

CITY OF INVER GROVE HEIGHTS

A G E N D A

CITY COUNCIL WORK SESSION

APRIL 2, 2018 6:00 PM

**INVER GROVE HEIGHTS CITY HALL
COUNCIL CHAMBERS**

A. CALL TO ORDER – MAYOR TOURVILLE

- 1. PRESENTATION ON ACTIVE ADULT PROGRAMMING PARTNERSHIP WITH
ISD 199**
- 2. CONSIDER APPROVAL OF RESOLUTION TO SUPPORT LOCAL DECISION -
MAKING AUTHORITY**
- 3. RR QUIET ZONE**
- 4. SAC LOAN DEFERRAL PROGRAM**
- 5. COMMUNICATIONS STRATEGIES**
- 6. CUSTOMER SERVICE POLICY**

B. ADJOURN

Item 1

Presentation on Active Adult Programming Partnership with ISD 199

No Handouts.

CITY OF INVER GROVE HEIGHTS

REQUEST FOR COUNCIL ACTION

CONSIDER APPROVAL OF RESOLUTION TO SUPPORT LOCAL DECISION-MAKING AUTHORITY AND OPPOSING LEGISLATION THAT REMOVES THE ABILITY FOR LOCAL ELECTED OFFICIALS TO RESPONSE TO THE NEEDS OF THEIR BUSINESSES AND CONSTITUENTS

Meeting Date: April 2, 2018
 Item Type: Work Session
 Contact: 651-450-2513
 Prepared by: Michelle Tesser, City Clerk
 Reviewed by:

Fiscal/FTE Impact:

☒	None
☐	Amount included in current budget
☐	Budget amendment requested
☐	FTE included in current complement
☐	New FTE requested – N/A
☐	Other

PURPOSE/ACTION REQUESTED Consider approving the Resolution to support local decision-making authority.

SUMMARY: The League of MN Cities is encouraging cities to join nearly 100 cities from all around the state to pass a resolution supporting local decision-making authority and opposing legislation that removes the ability for local elections officials to respond to the needs for their business and constituents. There are more the 40+ bills threatening local authority that have been introduced aiming at restricting city authority.

Upon approval the city will send a copy of the Resolution to our legislators and the League of MN Cities.

A list of the 100+ cities that have passed a resolution is attached.



CONNECTING & INNOVATING
SINCE 1913

Cities Supporting Local Control

The following 93 cities have passed resolutions supporting local control in 2017 & 2018

Alexandria	Hewitt	Rochester
Audubon	Hinckley	Round Lake
Baudette	Hopkins	Royalton
Bemidji	Hoyt Lakes	Sandstone
Big Lake	Hutchinson	Shoreview
Blue Earth	Isanti	Silver Lake
Buffalo	Jenkins	Springfield
Cambridge	Lake Bronson	St. Louis Park
Carver	Lake City	St. Paul
Centerville	Lindstrom	Stewartville
Clarkfield	Little Falls	Taylors Falls
Climax	Lucan	Thief River Falls
Coates	Mahnomen	Vesta
Cottage Grove	Maplewood	Wabasso
Crosslake	Mazeppa	Wadena
Currie	Medford	Warren
Dawson	Melrose	Warroad
Dayton	Mendota Heights	Watkins
Deer River	Minneapolis	Waverly
Delano	Minnetonka	Wendell
Dilworth	Moorhead	Whakon
Duluth	Mora	Wheaton
Eagan	North Branch	White Bear Lake
Eden Valley	North St. Paul	Wood Lake
Edina	Northfield	Worthington
Ely	Olivia	
Eyota	Oronoco	
Fosston	Ottertail	
Franklin	Owatonna	
Granite Falls	Pequot Lakes	
Grant	Prior Lake	
Ham Lake	Proctor	
Hastings	Rice Lake	
Hawley	Richfield	

Updated: 3/18/18

**CITY OF INVER GROVE HEIGHTS
DAKOTA COUNTY, MINNESOTA**

RESOLUTION NO. _____

**A RESOLUTION A RESOLUTION SUPPORTING LOCAL DECISION-MAKING
AUTHORITY**

WHEREAS, local elected decision-makers are in the best position to determine what health, safety and welfare regulations best serve their constituents; and

WHEREAS, just like state legislative leaders, local elected officials are held accountable through Minnesota's robust elections process; and

WHEREAS, ordinances at the local level are enacted only after a comprehensive, legal and open process; and

WHEREAS, local units of government are required to publish notices about meetings where policies will be discussed and decisions will be made; and

WHEREAS, under the state's Open Meeting Law, public policy discussions and decisions must occur in meetings that are accessible to members of the public; and

WHEREAS, cities are often laboratories for determining public policy approaches to the challenges that face residents and businesses; and

WHEREAS, preservation of local control in Minnesota has yielded statewide benefits such as the 2007 Freedom to Breathe Act, an amendment to the Minnesota Clean Indoor Air Act; and

WHEREAS, more than two dozen bills that restrict local decision-making have been introduced in 2017 to date.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF INVER GROVE HEIGHTS that this Council supports local decision-making authority and opposes legislation that removes the ability for local elected officials to respond to the needs of their businesses and constituents.

ADOPTED by the Inver Grove Heights City Council this 2nd day of April, 2018.

AYES:

NAYS:

George Tourville, Mayor

ATTEST:

Michelle Tesser, City Clerk

CITY OF INVER GROVE HEIGHTS

REQUEST FOR COUNCIL ACTION

Railroad Quiet Zone

Meeting Date: April 2, 2018
 Item Type: Work Session
 Contact: Thomas J. Link: 651-450-2546
 Prepared by: Tom Link, Director of Comm. Dev.
 Reviewed by: NA


Fiscal/FTE Impact:

☐	None
☒	Amount included in current budget
☐	Budget amendment requested
☐	FTE included in current complement
☐	New FTE requested – N/A
☐	Other (Revenue)

PURPOSE/ACTION REQUESTED

The City Council is to 1) hear a presentation from Chris Ryan of SRF Consultant Group regarding the final Quiet Zone Assessment, as attached, and 2) provide direction to staff.

