dates.

Professional Service Fees (Estimated)

Architectural Services	\$35,700.00
Mechanical and Electrical Engineering	\$16,600.00
<u>Structural Engineering</u>	<u>\$8,900.00</u>
Total	\$61,200.00

- 2. Develop multiple alternative footing and foundation options for portions of the building not constructed per the available documents. Visit site multiple times, develop final solution and construction drawings.

Professional Service Fees

<u>Structural Design</u>	<u>\$9,650.00</u>
Total	\$9,650.00

- 3. Replace Clerestory Windows - Review existing conditions and re-verification of conditions, develop options and prepare construction drawings for bidding.

Professional Service Fees (Estimated)

<u>Architectural Design</u>	<u>\$7,650.00</u>
Total	\$7,650.00

- 4. Develop Fitness Center plan strategies and preliminary cost estimate. Modify design and prepare pricing package. Develop final construction documents.

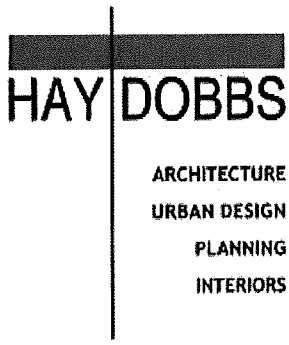
Professional Service Fees (Estimated)

Architectural Services (Plan Strategies)	\$6,800.00
Construction Documents	
Architectural Services	\$11,600.00
Structural Design	\$2,400.00
<u>Mechanical and electrical design</u>	<u>\$6,400.00</u>
Total	\$20,400.00

- 5. Develop Mezzanine Locker area plan strategies develop base drawings, prepare design concepts and construction documents.

Professional Service Fees (Estimated)

<u>Architectural Services</u>	<u>\$8,500.00</u>
Total	\$8,500.00



WWW.HAYDOBBS.COM

14 February 2020, 17 February 2020

Len Simich  
Chief Executive Officer and General Manager

SouthWest Transit  
14405 W 62nd St  
Eden Prairie, MN 55346

RE: SouthWest Transit various Projects;

Page 2 of 2

OUTLINE SCOPE OF SERVICES FOR ADDITIONAL PROJECTS

6	Provide Bus Storage Concepts at various sites	
	Professional Service Fees (Estimated)	
	Architectural Services - SW Village Parcel Testing	\$3,000.00
	Architectural Services - SW Village Renderings	\$850.00
	Architectural Services - SW Village Presentation	\$2,750.00
	<u>Total</u>	<u>\$6,600.00</u>
	Architectural Services - Chanhasseen plan review process	
	Other Site studies and requests such as Peavy Rd.	\$10,000.00
	<u>Total</u>	<u>\$10,000.00</u>

PROFESSIONAL SERVICES FEES

HAY DOBBS proposes the Professional Services be provided on an Hourly Basis, for the Scope of Work and Professional Service Fees described herein. HAY DOBBS shall keep SouthWest Transit reasonably informed on the status of the scope and fees.

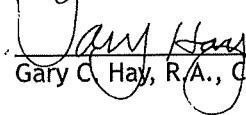
Reimbursable expenses are in addition to Professional Service fees. These expenses are invoiced at cost.

INVOICING AND PAYMENT

Invoices for Professional Services, Expenses and Additional Services will be prepared on a monthly basis and will include fees and expenses for work performed through the end of the prior month. Payments for services shall be made to the Architect within 10 calendar days of receipt of the invoice.

Should this Proposal be acceptable it can serve as our agreement for the scope of services described herein. Please sign and return one copy to our office for our records.

Respectfully Submitted,  
HAY DOBBS P.A.

  
\_\_\_\_\_  
Gary C. Hay, R.A., C.I.D., Principal

Accepted by:  
SouthWest Transit

\_\_\_\_\_  
Authorized Representative

\_\_\_\_\_  
Printed Name

\_\_\_\_\_  
Date



## SOUTHWEST TRANSIT

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**To:** SouthWest Transit Commission  
**From:** Len Simich, CEO  
**Date:** February 27, 2020  
**Subject:** Garage Improvement and Office Expansion Contract Awards

### **REQUESTED ACTION:**

That the Commission authorize its CEO to enter contracts with the contractors identified below who submitted the low bid in relation to the work each will perform in the construction of the garage office addition/improvements. The addition is needed to replace the office space lost with Metropolitan Council purchasing SouthWest Station for the SWLRT expansion into Eden Prairie.

New Contracts Under \$35k Ready for Commission Review:

1. None

New Contracts Over \$35k Ready for Commission Review:

1. Bid Package 4C. Asphalt Paving – Bituminous Roadways, Inc. - \$176,945.00

Project Budget Amendment:

Also recommended is that the Commission amend the total budget for the Garage Improvements and Office Expansion Project to the new total of \$5,500,000. The increase from the original estimate is the result of the following:

- Unforeseen conditions (primarily the result of the change/approach in constructing the footings/helical foundations).
- Added Scope and Contracts (previously approved by the Commission) such as the replacement of the deteriorating high bay windows; and the inclusion of the technology systems (audio-video systems, access controls, fuel monitoring systems, and surveillance) awarded directly by SWT; and costs related to repairing the floor and reestablishing utilities to the back-up bus wash station/bay.
- Costs related to the additions to the Big D and Hay Dobbs contracts are now included in the total contract costs. For Big D, this includes the amended contract amount (acted upon on 2-27-20) as well as the 4% of the total construction amount (management fee) approved as part of their contract. The Hay Dobbs contract was first acted upon last April (2019) and amended on 2-17-20. This amount for architectural and engineering services had not been included in the garage office expansion. Both Big D and Hay-Dobb's costs are now both included in the total project cost.
- Other additions such as furnishings for the new offices, training room, and driver break room; for the construction of a new fitness area and mechanics rest room and changing area are also included in the amended budget amount.

It should also be noted that a contingency budget of \$300,000 remains in the total \$5.5m budget. The contingency budget is an internal budget account for SouthWest Transit and is not included in any of the contracts identified to date.

**BUDGET IMPACT:**

The action related to Asphalt/Paving (Bituminous Roadways, Inc) totals \$176,945.00. This amount is in addition to the total construction bids equaling \$3,214,517.32 previously approved by the Commission .

Total bids awarded and other expenditures to date :

- \$3,391,462 for construction.
- \$71,000 for technology.
- \$378,434, in fees related to construction management and architectural services.

Total project cost to date equals \$3,840,896 of the proposed \$5.5 million budget estimated to complete the Garage Office Expansion and Improvement Project.

Project Funding

- \$4.2 million in Bond/Debt proceeds (Facility Lease Purchase Funds)
- \$350,000 allocated from the 2019 SWT General Fund (Capital Cost of Operating)
- \$950,000 from the SW Station Proceeds (Development Capital Fund)

Total \$5.5m

**BACKGROUND:**

In June the Commission authorized a contract with Big D Construction to provide construction management services in relation to expanding office space and other improvements at the current garage and maintenance facility located in Eden Prairie.

Besides reviewing the design of the proposed expansion, completing a project estimate, schedule and provide construction administration, meet/direct contractor and providing on-site staff during the construction, review pay submittals, monitor safety and RFI's, and manage closeout procedures, Big D's contract called for them to develop bid packages, hold pre-bid meetings and solicit bids and/or quotes.

The bids/quotes identified in this memo represent the low bids/quotes received for each package. For packages that were likely to approach or exceed the statutory sealed-bid threshold, SWT solicited sealed bids. For all other packages, SWT solicited written quotes. The following is a complete listing of bids and quotes by package received to date. The items in blue represent the action taken tonight. Items in black represent items previously acted upon.

**Contracts issued to date**

General Conditions Temporary Sanitary Facilities – Biff's Inc. – \$6,634

General Conditions Trash Removal – Atomic Recycling – \$3,951

General Conditions Temporary Fencing – Midwest Fencing – \$3,951

General Conditions Field Office – Willscot – \$5,015

**Total \$19,551**

Bid Package 1A. Demolition: Ramsey Construction. Bid \$89,500

Bid Package 1B. Concrete: Axel Ohman. Bid \$187,000  
Bid Package 1C. Masonry: Axel Ohman. Bid \$249,500  
Bid Package 1E. Glass/Glazing: Northern Glass. Bid \$139,000  
Bid Package 1F. Steel & Gypsum Board Assemblies: RTL. Bid \$159,969  
Bid Package 1G. Elevators: Thyssen Krupp. Bid \$126,500  
Bid Package 1H. Plumbing: Peterson Sheet Metal. Bid \$291,500  
Bid Package 1I. Mechanical: Peterson Sheet Metal. Bid \$179,500  
Bid Package 1J. Electrical: Kloos Electric. Bid \$149,620  
**Total \$1,572,089**

Bid Package 2A. Site Demo:Nord Excavating. Bid \$11,420  
Bid Package 2B. Earthwork: Nord Excavating. Bid \$28,380  
Bid Package 2C. Utilities: (Coordinating with CenterPoint)  
Bid Package 2D. Precast: Taracon. Bid \$29,380  
Bid Package 2E. Roofing: Jackson & Assc. Bid \$94,000  
Bid Package 2G. Doors-Frames-Hardware: Laforce \$60,621  
Bid Package 2H. Special Function OH Doors: Overhead Door Company \$50,365  
Bid Package 2I. Fire Protection: Total Fire Protection. \$55,000  
**Total \$329,166**

Bid Package 3A. Structural Steel & Joist and Deck Supply: Red Cedar Steel Erectors. \$58,200.00  
Bid Package 3B. Miscellaneous Steel: Red Cedar Steel Erectors \$57,890  
Bid Package 3C. Structural Steel & Joist and Deck Erect/Install: \$126,450  
Bid Package 3D. Miscellaneous Steel and Erect/Install: Red Cedar Steel Erectors \$120,400  
**Total \$362,940**

Bid Package 4A. Siding Minnkota Architectural Products \$321,943  
Bid Package 4B. Fuel Tanks – Pump and Meter Service, Inc. – \$101,737  
Bid Package 4C. Asphalt Paving – Bituminous Roadways, Inc. - \$176,945.00  
**Total \$600,625**

Bid Package 5D. Joint Sealants – Gage Brothers – \$11,750  
Bid Package 5E. Tiling – Value Plus Flooring – \$53,819  
Bid Package 5F. Acoustical Ceiling – Twin City Acoustic – \$17,250  
Bid Package 5G. Flooring – Value Plus Flooring – \$22,176  
Bid Package 5H. Painting – Integrated Painting Solutions – \$18,055.21  
Bid Package 5I. Toilet & Bath Accessories – Bartley Sales – \$4,925  
Bid Package 5L. Countertops – Leons Countertops – \$2,610  
Bid Package 5M. Site Concrete – North Country Concrete – \$13,650  
Bid Package 5N. Special Coatings – Advantage Coating Inc. – \$244,065.00  
**Total \$388,300.21**

Bid Package 6A. Waterproofing – Kramer Davis, Inc. - \$5,900  
**Total \$5,900**

Bid Package 8A. Helical Foundation Anchors – Deep Foundation Group - \$29,500  
Bid Package 8C. Training Room A/V – AVI Systems - \$83,391.11  
**Total \$112,891.11**

Note – Previous action by the Commission authorized its CEO to approve any change orders and/or subcontracts which do not exceed \$35,000, as long as the change order or subcontract work does not change the original intent of the project, or exceed the total amount set aside in the contingency original contingency budget. All change orders will continue to appear on the payment application of the contractor approved by the Commission at its monthly meeting.

*Added Scope/Changes to the Previously Approved Contract* - Anytime you remodel an existing structure, especially one like our current bus garage where no as-built drawing exists, the probability of having to change the initial plan or approach occurs more times than not.

Previously the Commission approved changes related scope and unforeseen conditions. One major change related to the structural support system (footings/helical foundations). This change was needed because the location and size of the previous footings were not conducive to the original design once we discovered what we were dealing with. Another major scope change included repairing the floor and reestablishing utilities to the back-up bus wash station/bay. The total for all costs related to unforeseen conditions/additional design development/and added project scope is estimated to be \$727,000.

Another change came about from an inspection not related to the garage construction, which identified a significant deterioration of the windows over the maintenance bay. This change resulted in a total replacement of 25 large windows at an estimated cost of \$150,00.

The third major change was the inclusion of technology systems to project (audio-video systems, access controls, fuel monitoring systems, and electronic security/surveillance). This action was approved separately from the original scope of work since it was directed and controlled by SouthWest Staff. The project did come about because of the garage expansion, and thus should be included in its totals cost. The cost related to technology was \$218,000.

Staff is requesting to make other changes to this project: We would like to add the costs related to furnishing the new offices, training room, and driver break room. All furniture would be purchased off the State Contract at an estimated cost of \$100,000. Staff is also proposing to add a changing room in the maintenance shop at an estimated cost of \$35,000, and to construct a fitness area in a portion of the garage not easily accessible for parking of buses for an estimated cost of \$270,000.

The fitness area would be an attractive benefit to all staff, but especially appealing to those individuals working split shifts who stay at the garage throughout the day because of the distance for them to travel back and forth from their home, and/or because of weather concerns. Individuals working split shifts include drivers, dispatch, and customer service staff.

With the project additions identified above, plus all the cost related to the original construction, technology, design, engineering, and construction management, the total project budget now requested is **\$5.5 million dollars.**

**RECOMMENDATION:**

That the Commission authorize its CEO to enter a contract with Asphalt Paving – Bituminous Roadways, Inc. for a total amount of \$176,945.00.

Also recommended is that the Commission amend the total budget for the Garage Improvements and Office Expansion Project to \$5,500,000.

February 18, 2020

Mr. Simich  
14405 West 62<sup>nd</sup> St.  
Eden Prairie, MN 55346

Re: SouthWest Transit North Entry and Improvements  
Request for Commission Approval

Dear Mr. Simich

Big-D Construction Midwest, LLC would at this time submit to you our recommendation for the contract award on **Bid Package 4C Asphalt Paving – Bituminous Roadways, Inc.**

After reviewing the 4 bids received and conducting a Post Bid Review Meeting, (see attached noted) we recommend award be made for the above-mentioned bid package to:

**Bituminous Roadways, Inc.**  
**1520 Commerce Drive**  
**Mendota Heights, MN 55120**

In the dollar amount of:

\$176,945.00

Please provide us with the Board resolution, so a Notice of Award and contract can be issued to the above-mentioned Contractor.

Sincerely



Kale D. Massey  
Project Manager

Enclosures: Bid Tab Summary  
Post Bid Review Form

Cc: Gary Hay, Hay Dobbs P.A.



# SouthWest Transit

Bid Analysis - [Bidding Phase]



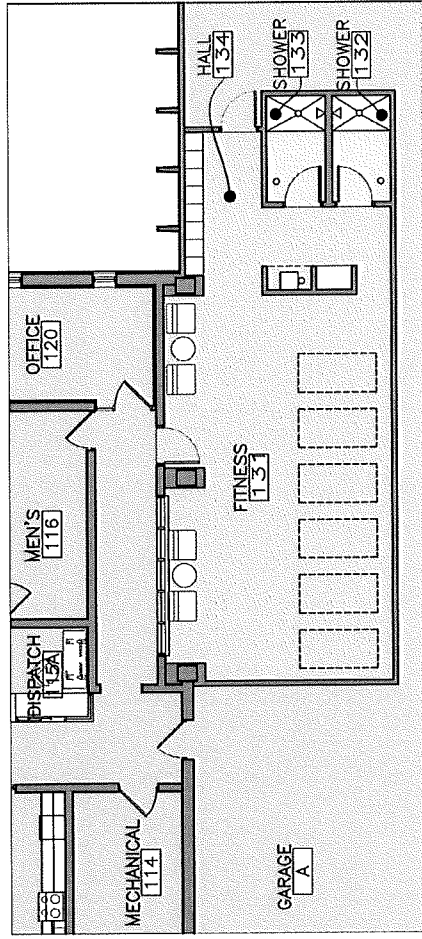
## Bid Package 4C Asphalt Paving

Big-D Construction Corp.  
02/18/2020



	Allied Blacktop	Bituminous Roadways	Northwest Asphalt	Valley Paving	Budget DD1
<b>Bid Analysis</b>					
Date of Proposal	02/05/2020	02/05/2020	02/05/2020	02/05/2020	07/22/2019
Main Contact					
Phone					
Scope Items					
Base Budget	\$ 144,411	\$ 156,445	\$ 185,500	\$ 208,983	\$ 208,383
Alternate #1	\$ 89,031	\$ 20,500	\$ 41,400	\$ 49,900	\$ -
Addendum 1	Inc.				
Addendum 2	Inc.				
Addendum 3	Inc.				
Addendum 4	Inc.				
Sales Tax					
<b>Comparison Total</b>	<b>\$ 233,442</b>	<b>\$ 176,945</b>	<b>\$ 226,900</b>	<b>\$ 258,883</b>	<b>\$ 208,383</b>
	Delta \$ (56,497)	\$ -	\$ (49,955)	\$ (81,938)	\$ 25,059
	-32%	0%	-28%	-46%	11%





1. Accessible Fitness Area
2. Accessible changing and shower area
3. Seating Areas
4. 18" X 18" Double Height Lockers
5. Bottle Filling Station & Vending
6. Floor Activity Area
7. Fitness Equipment (6 - Stations)
8. Recycled Rubber Flooring
9. Wireless Access
10. Large Monitors
11. Dimmable LED Lighting (Color Control)
12. Natural Lighting With 2 - Solar Tubes through Roof Above
13. Visual Access From Hallway

### 1.0 Concept Floor Plan and Features



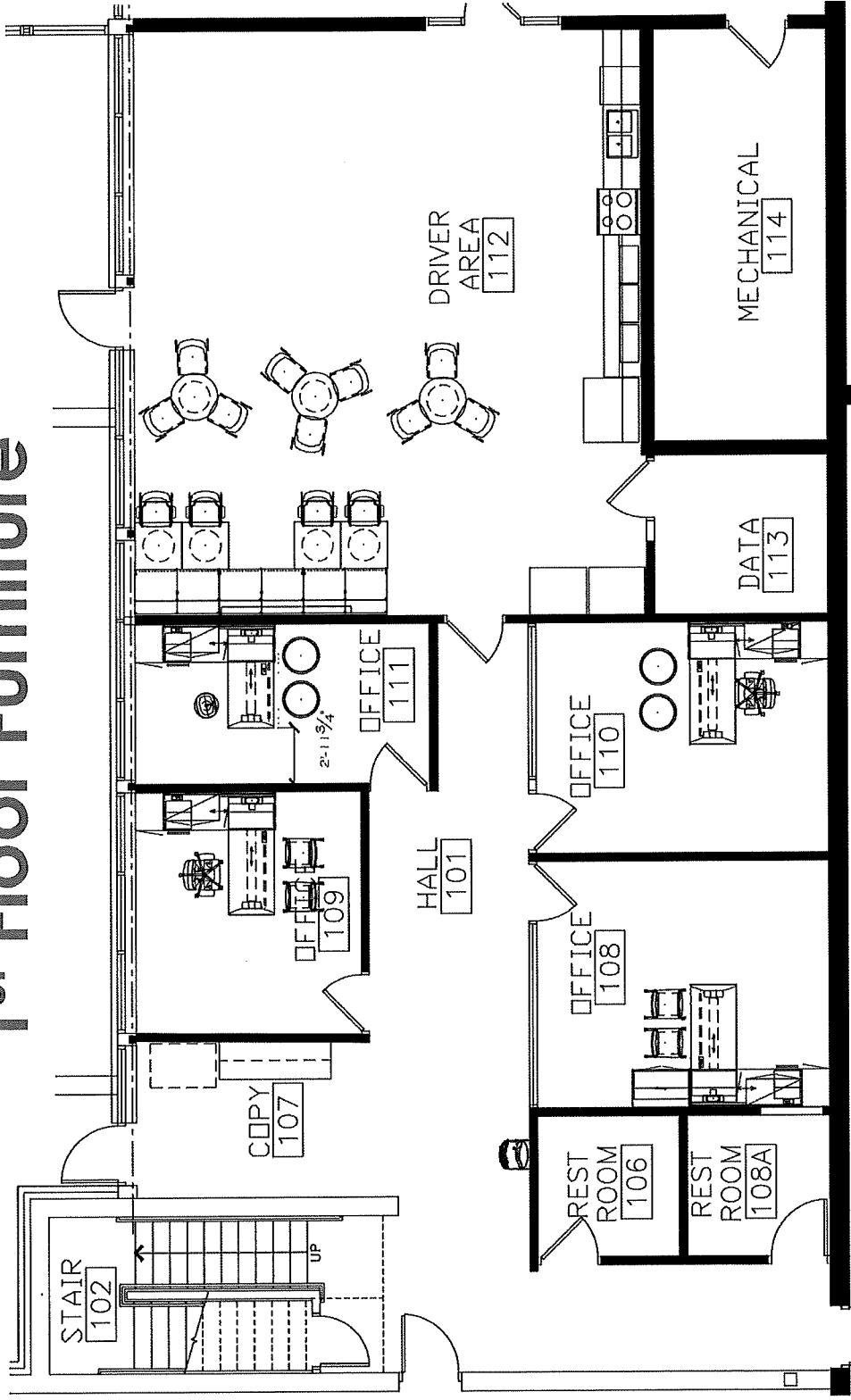
2.0 Illustrative View of Fitness Area.

FOR DISCUSSION ONLY

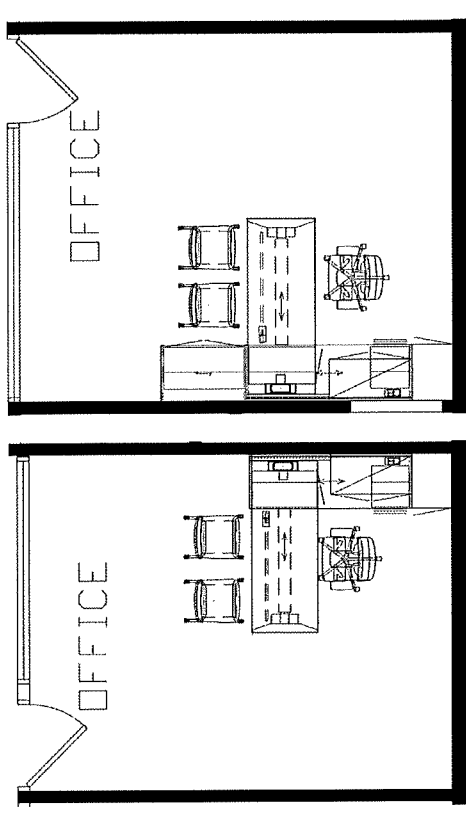
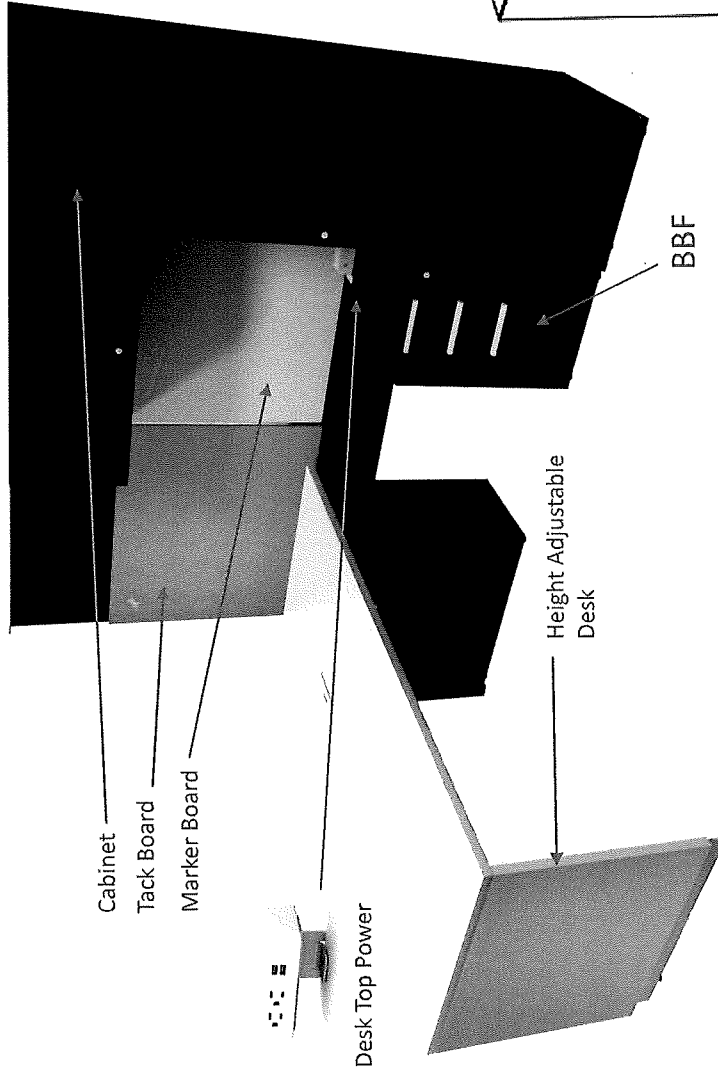


SouthWest Transit  
February 19<sup>th</sup>, 2020

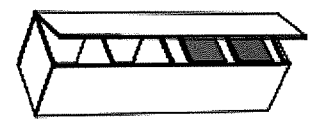
# 1st Floor Furniture



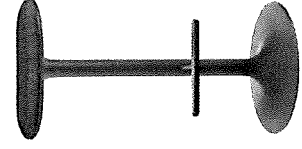
# SouthWest Transit | 1st Floor Offices



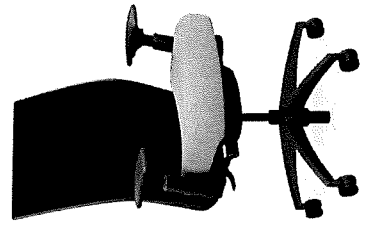
Floor Plan



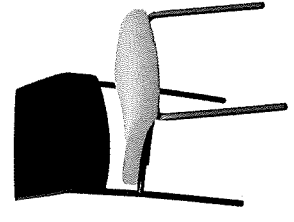
(F) File Drawers and Shelves



Sprout Stool

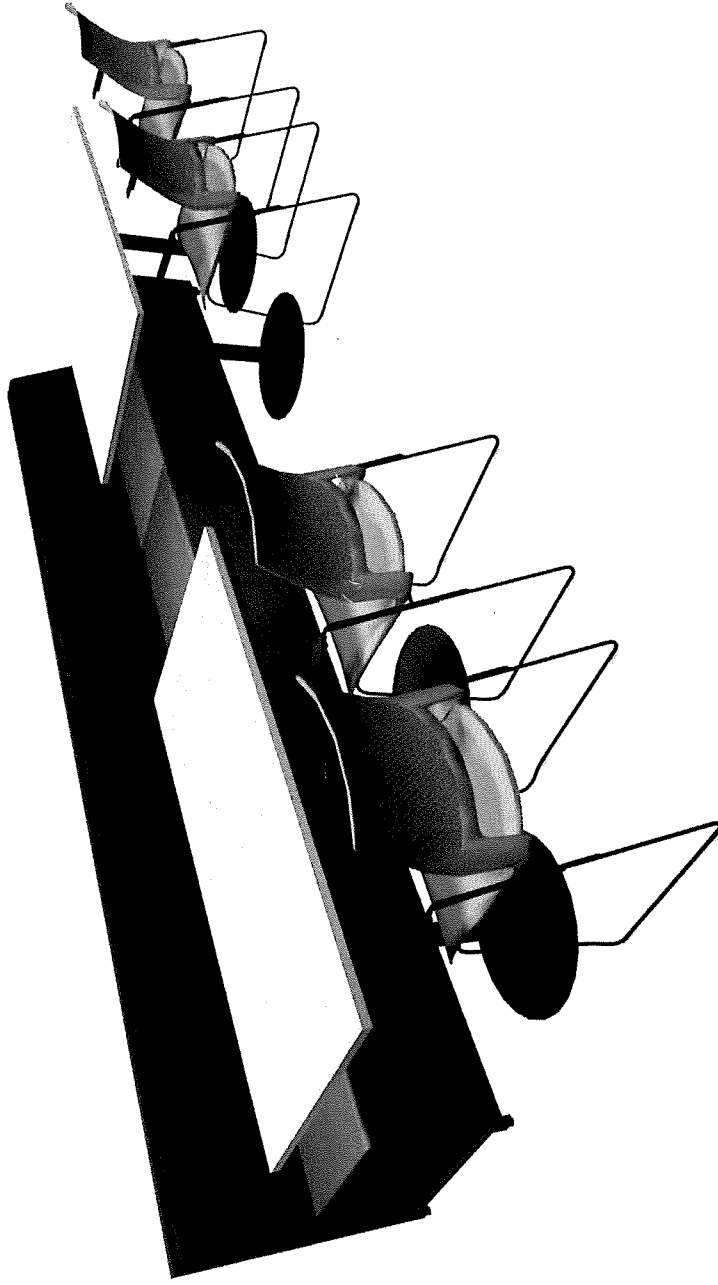


Task Chair

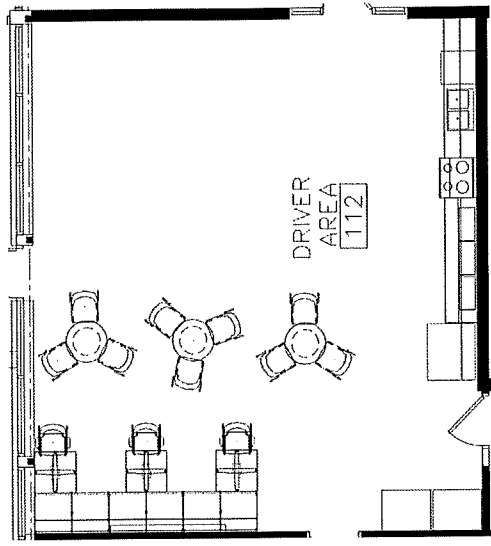


Guest Chair

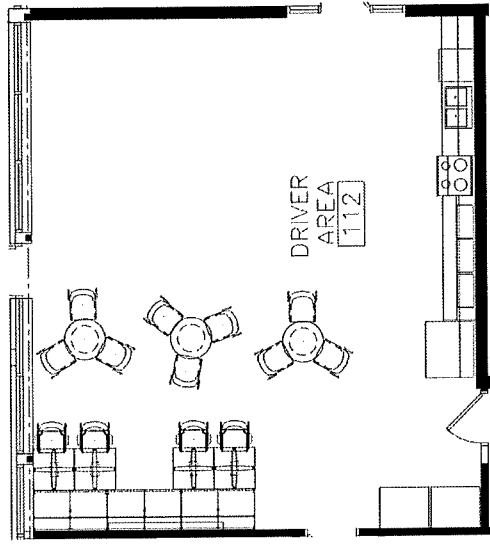
# SouthWest Transit | 1<sup>st</sup> Floor Driver Area



- (6) Booth Seating
- (3-4) Booth Tables
- (3-4) Side Chairs

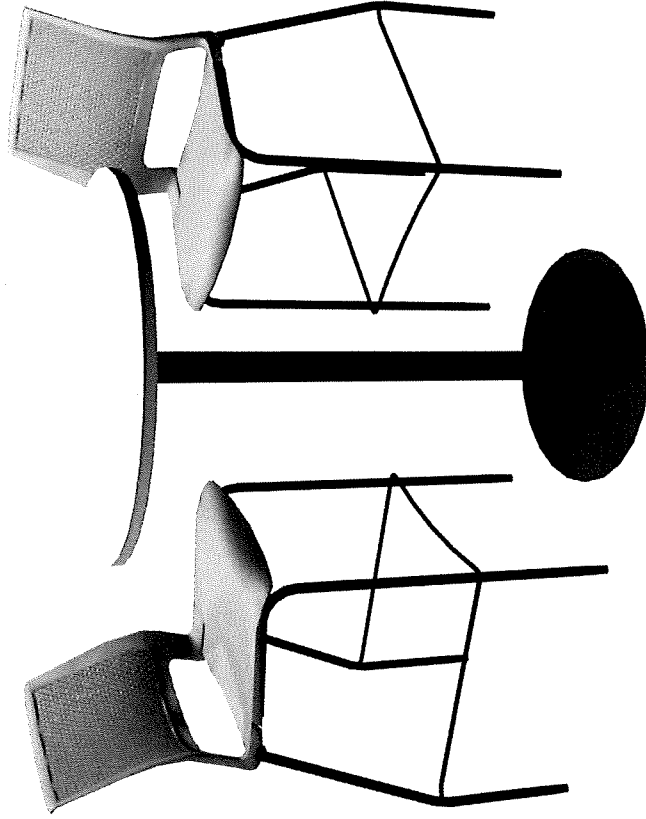


Floor Plan 1



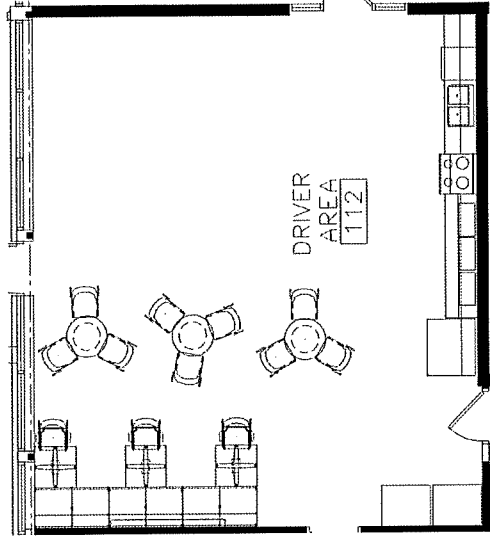
Floor Plan 2

# SouthWest Transit | 1st Floor Driver Area

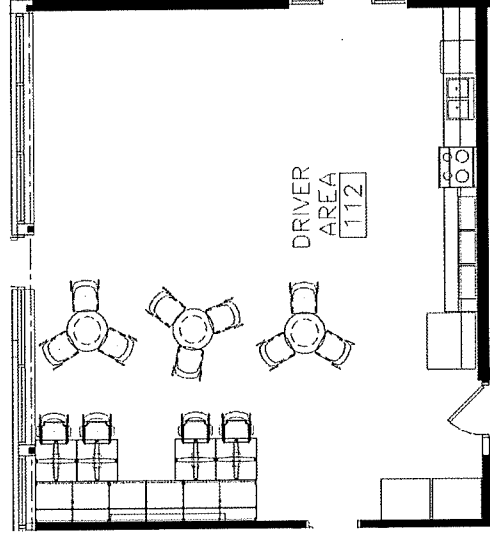


(3) 30" Square High-Top Tables

(9) Bar Stools

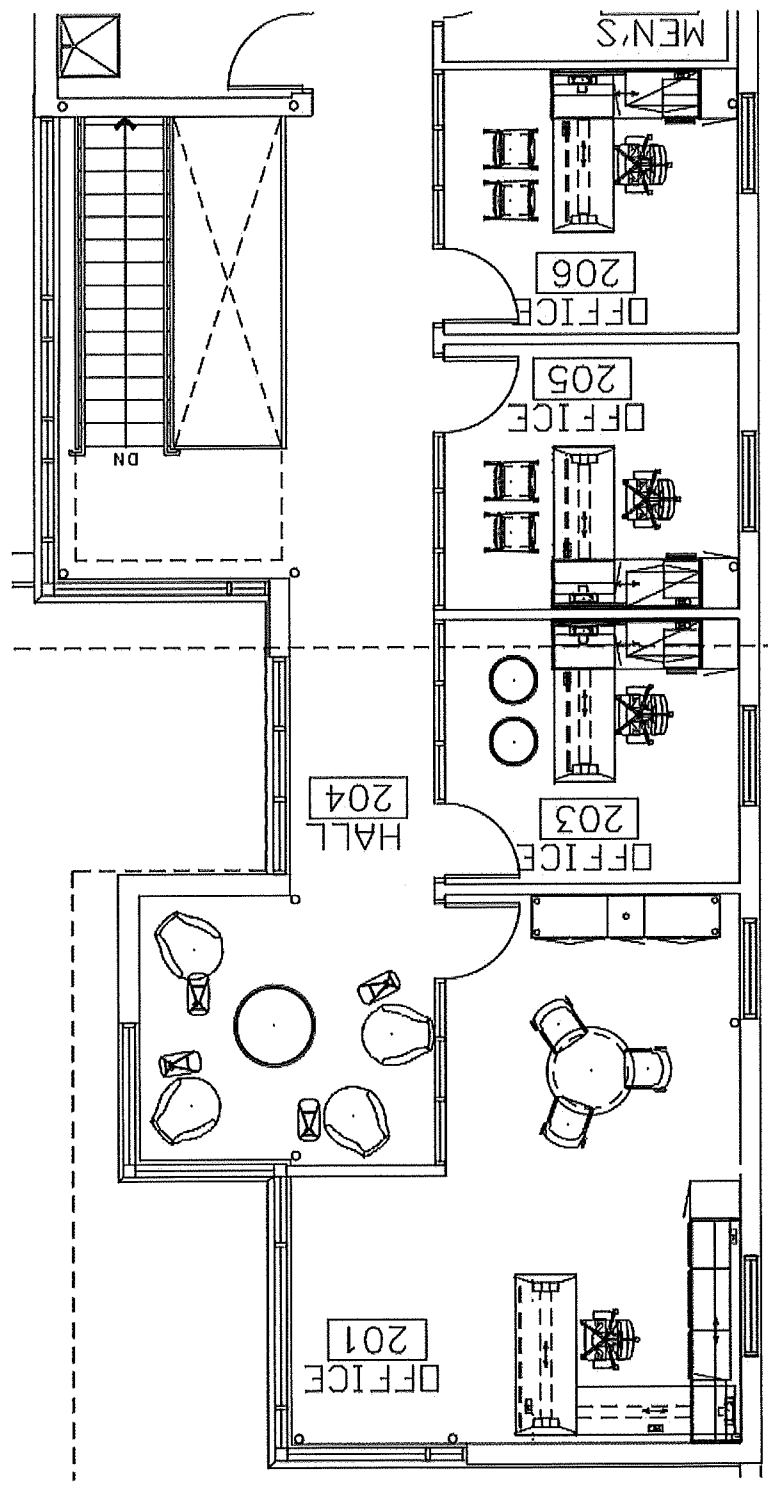


Floor Plan 1

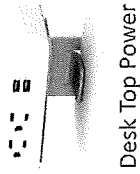
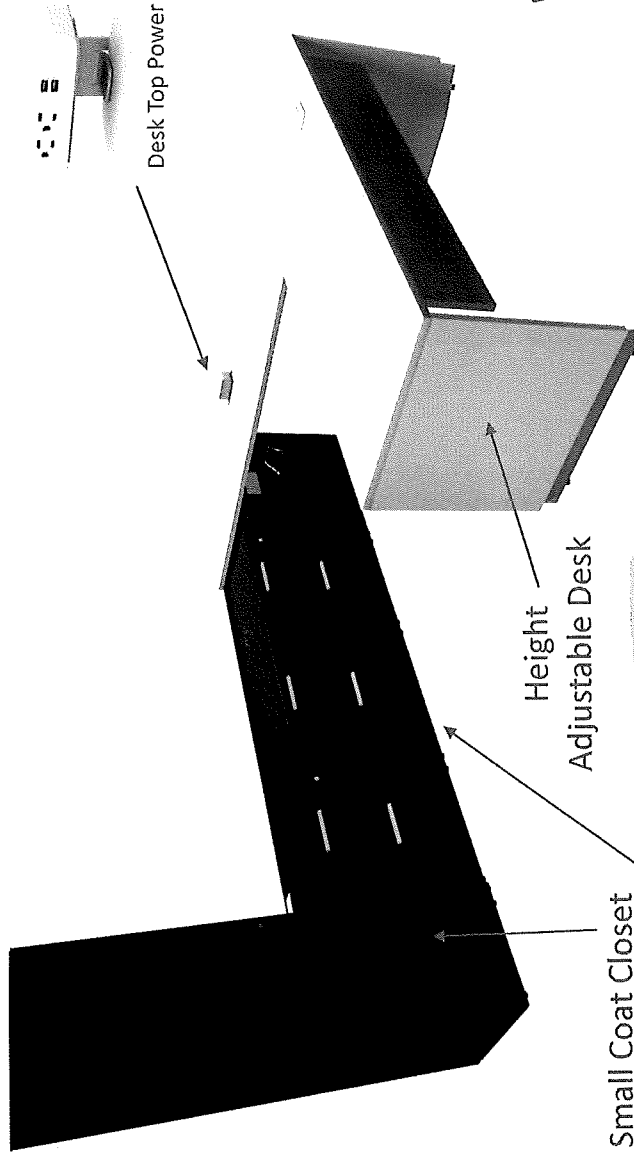


Floor Plan 2

# 2nd Floor Furniture



# SouthWest Transit | 2nd Floor Large Office



Height Adjustable Desk

Small Coat Closet

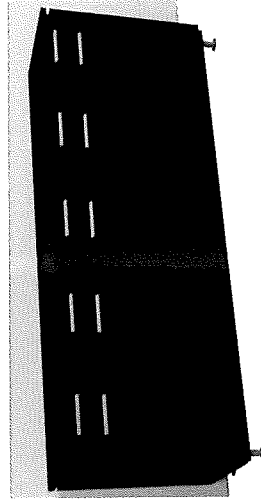
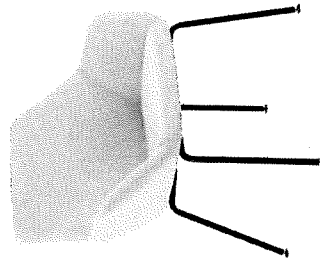
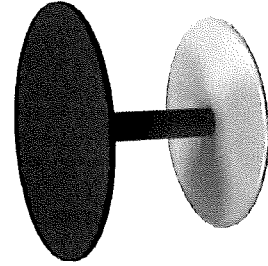
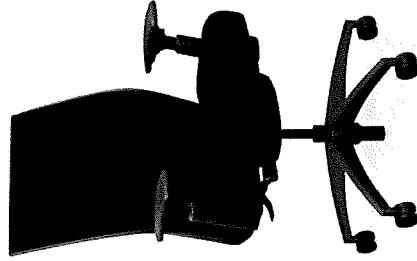
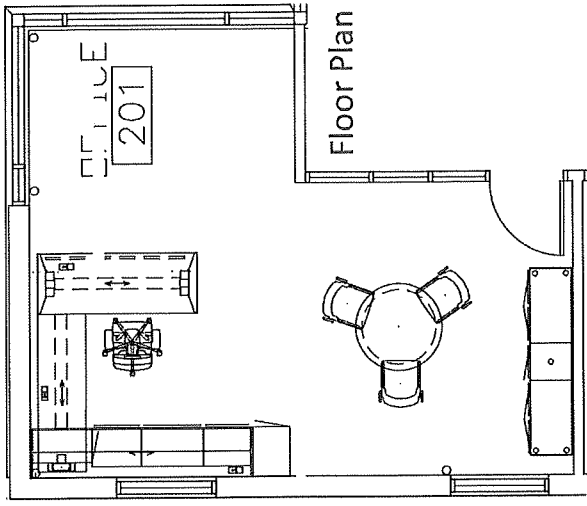
File Cabinets

Meeting Chairs

Round Meeting Table

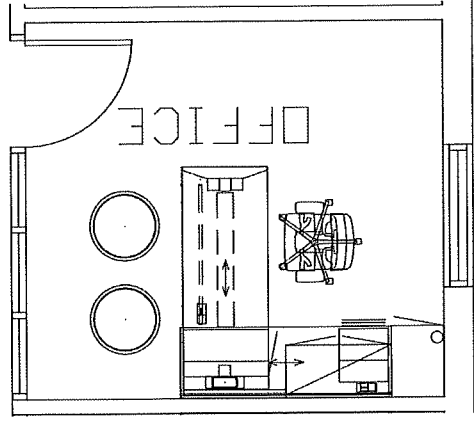
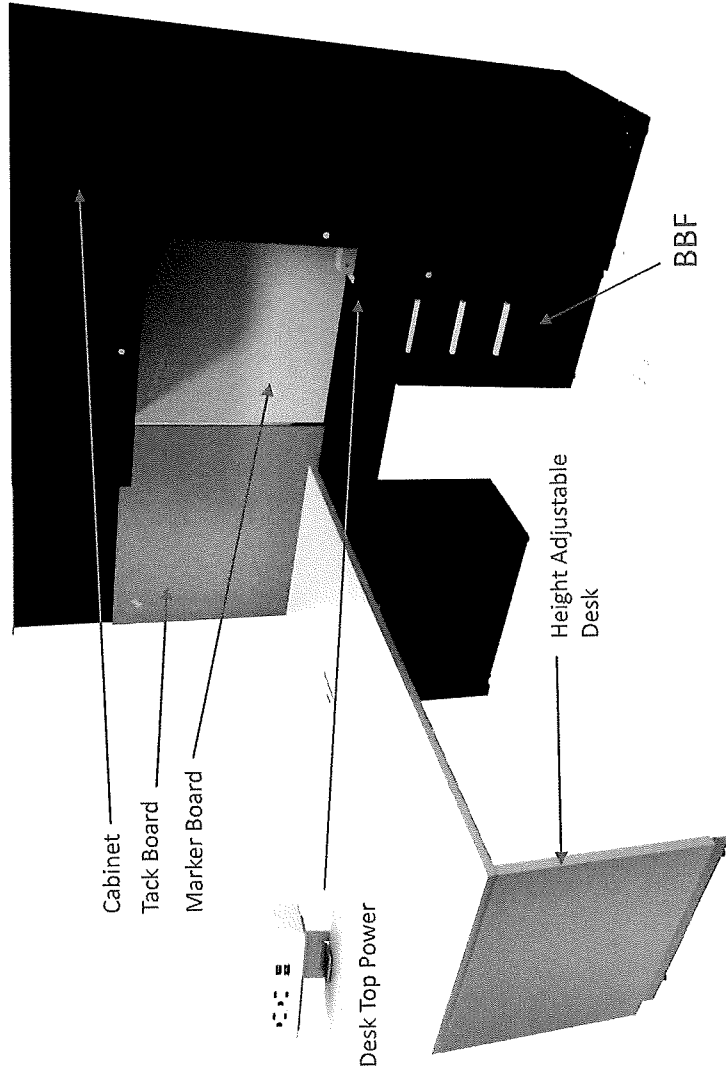
Task Chair