BACKGROUND

The City Council approved the contract with SRF Consulting Group to perform the Railroad Quiet Zone Study in mid-2017. The Council also determined that all railroad crossings in the City, except for industrial crossings in the vicinity of 117th Street, should be included in the analysis. The work included collecting data, conducting a diagnostic meeting of each of the crossings with the affected railroad and Federal Railroad Administration, analyzing improvement alternatives, and preparing conceptual plans and costs.

A draft report was provided to the City Council in late November 2017 and Chris Ryan presented the report to the City Council at the December 4 work session. The City Council directed the consultant and City staff to 1) determine what actions could be considered by the City Council at this time, and 2) research funding sources for the necessary railroad improvements.

ANALYSIS

SRF subsequently prepared the final report, as attached. The report provides additional information regarding:

- Constant Warning Time (CWT) (page 4)
- The signal control point at 105th Street (page 11)
- Additional scenarios, including impacts of redevelopment in the Concord Neighborhood and 105th Street (pages 14, 15, and 17)
- Phased implementation (page 16)
- Next steps (page 18 – 19)

SRF recommends Scenario 3 “due to the combination of cost-effective improvements and increased safety”. The cost of this scenario is \$90,000. Staff concurs with this recommendation.

Possible sources of funding for the improvements could be Dakota County Environmental Legacy Fund (ELF) grants and/or Department of Employment and Economic Development

(DEED) Host Community grants. Projects are already designated for the 2018 applications, but railroad quiet zone improvements could possibly be included in 2019 or 2020 applications.

Enc: Final Quiet Zone Assessment

Cc: Chris Ryan, SRF

Inver Grove Heights, MN Quiet Zone Assessment

FINAL

City of Inver Grove Heights, Minnesota



March 2018

SRF No. 10329

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H:\Projects\10000\10329\TP\Report\Inver Grove Heights Quiet Zone Assessment FINAL Report 2018-03-26.docx

Introduction

The City of Inver Grove Heights, Minnesota (the City) is investigating options to improve the safety of at-grade highway-rail crossings and to minimize the impacts of train horn noise throughout the community. The Federal Railroad Administration's (FRA's) Train Horn Rule, issued in June 2005, offers an opportunity to accomplish this objective. The Train Horn Rule specifies the procedures and actions necessary to establish a train horn quiet zone for at-grade highway-rail crossings.

The City retained the services of SRF Consulting Group Inc. to conduct a Quiet Zone Assessment to identify the crossing improvements required for quiet zone implementation. This assessment evaluated five individual rail crossings along Union Pacific (UP) Railroad's Albert Lea subdivision and one crossing along Progressive Rail's Austin subdivision through the City. A map of the corridor with the locations of the proposed quiet zone crossings is shown in Figure 1. This report provides a summary of the assessment and includes proposed crossing improvement scenarios with planning level layouts and construction cost estimates for each crossing.