Freestanding Storage

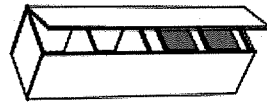




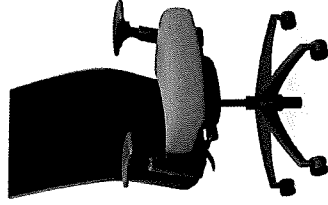
# SouthWest Transit | 2nd Floor Offices



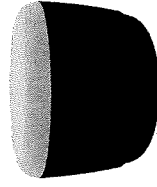
Floor Plan



(F) File Drawers and Shelves

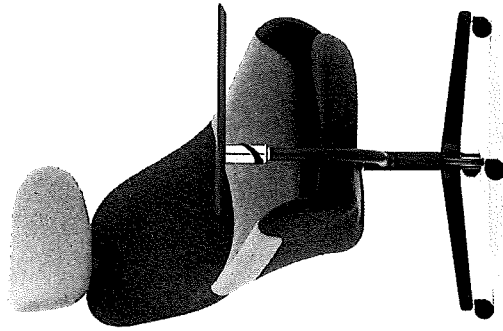


Task Chair



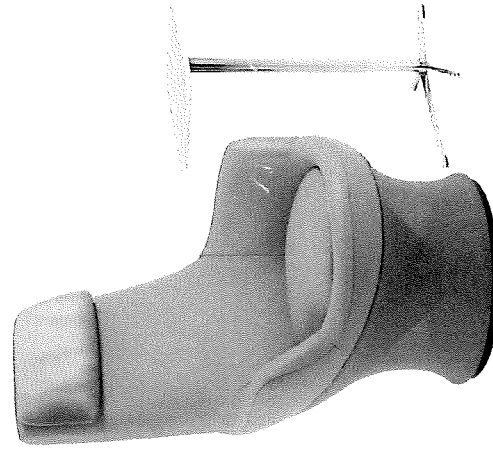
Small Office Stool

# SouthWest Transit | Small Open Meeting Area



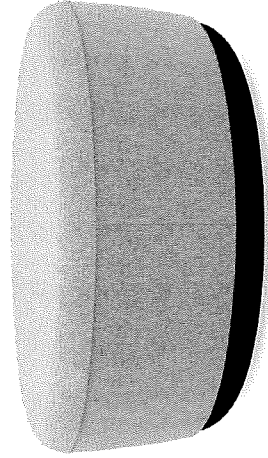
(3) Ad-lib Chairs with Tablet

Floor Plan 1

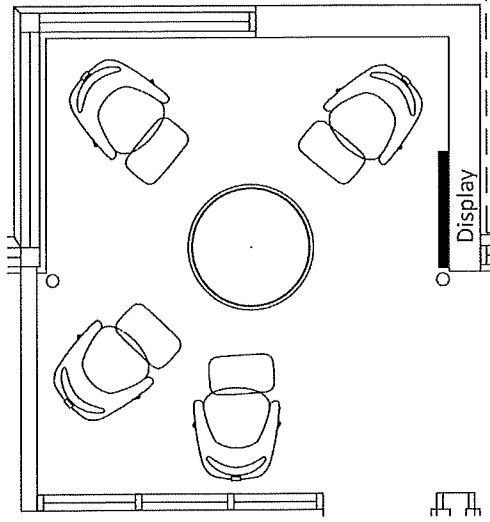


(3) Dual Chairs with Laptop Table

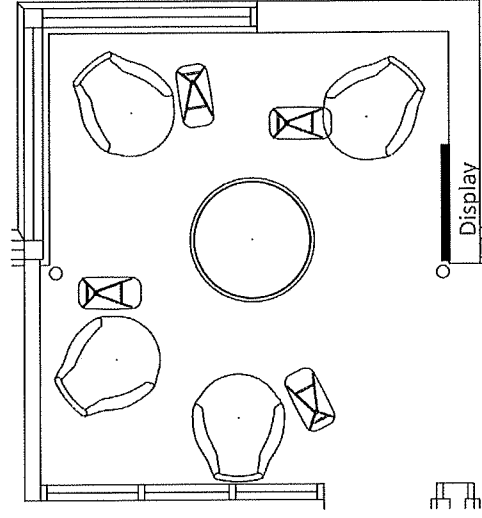
Floor Plan 2



(1) Ottoman

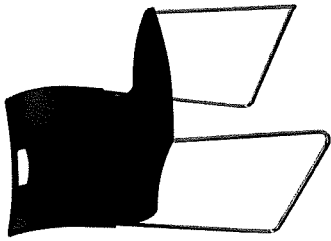


Floor Plan 1

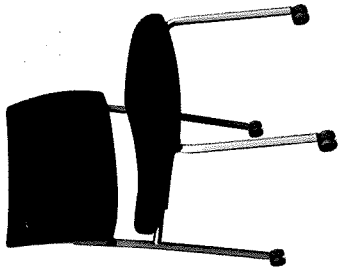


Floor Plan 2

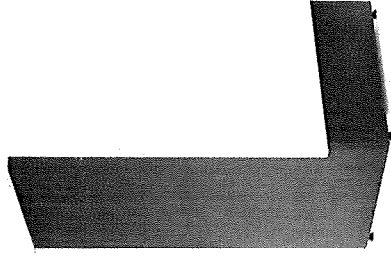
# SouthWest Transit | Training Room



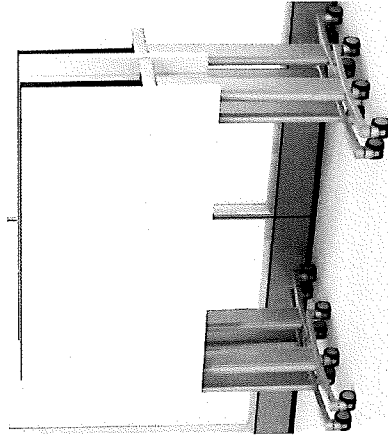
Additional Training Chairs , Qty. 40



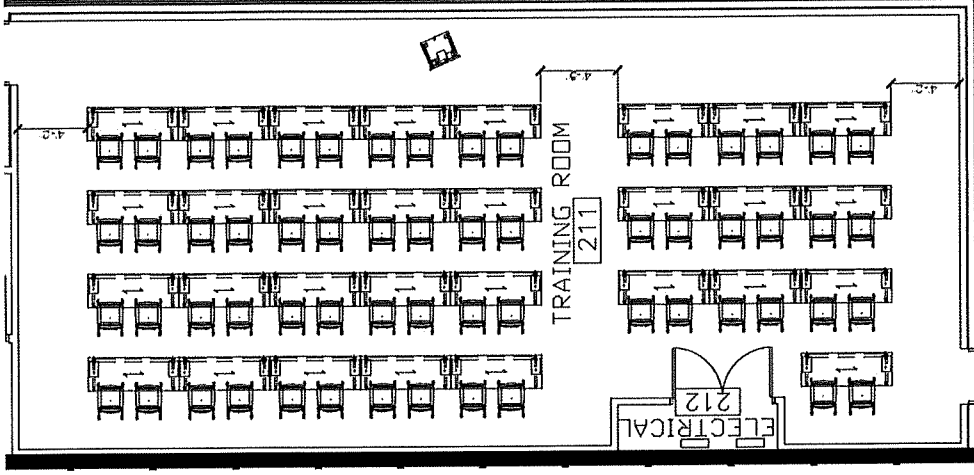
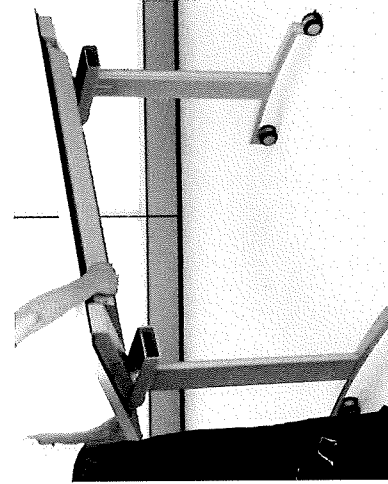
Training Chairs with Casters, Qty. 60



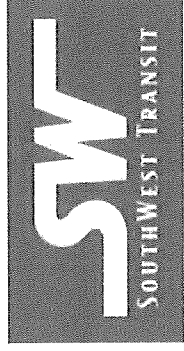
Podium



Flip Top Training Tables 24" x 66", Qty. 30



Floor Plan



**Thank You**

Sarah Thuen | Account Manager

Sarah.Thuen@ispaceenvironments.com

701.471.7686



**SOUTHWEST TRANSIT**

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**MEMORANDUM**

**To:** SouthWest Transit (SWT) Commission

**From:** Mike Dartt, Facility Maintenance Manager

**Date:** Feb. 17,2020

**Subject:** SouthWest Village (SWV) Bridge Oversight & Management of Repairs

**REQUESTED ACTION**

That the SWT Commission authorize its Chief Executive Officer to: Execute an agreement with Walker Consultants in the amount not to exceed \$ 23,000 for the development of Construction Documents and Management of the bidding process related to the reconstruction of the SWV Pedestrian Bridge

**BUDGET IMPACT**

The funds would come from its 2020 operating budget.

**BACKGROUND**

The SouthWest Village was built in 2007. Over the years water penetrated into the bridge behind the plates that hold the walls to the bridge, thus, allowing water inside the structure and the freeze/thaw cycle to crack and break the concrete. SWT had Western Specialty Co. come out and remove the concrete that could fall making it safe to walk under. An inspection conducted by Walker Consultants concluded that substantial repairs are needed.

SWT proposes to hire Walker Consultants to develop a scope of work document for the bid package for the repairs.

**RECOMMENDATION**

Execute an agreement with Walker Consultants in the amount not to exceed \$ 23,000 for the Development of Documents and Management of SWV Bridge Repairs and release a bid for the repair.



Photo 1: Loose overhead concrete removed with corroded mild steel reinforcing visible.

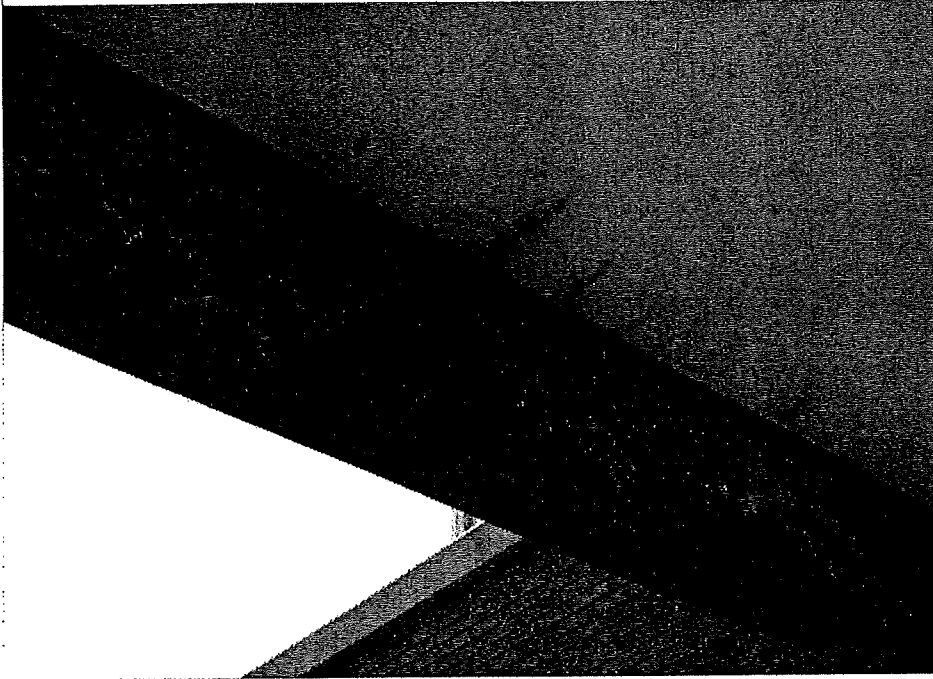
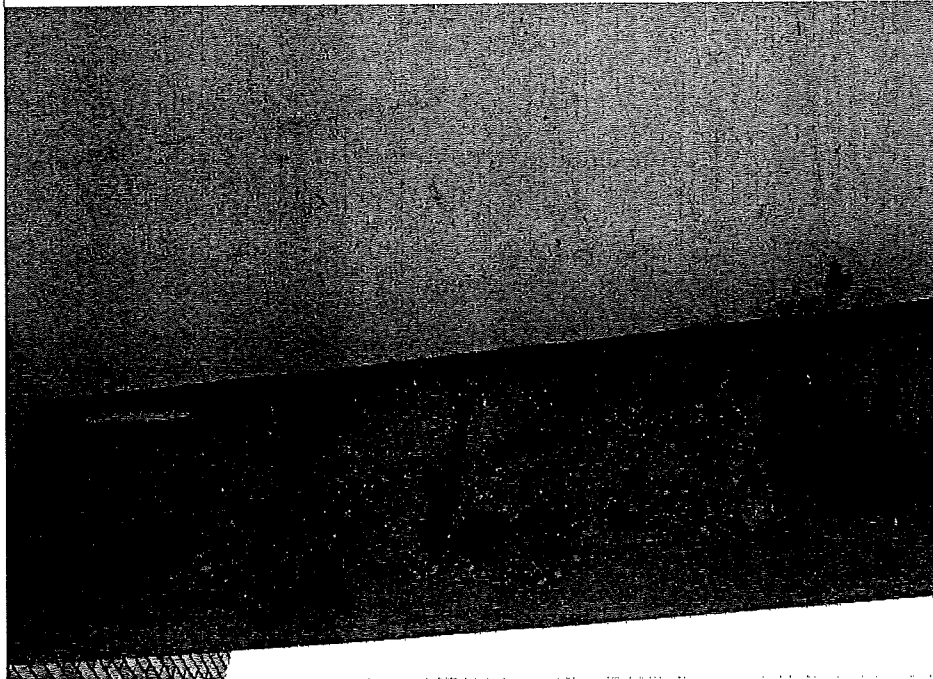


Photo 2: Loose overhead concrete removed with corroded mild steel reinforcing visible.





# SOUTHWEST TRANSIT

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## MEMORANDUM

**TO:** SouthWest Transit Commission

**FROM:** Dave Jacobson, Chief Operations Officer  
Matt Fyten, Operations Director

**DATE:** February 17, 2020

**SUBJECT:** Community Services and Programs

**REQUESTED ACTION:**

None at this time. This item is for discussion purposes only.

**BUDGET IMPACT:**

None at this time.

**BACKGROUND:**

In 2017 SWT opted into the regional Transit Assistance Program (TAP), which provides \$1 discounted transit fares to individuals who meet certain income criteria. Regionally, the TAP program is offered only to fixed-route services. However, in 2018 SWT made the decision to extend the TAP program to the SW Prime service by offering \$1 SW Prime rides to those individuals who qualify for the regional fixed-route TAP program. In 2019 the SW Prime TAP fare increased to \$2.50 to coincide with the SW Prime fare increase that went into effect in the Fall. To date, there are over 65 SW Prime TAP card holders, and that number continues to increase as more individuals and organizations learn about the program.

While the intent of the SW Prime TAP was to simply provide greater access to a much-needed service for those who need it most, in practice the program has yielded some unanticipated operating issues that are starting to impact the overall quality of the SW Prime service. Primarily, a disproportionate amount of SW Prime TAP members having expectations that exceed the limitations of the SW Prime service. Examples include misunderstanding how on-demand service differs from scheduled service, misunderstanding how a shared ride service differs from a taxi service, and having expectations of drivers that go beyond a general public curb-to-curb service.

Additionally, some members of the community have questioned whether SWT operators are adequately trained in matters of diversity and inclusion. In addition to providing diversity training annually, including multiple sessions to both SWT and First Transit staff in 2019, SWT continually reviews, updates, and trains on policies, procedures, and action plans related to diversity and inclusion. SWT also strictly adheres to Title VI and Affirmative Action laws and regulations.

Finally, there are individuals that are staining SWT's brand and reputation by making false statements about SWT services and broadcasting those statements to various elected officials and community leaders.

Examining this issue as well as other recent events where SWT provided community services without being able to either meet or predict the demand (State football championships, State Fair, concerts, Arboretum Winter Lights), begs the strategic discussion of whether we should continue providing these types of services and/or programs in the future understanding we may fall short of expectations.

**RECOMMENDATION:**

None at this time. This item is for discussion purposes only.





## **SOUTHWEST TRANSIT**

---

**To:** SouthWest Transit Commission  
**From:** Len Simich, CEO  
**Date:** February 20, 2020  
**Subject:** Bus Storage Option

### **REQUESTED ACTION:**

Currently for discussion purposes only. Any change in requested action will be brought to the Commission at the February 27<sup>th</sup> meeting.

### **BUDGET IMPACT:**

Estimated \$8m-\$10m. No funding source yet identified.

We had given thought to try and get this project included with the projects being considered for State GO Bonding. Given that it is very unlikely the project would get any consideration at this late date, and given the fact that Staff has yet to connect with the City of Chanhassen staff about this use which is a change from the previously approved plan, we have decided to holdoff on this for now.

We do however plan to submit a generic version of the plan (i.e. without a specified location) for funding currently available under a new federal grant program. This is described more in the memo located under New Business, Item H.

### **BACKGROUND:**

Staff has been looking into several options to expand our current bus storage capacity from:

1. Expanding our current garage facility
2. Purchasing and remodeling a warehouse facility
3. Constructing a facility to specifically meet our needs.

To date, the estimated costs to add on to the existing storage facility, as well as site related constraints (setback, water shed, soils), make option #1 extremely expensive and would not allow us to construct a facility large enough to house a minimum 30 buses.

As for option #2, we are still searching for a facility that could meet our needs in or close to our service area. Because of the vehicle size and maneuvering constraints, the ability to find a building that could be retrofitted to meet our needs is limited. Staff did approach the current owner of the facility we once owned along Norex Drive. While that facility could be available, given the cost still needed to convert the facility into a bus garage, and including the cost related to installing of a new roof over the warehouse, we believe the asking price (\$7.5 m) is more than the building is worth.

Option #3 opens several options, either on property we currently own (SouthWest Village) or on some other site (yet to be identified). The schematic attached is how the facility could look if placed on the property we currently own adjacent to the SouthWest Village Station. While this 1+ acres parcel sits in a prominent location along TH101, because of the way SWT acquired the land from Mn/DOT, there is a deed restriction over the site that makes it virtually impossible to sell. Staff has been trying to lease the property for almost ten years with very little activity to date.

The concept attached would allow the facility to be used primarily for bus storage, but it could also be programmed from time to time as a community event center. The added benefit would be if the market for a commercial use ever presented itself, the facility could easily be subdivided into multiple tenant space.

**RECOMMENDATION:**

For discussion purposes only.

## **Project Overview for 2020 Local Units of Government Capital Budget Requests Transit Vehicle Storage and Meeting/Training Center**

### **Project Summary:**

\$6,000,000 in state bonding is requested for matching the cost related to property acquisition, predesign, design, and the construction of a transit vehicle storage facility and meeting/training center located in SouthWest Transit service area (Chanhassen/Chaska). The total project cost is estimated at \$12,000,000.

### **Project Description:**

**Design and Construction** – The project will include design, site work, and phasing for a 30,000 S.F. garage and Meeting/Training Facility. The project will include all storm water and soil mitigation and permitting.

### **Project Rationale:**

**Bus Storage Facility** – The primary communities served by SouthWest Transit have increased rapidly since the late 1990's (Eden Prairie, Chanhassen, Chaska, Carver, Victoria, as well as those communities surrounding the principle service area). The population and business growth in this area has necessitated a growth in the services provided by SouthWest Transit.

With all the growth, the services and footprint operated by SouthWest Transit has also grown.

Today, SouthWest Transit's current bus garage and maintenance facility is operating at maximum capacity with 100% of the available bus storage needed for servicing and storing SouthWest Transit's buses occupied. Currently SouthWest Transit also leases property outside its current bus garage to store an additional 20 vehicles.

Besides finding a home for the 20 vehicles mentioned above, the proposed storage facility will also address the storage need for an additional 15-20 vehicles that SouthWest Transit anticipates adding to its fleet over the next 10 years.

**Meeting/Board Room Construction** – With the expansion of the Light Rail Transit line into Eden Prairie, SouthWest Transit's main station that housed its Board Chambers, training center, and other meeting rooms, was taken as part of the Green Line project.

### **Project Timeline:**

Design- Traditional Delivery – 12-24 months

**Other Considerations:**

This project will be designed to improve the quantity and quality of storm water discharge for this watershed area, and mitigate soil issues as necessary. The project will explore, capture and redistribute site storm water for the reuse on site. In addition, the project will explore solar, include LED lighting, high performance heating and ventilation systems, and incorporate Minnesota B3 Guidelines.

**Who will own the facility?:**

SouthWest Transit, a Joint Powers entity created by the Cities of Eden Prairie, Chanhassen and Chaska in 1986 pursuant to Minnesota Statutes 473.384, 473.388 and 471.59.

**Who will operate the facility?:**

SouthWest Transit.

**Who will use or occupy the facility?:**

The SouthWest Transit Commission.

**Public Purpose:**

SouthWest Transit is a provider of public transit services.

**Impact on State Operating Subsidies:**

No new state operating costs are being requested for this project.

**Description of Previous Appropriations:**

No previous State appropriations have been received for this project.

**Statutory Program Citation:**

SouthWest Transit, a Joint Powers entity created by the Cities of Eden Prairie, Chanhassen and Chaska in 1986 pursuant to Minnesota Statutes 473.384, 473.388 and 471.59.

**Funds Requested (Dollars In Thousands):**

*(\$ in thousands)*

<b>PROJECT FUNDING SOURCES</b>				
Funding Source	Prior Years	FY 2020	FY 2020	FY 2022
<i>State Funds Requested</i>				
<i>Ex: General Obligation Bonds</i>		\$6,000		
<i>Funds Already Committed</i>				
<i>Pending Contributions</i>				
		\$6,000		
<b>TOTAL</b>				

**Non-State Match:**

SouthWest Transit will provide the required match of \$6, 000, 000.(50% of the total project costs; 100% match of the state share).

**Local Project Contact: (Name, Title, Email, Phone)**

Len Simich

CEO

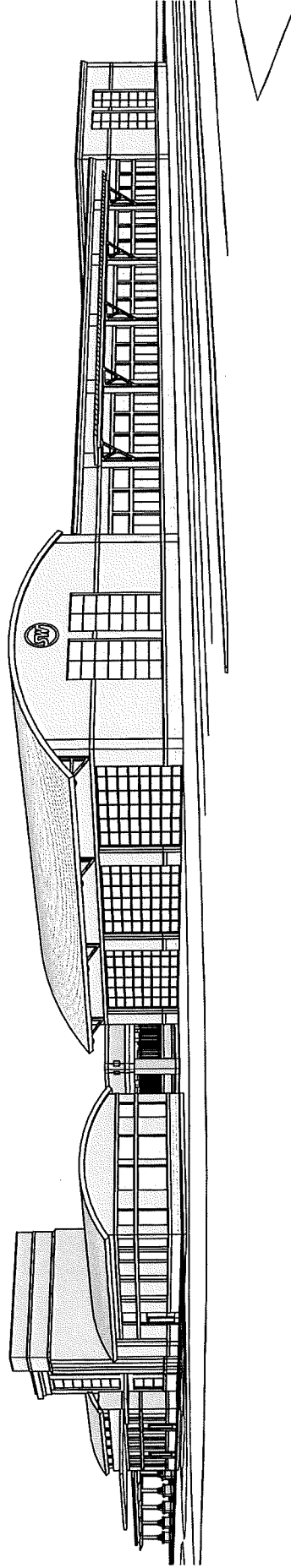
[lsimich@swtransit.org](mailto:lsimich@swtransit.org)

952-974-3101

<b>TOTAL PROJECT COSTS</b>				
Cost Category	Prior Years	FY 2018	FY 2020	FY 2022
Property Acquisition		\$700,000		
Predesign Fees		\$150,000		
Design Fees		\$1,050,000		
Project Management		\$500,000		
Construction		\$10,300,000		
Relocation Expenses		\$0		
One Percent for Art		\$0		
Occupancy Costs		\$0		
Inflationary Adjustment		\$0		
<b>TOTAL</b>				

**STATUTORY REQUIREMENTS****The following requirements will apply to projects after adoption of the bonding bill.**

1) Is this project exempt from legislative review? ( <i>M.S. 16B.335 subd. 1a</i> )	No
Pre-design Review: ( <i>M.S. 16B.335 subd. 3</i> )	
Does this request including funding for pre-design?	Yes
Has the pre-design been submitted to Dept. of Administration?	No
Has the pre-design been approved by the Dept. of Administration?	No
2) Will the project design meet the Sustainable Building Guidelines? ( <i>M.S. 16B.325</i> )	Yes
3) Will the project designs meet applicable requirements and guidelines for energy conservation and alternative energy sources? ( <i>M.S. 16B.335 subd. 4 and 16B.32</i> )	Yes
4) Will the project meet public ownership requirements? ( <i>M.S. 16A.695</i> )	Yes
5) Will a use agreement be required? ( <i>M.S. 16A.695 subd. 2</i> )	Yes
6) Will program funding be reviewed and ensured? ( <i>M.S. 16A.695 subd. 5</i> )	Yes
7) Will the matching fund requirements be met? ( <i>M.S. 16A.86 subd. 4</i> )	Yes
8) Will the project be fully encumbered prior to the Cancellation Deadline of Dec. 31, 2022? ( <i>M.S. 16A.642</i> )	Yes
9) Full Funding Required ( <i>M.S. 16A.502 and M.S. 16B.31</i> )	YES
10) Guideway Project ( <i>M.S. 174.93</i> )	
Is this a Guideway Project?	No
Is the required information included in this request?	NA
11) Has the governing body of the political subdivision passed a resolution of support, which indicates this project's priority number if the applicant is submitting multiple requests?	Yes



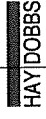
Exterior Studies - View From Northwest  
SOUTHWEST TRANSIT BUS AND EVENT AUDITORIUM

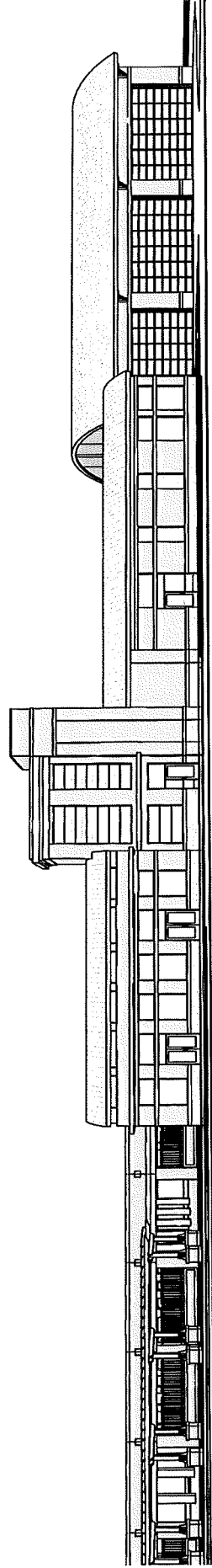
DATE: 02/06/2020  
PROJECT NO.: 12009.019



SWT Village Garage Study  
SouthWest Transit  
Chanhassen, MN

SK. 19





Exterior Studies - View From Highway 212  
SOUTHWEST TRANSIT BUS AND EVENT AUDITORIUM

DATE: 02/06/2020  
PROJECT NO.: 12009-019

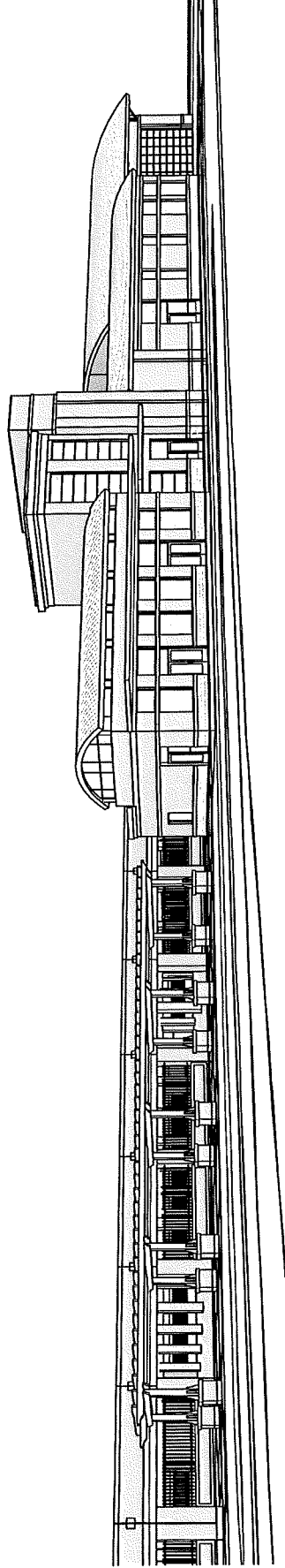


SWT Village Garage Study  
SouthWest Transit  
Chanhassen, MN

SK. 20







Exterior Studies - View From Northeast  
SOUTHWEST TRANSIT BUS AND EVENT AUDITORIUM

DATE: 02/06/2020  
PROJECT NO.: 12009-019



SWT Village Garage Study  
SouthWest Transit  
Chanhassen, MN

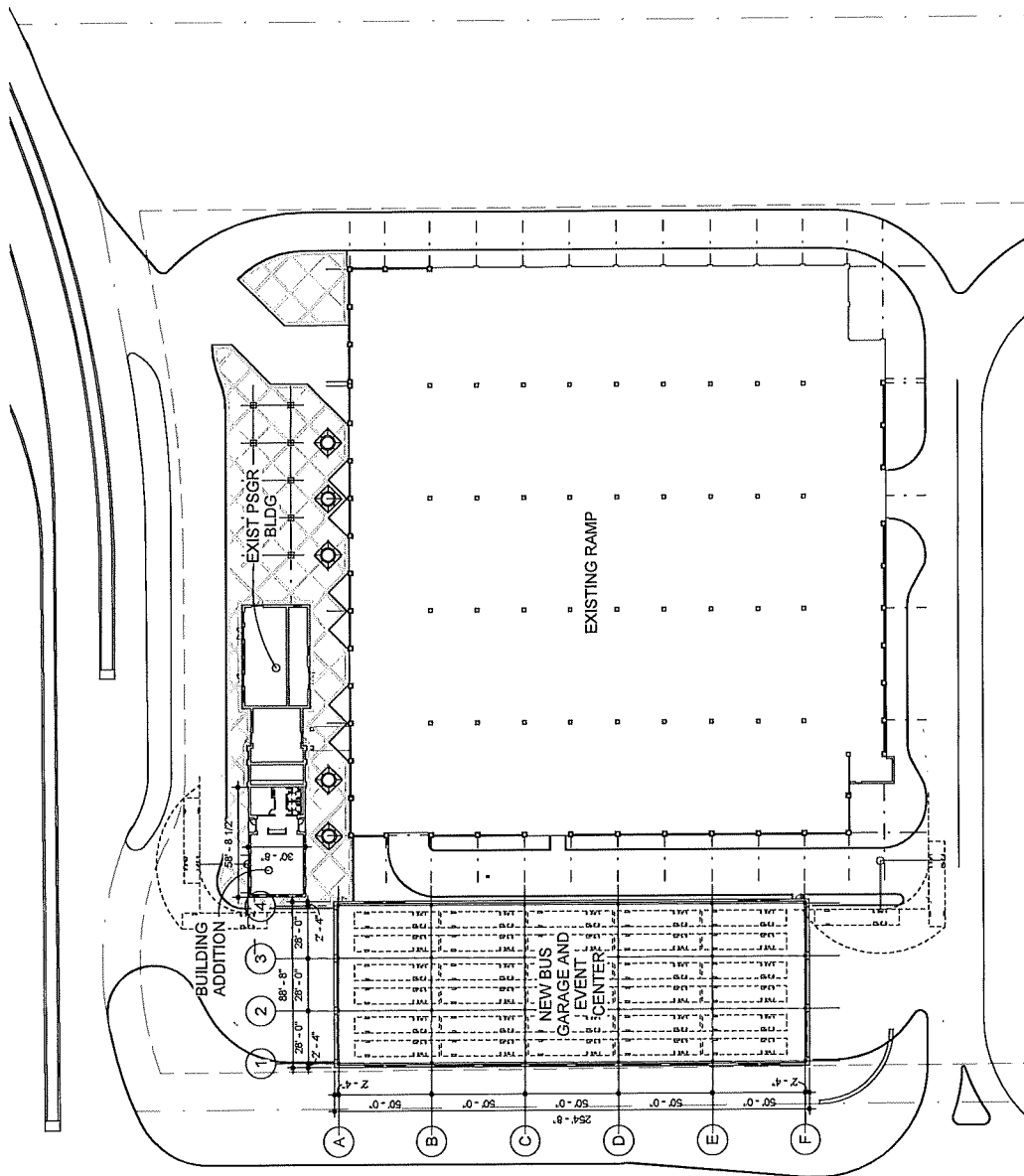
SK. 21



<b>Description</b>	<b>Total</b>
Site Work	16,508.33
Footings and Foundations	82,560.00
Column(s) and Footings	0.00
Concrete Floor	10,800.00
Steel	9,000.00
Carpentry	9,000.00
MilWork Cabinets	21,600.00
Roofing	81,000.00
Caulking	2,700.00
Doors Frames Hardware	5,000.00
Exterior Doors Frames Hardware	7,000.00
Overhead/Folding Doors	0.00
Exterior Wall Enclosure	336,600.00
Interior Wall Systems	27,000.00
Wall Finishes	9,000.00
Floor Finishes	27,000.00
Acoustical Ceilings	1,500.00
Accessories	21,600.00
Fire Supression	8,100.00
Plumbing	27,000.00
HVAC	32,400.00
HVAC Controls	7,200.00
Electrical	14,400.00
Earthwork, Paving and Utilities	288,000.00
<b>SubTotal Construction</b>	<b>1,044,968.33</b>
General Conditions	52,248.42
Profit and Overhead	52,248.42
Escalation	83,597.47
Bond	20,899.37
Design Contingency	52,248.42
Construction Contingency	83,597.47
<b>SubTotal Other Costs</b>	<b>344,839.55</b>
<b>Total Construction Costs</b>	<b>1,389,807.88</b>
<b>Project Soft Costs</b>	<b>347,451.97</b>
A/E Fees, Owner Costs, Permits and Review, SAC/WAC, Insurabnce, Commissioning, surveys, soil borings, technology, legal and other costs	
<b>Estimated Project Cost</b>	<b>1,737,259.85</b>

Preliminary  
Estimated Cost  
of Construction

<b>Description</b>	<b>Total</b>
Site Work	206,610.96
Footings and Foundations	82,560.00
Column(s) and Footings	43,200.00
Concrete Floor	270,336.00
Steel	337,920.00
Carpentry	112,640.00
Roofing	563,200.00
Caulking	33,792.00
Doors Frames Hardware	18,000.00
Overhead/Folding Doors	420,000.00
Exterior Wall Enclosure	1,009,280.00
Fire Supression	101,376.00
Plumbing	112,640.00
HVAC	202,752.00
Hvac Controls	90,112.00
Electrical	101,376.00
Earthwork, Paving and Utilities	260,832.00
<b>SubTotal Construction</b>	<b>3,966,626.96</b>
General Conditions	198,331.35
Profit and Overhead	198,331.35
Escalation	317,330.16
Bond	79,332.54
Design Contingency	198,331.35
Construction Contingency	317,330.16
<b>SubTotal Other Costs</b>	<b>1,308,986.90</b>
<b>Total Construction Costs</b>	<b>5,275,613.86</b>
<b>Project Soft Costs</b>	<b>1,318,903.47</b>
A/E Fees, Owner Costs, Permits and Review, SAC/WAC, Insurabnce, Commissioning, surveys, soil borings, technology, legal and other costs	
<b>Estimated Project Cost</b>	<b>6,594,517.33</b>



Existing and Proposed Plan - Dimensioned  
**SOUTHWEST TRANSIT BUS AND EVENT AUDITORIUM**

SCALE: 1/32" = 1'-0"

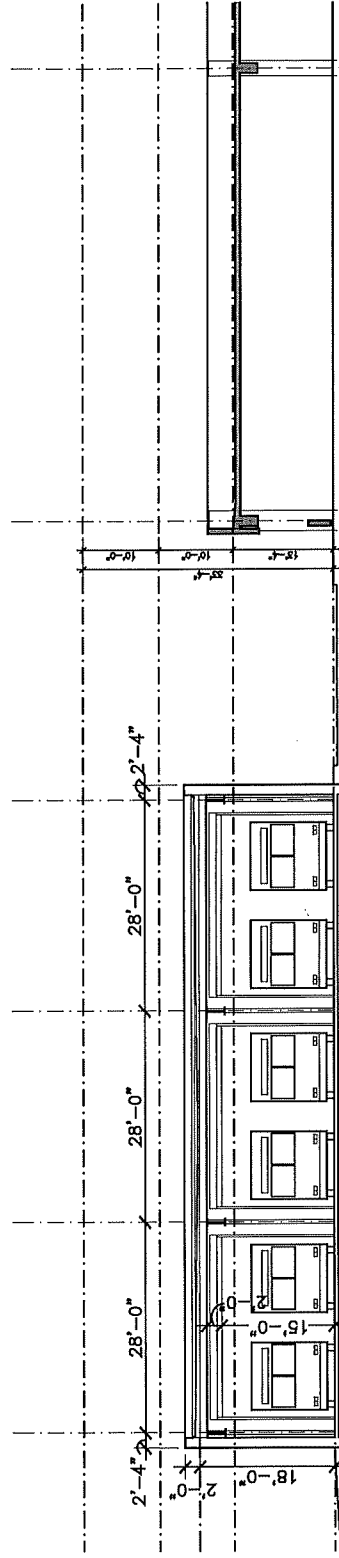
DATE: 02/20/2020  
 PROJECT NO.: 12009.019

SWT Village Garage Study  
 SouthWest Transit  
 Chamhassen, MN

HAYDOBBS

SK. 25





Concept Section  
 SOUTHWEST TRANSIT BUS AND EVENT AUDITORIUM

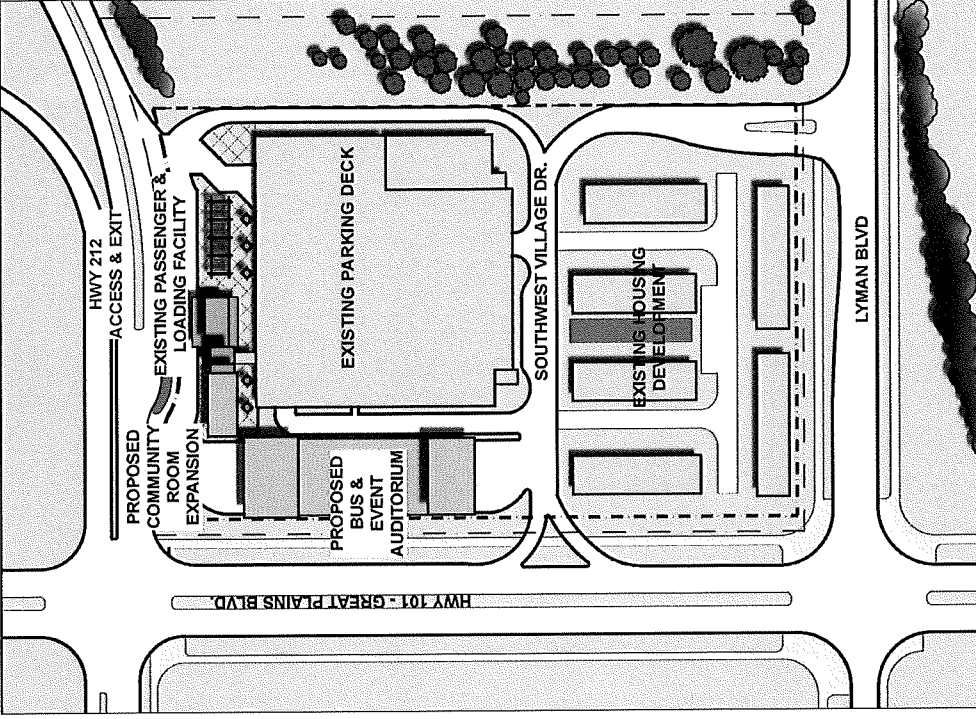
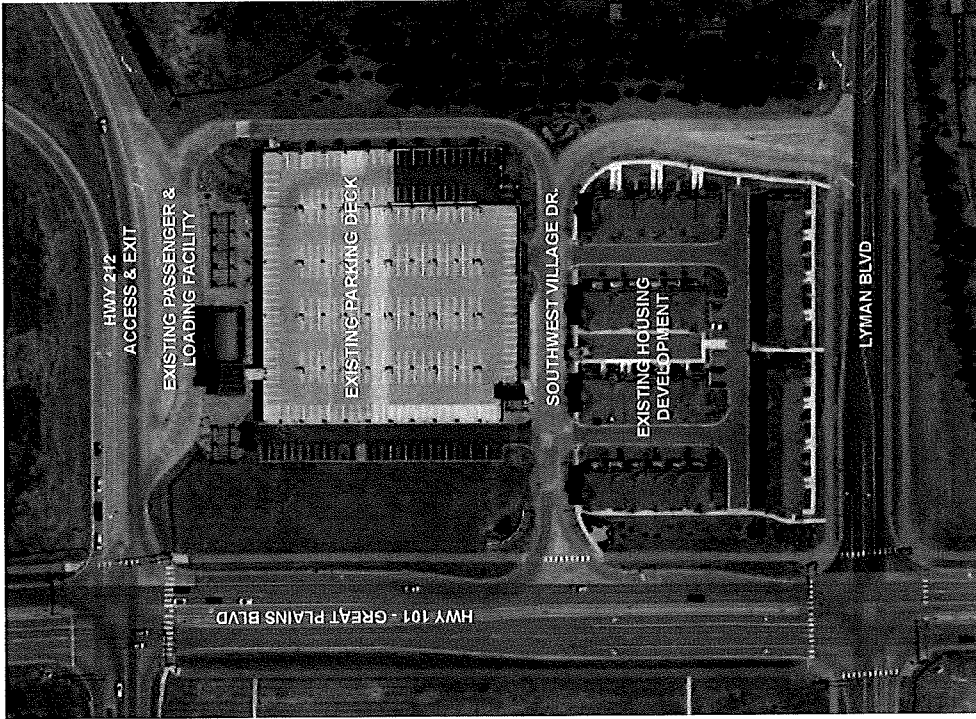
SCALE: 1/16" = 1'-0"



SWT Village Garage Study  
 SouthWest Transit  
 Chanhassen, MN



SK. 26



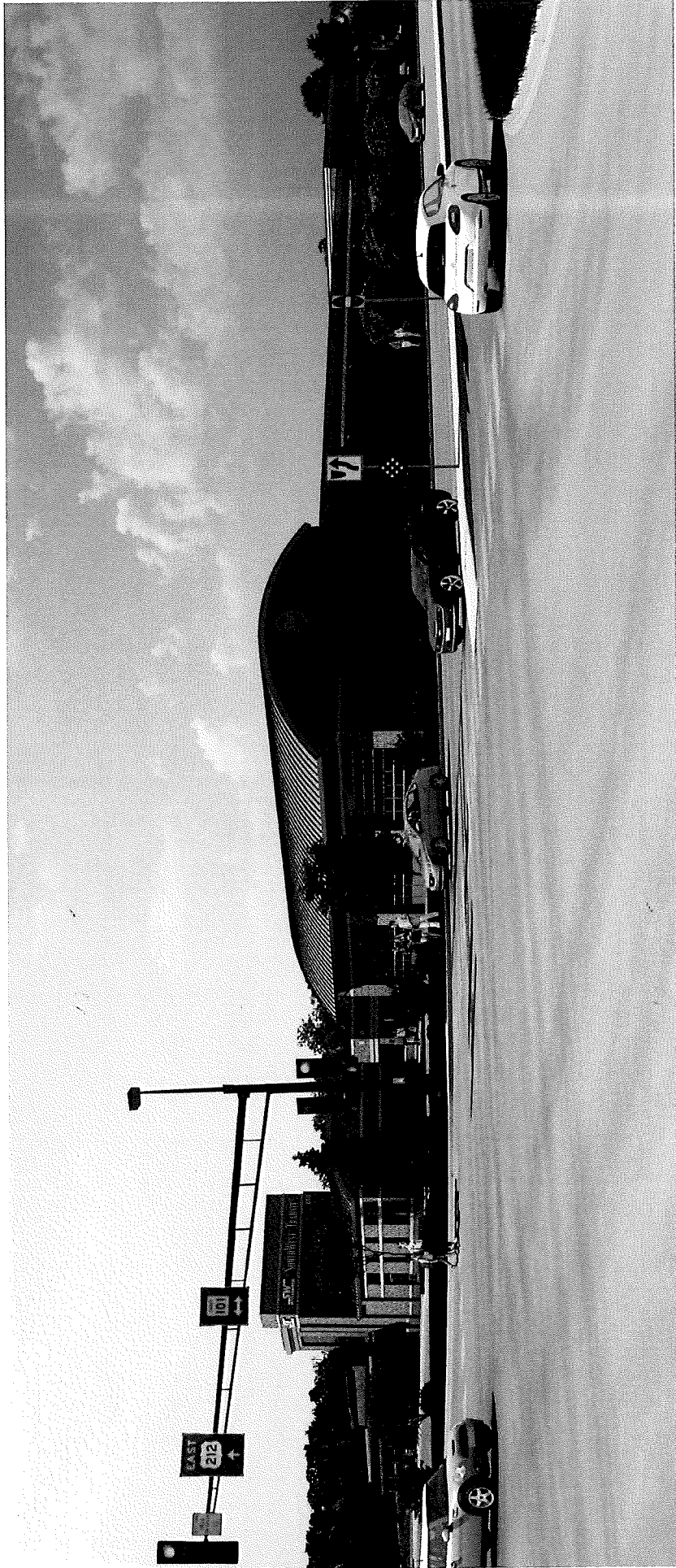
Existing and Proposed Site Plan  
**SOUTHWEST TRANSIT BUS AND EVENT AUDITORIUM**

DATE: 02/17/2020  
 PROJECT NO.: 12009.019

SWT Village Garage Study  
 SouthWest Transit  
 Chamhassen, MN

SK. 22





Exterior Studies - View From Northwest  
SOUTHWEST TRANSIT BUS AND EVENT AUDITORIUM