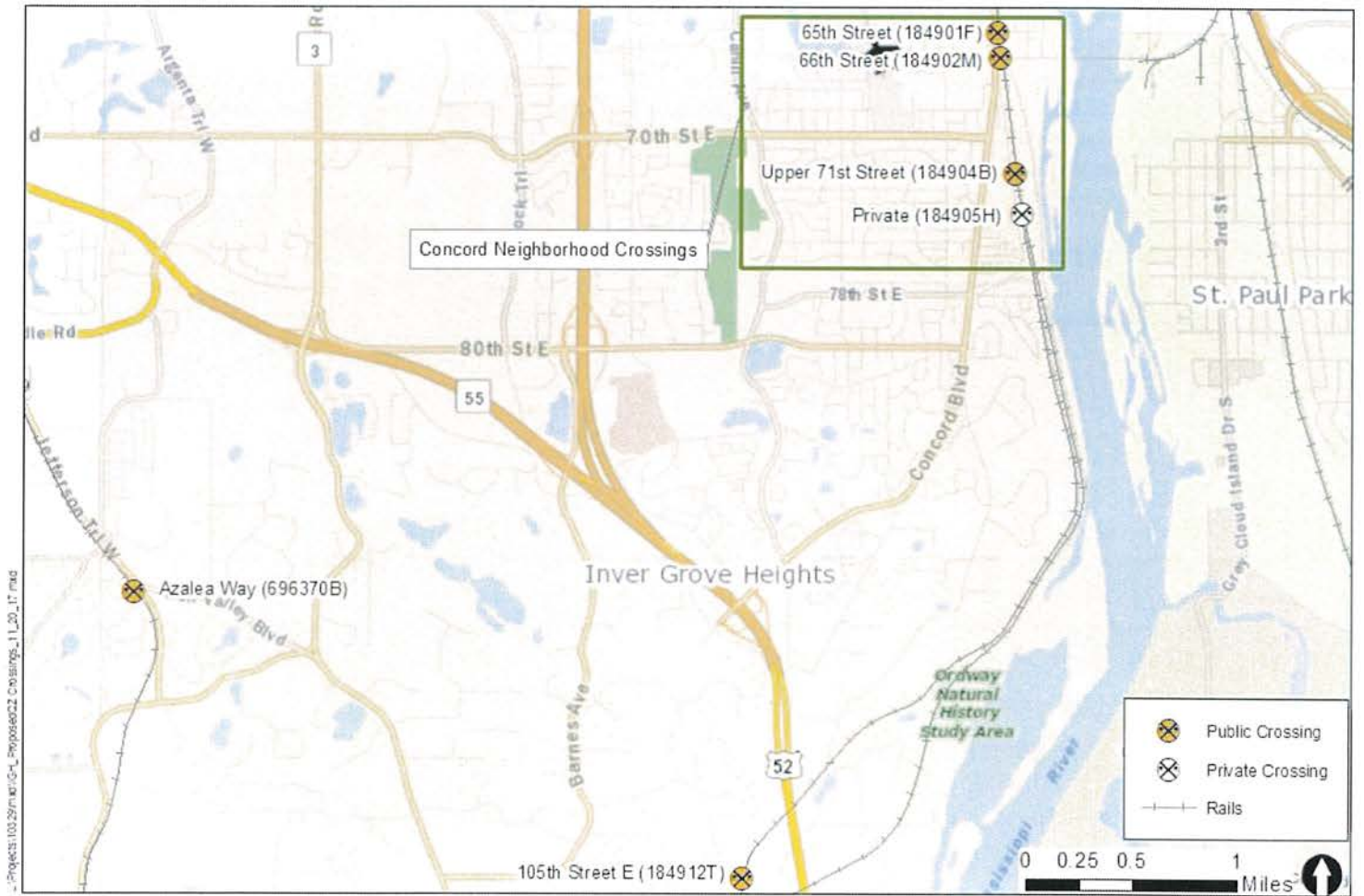
Minimum Warning Device Requirements

At a minimum, each public crossing in a proposed quiet zone must be equipped with entry gates and flashing lights with power-out indicators as well as constant warning time (CWT) detectors where reasonably practical. Multiple crossings in Inver Grove Heights have recently been upgraded to meet these requirements or are programmed to have these upgrades completed within the next year. The presence of these minimum requirements is summarized in Table 1 below. Note that private crossings do not require the same minimum requirements as public crossings. The locations of these crossings are also shown in Figure 1 on the following page.

Table 1. Minimum Warning Devices

Crossing Name	USDOT ID	ADT Year	ADT	Gates	Flashing Lights	CWT Detection
UP Crossings						
65 th Street	184901F	2008	630	Yes ¹	Yes ¹	Yes ¹
66 th Street	184902M	2011	2,280	Yes	Yes	Yes
Upper 71 st Street	184904B	2009	675	Yes	Yes	Yes
Private	184905H	n/a				
105 th Street	184912T	2011	250	Yes	Yes	No
Progressive Rail Crossings						
Azalea Way	696370B	2011	675	Yes	Yes	No

¹ Crossing signal upgrade programmed within the next year



Proposed Quiet Zone Crossings

Inver Grove Heights, MN Quiet Zone Assessment

Figure 1

Constant Warning Time

Constant Warning Time (CWT) is a type of train detection required by the FRA for all new QZ implementations. Simple train detection systems (e.g., motion sensors, track circuits) are designed to activate the crossing warning devices when they are triggered by a train a minimum of 20 seconds before the train enters the crossing. In cases where a train is approaching the crossing more slowly than usual, this warning time at the crossing will increase significantly. Motorists at the crossing may interpret the longer waiting time as a sign that the warning devices are malfunctioning and attempt to circumvent the gates. CWT addresses this issue by measuring the speed of the approaching train and adjusting the timing of the warning device activation to maintain consistent warning time durations.

Quiet Zone Risk Calculations

The FRA evaluates potential quiet zones using a complex risk prediction and assessment calculation. The FRA's online Quiet Zone Calculator is used to calculate the risk index at each crossing. The risk calculations are based on a number of factors such as train volumes and speed, highway traffic volumes, crossing geometry, and crash history.

The FRA determines the viability of quiet zone implementation by comparing three risk index values:

- **QZRI** – The Quiet Zone Risk Index is the average of the risk index values for each crossing in a proposed quiet zone assuming train horns are not routinely sounded.
- **RIWH** – The Risk Index With Horns is the average of the risk index values for each crossing in a proposed quiet zone assuming no additional safety improvements and the routine sounding of horns. The RIWH typically represents the existing risk levels.
- **NSRT** – The Nationwide Significant Risk Threshold is the average risk level of all highway-rail crossings in the United States that are equipped with flashing lights and gates and at which locomotive horns are routinely sounded. The NSRT is recalculated annually to reflect existing risk trends. The current value of the NSRT is 14,723.

The QZRI for a proposed quiet zone is reduced through the implementation of FRA-approved Supplementary Safety Measures (SSMs) and/or Alternative Safety Measures (ASMs). A quiet zone may be implemented when SSMs and/or ASMs have been installed sufficient to bring the QZRI below either the RIWH or the NSRT. It is important to note that the QZRI and RIWH are measured as an average of the corridor as a whole rather than for individual crossings.

Reducing Risk Below National Average

If the QZRI is reduced below the NSRT alone, the quiet zone may be implemented, but the FRA will conduct an annual risk review to ensure that the quiet zone improvements still comply with the Train Horn Rule and that the QZRI is still below the NSRT. If an annual review finds that the quiet zone no longer qualifies, the public authority is given three years to install additional improvements to bring the quiet zone back into compliance. While the

City has the option to implement a quiet zone by meeting the NSRT threshold, SRF encourages the City to consider alternative scenarios that will meet the RIWH threshold. By meeting the RIWH threshold, the City will avoid the annual risk review process while also making the corridor safer than the current conditions.

Reducing Risk Below Existing Levels

If the QZRI is reduced below the RIWH using SSMs at every crossing, the quiet zone may be implemented and the City must provide an update to the FRA every five years stating that the safety measures implemented to achieve the quiet zone are still in place as proposed. If the QZRI is reduced below the RIWH without the use of SSMs at every crossing, this update to the FRA must be provided every three years.

Types of Crossing Improvements

The FRA has pre-approved a variety of Supplementary Safety Measures (SSMs) to be used to improve safety at each crossing. These options and their corresponding risk reduction values are as follows:

- Closure or Grade Separation (100 percent risk reduction)
- Four-Quadrant Gates (77-82 percent risk reduction)
- Channelization Devices (e.g. Tuff Curb, Qwick Kurb) (75 percent risk reduction)
- Non-Traversable Medians (80 percent risk reduction)
- One-Way Street (82 percent risk reduction)

Examples of these improvements are shown on the following page.

Of these improvements, four quadrant gates and non-traversable medians are the most commonly used. Channelization devices are also frequently used in place of non-traversable medians where cost, narrow roadway width, or other roadway conditions must be considered. However, the channelization devices can be damaged by vehicles or during snow removal operations, necessitating ongoing monitoring and maintenance. Due to these factors, non-traversable medians were determined to be the most desirable crossing improvement option at most of the crossings in the corridor.

Non-traversable medians must meet minimum length requirements in order to be used for full risk reduction credit. The FRA mandates that medians and delineators must extend a minimum of 100 feet from the crossing gate arm. However, a 60-foot median is also acceptable if a longer median would interfere with either a public roadway or a commercial driveway. Medians that are shorter than these standards may still be used, but are considered Alternative Safety Measures (ASMs) and require the submittal of a Quiet Zone Application to the FRA. Risk reduction for reduced length medians is applied on a prorated basis. For example, if the proximity of intersections limits median lengths to 30 feet instead of the minimum 60 feet, the median will be considered half as effective.

In some cases, crossing improvements may be difficult or impossible due to the configuration of roadways, accesses, and other factors. However, the Train Horn Rule does not require improvements at every crossing in a quiet zone.



Crossing Improvement Options

As required by the Train Horn Rule, this assessment included an on-site diagnostic meeting with participation from key representatives from the City of Inver Grove Heights, the FRA, the Minnesota Department of Transportation (MnDOT), and Union Pacific (UP) Railroad. The diagnostic meeting was held on October 13th, 2017. The diagnostic meeting minutes are provided in Appendix A.

At each crossing, the diagnostic team evaluated the site conditions to evaluate potential safety issues and identify potential crossing improvements. A summary of the recommended improvements is included below. High-level aerial layouts of the improvements and construction cost estimates are also included on the following pages. The preliminary estimates were developed for each improvement option based on SRF's previous experience with quiet zone implementation. It should be noted that many of these costs may vary based on region, season, scope of construction activity, and other factors. The total estimated costs for each crossing have been rounded to the nearest \$5,000. Cost estimation worksheets are included in Appendix B.

65th Street (184901F)

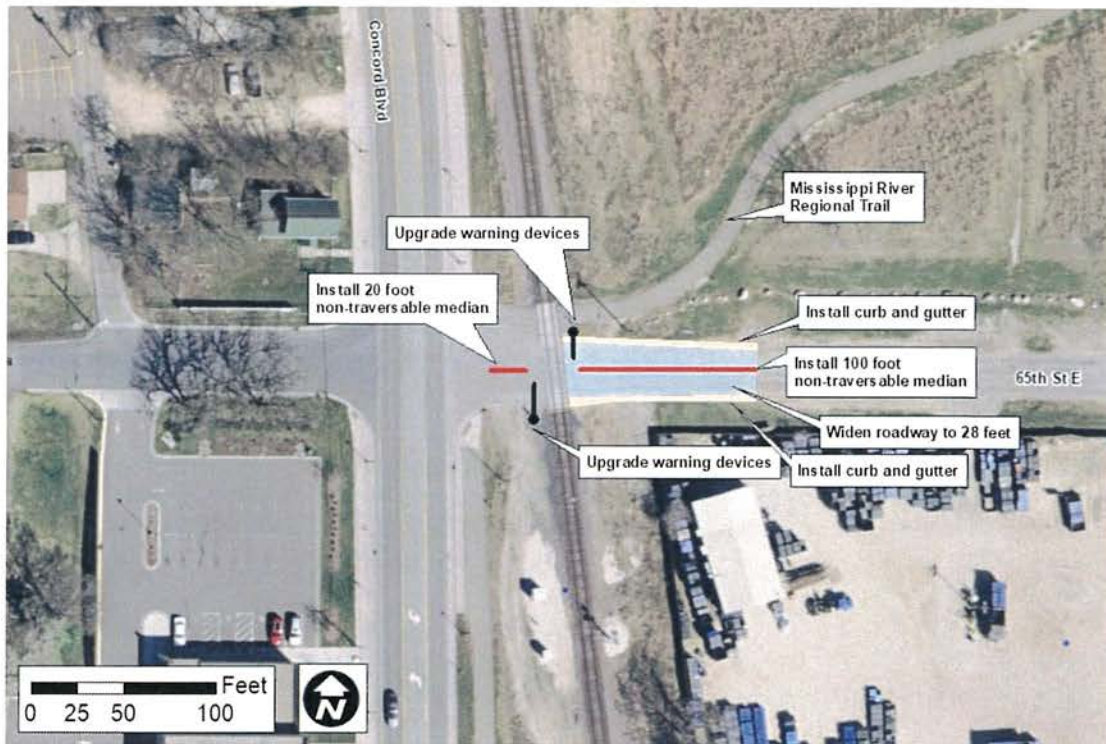
The 65th Street crossing consists of one mainline track. The crossing is not equipped with gates, flashing lights, or CWT, but is scheduled for a full warning device upgrade by UP within the next year. To the west of the crossing, an intersection with Concord Boulevard begins approximately 25 feet from the nearest rail. There are no conflicting roadways or accesses east of the crossing within 100 feet of the crossing.

The Mississippi River Regional Trail (MRRT) crosses this crossing on the north side of the roadway. The diagnostic team recommended the installation of advance warning signage on the westbound trail approach.

Option 1: ASM Medians

Install 20 feet of median to the west of the crossing. The location of Concord Boulevard to the west of the crossing prevents the installation of a longer median. Install 100 feet of median to the east of the crossing. To accommodate the addition of the medians while maintaining sufficient lane width, the roadway will need to be widened. Curb and gutter is also recommended on both sides of the roadway to better define the roadway edge. The layout for this option is shown in Figure 2. These improvements are estimated to cost \$65,000 and will result in a risk reduction of 53.3 percent.

Figure 2. 65th Street (184901F) Option 1



Option 2: No Additional Improvements

Under this option, no additional crossing improvements are proposed. Pursuing this option will leave the crossing with increased risk levels compared to the current levels.