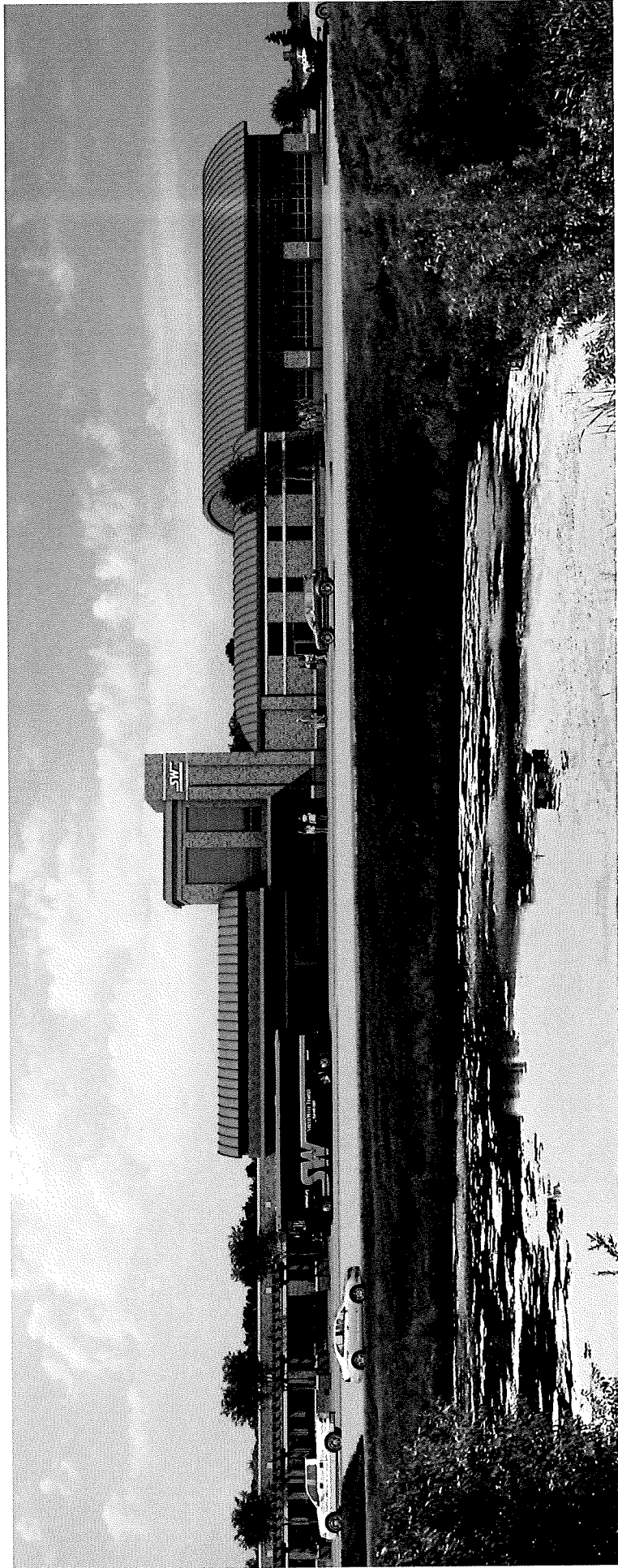
DATE: 02/17/2020  
PROJECT NO.: 12009.019

SWT Village Garage Study  
SouthWest Transit  
Chanhassen, MN

HAY|DOBBS

SK. 23





Exterior Studies - View From Highway 212  
SOUTHWEST TRANSIT BUS AND EVENT AUDITORIUM

DATE: 02/17/2020  
PROJECT NO.: 12009.019

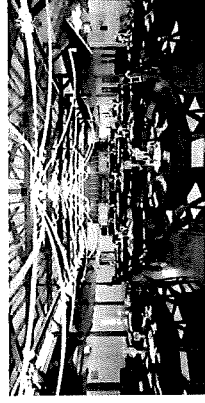
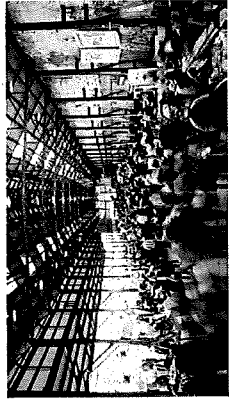
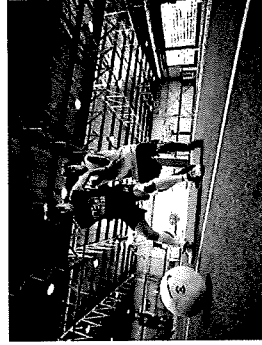
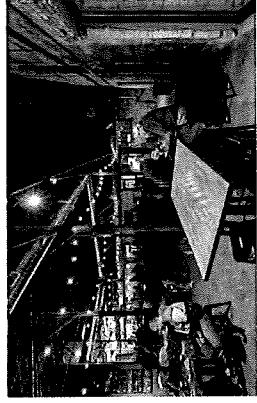
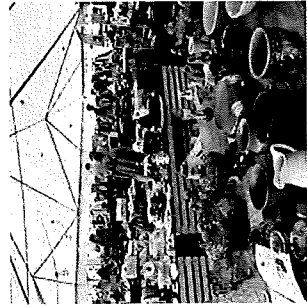
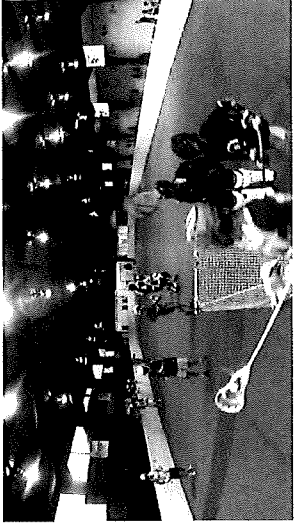
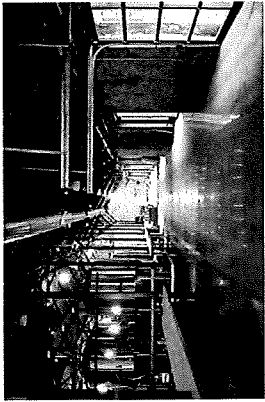


SWT Village Garage Study  
SouthWest Transit  
Chanhassen, MN

SK. 24

HAY|DOBBS





REUSE, RE-USE, FLEXIBILITY,  
ADAPTABILITY, CHANGE,

CHANGING USES for TODAY, TOMORROW & LETS LOOK TO THE FUTURE.  
EVENTS, CEREMONIES, CONCERTS, TRADE | WORKPLACE, EXPOSITIONS | SHOWS - LIKE BOATS,  
CARS, CORVETTE CLUB TUESDAYS, ATHLETICS - SOCCER | LACROSSE  
MARKETS | ANTIQUE | FLEA | FARMERS, HOW ABOUT A BEER....HALL  
AN AMAZING OPPORTUNITY  
Opportunities

**SOUTHWEST TRANSIT BUS AND EVENT AUDITORIUM**



## **SOUTHWEST TRANSIT**

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### **MEMORANDUM**

**TO:** SouthWest Transit Commission

**FROM:** Matt Fyten, Operations Director

**DATE:** February 17, 2020

**SUBJECT:** FTA Grant Application

**REQUESTED ACTION:**

That the SouthWest Transit (SWT) Commission adopt Resolution 20-03 authorizing its Chief Executive Officer to submit a Buses and Bus Facilities grant application to the Federal Transit Administration (FTA) for a bus storage and meeting space.

**BUDGET IMPACT:**

The FTA's Buses and Bus Facilities Program requires a minimum of 20 percent local match funding. With a projected total project cost of \$12 million, the estimated local match portion required would be \$2.4 million.

If the grant application is awarded, the responsibility for the local match funding then falls to either the Metropolitan Council (using Regional Transit Capital dollars) or the SWT Commission. If the local match funding were to come from the SWT Commission, funds would be drawn from capital reserves. Should an application be awarded, staff will come back to the Commission requesting execution of the project with the local match funding identified.

**BACKGROUND:**

The primary communities served by SWT have increased rapidly since the late 1990's (Eden Prairie, Chanhassen, Chaska, Carver, Victoria, as well as those communities surrounding the principle service area). The population and business growth in this area has necessitated a growth in the services provided by SWT.

With all the growth, the services and footprint operated by SWT has also grown. Today, SWT's current bus garage and maintenance facility is operating at maximum capacity with 100% of the available bus storage needed for servicing and storing SWT's buses occupied. Currently SWT also leases property outside its current bus garage to store an additional 20 vehicles. Besides finding a home for the 20 vehicles mentioned above, the proposed storage facility will also address the storage need for an additional 15-20 vehicles that SWT anticipates adding to its fleet over the next 10 years.

In addition to the bus storage, the proposed facility would also build on SWT's long-held reputation as an innovator in the transit-oriented development (TOD). The proposed facility would not only serve as a bus storage facility, but also provide a much-needed meeting and gathering space for the area that could be used not only by SWT, but by other community organizations and businesses.

**RECOMMENDATION:**

That the SouthWest Transit (SWT) Commission adopt Resolution 20-03 authorizing its Chief Executive Officer to submit a Buses and Bus Facilities grant application to the Federal Transit Administration (FTA) for a bus storage and meeting space.



**SOUTHWEST TRANSIT COMMISSION  
RESOLUTION #20-03 - FTA BUSES & BUS FACILITIES GRANT APPLICATION**

**WHEREAS**, the SouthWest Transit Commission operates as a Joint Powers entity for the Cities of Eden Prairie, Chaska and Chanhassen to provide transit services under the laws of the State of Minnesota including Statute 473.384, 473.388 and Statute 471.59; and

**WHEREAS**, SWT has reached full capacity at its Eden Prairie Garage and Maintenance facility.

**WHEREAS**, SWT currently leases space outside in the elements to store 20 vehicles and is in need of an indoor bus storage facility to store these vehicles.

**WHEREAS**, as SWT services continue to grow there will be need for additional bus storage space, which this facility will provide.

**WHEREAS**, the proposed facility would provide a much needed meeting and gathering space for the area that could be used by SWT and other community organization and businesses.

**WHEREAS**, the proposed facility would build upon SWT's reputation of being an innovator in the Transit Oriented Development (TOD) space.

**WHEREAS**, Metropolitan Council Regional Transit Capital funding and/or SWT operating and capital reserve funding will be used for the required 20% local match should the application be successful.

**NOW THEREFORE BE IT RESOLVED**, adopts Resolution 20-03 authorizing its Chief Executive Officer to submit a Buses and Bus Facilities grant application to the Federal Transit Administration (FTA) for a bus storage and meeting space.

**ADOPTED** by the SouthWest Transit Commission on February 27, 2020.

\_\_\_\_\_  
Chair

**ATTEST:**

\_\_\_\_\_  
Chief Executive Officer



# 2020 Marketing Plan



## **Objectives of Marketing Program**

### **Increase Awareness of SouthWest Transit**

For 2020 the main marketing focus will be on educating the public in general and creating a better over-all awareness about all SouthWest Transit's services. The more that people are aware of SWT, the more likely it is that they will use one or more of our services. This plan includes strategies and tactics designed to highlight SWT's many attributes.

### **Educate "Gatekeepers"**

Chamber ambassadors, high school counselors, local realtors, human resource leaders, care coordinators, college counselors, are just examples of gatekeepers that the marketing team will meet with and educate about SWT. These people hold important positions that can markedly increase the awareness of and the benefits of all the services we offer.

### **Increase Ridership**

The marketing team will focus on educating the public in general, but also other specific sub sections about SWT and our commitment to the communities we serve. Students, downtown workers, reverse commuters, and seniors are examples of groups that marketing will work with to educate about our services and the overall benefits of using public transit.

### **Legislative Education**

Marketing will work with C-Suite and other SWT stakeholders to produce informative information regarding transit issues at the legislation level. We will work to keep our riders aware and up to date on any and all possible changes that would impact the landscape of the service that is currently available.

## **Overall Theme for Marketing Efforts**

It is pertinent to continuously educate and remind people who SouthWest Transit is, and all the services we have to offer. SouthWest Transit is more than just a transit agency; We are a valuable part of the communities we serve by taking part in community celebrations and local school events. We create partnerships with local service organizations, help our local fire, police and sheriff departments.

We always need to remind individuals in our service area why using the bus makes sense. First and foremost, using SouthWest Transit is a smart choice. Riders save money, make more use of their travel time, reduce stress, cause less pollution and it's convenient.

Our over-all goal is to find ways to increase recognition of our brand and provide a better understanding of our services with both current and prospective customers.

## Paid Services

### **Print Advertising**

Print ads will be placed in the Chaska Herald, Chanhassen Villager, and Eden Prairie News & Shakopee papers 3-4 times monthly. These ads will range in focus from; the benefits of using SouthWest Transit, seasonal events (Twins, Fair, Concerts), Prime and PrimeMD.

Marketing will also place print advertising in other local publications, such as *Southwest Metro Magazine*, community education guides, chamber guides, and local *Star Tribune* distributions. These ads focus on creating brand awareness and promoting special events throughout the year.

### **Digital Strategies**

Marketing will continue to work with *SWNM* on this element. Geo-Fencing Goals: Reach foot-traffic in Ridgeview locations with info about PrimeMD, Build awareness of all SWT services with riders who commute to downtown Minneapolis. Marketing has scheduled monthly meetings with *SWNM* to review reports and strategies as needed to deliver the biggest impact to our target audiences.

### **Bathroom Ads**

*Social Indoor* has a major initiative to increase their presence in SW Metro. All digital boards – message can be changed out remotely via computer. Currently SWT ads are running in 86 venues between downtown Minneapolis & SW Metro. Staff is also working with *SI* to explore options for digital boards/monitors in stations and on buses. This marketing initiative has a wide reach with ability to promote all services SWT has to offer to both new and current riders.

### **Mediaworks CounterMate**

Full-Color print ads (6"x9") placed at the check-out stations at the Cub Foods locations in Chaska, Chanhassen & Eden Prairie. This is a year-long initiative with creative changeouts planned quarterly. These ads focus most importantly on brand awareness while promoting special events and other SWT services throughout the year.

### **Register Tape Unlimited**

SWT branded advertising on the back of cash register receipts at the Cub Food locations in Chaska, Chanhassen & Eden Prairie, and Jerry's Food's/Eden Prairie. This also is a year-long initiative with changeouts quarterly. These ads focus on creating brand awareness and have ability to drive ridership to Prime, PrimeMD & special events by couponing.

### **PRIME Advertising**

TV Screen /Monitor ads running @ the DMV Locations in Chaska & Chanhassen. These ads focus on creating brand awareness and promoting special events throughout the year.

### **Golf Cart Ads**

SW Transit plans to continue our partnership with Chaska Town Course to display ads on golf carts and at select locations around the course. These ads focus on special event services that are of interest to their clientele and create over-all brand awareness. Marketing is also in contact with other local courses – Deer Run, Bluff Creek.

### **FanMaker**

APP development company behind the SW Perks program. SW Perks is a program that incentivizes people to use our services by offering free prizes just for riding the bus. New feature to the App the we can tie to register tape initiative.

## Out-Reach

### **Travel Training**

The marketing team is scheduling and will conduct a minimum of one travel training each week throughout 2020. This outreach will be done at Senior housing & assisted living centers, apartment complexes, local places of worship, medical facilities, etc.

### **Commuter Fairs**

In addition to the travel trainings, the marketing team continue to conduct commuter fairs at businesses throughout the SWT service area. Historical business outreach @ Optum, Starkey, Best Buy, Eaton Corp will continue, however effort will be made to add more businesses to our out-reach efforts.

### **Local Lions & Rotary Clubs:**

SWT Services presentation @ each organization annually. Involvement with each at one of their annual events, breakfast sponsorship, etc.

### **Local Chambers**

SWT involvement with their events, city publications, etc.

### **Local Schools & Colleges**

Travel trainings @ PSEO events, U of M transportation fair, Hennepin Tech, Normandale, MTCT

### **Event Attendance**

July 4<sup>th</sup> Activities, Car Shows, Farmers Markets, EP Fun Day, Taste of Chaska, Back to 50's, etc.

### **Partnerships**

The marketing team will continue to foster the relationships with our existing partners (Arboretum, Paisley Park, U of M, Normandale, BestBuy, etc.). Effort will be made to develop new partnerships and identify ways both parties can help each other.

### **Community Bus Wrap**

Bus 763 currently wrapped promoting Carver County Community Development Agency. Moving forward this bus will be earmarked for availability every 6-months to another community partner. The marketing team will work with each partner to develop creative for the bus wraps. This is another benefit of the AllOver Media contract as this provides a big return with zero out-of-pocket costs to the agency.



## **Additional Marketing Tactics:**

### **Social Media**

SouthWest Transit will be very active on social media. The marketing team will use these platforms to promote services and upcoming events, share accomplishments and provide immediate announcements when needed. We will ensure that all posts are not only as accurate as possible, but also contain actionable items that create engagement between us and our followers.

### **Residential Mailings**

The southwest suburban metro is one of the fastest growing regions in the state. Marketing will continue the practice of working with the cities of Cologne, Chaska, Chanhassen, Carver and Eden Prairie sending monthly postcards to new residents. Effort are being made to revise the current mailing and its message to create engagement highlight programs like Bus Buddy, etc.

### **Focus Groups**

The information gathered from focus groups provides SWT information on how we are seen, where we can improve and creates rider engagement. The Ops Advisory Committee has been a success and provided opportunity to better understand challenges from our rider's perspective. Plans are being made to host a special meeting to discuss legislative issues and how possible changes may affect SWT.

### **Back of Bus Advertising**

20 bus-backs - Currently running a play on our iconic 'SW' logo – SWitch up your commute, etc. Quarterly change-outs of these ads are scheduled, Twins Service, State Fair & Football Services. These ads cater to special event service riders, create general awareness and come at zero cost to the agency.

### **The 47 Silverside Bus**

Continue to utilize this rare piece of transit history at our community and outreach initiatives. Marketing currently working on updating our print material & will more effectively utilize the YouTube Video which currently has close to 70,000 views and over 200 comments.

### **Special Events Service**

Staff will continue to provide & promote SWT's current Special Event services ... Twins, Vikings/Gophers, Concert Series, Summer Adventures and State Fair buses. Staff is working to add new events as this service continues to be quite popular and creates general awareness of SWT. We will continue to review ridership from previous years and make changes to our special event services where needed.

### **SWT Podcast**

The marketing team will look into launching Podcast in 2020. A monthly session lasting 15 minutes set in a round table setting. Subjects will be informative and create engagement.

### **Schedule Changes**

Bus schedules are updated at least twice a year. Although this is an operational expense, this is a marketing activity and one that requires all-hands-on-deck. The printing of new schedules has an operational budget line of approximately \$25k

Month	Projects – Detail
<b>January</b>	<ul style="list-style-type: none"> <li>• Schedule travel trainings for Q1 and Q2</li> <li>• Review contracts with current media companies</li> <li>• Seek out new media companies</li> <li>• Develop list of events to attend throughout year</li> <li>• Coordinate Q1 Ops Advisory Meeting</li> <li>• Get artwork and decorations for temp shelter (AOM?)</li> </ul>
<b>February</b>	<ul style="list-style-type: none"> <li>• Coordinate with local chambers for speaking engagements</li> <li>• Take Winter Pictures</li> <li>• Reach out to town ball clubs</li> <li>• EP Winter WarmUp = Feb 1</li> <li>• Carver Lions TT = Feb 5</li> <li>• CFD Ice Fishing Contest = Feb 8</li> <li>• Chan Sr. Center TT = Feb 10</li> <li>• Chan HS PSEO night = Feb 27</li> </ul>
<b>March</b>	<ul style="list-style-type: none"> <li>• Develop Concert Series Event List</li> <li>• Develop Summer Adventure event list</li> <li>• Chanhassen Evening Rotary = March 3</li> <li>• EP Garden Expo = March 21</li> <li>• Seniors TT @ CCC = March 3</li> <li>• SW Metro Chamber Luncheon = March 18</li> <li>• USA Curling Mixed Nationals (Curling Center) = March 29 - April 4</li> </ul>
<b>April</b>	<ul style="list-style-type: none"> <li>• Coordinate Q2 Ops Advisory</li> <li>• Begin Summer Event Campaigns – Special Events, Summer Adventures</li> <li>• Summit Place TT = April 6</li> <li>• Chaska Sr Expo = April 16th</li> <li>• Twins service promotion begins</li> <li>• APTA System Award Narratives</li> <li>• EP Vehicle Fair/Fun Day = April 17</li> <li>• Schedule Change Preparation</li> </ul>
<b>May</b>	<ul style="list-style-type: none"> <li>• Garage Open-House Planning</li> <li>• Schedule change <ul style="list-style-type: none"> <li>○ New schedules developed and delivered</li> <li>○ Website update, notices made &amp; distributed</li> </ul> </li> <li>• Schedule Revisits for Rotary Clubs</li> <li>• Promote Summer Adventures</li> <li>• WordPlay = May 9th</li> <li>• Taste of Chaska = May 13</li> <li>• Rolling Stones = May 16</li> <li>• Lions Parade/EP = May 30</li> </ul>
<b>June</b>	<ul style="list-style-type: none"> <li>• Garage Open House</li> <li>• Summer Adventures begins</li> <li>• Concert promotions</li> <li>• Begin State Fair Promotions</li> <li>• Back To The 50's = June 19 – 21</li> </ul>

<b>July</b>	<ul style="list-style-type: none"> <li>• Coordinate Q3 Ops Advisory Meeting</li> <li>• Chaska River City Days</li> <li>• U of MN Mailing</li> <li>• Normandale Mailing</li> <li>• Create Vikings and Gophers Promotion Plans</li> <li>• Chaska Business Expo = July 3</li> <li>• Jonathan Fourth of July Activities and City Fireworks = July 4</li> <li>• Basilica Block Party = July 10 &amp; 11</li> <li>• Fire and Ice Festival = July 17-19</li> <li>• U.S. Junior Amateur (Chaska Town Course &amp; Hazeltine) = July 20-25</li> <li>• River City Days = July 24-26</li> </ul>
<b>August</b>	<ul style="list-style-type: none"> <li>• State Fair promotions – SF starts Aug 27.</li> <li>• Begin Vikings and Gophers Promotions</li> <li>• Start thinking about Design-A-Bus promo</li> <li>• Night to Unite = Aug 4</li> <li>• Chaska Sr Picnic = Aug 6</li> <li>• EP Chamber B&amp;B = Aug 12</li> <li>• Chaska Touch a Truck = Aug 20</li> <li>• George Strait/Chris Stapleton = Aug 22</li> </ul>
<b>September</b>	<ul style="list-style-type: none"> <li>• Schedule change <ul style="list-style-type: none"> <li>○ New schedules developed and delivered</li> <li>○ Website update, notices made &amp; distributed</li> </ul> </li> <li>• Implement back of bus/ bus wrap campaign</li> <li>• Begin Arb Winter Lights planning</li> <li>• SW Metro Chamber Annual Golf Classic = Sept 14</li> </ul>
<b>October</b>	<ul style="list-style-type: none"> <li>• Coordinate Q4 Ops Advisory Meeting</li> <li>• Snow schedule development/distribution</li> <li>• Develop Holiday Event Plan</li> <li>• Develop Plan for Food Drive and Toys for Tots</li> <li>• Oktoberfest = Sept 26</li> </ul>
<b>November</b>	<ul style="list-style-type: none"> <li>• Marketing Plan for 2020</li> <li>• Food drive</li> <li>• APTA AdWheel Award Narratives</li> <li>• SW Metro Chamber Annual Gala = Nov 6</li> </ul>
<b>December</b>	<ul style="list-style-type: none"> <li>• Conduct Holiday Event</li> <li>• Potential Schedule change <ul style="list-style-type: none"> <li>○ New schedules developed and delivered</li> <li>○ Website update, notices made &amp; distributed</li> </ul> </li> <li>• Holiday events – EOY commission meeting</li> <li>• Toys for Tots</li> <li>• Annual Report</li> <li>• Hometown Holiday = Dec 5</li> <li>• Firemen’s Park tree lighting = Dec 6</li> </ul>

## **2020 Marketing Budget - \$223,000.00**

• SW Perks Prizes/Custom Printing	\$58,000.00
• SW News Media	\$50,000.00
• Social Indoor	\$32,000.00
• Register Tape	\$13,000.00
• Media Works	\$7,000.00
• DMV Ads	\$3,000.00
• FanMaker	\$18,000.00
• SW Metro Chamber	\$700.00
• EP Sr Center	\$500.00
• EP Chamber	\$700.00
• EP Lifestyle Magazine	\$6,500.00
• Chaska Town Course	\$3,000.00
• Back to 50's	\$5,000.00
• Chaska Cubs/Chan Redbirds	\$1,500.00
• EP Lions – Parade	\$250.00
• SW Chamber Directory	\$300.00
• Promotional Items	\$7,000.00
• Unspecified activities/promotions	\$16,550.00

*Marketing revenues are generated through advertising contract with AllOver Media. Numbers do not include staff time.*

- AOM Guarantee = \$165,000.00
- AOM Trade = \$58,000.00



# SOUTHWEST TRANSIT

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## MEMORANDUM

**TO:** SouthWest Transit Commission

**FROM:** Dave Jacobson, COO

**DATE:** February 17, 2020

**SUBJECT:** 2020 State Fair Update

**REQUESTED ACTION:**

No action requested at this time. This item is a 2020 State Fair Update.