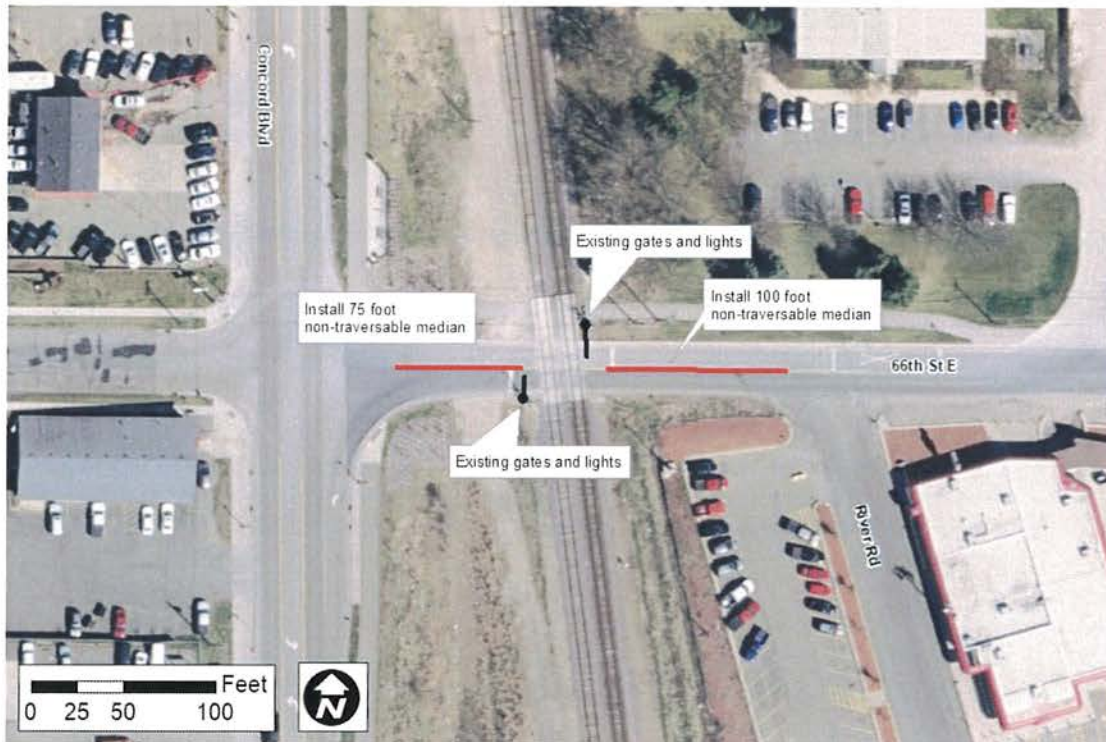
66th Street (184902M)

The 66th Street crossing consists of one mainline track and one siding track. The crossing has been recently equipped with gates, flashing lights, and CWT by UP. To the west of the crossing, an intersection with Concord Boulevard begins approximately 75 feet from the gate. To the east of the crossing there is an intersection with River Road on the south side of the roadway approximately 100 feet from the gate. A city pedestrian/bicycle trail crosses this crossing on the north side of the roadway.

Option 1: SSM Medians

Install 75 feet of median to the west of the crossing. The location of Concord Boulevard to the west of the crossing prevents the installation of a longer median. Install 100 feet of median to the east of the crossing. The layout for this option is shown in Figure 3. The improvements are estimated to cost \$250,000 and will result in a risk reduction of 80 percent.

Figure 3. 66th Street (184902M) Option 1



Option 2: No Additional Improvements

Under this option, no additional crossing improvements are proposed. Pursuing this option will leave the crossing with increased risk levels compared to the current levels.

Upper 71st Street (184904B)

The Upper 71st Street crossing consists of one mainline track and one siding track. The crossing has recently been equipped with gates, flashing lights, and CWT. To the west of the crossing, an intersection with Dickman Trail begins approximately 75 feet from the gate. There are no conflicting roadways or accesses east of the crossing within 100 feet of the gate.

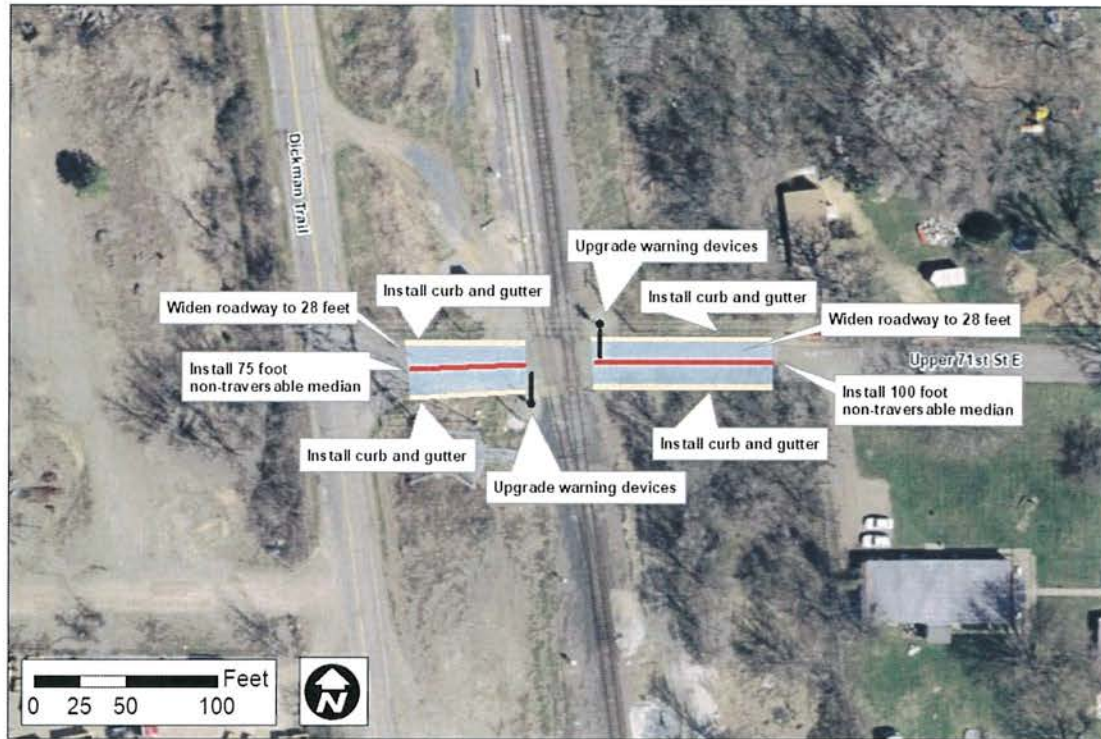
Option 1: SSM Medians

Install 75 feet of median to the west of the crossing. The intersection with Dickman Trail prevents a longer median from being installed. Install 100 feet of median to the east of the crossing. To accommodate the addition of the medians while maintaining sufficient lane width, the roadway will need to be widened on each side of the crossing. Curb and gutter is also recommended on both sides of the roadway to better define the roadway edge.

The existing timber crossing surface will need to be upgraded to concrete panels and widened to accommodate the wider roadway. The final cost of this crossing surface upgrade will be determined by the railroad, but the initial high-level estimate provided by UP at the diagnostic meeting was \$100,000.

The improvements are estimated to cost \$245,000 and will result in a risk reduction of 80 percent. The layout for this option is shown in Figure 4.

Figure 4. Upper 71st Street (184904B) Option 1



Option 2

Under this option, no additional crossing improvements are proposed. Pursuing this option will leave the crossing with increased risk levels compared to the current levels.

Private Crossing (184905H)

This crossing consists of one mainline track and is currently equipped with stop signs. While the FRA does not require improvements at private crossings for the purpose of quiet zone implementation, it does mandate that they be reviewed by the diagnostic team for any outstanding safety or operational issues. Aside from the installation of “No Train Horn” signs if the quiet zone is implemented, the diagnostic team recommended no additional crossing improvements at this crossing.

105th Street E (184912T)

The 105th Street crossing consists of one mainline track. The crossing is equipped with gates and flashing lights, but not CWT. The installation of CWT at this crossing will require a full replacement of the signal system due to the age of the equipment. This upgrade is estimated to cost \$250,000. The roadway surface at this crossing is currently gravel. Any installation of median will require that the roadway be paved.

A UP rail signal control point is located south of the crossing. The control point is used signal when trains must stop and when it is safe to proceed down the track. Even if this crossing is included in a quiet zone, trains may sound their horn as part of standard train movement operations in the vicinity of this control point.

Option 1

Install 30 feet of median to the west of the crossing. The entrance of Fly N Hy Kennel, a commercial access driveway, directly west of the crossing prevents a longer median from being installed. Install 100 feet of median to the east of the crossing. Widen the roadway to a width of 28 feet and install curb and gutter to better define the roadway edge. The improvements are estimated to cost \$460,000 and will result in a risk reduction of 60 percent. The layout for this option is shown in Figure 5.

Figure 5. 105th Street (184912T) Option 1



Option 2

Under this option, no additional crossing improvements are proposed. Pursuing this option will leave the crossing with increased risk levels compared to the current levels. This option will still require the installation of upgraded warning devices at an estimated cost of \$250,000.

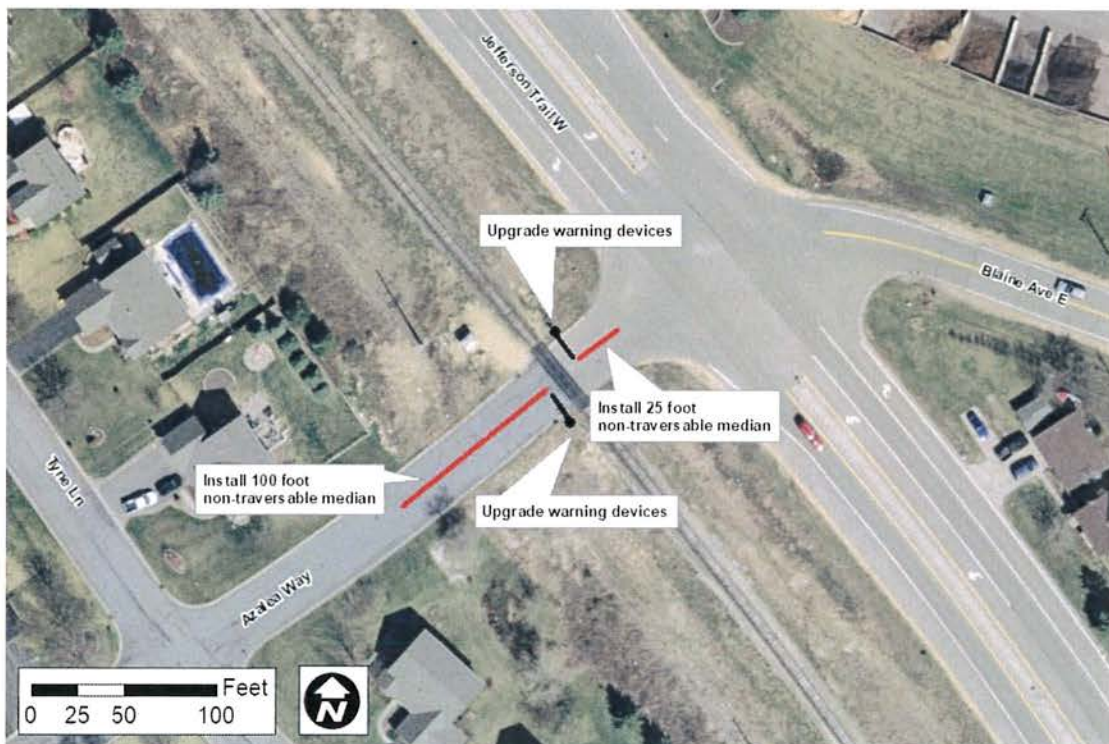
Azalea Way (696370B)

The Azalea Way crossing consists of one mainline track. The crossing is equipped with gates and flashing lights, but not with CWT. The installation of CWT at this crossing will require a full replacement of the signal system due to the age of the equipment. This upgrade is estimated to cost \$250,000. To the east of the crossing an intersection with Jefferson Trail West begins approximately 27 feet from the gate. There are no conflicting roadways or accesses west of the crossing within 100 feet of the gate.