**BUDGET IMPACT:**

Depending on the fare allowed to be charged (\$8.00 or \$6.00) will impact the revenue from providing the Fair service.

**BACKGROUND:**

Below are two sets of issues for the coming 2020 State Fair services. The purpose of this memorandum is to discuss options and hopefully come to agreement on how to proceed.

**Federal Transit Administration (FTA)**

At the January 2020 regularly scheduled meeting, the Commission acted authorizing the CEO to charge an \$8 fare for adults for the State Fair. After the SWT Commission action, the Metropolitan Council was notified and they acknowledged "...that SWT will be providing that service with the Premium Fare of \$8 per-person round trip for the 2020 State Fair Service."

The next step in the process was to send an email to [ombudsman.charterservice@dot.gov](mailto:ombudsman.charterservice@dot.gov) with the documentation showing the steps SWT took in soliciting Charter companies and results of the request. So an email, as identified in the process was sent to the ombudsman. That is where it all falls apart. SWT says that there were no responsive providers that responded. As you recall there was one from Great Day! Tours & Charter bus Service indicating interest at \$3,975 per bus per day which was not responsive in the eyes of the evaluators, especially when the only form of revenue is the farebox maxed at \$8 round trip. The legal staff responded explaining what the State Fair is and how the one proposer was considered non-responsive due to excessive pricing.

Next comes the response from the FTA Region IV Regional Counsel who basically says SWT did not consult with the Minnesota State Agricultural Society a.k.a. the Minnesota State Fair which in FTA's eyes is the governing body. The FTA wrote "to claim that there is no third party to accept or reject the proposal." Obviously SWT disagrees with this position. The FTA thought the State Fair itself was doing this process thus acting as a third party. Not at all the case and why would the State Fair have anything to do with the SWT Commission's decisions?

Through all of this, the FTA's positions are:

- 1) SWT received a proposal;
- 2) The proposer can charge what ever they wish for a fare, however, the fare must be commercially reasonable rates; and
- 3) "It is not up to the transit agency to determine the "cost" of the proposed charter service."
- 4) A follow up meeting has been scheduled with the Metropolitan Council to better clarify the situation and status and hopefully allow SWT to move forward.

### **2020 Service Delivery Options/Discussion Points**

In addition to the issues with the FTA there are also other potential operating issues looming that include about half of the school districts SWT depends on for operators. This year's calendar has those districts starting early (before Labor Day). Using last year as an example SWT counted on 65 additional operators. This year we are projecting about 30 operators or about half the drivers as in 2019. For one of the first times ever, we should have enough vehicles to deliver the service but not enough operators. With this, staff is pursuing some options and answering some questions that include:

- Only operating on weekends and Labor Day. That means potential a determination will need to be made about operating Friday evening. If this is the decision, then there will be no need to use Wooddale Church's lot.
- Are we able to use St. Andrew's church for overflow?
- If we only provide service on weekends, then we would consider adding the Carver Park and Ride back into the mix.
- Labor Day – do we stop service about 5:00 pm prior to the conclusion of the Grandstand act because the following morning both school bus and SWT operators need the Federal 8-hour rest prior to driving again.

There are several options and combinations to consider and possibly many others not identified. SWT also needs the FTA and Met Council to understand that SWT is not the third party paying for services that are not under the SWT umbrella.

As this process continues, staff will keep the Commission apprised.

### **RECOMMENDATION:**

No action requested at this time. This item is a 2020 State Fair Update.



## **SOUTHWEST TRANSIT**

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**To:** SouthWest Transit Commission  
**From:** Len Simich, CEO  
**Date:** February 18, 2020  
**Subject:** Strategic Plan

**REQUESTED ACTION:**

That the Commission review and comment on the draft 2020-2022 Strategic Plan.

**BUDGET IMPACT:**

None

**BACKGROUND:**

Included in the Commission packet is the 2020-2022 draft of the Strategic Plan that the Commission and Staff have been working on since October of last year (2019).

It is staff's hope that all final edits can be made after the February 27<sup>th</sup> meeting of the Commission, and that the full plan can be adopted at the March meeting.

The Commission should pay extra attention to Goal #7 which related specifically to the Commission and its CEO.

**RECOMMENDATION:**

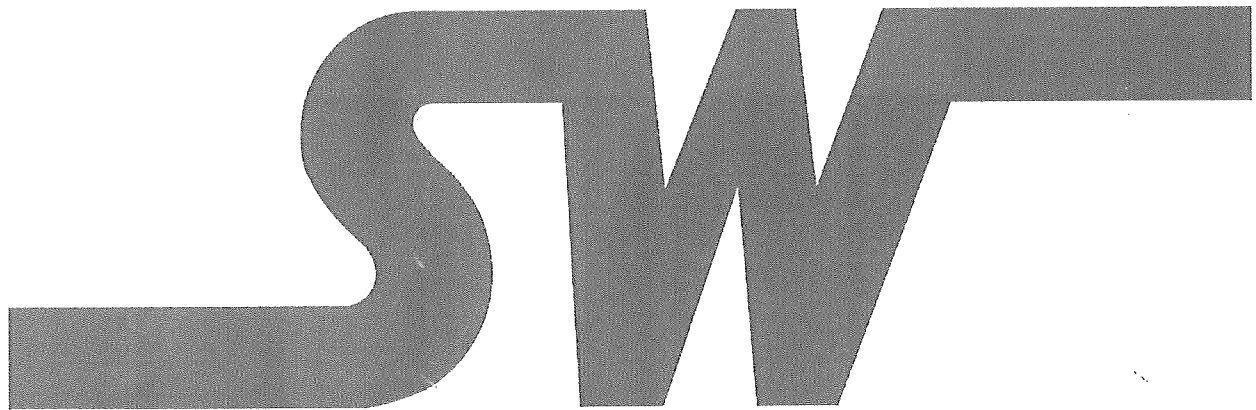
That the Commission review and comment on the draft 2020-2022 Strategic Plan.

# **SOUTHWEST TRANSIT STRATEGIC PLAN**

**2020-2022**

**DRAFT**

Adopted February, 27 2020



**SOUTHWEST TRANSIT**

*The greatest thing in the world is not so  
much where we are, but in which  
direction we are moving –*

Oliver Wendell Holmes



## Executive Overview

The SouthWest Transit Commission has put forth this strategic plan to further achieve our vision of being a first-class transit system, providing extraordinary services, facilities, and equipment.

*“Change is  
disturbing  
when it is  
done to us,  
exhilarating  
when it is  
done by us.”  
-Rosabeth  
Moss-Kanter*

Our vision is dictated by our commitment to providing the best service for our customers and the communities we serve. As we look toward the future, we see that maintaining our service quality, expanding our service options, improving safety, remaining financially strong, and providing leadership on transportation issues will be necessary if we intend to be successful and stay ahead of customer needs and expectations.

Improving service quality is an ongoing effort at SouthWest Transit, and quality is a must if we plan to maintain and grow our ridership.

Improving the quality of service is not just related to the physical aspects of our operation. We also pride ourselves on providing superior customer service, which we are consistently trying to improve.

A truly great organization is one that delivers superior performance and makes a distinctive impact over a long period of time. For SouthWest Transit, how effectively we deliver on our mission, vision, and core values will be the true sign of success.

## Strategic Planning Process

The strategic planning process undertaken by the SouthWest Transit Commission included an examination of the following:

- An understanding of where SouthWest Transit has been
- An understanding of the internal and external conditions affecting the organization
- Re-confirmation of SouthWest Transit's Mission
- Re-confirmation of SouthWest Transit's Core Values
- Identification of the actions necessary to reach agency goals and meet agency objectives
- Identification of the resources necessary to implement action plans
- Determination of any budget impacts
- Determination of the mechanisms for measuring success

By completing this plan, the intention is to have the entire organization understand the agency's mission and values and to have a clear vision of what it will take to achieve the desired level of excellence.

We recognize that achieving the vision is not only a means of maximizing our resources, but that it is also a process of expressing our aspirations. Therefore, the strategic plan is to be a living document that embodies the organization's way of thinking and performing. As our environment, organization, and strategies continue to change, our strategic plan will evolve to manage these changes.

## Critical Issues/Opportunities/Threats

- *Metropolitan Council - uncertain funding; control, priorities*
- *SWT future leadership (Staff and Commission)*
- *Attracting/retaining high quality staff*
- *Safety and security*
- *Business engagement*
- *Building stronger relationships*
- *City inclusion and support*
- *Growth constraints, as well as Downtown Minneapolis market saturation*
- *SWLRT – construction, cohabitation, service encroachment*
- *Legislative support*
- *Future role with the Suburban Transit Association*
- *Diverse markets to serve (seniors, minorities, and millennials)*
- *Emerging technologies*
- *SWT staff leadership and future development*
- *County support/funding*

## 2020-2022 Strategic Plan

**MISSION** : *Provide customers with a positive experience that exceeds their expectations and which provides services that bring value to the businesses and communities we serve.*

**VISION**: *Continue being a first-class transit system, providing extraordinary services, facilities, and equipment.*

**BRAND**: *Trusted, Quality, Professional, and Innovative.*

**CREDO**: *Expect the Best.*

## CORE VALUES:

- ▶ **“Commitment to Excellence”** - Committed to providing high quality, safe, reliable, and cost-effective services.
- ▶ **“Commitment to Customer Satisfaction and Service”** - Committed to providing exceptional customer service, keeping the customer in the forefront of all decisions.
- ▶ **“Commitment to Innovation, Technology, and Entrepreneurship”**- Committed to bringing new and innovative ways of providing transit services to our customers and communities.
- ▶ **“Commitment to our Employees’ Health, Morale, and Professional Development”** - Committed to investing in the talents of our dedicated employees and ensuring their safety, well-being, and work environment remains an agency priority.
- ▶ **“Commitment to Financial Strength”** - Committed to ensuring financial viability that generates income to meet operating expenses while maintaining productive service levels allowing for growth.
- ▶ **“Commitment to Leadership”** - Committed to expanding our leadership role by providing influence on transportation in a spirit of partnership.
- ▶ **“Commitment to our Communities”** - Committed to providing value to the communities we serve by operating with discipline, integrity, acceptance of diverse viewpoints, ethically, and with pride.

## Strategic GOALS

The goals identified below are of all equal importance. The numbering is identified for reference purposes only.

1. **Improve Quality**
2. **Expand Service Options/Increase Ridership**

- 3. Engage and Invest in Building a Strong/Dedicated Staff**
- 4. Improve Community Advocacy and Customer Loyalty**
- 5. Ensure Safety and Security of Customers and Staff**
- 6. Improve Financial Stability**
- 7. Expand Leadership Influence**

## **GOAL #1 – Improve Quality.**

**Objective** – *To strengthen the organization by applying a ‘basic philosophy’ of providing reliable, safe, comfortable transit service that increases customer confidence in our service operations.*

### **Actions**

- ▶ *Provide the best equipment and facilities possible.*
- ▶ *Maintain high standards ensuring reliability and predictability, including maintaining on-time performance at 99% or better; Maintaining miles between road-calls at 1 per 48,000 miles traveled or better; maintain miles between chargeable accidents at or better than .75 per every 100,000 miles traveled.*
- ▶ *Require and monitor adherence to all operating procedures (pre-trip, post –trip, pull-outs, weather starts, spare driver deployment, etc.).*
- ▶ *Maintain the driver compliment at 125% of current work pieces/shifts.*
- ▶ *Maintain downtown ambassador program during the pm peak and on-street supervision of a minimum of 8 hours per day.*
- ▶ *Continue preventative maintenance on every vehicle at or above the recommended standards.*
- ▶ *Ensure all staff receives proper training to maintain proficiency in new equipment and technologies.*
- ▶ *Maintain/stock adequate parts to minimize any bus down-time.*

- ▶ *Observe each run/operator at a minimum two times annually.*
- ▶ *Quarterly evaluation of scheduled service (trips/runs). Adjust time/schedules as needed.*

## **GOAL #2 – Expand Service /Increase Ridership.**

**Objective** – *To strengthen the organization by expanding service options and advancing technology that improves performance, productivity, and adds value to the overall customer experience.*

### **Actions**

- ▶ *Demonstrate new equipment that enhances efficiencies and provides value to both the agency and our customers.*
- ▶ *Ensure a successful partnership with Metro Transit to incorporate local service once LRT becomes operational in Eden Prairie.*
- ▶ *Support and pursue infrastructure advances that provide time advantages over auto travel, such as HOV/HOT lanes and signal priority for transit vehicles.*
- ▶ *Grow system in a sustainable way through market area expansion, new market area development, and providing increased frequency, including number of service days per week and hours operated throughout the day.*
- ▶ *Develop new and innovative ways for providing transit, such as BRT, vehicle electrification, and expanded microtransit services.*
- ▶ *Increase garage and vehicle maintenance space to handle future service growth.*
- ▶ *Implement marketing and PR campaigns that build upon our image and that create a “buzz” about the system.*

## **GOAL #3 – Engage and Invest in Building a Strong/Dedicated Staff.**

**Objective** – Strengthen the organization through the involvement, and expertise of our staff. Keep employee welfare a focal point of our daily operations.

### **Actions**

- ▶ Provide an environment that yields satisfied, loyal, and well-trained employees working in a desirable working environment towards common goals. Maintain our “culture of excellence.”
- ▶ Maintain a culture of action, decision, transparency, accountability. Ensure we have employees that are dedicated, loyal, disciplined, self-motivated, and have an inner drive to produce.
- ▶ Invest in the talents of our employees, expanding upon their knowledge and skills and advance from within as much as possible. This will enable the organization to maintain strong leadership into the future.
- ▶ Pro-actively engage employees throughout the organization. Continue to improve communications through internal newsletters, improve involvement through employee engagement committees and events, maintain incentive compensation programs, and maintain accountability through continual feedback to the employee along with formal mid and end-of-the-year reviews.
- ▶ Continually update and modernize work environments.
- ▶ Empower frontline employees; provide all with the training and skill development to excel in their position.
- ▶ Maintain adequate staffing levels to optimize operations and address critical needs.

## **GOAL #4 – Improve Community Advocacy and Customer Loyalty.**

**Objective** – *Develop broad-based support for SouthWest Transit's operation by strengthening partnerships with customers, businesses, organizations, and elected officials throughout the communities we serve; establishing a stronger community presence through the provision of services offered and agency outreach; improve internal and external communication.*

### **Actions**

- ▶ *Understand and be responsive to customer and citizens' needs/concerns.*
- ▶ *Strengthen communications with citizens and governmental organizations. Develop strategic partnerships with stakeholders.*
- ▶ *Actively seek early, continuing, and proactive public involvement.*
- ▶ *Continue providing community-focused services.*
- ▶ *Increase public awareness regarding the agency and services we provide.*
- ▶ *Win support of diverse audiences.*
- ▶ *Begin everything with the customer in mind.*

## **GOAL #5 – Ensure Safety and Security of Customers and Staff.**

**Objective** – *Provide for the safety and security of our customers, employees, and property by implementing policies, programs, and procedures that provide for a safer operating environment.*

### **Actions**

- ▶ *Continue updating, implementing, and training of the Emergency Preparedness Plan.*



- ▶ *Continue zero tolerance of any violation of the rider code of conduct.*
- ▶ *Review and improve physical security systems at all facilities and on vehicles (cameras, panic alarms, motion sensors, etc.).*
- ▶ *Renew safety review committee and security incident review teams.*
- ▶ *Strive for zero lost time due to injury.*
- ▶ *Conduct annual OSHA audit.*
- ▶ *Conduct monthly safety meetings with all maintenance, facility, and driving staff.*

## **GOAL #6 – Improve Financial Stability.**

**Objective** – *To strengthen the organization by ensuring adequate funding exists to meet the agency’s objectives and long-term funding viability.*

### **Actions**

- ▶ *Ensure services remain cost effective; suspend and/or restructure those that are not.*
- ▶ *Maintain assets/maximize useful life of equipment and facilities.*
- ▶ *Maintain adequate reserves (minimum operating reserve = 25% of annual operating budget; also maintain agency capital reserves for unexpected capital expenditures).*
- ▶ *Maintain debt at-or below 10% of annual budget.*
- ▶ *Develop asset management and capital improvement/replacement plans. Budget accordingly.*
- ▶ *Reduce/eliminate costs that are not critical to our operational success or that are not cost-effective.*
- ▶ *Implement efficiencies that save time and money.*
- ▶ *Maintain entrepreneurial business approach and partnerships by seeking out new revenue/funding*

*sources (advertising, property development/sales, grants...).*

- ▶ *Live within means/balanced budget. Educate and involve all staff in this effort.*
- ▶ *Asses risks and minimize financial exposure.*
- ▶ *Continue to advocate for SWT's fair share of State and Federal funding/resources.*

## **GOAL #7 – Expand Leadership and Influence.**

**Objective** - *Strengthen the Commission's and CEO's leadership influence on the decisions and outcomes relating to internal and external issues that fundamentally impact the organization and the delivery of its services.*

### **Actions**

- ▶ *Continue to develop strong relationships with Legislators and other governmental leaders. Educate on the value SWT brings to the region. Influence their decisions and actions.*
- ▶ *Influence the governance and structure related to transit funding and policy oversight.*
- ▶ *Actively reach out to our communities to better understand their transit needs.*
- ▶ *Win support of diverse audiences.*
- ▶ *Present positive and professional image throughout the communities we serve, with our partners, and with stakeholders.*
- ▶ *Actively engage businesses and local governments within our operating area.*
- ▶ *Take an active role in the health, welfare, and recognition of staff contributions.*
- ▶ *Stimulate, inspire, motivate, challenge, listen, and support staff.*
- ▶ *Be a catalyst for change.*

- ▶ *Develop/maintain a positive culture through the actions and modeled behaviors of the Commission and CEO.*
- ▶ *Establish a clear vision for the agency, and develop meaningful goals to support that vision.*

## **NEXT STEPS**

- Future policy development, operating procedures, decision making, and work tasks will be driven from the Strategic Plan.
- Annually, the Leadership Team will develop Strategic Initiatives/Measurements that coincide with the Goals/Objections/Actions identified in the Strategic Plan. Actions/results will be monitored quarterly by the Leadership Team and annually by the Commission.
- Every two years (beginning next in early 2023), staff and the Commission will begin working on the next Strategic Plan update.

***“The strategic planning process at SWT does not end with the adoption of the Plan. In fact, that is merely where the work towards being the best begins”.***

## **2020 Strategic Initiatives/Measurements**

### **Improve System Quality:**

1. Maintain customer satisfaction at 99% or better.
2. Respond to all complaints within one business day. Resolve complaints/respond to customer within 5 business days from the date complaint received.
3. Answer phone inquiries within 15 seconds of call coming in.
4. Answer virtual customer service calls in 35 seconds or less.

5. Daily inspect facilities and vehicles, and ensure that all pass Leadership Team spot inspections for maintenance and cleanliness.
6. Address all overload situations within 8 days of established pattern (minimum 5 occurrences).
7. Complete all assigned audits of drivers/routes assigned (at least one per route/driver per year using both SW staff and secret riders).
8. Ensure all schedule outlets, stations, and vehicles have up-to-date schedules (inspect bi-weekly).
9. Achieve less than 2.5% dissatisfaction with schedule and other information disseminated (currently at 3% dissatisfied).

**Improve System Reliability, Safety and Security:**

1. Maintain the number of road calls per mile to at least 1 per 48,000 miles or better (NTD Standard).
2. Maintain on-time performance at 99% of 1<sup>st</sup> stop, and 95% of arrival time. Audited quarterly by Dispatch.
3. Perform 100% of scheduled trips/stops throughout the year (NTD definition).
4. Maintain the number of chargeable accidents at or below .75 per 100,000 miles traveled (NTD). Reduce overall chargeable accident rate by 5% over what was experienced in 2019.
5. Pass OSHA audit/inspection without any major violations (code red).
6. Zero days lost due to preventable injury.
7. Complete all EPP training and perform per the plan during times of emergencies or unplanned situations (i.e. storms and others).
8. Pass State Patrol vehicle inspections without any violations.

**Strengthen the Overall Agency:**

1. Increase Ridership over the 2019 level by a minimum of 1%, and/or improve the cost-effectiveness/subsidy per passenger over the 2019 level.
2. Maintain overall system subsidy per passenger under \$7.25 (Average for both Express and Prime).
3. Maintain a healthy fund balance between 25% - 35% of our annual operating funds.

4. Reduce discrepancy between the actual inventory and the amount shown in the system at 1% or less and not exceed \$260,000 in overall value.
5. Achieve an “unqualified” outside audit opinion (highest opinion available); findings should include no material weaknesses, no noncompliance findings, no internal control issues, and no significant deficiencies.

### **“Major Projects/Tasks”**

#### **Administrative**

- Continue to refine agency succession strategies. Implement organizational changes and fill key positions.
- Complete Strategic Plan update and implement/follow-through on items/actions outlined.
- Complete garage/future administrative office build-out within budget and on time.
- Ensure Asset Management Plan is updated annually and meets all federal requirements.
- Ensure Safety and Security Plan (EPP) is updated annually and meets all federal requirements.
- Maintain Brand (vehicle and facility appearance; schedule service appropriately; always display professional image ; ensure correct information is disseminated).
- Advocate for funding increase or redistribution.

#### **Technology**

- Complete annunciator project.
- Implement cyber security plans/Create Network Computer Security Policies.
- Implement Virtual Customer Service System.
- Complete GOTO card process on Prime Buses.
- eMaint Migration.
- IT –Video Conferencing.

#### **Planning**

- Expand Prime MD service.
- Make progress on autonomous vehicle demonstration service.

- Finalize 494 CMAQ service plan.
- Implement Airport Service.
- Complete facility and roadway improvement plan (improve access and travel time for buses and customers).

### **Ops**

- Pursue an electric vehicle for Prime.
- Procure additional 9 vehicles.
- Implement additional strategies as needed to attract and retain quality drivers. Goal is to be 125%/FTE equivalent driver compliment needed on any given day.
- Secure all needs for operating the State Fair service (driver force; ground staff; parking; and \$8 fare).

### **Marketing/Customer Service**

- Implement Bus Back Campaign.
- Increase Perks usage to 1700+ users.
- Develop and implement bigger holiday event with the Arb.
- Develop and implement new Prime and Prime MD marketing campaign.
- Develop and implement formal community and business outreach program (Carver County TMA).
- Implement tracking system for marketing materials and effectiveness.
- Maintain/update web page.
- Create more brand awareness in and outside of organization "Premier Provider of Transit Services".
- Conduct target marketing activities (College, seniors, reverse commuters, downtown commuters, minority populations, and others).
- Implement travel training.

### **Finance**

- Work closer with departments to strengthen financial understanding.
- Effectively invest new revenues and continue laddering implementation.
- Install/implement new accounting software.
- Achieve GFOA Award.
- Secure training and advancement opportunities for all finance staff.

- Audit service RFP.
- Banking service RFP.
- Complete NTD sampling.
- Set up future Asset Management Fund Balance/Reserve Account.

## **HR**

- Monitor and update job descriptions, grade totals, and salary ranges as needed (i.e. classification and compensation studies). Identify “steps” for advancement.
- Conduct 2 all-staff training sessions.
- Conduct annual employee engagement survey.
- Conduct monthly OSHA safety training.
- Identify benefit options.

## **Facilities**

- Oversee construction of garage improvements.
- Complete 20-year assessment/PM outlook tied to the Asset Management Plan.
- Complete ramp PM repairs Village, CTS, and EC.
- Ensure SWS meets brand standards during SWLRT construction.
- Obtain two IFMA and one Construction Management certifications.
- Ensure all staff is trained and using Somax.

## **Vehicle Maintenance**

- Achieve a PM compliance of 91%.
- One technician certified in each of the Cummins engines.
- Collectively complete 100 MCI training classes.
- Ensure every tech attempts ASE testing with an overall 90% pass rate.
- Pass all State inspections.
- Complete all mid-life rehabs.

# Appendices/Supporting Information



## **PREVIOUS STRATEGIC PLANNING ACTIVITIES**

SouthWest Transit has guided its operations through Strategic Planning since 1998. All Strategic Plans since have addressed several critical issues facing the agency, which if ignored, could have set the agency years behind.

Some of the results/accomplishments resulting from the agency's strategic planning initiatives include:

- Successfully addressed dismal financial situation.
- Improved confidence of local, regional, and state governments.
- Reversed declining ridership and became one of the fastest growing systems in the state for ten consecutive years.
- Improved cost effectiveness of operations (service and contracts).
- Improved perception of our operation (99% customer satisfaction).
- Improved service reliability of the transit operation with an on-time performance rating of nearly 100% and in-service breakdowns three times less than the national average.
- Expanded service locations and type of service delivered.
- Placed internal focus on the customer.
- Established our Brand – “Premier Provider.”
- Built-up over \$60 million in assets.
- Completed the first metro area transit EPP.
- First agency to bring coach vehicles into our region.
- First system to fully equip buses with Wi-Fi in the region.

- Developed real estate in a “Transit Oriented” fashion that generated an additional funding stream worth over \$15 million in land and building sales.
- Implemented new services, such as the first microtransit systems in the state, as well as one of the first in the nation – “Prime”.
- Recognized: Twice as the Minnesota Transit System of the Year; Multiple National Awards for Safety and Security; Multiple Awards for Financial Excellence; Employer of the Year from multiple organizations; and received the National Transit System of the Year.

## ORGANIZATIONAL HISTORY

SouthWest Transit was organized in 1986 in accordance with Minnesota State Statutes, which allowed a city or group of cities meeting certain criteria to “opt-out” of the Metropolitan Transit Commission transit system and form their own transit system. At that time, Chaska, Chanhassen, and Eden Prairie chose to opt-out and create their own transit system, SouthWest Metro Transit. Eventually, nine other metro suburbs chose to do the same.

SouthWest Transit operates under a joint powers agreement between the three cities. The Commission was structured with seven members: three city council members, one from each community; three appointed members, one from each community; and one rider representative, a position appointed by the Commission. This structure allows the communities to maintain balanced control over the agency’s business.

Upon its formation, the agency automatically became part of the regional transit system, which included a variety of public and private transit agencies serving the Twin Cities Metropolitan Area. The regional system includes one large transit system, Metro Transit, specialty services such as Metro Mobility, the regional DAR program, a variety of local circulator services such as the University of Minnesota system, and the five suburban transit systems.

In order to avoid duplication of services and to provide for a transit system that would best serve the region, all the systems are coordinated via regional transit policies administered through the Metropolitan Council.

## PARTNERSHIPS

### ***Founding Cities***

A city council member or Mayor from Chaska, Chanhassen, and Eden Prairie represent their constituents on the SouthWest Transit Commission. The three cities are interested in SouthWest Transit for a variety of reasons:

- Stewardship of taxpayers' dollars for transit.
- Provision of transit services to aid local mobility (work trips, recreational trips, service trips, etc.).
- Contributions to reduced congestion and improved air quality by provision of an alternative to single occupancy vehicles.
- Economic stability for business in the area by providing access to job from the overall region.

## ***Riders***

Our riders include several specialized groups, including, but not limited to, commuters to downtown, reverse commuters, senior citizens, college students, and youth. Each has special needs to be met by any transit agency.

## ***Metropolitan Council***

The Metropolitan Council is responsible for the coordination of all transit services in the seven-county metropolitan area; SouthWest Transit is part of those services. A regional fare strategy has been developed to provide for seamless cross-jurisdictional trips; capital resources for the region are shared; infrastructure improvements are supported by more organizations; and the region has set goals for improved air quality and congestion mitigation in the metro area.

## ***Mn/DOT***

Mn/DOT constructs and manages Minnesota's roadways. They have goals related to congestion mitigation, air quality, travel safety and freeway improvements, and funding. Funding sources are sometimes shared by transportation and transit interests. Infrastructure improvements, such as High Occupancy Vehicle access lanes to the freeways and bus shoulders, serve both the needs of MnDOT and SouthWest Transit.

## ***Other Service Providers***

SouthWest Transit coordinates services and shares issues and concerns with other suburban/opt-out providers, as well as Metro Transit and private providers.

## SERVICES

SouthWest Transit provides a variety of services to meet the needs of the communities we serve - Chaska, Chanhassen and Eden Prairie, Carver, and Victoria .

- *Express Service* – Provides express bus trips to Downtown Minneapolis and the University of Minnesota.
- *Reverse Commute* – SouthWest Transit operates one of the region's oldest reverse commute programs, bringing workers from the urban core to job sites in our service area.
- *Local* – Provides neighborhood connection to stations/express services via SW Prime.
- *Special Services* – State Fair, Twins, Vikings, Gophers Football, Summer Adventures, Concerts, and seasonal services to the Minnesota Landscape Arboretum.
- *Trips* – SouthWest Transit operates approximately 150 one-way bus trips per day and currently has a fleet of 72 buses.
- *Ridership* – SouthWest Transit provides over 1 million passenger trips per year.
- *Discounted Fares* - SouthWest provides discounted and/or free rides to individuals challenged financially (TAP Program) or searching for employment through one of the job search programs offered in our communities.

## Brand/Guiding Principles

***All staff and the Commission need to be cognizant of the “Agency Brand” which is:***

- ***Trusted***
- ***Quality***
- ***Professional***

### Protecting the Brand:

- Staff should always act with professionalism and dignity even though others may not.
- Ensure that all personnel are willing to make the extra effort for customers (lost & found, customer on wrong bus, etc.). Never lose sight that the customer is the primary reason for every decision.
- Anticipate and act quickly to those things that impact operations.
- Ensure that all staff are on deck during weather and other emergencies. This includes making plans to come in early and leave late.
- Ensure our facilities are clean and in top shape. Every one of us, anytime, picks up unsightly debris and reports facility issues immediately for the team with an understanding that anything that affects the customer is the priority no matter what our specific job or position is.
- Ensure buses are thoroughly checked for appearance, amenities, schedules, notices, and written up for correction if anything can be improved.
- Ensure we use the proper equipment needed to do the job (equipment is everything from buses to facility equipment).
- Ensure Equipment is maintained in good working condition and inspected prior to use/need (snow and lawn equipment). Maintain and update tools/equipment as needed to improve overall effectiveness.
- Conduct preventative maintenance on every vehicle at or better than what is recommended by the manufacturer.
- Routes are scheduled properly and operate as printed (on-time performance both start and end). This includes staying ahead of those things (weather, congestion, construction) that negatively impact on-time performance. Ensure that spares are placed into service in advance of known occurrences.

- Proper scheduling occurs on SW Prime (prioritize so we do not disadvantage any one group or area. Transfers need to be kept to a minimum in terms of waiting time. Ride request times should be within a window of acceptability. Rules and regulations are followed.
- Ensure Drivers are in uniform.
- Ensure SWT staff are professional looking in their appearance (this goes beyond just office staff).
- Maintain an agency culture that makes employees feel valued.
- Ensure correct/up-to-date information is in our buses, at our facilities, at the schedule outlets, and on our web page.
- Ensure that the customer service desk is always staffed throughout the day and phones are answered in a timely manner.
- Keep stations free from snow and ice during and following snowstorms.
- Always provide a proper professional welcome, acknowledgement, and greeting to each customer.
- Always promptly acknowledge customer concerns and make them understand that their opinions truly matter.
- Ensure all staff is knowledgeable of our services and able to answer questions or guide customers where they can get resolution for their questions.
- Always have drivers pull up to stations to board before their time if they are on-site.
- All staff is responsible to continually bring innovative ideas, processes, equipment, and technology to our organization.
- Require adherence to set pull-in, pull-out, deadhead routing/procedures, departures, and arrivals.
- Upgrade and maintain base system of geo-coding.
- Continually calibrate service measurements using AVL system against the posted schedule.
- Maintain all pre and post trip procedures each time a vehicle is put into service.
- Provide training to all front-line staff to keep proficient in new technologies.
- Physically observe each run at a minimum once per quarter.

- Maintain farebox and camera maintenance practices and cross-train additional staff as necessary to ensure our ability to stay on top of issues as they arise.
- Maintain adequate inventory of parts.
- Update procedures manuals to remain current to job functions, responsibilities, and needs.
- Maintain street supervision practices by having a supervisor on the street for a minimum of 8 hours per day, including the "boots on the ground" practice downtown during the PM peak.
- All drivers will receive training related to bus systems and procedures, such as heating and cooling operations, farebox and AVL, lift operations, and others as needed/identified.
- Continue quality control inspections by management staff and outside personnel that both observe and document findings.
- Continue to invest in staff customer service training.
- Seek customer feedback using surveys, focus groups, listening posts, etc. to determine how well we are doing at meeting needs and expectations.
- Continue to uphold those things developed by our customers, such as the "Rider Expectations and Responsibilities" and cell phone policy.
- Ensure procurements are completed to provide best value to the organization and taxpayers.
- Maintain professional relationships with vendors and contractors.
- Ensure all projects are completed in a timely fashion.
- Utilize the insights of the Commission's Rider Representative to gather insight into the effectiveness of the operation and overall opinions/feelings being shared by our riding customers.

## Succession Planning

Succession was one of the critical issues identified during the Strategic Planning process. Staff has and continues to keep this issue at the forefront of many actions/strategies. Below is a brief overview of guiding principles, and actions taken:



## Objectives

- Recruit and/or develop employees to fill pivotal roles and functions that preserve both the short- and long-term viability of the organization.
- Provide adequate job function and management training.
- Update/revise job functions, including employee compensation and steps for advancement reflective to responsibilities and performance.
- Remain competitive to the marketplace for all employee job functions.
- Create a strong organizational culture.

## Task Detail

***Inventory existing talent*** (leadership skills, behaviors, knowledge): Each staff member has and continues to be evaluated using a matrix popularized by GE for classifying the performance and potential of managers. This evaluation process is conducted annually as part of the annual performance review process.

**Identify pivotal positions that would negatively impact vital functions should they become vacant** - For SWT, these positions included those that require special skills, that are difficult to find replacements for, and are the positions that have no identified replacement/fill-in.

***Currently, the responsibilities of the CEO are the functions most at risk.*** All other management positions, while extremely important, have strong back-up options in place. Below is a brief overview:

- ***Maintenance*** – while the management and management back-up remain strong, the main risk in this area exists primarily due to a shortage of diesel mechanics and individuals entering this field. SWT has begun to address this through recruitment, promotion, training, environment, apprenticeships, and compensation.

Some of the changes made in the past few years include the reorganization of the entire division. Through the departure of the former Maintenance Manager, we were able to promote from within. This individual comes with strong technical and teaching skills, and has brought in a new level of energy, coordination, calmness to the division.

We promoted a former A-level mechanic to the role of supervisor, which not only enables the Division Manager to concentrate on the bigger picture of managing the division, but has provided an opportunity for others to grow within their field of expertise. Also, through minor pay adjustments/shift differential we convinced some of our more qualified mechanics to move from first to second shift. This is important since it's the second shift where we have most of our buses available to be worked on daily. It is also always easier to attract and retain mechanics (especially younger mechanics with families) to work the first shift.

We also take great pride in operating a modern, clean, well maintained, and well-equipped shop. Recent additions like adding air conditioning and supplemental heat, constructing a new driver locker room, and adding a bathroom in the maintenance area play an important role in attracting and retaining qualified mechanics.

Educational training is also provided to all our mechanics. Certifications (ASE's) are strongly encouraged; the agency pays for the ASE tests, group study prior to the ASE tests is arranged, and a monetary incentive is provided for each completed test (7 ASE's in total). SWT also provides training opportunities through our vendors (MCI, Gillig, and New Flyer) on all the major bus components, and other training opportunities like APTA's maintenance Monday, which is provided as part of the national spring conference, has been offered/attended by two different mechanics in each of the past three years.

SWT has also maintained a strong presence in the metro areas two technical schools that offer a diesel mechanic program (Hennepin and Dakota Tech). We annually offer two apprentice positions annually, and to date, 5 of our 8.5 technicians have come through this process.

With all of these changes, all of our mechanic positions are currently fully staffed, and the performance results have already been very positive, including being up-to-date on all PM's; reducing the amount of vehicle "down time"; reducing the amount of maintenance work sent off-site for completion. This year we are in line to have a road call per mile statistic of over 1/60,000 miles traveled.

It should also be noted that we (SWT) are fully staffed and have been able to retain our mechanics during a time when many other transit organizations around the state and country are having difficulty.

- **IT** –rather than just having an outside vendor responsible for our it needs, since 2014, Southwest Transit brought all its critical operational function in house. We do use outside vendors for support (network administration; ride matching and vehicle dispatching; photo-copier support), and within the past two years, we have hired additional staff experienced in IT, which not only includes network administration but includes vehicle IT, facility IT, and security-related IT.
- **CEO** - Each Manager/Director must possess various leadership skills, such as accountability, decision making, communication, motivation, intensity, drive, conflict management, critical thinking, and the ability to cultivate the vision within their subordinate staff. The CEO must have the aforementioned skills plus be able to develop/set the vision, establish definable goals, influence others, command control, be innovative, inspire passion, bring new thinking and action into play, grasp entire situations, and ultimately be responsible for everything within the organization.

The CEO position is not something that necessarily will be handed off to an existing staff member. Several factors will be evaluated at the time this position needs to be filled. What needs to occur is to have a qualified/trained staff person to keep things already in place moving forward until the CEO position can be filled.

In the event of a sudden departure, the COO has been briefed and involved in all operating areas of the organization and is very capable to handle the day to day operations.

For some of the real estate or strategic tasks/initiatives, the Commission and/or Chair would need to become more involved until the new CEO is hired.

- ***Driver Contract*** – Our Drivers are provided under the service contract we currently have with First Transit. To ensure we attract and retain quality Drivers, the contract we have with First Transit allows SWT’s CEO and COO to take an active role in determining the number of Drivers needed and scheduling of work assignments,; setting the type of training as well as the training schedule; review employee performance evaluation; and establish the wage range/schedule. It’s this type of active involvement that allows SWT to deliver the type of service expected by the Commission and our customers.
- ***Marketing/Public Information/Customer Service/Admin*** – Staff additions were made in 2019 that not only filled an agency need but provided back-up within those key areas. It’s still early to determine how independent the new hires will/can be, but more and more responsibility is being built into their 2020 work programs. There are two other full-time staff members in this department responsible for customer service and social media communications.
- ***Facilities/Asset Management*** –In 2019, facility management was split between building and grounds. This change has resulted in a stronger, more consistent focus and reduced reactionary approach that been occurring. We also changed staffing approach, relying less on contracted services and part-time/seasonal employees to full-time staff.
- ***Finance*** – At the end of 2019, the former Finance Manager was promoted to the position of Director and an expanded level of

responsibility was given to that individual. In 2018, we added the position of Finance Accountant/Financial Analyst to assist the Director in all financial needs/responsibilities of the agency. We also currently have a contract for part-time financial oversight, which will be phased out at the conclusion of 2020.

- **HR** - The former HR Manager retired in 2019. In 2018, we took the step to bring in an assistant and groomed that individual to take over all the HR responsibilities. In 2020, we will be evaluating if we can add additional responsibilities to an existing staff member to provide back-up in the HR department.
- **Planning & Contract Management** – If there is one area in our organization where we have multiple fallback options, it would be in the area of planning and contract management. Besides the current Operations Director, both the COO and CEO both have many years of experience in all aspects of planning (operations, mid, long, and strategic planning) and contract management. In 2016, we also added an Associate Planner into the mix to assist not only with our operation, but with oversight of the Prime and Prime MD service. Functions undertaken by the planning division include: service development, routing, timing, and run-cutting; performance monitoring and evaluation; compile and interpret statistical data/information; pursue new technologies; monitor operational budgets and service effectiveness; works with senior management to determine agency goals and needs; develops and nurtures relationships with area businesses and community stakeholders; and assist with the development of marketing strategies.
- **Reorganization** - Other changes made or planned to take place in 2020 include: Reorganization of reporting lines. Our Operations Director will have direct oversight of the driver contract, vehicle maintenance, planning, and dispatch. The Operations Director had been reporting to the COO, but his position will now report to the CEO. The Operations Director will gain valuable experience in

various aspects of transit management that he wasn't subject to in his previous role.

The COO role will shift and will now become the agency's Chief Administrative Officer/Deputy Agency Director. In his role, he will oversee IT, HR, Marketing, Grounds and Buildings. He will also fill-in in areas or on projects for the CEO as necessary.

Finally, besides the duties currently undertaken by the CEO (Board relations, Construction/Property Development, Negotiations, Political/Community Relations; Strategy Development; Agency Oversight), Finance will continue to report directly to this position.

### **Other Succession Strategies**

- ***Training***– A training program has been established as part of each employee's annual work plan. Together, the employee and their manager identify the type of training that will help the employee not only in their job, but to become a more valuable leader for the organization.
- ***React to Market/Pay for Responsibilities and Performance*** - Updated/revise job descriptions based on responsibilities and job function. Also adjust compensation to reflect marketplace, responsibilities and performance.
- ***Recruit/Attract Top Talent*** - Always keep on the lookout for talent to fill pivotal roles. Sell candidates on the fact that the work they do here is impactful; individual growth opportunities; competitive wage and benefits; and the ability to be part of a progressive/winning team. Continue to create a strong organizational culture.

# Updates

## **Administrative Update**

**Legislative** - The 2020 Legislative Session has begun. To date staff has met with most of our Legislators and will continue to follow up on our Agency and STA initiatives. The STA Legislative Breakfast was held on February 19. Unfortunately, the overall attendance by Legislators was low, with only Senator Osmek attending from our area. Attached you will find the power-point presentation given at the event.

**Metropolitan Council Meeting** - A small group of elected members from the STA had planned to meet with Chair Zelle and other members of the Metropolitan Council on Friday, February 21. Unfortunately, that meeting was canceled but will be rescheduled. Attached is a letter from the STA to Chair Zelle in advance of the meeting.

**CTS Study** - The U of M Center for Transportation Studies (CTS) has been asked by one of its Board Members and the current Carver County Commissioner Randy Maluchnik to conduct a study that would provide an objective evaluation of the value suburban providers bring to the region, and to examine the governing model(s) to see if any change could be recommended to improve regional performance. While we remain somewhat guarded about any study (especially since the Legislature deemed the current system to be an improvement over what had been in place some 36 years ago, and the Legislative Auditor reaffirmed this decision a few years back), we have agreed to at least meet with staff members from CTS to further determine if it would be any benefit to our positions or not. To date, none of the other STA systems have agreed to be part of any study.

**Accidents** – Over the course of the last three years there have been two accidents of real significance that SouthWest is going through a process to close. Staff would like to update the commission on the status of those accidents.





Mr. Charles A. Zelle  
Metropolitan Council  
390 Robert St. North  
St. Paul, MN 55101-1805

Dear Chair Zelle,

The Suburban Transit Association (STA) respectfully requests that the Met Council includes STA member agencies in funding requests to enhance public safety and security in the regional transit system.

Safe and secure systems are fundamental to providing effective public transportation.

While recent incidents on Metro Transit buses and trains have highlighted security issues on public transit, our member agencies – Minnesota Valley Transit Authority, SouthWest Transit, Maple Grove Transit and Plymouth Metrolink – have also felt the responsibility to provide additional resources to safeguard the traveling public.

Not only do the majority of STA trips serve downtown Minneapolis and St. Paul, we also have experienced growing safety and security issues in suburban communities.

Our systems continue to see an increase in transient populations as well as associated vandalism and crime at transit facilities. Although Metro Transit Police receive regional funds to provide policing for all public transit agencies in the state, their services are not always readily available to STA members.

The STA endorses additional funding to keep public transit safe and viable.

Therefore, we have established a 2020 Priority to include STA agencies in enhanced safety/security initiatives. STA members have safety and security needs similar to the rest of the region and need a proportionate share of funding to safeguard buses and facilities.

We look forward to continued discussion and coordination on making all transit in the region safer. Please let us know if we can provide additional information.

Sincerely,

A handwritten signature in black ink, appearing to read "Clint Hooppaw", written over a horizontal line.