Option 1

Install 100 feet of median to the west of the crossing. Install 25 feet of median to the east of the crossing. The intersection with Jefferson Trail West directly east of the crossing prevents a longer median from being installed. The improvements are estimated to cost \$270,000 and will result in a risk reduction of 56.7 percent. The layout for this option is shown in Figure 6.

Figure 6. Azalea Way (696370B) Option 1



Option 2

Under this option, no additional crossing improvements are proposed. Pursuing this option will leave the crossing with increased risk levels compared to the current levels. This option will still require the installation of upgrade warning devices at an estimated cost of \$250,000.

Crossing Improvement Scenarios

Multiple crossing improvement scenarios are available to the City which would allow for the implementation of quiet zones at either the UP or Progressive Rail crossings. Using various combinations of the crossing improvements described in the previous section will allow for the City to bring the Quiet Zone Risk Index (QZRI) below either the Risk Index With Horns (RIWH) and/or the Nationwide Significant Risk Threshold (NSRT). Four improvement scenarios were developed for the crossings in the UP corridor and two improvement scenarios were developed for the crossing in the Progressive Rail corridor. High level construction cost estimation worksheets are included in Appendix B. Note that these estimates are rounded to the nearest \$5,000. Documentation of the quiet zone risk calculations is included in Appendix C.

UP Improvement Scenarios

The key differentiating factors for the UP crossing improvement scenarios are the number of crossings at which additional improvements are implemented and whether the quiet zone includes the 105th Street crossing or is limited only to the Concord Neighborhood crossings. A summary of the estimated costs and risk calculations associated with each scenario is shown in Table 4.

Scenario 1: Improvements at Every Crossing

Under this scenario, the 105th Street crossing is included with the four Concord Neighborhood crossings. Non-traversable median improvements are proposed at each crossing. This scenario would have the highest impact on safety, reducing the risk in the corridor from 4,372 to 2,125, but also carries the highest estimated cost at \$795,000.

Scenario 2A/2B: Improvements at Concord Only

Scenario 2A uses the same improvements described in Scenario 1, with the exception that the 105th Street crossing is excluded from the proposed quiet zone. This scenario will have a similar effect on safety, reducing the risk from 4,811 to 2,154, but will cost significantly less at \$335,000.

Scenario 2B uses the same improvements described in Scenario 1, but does not propose any additional improvements at the 105th Street crossing aside from the required minimum warning device upgrade estimated at \$250,000. This scenario will reduce the risk in the corridor from 4,372 to 2,889 and will cost an estimated \$585,000.

Scenario 3: Concord Only; Limited Improvements

Under this scenario, only the crossings at 65th Street and 66th Street are improved with medians. These two crossings can be treated much more cost effectively than the Upper 71st Street crossing, which will require the installation of a new crossing surface in addition to a widening and repaving of the roadway. These improvements will reduce the risk in the corridor from 4,811 to 4,173, meeting the RIWH threshold. The estimated cost of these improvements is \$90,000. **Due to the combination of cost-effective improvements and increased safety in the corridor, SRF recommends that the City consider using this set of improvements as the preferred scenario.**

Scenario 4A/4B: No Additional Improvements

Under Scenario 4A, the quiet zone excludes the 105th Street crossing and no additional improvements are proposed aside from the standard “No Train Horn” signage. This scenario would result in risk levels in the corridor rising from 4,811 to 8,025. However, this is below the NSRT level of 14,723, and therefore is acceptable for quiet zone implementation per the Train Horn Rule requirements.

Scenario 4B uses the same approach as Scenario 4A, but includes the crossing at 105th Street. The scenario includes the upgrade of the 105th Street crossing to meet the minimum warning device requirements, but includes no other additional crossing improvements. This scenario would result in risk levels in the corridor rising from 4,372 to 7,293. As with Scenario 4A, this is below the NSRT level of 14,723, and is sufficient for quiet zone implementation.

Sensitivity Analysis

A consideration for the City is that implementing a quiet zone under the NSRT threshold will require an annual risk re-assessment to confirm that the risk levels at the crossings are still below the NSRT. The NSRT is updated annually to reflect changes to national risk levels. Changes to train and/or traffic volumes as well as crashes at the crossings will affect the QZRI. To assess the potential for various inputs to change the QZRI, SRF conducted a variety of sensitivity analyses for Scenario 4A. The results are summarized below in Table 2.

Table 2. UP Scenario 4 Sensitivity Analyses

	Assumptions	Effect on QZRI	Quiet Zone Compliance
1	Crash at 66 th Street	8,025 → 15,083 (>NSRT)	No
2	Crash at 65 th Street or Upper 71 st Street	8,025 → 12,141 (<NSRT) 8,025 → 12,902 (<NSRT)	Yes
3	Increased traffic from proposed development	8,025 → 8,877 (<NSRT)	Yes
4	Doubling of train and traffic volumes at all crossings	8,025 → 13,071 (<NSRT)	Yes
5	Doubling of train and traffic volumes at all crossings + crash at any crossing	8,025 → 20,873 (>NSRT)	No

The first sensitivity analysis assumes that a crash occurs at the 66th Street crossing. In general, a crash at a crossing with no existing crashes will increase the QZRI approximately threefold. Simulating a collision at the 66th Street crossing will increase the corridor QZRI from 8,025 to 15,083, exceeding the NSRT. In this situation, the City would need to install additional safety improvements to reduce the QZRI to acceptable levels. Simulating a collision at either 65th Street or Upper 71st Street will increase the corridor QZRI to 12,141 or 12,902, respectively. Each of these situations would result in the QZRI still being lower than the NSRT.