Clint Hooppaw  
President  
Suburban Transit Association



**Seeking efficient, equitable service for the region**

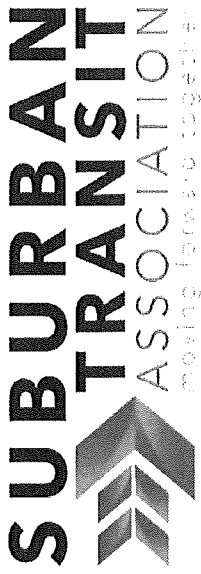
February 19, 2020

[suburbantransitassociation.com](http://suburbantransitassociation.com)



## **Guiding principles**

- **Working together for transit solutions**
- **Connecting our region**
- **Regional service at a local level**
- **Reducing congestion**
- **Improving quality of life**



**Innovation is  
our hallmark**



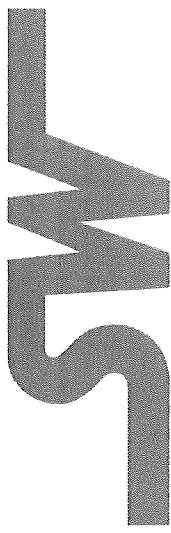
- **Leading microtransit and ride-on-demand options in the region**

- **Willing to test new service (Route 495)**

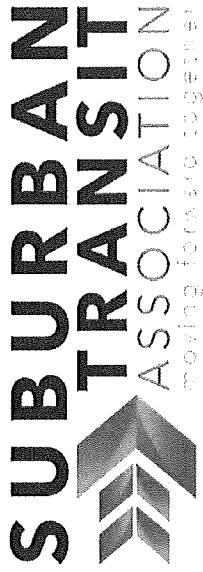
- **Success through partnerships**

- **Innovative routing to reduce congestion and improve trip times in Minneapolis**

- **High satisfaction rates**

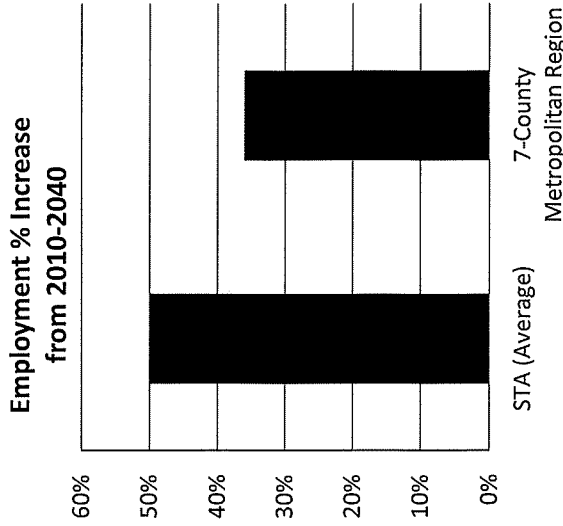
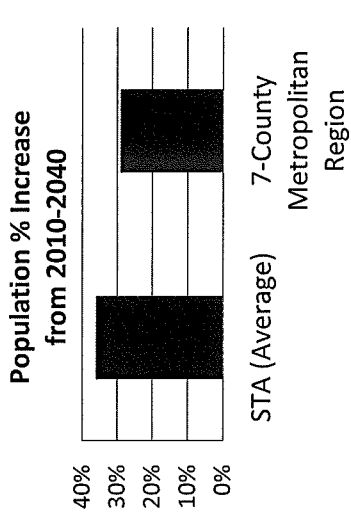


**SOUTHWEST  
TRANSIT**



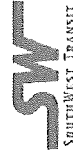
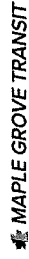
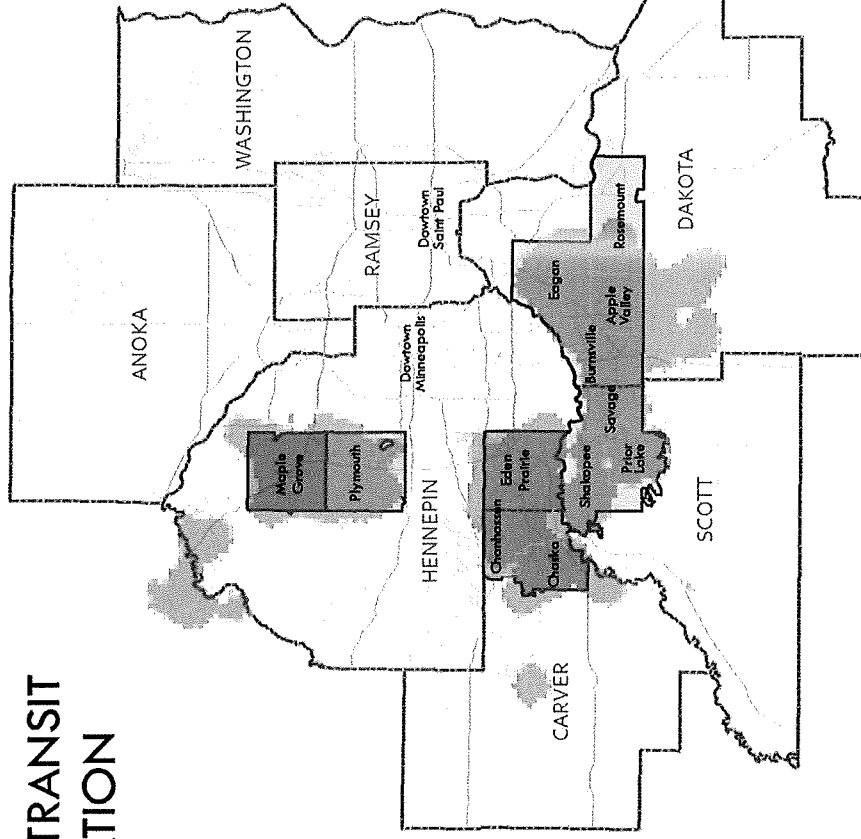
## Growth Potential

**Annual ridership has grown 8 percent in the past 10 years to 5.2 million rides as population and employment growth in the suburbs outpaces the region.**

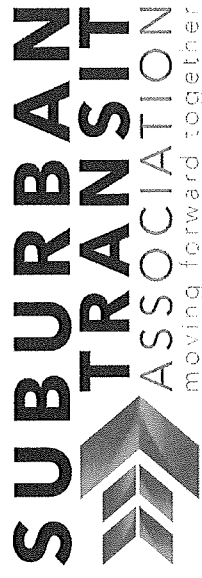


**Growth Potential**

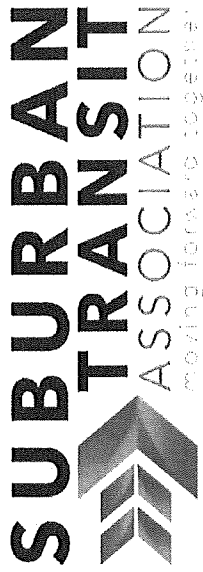
**Growing rider demand from outside our service areas**



## 2020 Legislative Priorities



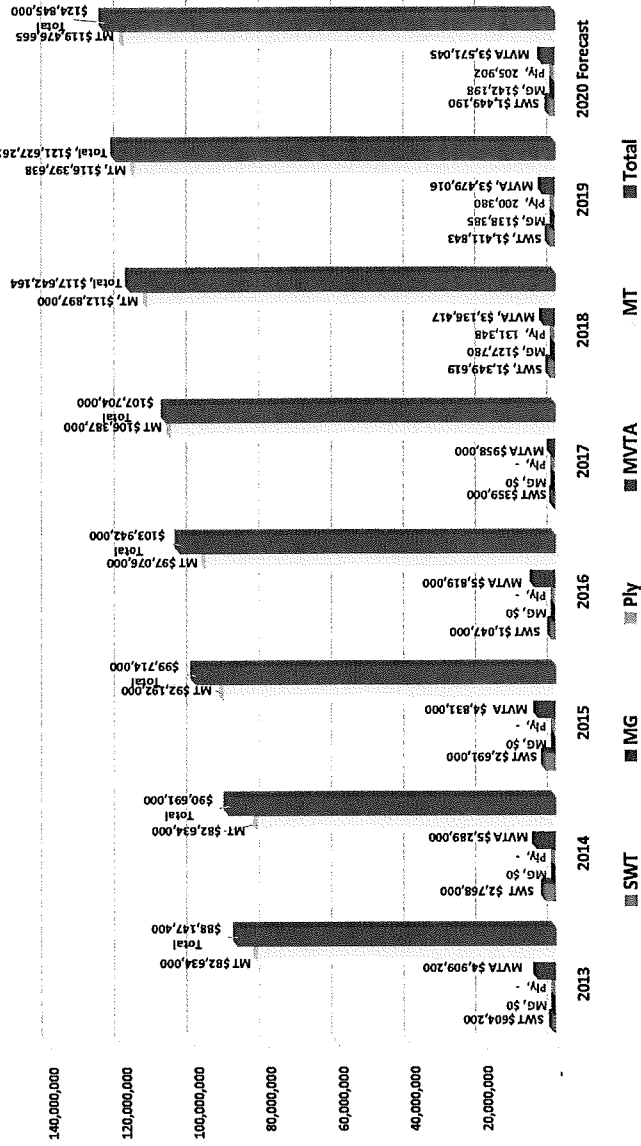
**Priority 1. Reinstate General fund appropriation eliminated in 2019.** STA members received no general fund money in 2019 – nearly a \$2 million reduction. Projected motor vehicle sales tax (MVST) reductions could result in an overall 10 percent drop in funding.



## 2020 Legislative Priorities

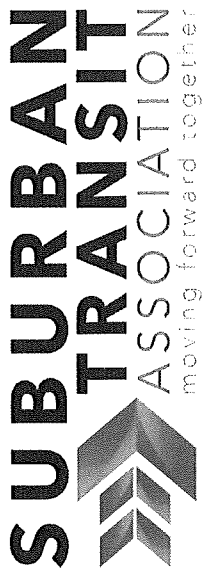
**Priority 2. A more equitable distribution of MVST funding. STA members need 6.25 percent of MVST to meet current and growing demands for suburban service.**

Regional Allocated MVST (RAMVST)

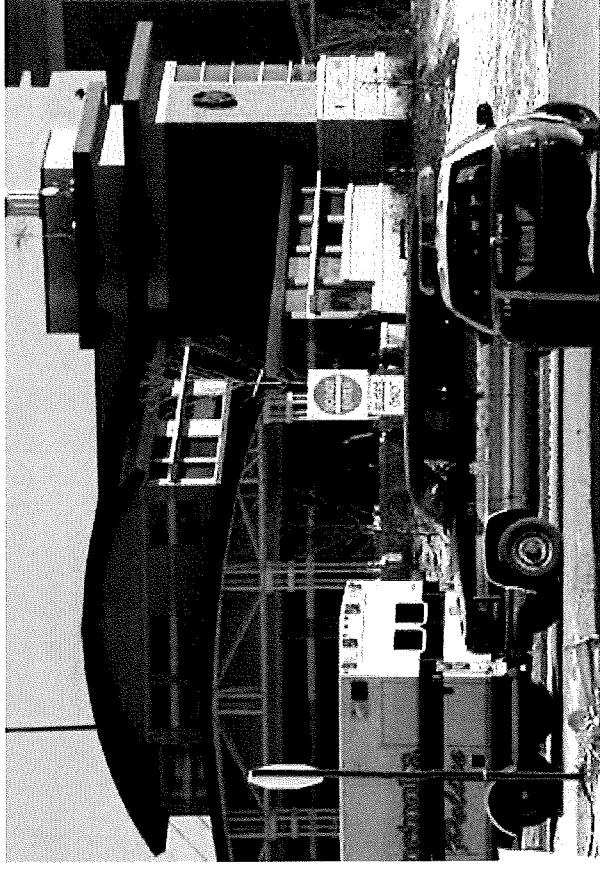


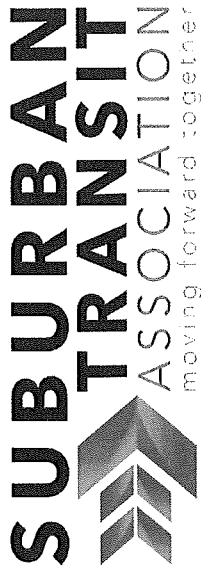


## 2020 Legislative Priorities



**Priority 3. Include STA agencies in enhanced safety/security initiatives**  
STA members have safety and security needs similar to the rest of the region and need proportionate share of funding to safeguard buses and facilities.





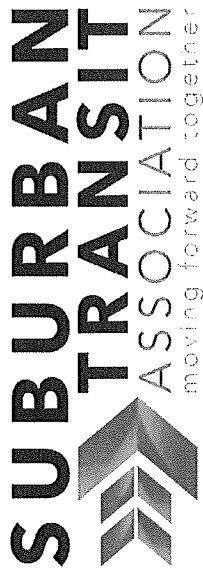
**Priority 4. Include STA projects in Met Council bonding requests.**

Additional funding needed to meet facility expansion needs as well as to maintain facilities in “state of good repair.”

- SWT – Additional bus storage
- MVTA – Additional storage, garage



## 2020 Legislative Priorities

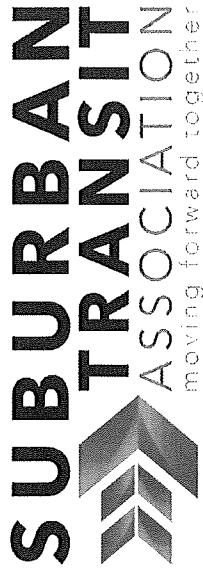


### **Priority 5. Funding required to add regional technologies.**

Suburban providers have not been able to access funding for technology that other transit providers in the region already have installed.

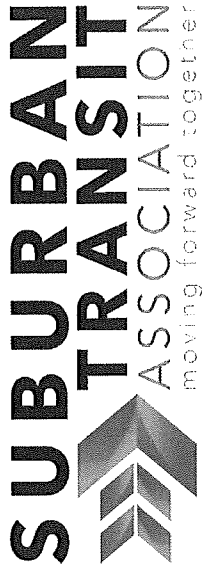


**Inability to serve regional stop locations.**



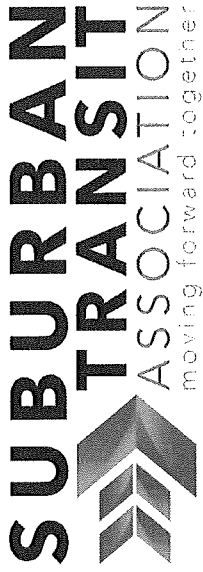
## Annual highlights

- **SouthWest PRIME double digit growth (11% in 2019). Started PRIME MD for non-emergency medical trips.**
- **Record state fair ridership for Maple Grove Transit, MVTA and SouthWest.**
- **Plymouth dial-a-ride ridership up 38.5 percent in 2019.**
- **Maple Grove Transit rebranded dial-a-ride service to MY RIDE and is targeting workforce rides through reverse commute service and added MY RIDE service.**
- **MVTA selected as Transit System of Year for rebranding efforts, launch of Connect microtransit pilot, and Apple Valley Transit Station modernization.**



Summary – Legislative Priorities

- 1. Reinstate General fund appropriation eliminated in 2019.**
- 2. A more equitable distribution of MVST funding.**
- 3. Include STA agencies in enhanced safety/security initiatives**
- 4. Include STA projects in Met Council bonding requests.**
- 5. Funding required to add regional technologies.**



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## **Operations, Planning, IT, Facilities and Vehicle Maintenance**

**SouthWest Station Ramp lights** are failing. Approximately 50 plus fixtures have failed since November. That means either the electronic board and/or the drivers have failed, per our electrician. The manufacturer no longer makes the model that is failing. Additionally, the next model up from the same manufacturer is being discontinued. These fixtures were recommended as part of the Ameresco Energy and Operational Efficiency Projects where, as part of this process, SWT entered a savings guarantee contract with Ameresco. The funding source to do this tax-exempt capital lease/purchase came from SWT over a 15-year period that guaranteed an approximate \$55,000 in savings annually, assuming nothing went wrong. As a matter of fact, the project was going so well, SWT paid the project off about eight years early, prior to November's issues.

In order to rectify the failures SWT staff met with Ameresco to discuss the fixtures. Ameresco is sending two fixtures to the factory for an analysis assisting in the determination for the failures. Additionally, legal sent a letter to Ameresco ensuring that the analysis is done in a timely fashion. SWT staff is also making a claim with the SWLRT claims department about vibrations caused during pile driving.

**Vehicle Funding and the Metropolitan Council** is an ongoing issue. For 2020, staff met with Met Council staff to work out some details. We were able to agree in concept about three **replacement** gasoline cut-a-ways, two of which being larger, higher capacity buses complete with full fare collection and a destination sign in them. The Met Council will also agree to replace one of the two old facility vehicles in 2020 and again for the second facility vehicle in 2021. As for non-revenue staff vehicles, SWT staff had in its Capital Improvement Plan (CIP) the replacement of two vehicles. the Met Council staff will see if there is enough money available in 2020 and potentially push that request back to 2021.

The issue is the values of the two trolleys, one that was sold to the Duluth Transit Authority (DTA) for \$310,000 and the older trolley number 103 is due to be replaced at a value of \$360,000 both over a 10-year period. SWT, due to Prime and Prime MD, are moving from 10-year vehicles to five-year vehicles. If one adds up the 10-year values of the trolleys, it equals \$670,000. Divide in half the 10-year total and it gives you an approximate 5-year value of \$335,000. Five years down the road, due to inflation, the second half of the dollars will be less. The point is SWT purchased five Braunabilities, with ancillary equipment, at about \$48,000 each or \$240,000. That leaves from the trolleys about \$90,000 when counting inflation for the second five years. SWT's question to the Metropolitan Council staff was simple. Where did the \$90,000 dollars go? We are interested in procuring an electric vehicle for Prime to test. At the writing of this update, the Metropolitan Council, which received an email asking the follow-up question of where the dollars on February 4 are and again on February 7 with no response at the writing of this update (2-17-20).

**Snow removal at the University of Minnesota**, based on Ms. Bohara's issue, has been resolved. After discussions with the University of Minnesota, they decided that they would clear the snow from the area identified by Ms. Bohara for the remainder of this school year.

The **Temporary Station's Customer Services window was broken into** and approximately \$97.00 was stolen on January 30<sup>th</sup>. This all happened when the customer service agent used the restroom. When the agent left the customer service area, the perpetrator reached through the customer service window, opened the drawer that holds our daily cash and proceeded to steal all of the money in the cash drawer. The individual then went and got onto the bus scheduled to leave. Upon returning, the customer service

agent noticed the drawer was open and empty. The customer service agent went out onto the bus and confronted the individual who had taken the money. The alleged robber provided his name but claimed his innocence. We have provided the video footage and incident details to the Eden Prairie police. No restitution has yet to occur.

**Airport Service** - Staff is currently looking at service options to begin providing service to both terminals at the Minneapolis-St. Paul Airport. The current service plan includes providing on demand shuttles from a SWT park and ride to either terminal on a pre-requested basis. Unfortunately, significant construction is planned for Hwy 5 by the airport, which may cause the start of service to be delayed until the Fall. Staff is meeting with airport representatives to discuss the service and construction further in order to better determine the timing and feasibility of the service.

**Saturday Prime Service** – Staff is happy to report that Saturday SW Prime service has seen a slight increase in productivity since shrinking the service window to 10am-4pm. As a result, staff is looking at adding resources to the service to meet growing demand. These service additions will go into effect ASAP.

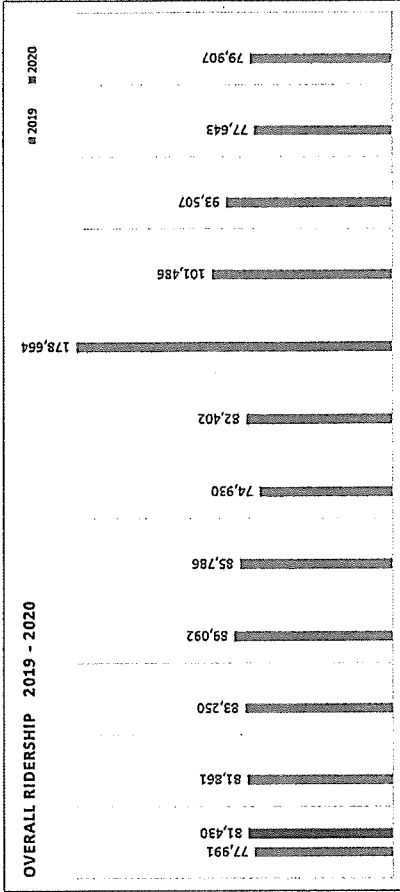




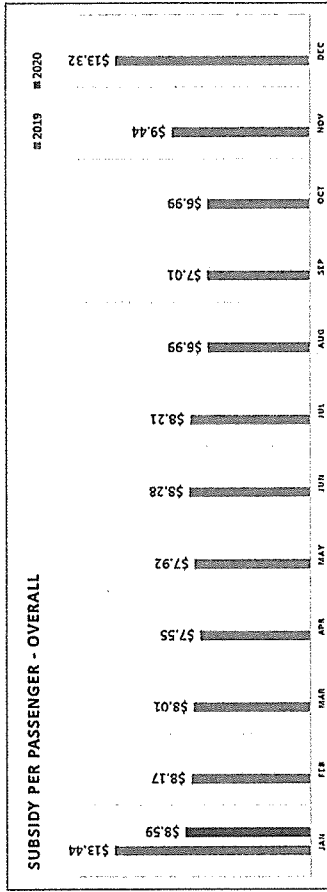
Southwest Transit 2020 Report Card

	DEC	JAN
<b>CUSTOMER SERVICE</b>		
Compliments Received	20	9
Complaints/Suggestions Received	14	9
Respond to all complaints within one business day	yes	yes
Resolve all complaints within five business days	yes	yes
Customer Service Calls Received	639	688
Customer Service Call Hours	20:10:19	23:08:39
CS Mean Ring Time (Goal of 25 seconds)	15	24
SW Prime Calls Received	4194	4487
SW Prime Call Hours	56:34:24	57:32:53
SW Prime Mean Ring Time (Goal of 25 seconds)	26	24
Kiosk Requests	272	230
Kiosk Mean Response Time (goal - 35 seconds)	26	27
<b>OPERATIONS</b>		
Average Revenue Trips Per Day	124.3	124.54
Total Late Trips (Departures > 5 Mins Late)	9	7
On Time Percentage (Departures < 3)	99.64	99.7
Standing Passengers	79	144
Missed Trips (Departures > 15 Mins Late)	0	1
Missed Stops	0	0
<b>RIDERSHIP</b>		
Fixed Route Monthly Ridership (Includes Special Events)	71,691	73,509
Fixed Route Daily Average	3,414	3,341
Special Events Monthly Ridership	12,294	1,262
On-Demand Monthly Ridership	8,216	7,921
On-Demand Daily Average (weekday)	377	410.1
Increase Ridership over the 2018 level by a minimum of 1%	-1.60%	6.10%
Maintain overall system subsidy per passenger under \$7.00	\$13.32	\$8.59
<b>MAINTENANCE - ACCIDENTS</b>		
Service Related	6	4
Service Related Costs	\$7,710.00	\$2,000.00
Non-Service Related	1	2
Non-Service Related Costs	\$139.00	\$209.00
Chargeable Accidents (> \$2,500)	3	1
Chargeable Accidents (> \$1,500)	3	4
Incident (< \$100)	0	2
Total Cost for Non-Chargeable Accidents	\$17,803.00	\$0.00
Total Accident Cost	\$7,849.00	\$2,209.00
PM Compliance (Goal of 91%)	93.00%	91.00%
<b>MAINTENANCE - ROADCALLS</b>		
In Service Roadcalls	3	3
NTD Miles Between Roadcalls for Major Mechanical Failure	65,105	69,871
Non-Service Related Roadcalls	0	0
Affected Passengers	153	19
<b>FACILITIES</b>		
Safety/Housekeeping Issues Identified	5	3
Safety/Housekeeping Issues Addressed	5	3

OVERALL RIDERSHIP 2019 - 2020



SUBSIDY PER PASSENGER - OVERALL



ON TIME PERCENTAGE