The third sensitivity analysis assumes the area surrounding the 65th Street and 66th Street crossings will be developed in accordance with the 2012 Concord Boulevard Neighborhood Plan. The ITE Trip Generation Tables (9th Edition) were used to estimate the change to traffic volumes at these two crossings as shown below. Using these updated risk volumes shows that the corridor QZRI would increase from 8,025 to 8,877, under the NSRT.

- 65th Street: 630 existing trips to 1,305 proposed trips (+675 change)
 - +725 trips from apartments and retail shopping (half of 1,450 total)
 - -50 trips from existing Midwest Equipment Sales
- 66th Street: 2,280 existing trips to 3,130 proposed trips (+850 change)
 - +725 trips from apartments and retail (half of 1,450 total)
 - +875 trips from senior housing and retail
 - -400 trips from existing Republic Services facility
 - -350 trips from King of Diamonds

The final two sensitivity analyses assume that the current traffic and train volumes double from their current levels. This alone will increase the corridor QZRI to 13,071, still under the NSRT. However, a crash at any crossing in the corridor would increase the corridor QZRI to at least 20,873, requiring the City to install additional safety improvements.

Phased Implementation

One option for the City to consider is a phased implementation of the quiet zone. If the City proceeds with an option including only the Concord Neighborhood crossings, there will still be the option of implementing a quiet zone at the 105th Street crossing in the future as additional funding becomes available. This quiet zone would be considered distinct and separate from the Concord Neighborhood quiet zone, but would function effectively as a single, continuous zone. Assuming the current train and traffic volumes do not change significantly, the quiet zone at 105th Street could be implemented by constructing either crossing improvement option presented in the previous section.

Progressive Rail Improvement Scenarios

With only one crossing included in this proposed quiet zone, the improvement options are limited to the installation of ASM medians or having no additional improvements. A summary of the estimated costs and risk calculations associated with each scenario is shown in Table 5.

Scenario 1: ASM Medians

Under this scenario, the Azalea Way crossing is upgraded with new warning devices and is equipped with ASM non-traversable medians. This scenario would reduce the risk at this crossing from 2,886 to 2,086 and would cost an estimated \$270,000. The majority of this cost is associated with the required warning device upgrade. **Due to the increased safety at the crossing, SRF recommends that the City consider using this set of improvements as the preferred scenario.**

Scenario 2: No Additional Improvements

Under this scenario, no additional improvements are proposed aside from the standard “No Train Horn” signage. This scenario would result in risk levels at the crossing rising from 2,886 to 4,814. However, this is below the NSRT level of 14,723, and therefore is acceptable for quiet zone implementation per the Train Horn Rule requirements. As with the proposed quiet zone in the UP corridor, the City should consider the potential impact of increased train and traffic volumes as well as the potential for crashes to impact the QZRI at this crossing. The sensitivity analyses completed for this crossing area summarized below in Table 3.

Table 3. Progressive Rail Scenario 2 Sensitivity Analyses

	Incident	Effect on QZRI	Quiet Zone Compliance
1	Crash at Azalea	4,814 → 14,443 (<NSRT)	Yes
2	Doubling of train and traffic volumes	4,814 → 7,825 (<NSRT)	Yes
3	Doubling of train and traffic volumes + Crash	4,814 → 23,474 (>NSRT)	No

Table 4. Improvement Scenario Summary (UP Corridor)

Crossing Name	Scenario 1: Improvements at Every Crossing	Scenario 2A: Concord Improvements; Exclude 105 th	Scenario 2B: Concord Improvements; Include 105 th	Scenario 3: Concord Only; Limited Improvements	Scenario 4A: Concord Only; No Additional Improvements	Scenario 4B: All Crossings; No Additional Improvements
65 th Street	- 20' median west - 100' median east - Widen roadway		- 20' median west - 100' median east - Widen roadway	- 20' median west - 100' median east - Widen roadway	- No additional improvements	
66 th Street	- 75' median west - 100' median east		- 75' median west - 100' median east	- 75' median west - 100' median east	- No additional improvements	
Upper 71 st Street	- 75' median west - 100' median east - Widen roadway - Reconstruct crossing surface		- 75' median west - 100' median east - Widen roadway - Reconstruct crossing surface	- No additional improvements	- No additional improvements	
105 th Street	- 30' median west - 100' median east - Widen and pave roadway - Upgrade warning devices	- Exclude from Quiet Zone	- Upgrade warning devices - No Additional Improvements	- Exclude from Quiet Zone	- Exclude from Quiet Zone	- Upgrade warning devices - No Additional Improvements
Est. Cost	\$795,000	\$335,000	\$585,000	\$90,000	\$0	\$250,000
NSRT	14,723	14,723	14,723	14,723	14,723	14,723
RIWH	4,372	4,811	4,372	4,811	4,811	4,372
QZRI	2,125	2,154	2,889	4,173	8,025	7,293

Table 5. Improvement Scenario Summary (Progressive Rail)

Crossing Name	Scenario 1: ASM Medians	Scenario 2: No Additional Improvements
Azalea Way	100' median west 25' median east	No Additional Improvements
Estimated Cost	\$270,000	\$250,000
NSRT	14,723	14,723
RIWH	2,886	2,886
QZRI	2,086	4,814

Note: Quiet Zone Risk Index (QZRI) must be below either Nationwide Significant Risk Threshold (NSRT) or Risk Index: With Horns (RIWH) to qualify for quiet zone implementation.

Next Steps and Implementation Timeline

The next step for the City is to determine the preferred crossing improvement scenario. As noted previously, SRF recommends the use of Scenario 3 for the UP crossings and Scenario 1 for the Progressive Rail crossing. Each of these scenarios will result in increased safety in the corridor compared to existing levels. Once the appropriate crossing improvement options have been selected, there are several steps necessary to implement a quiet zone. A summary of these steps is summarized below:

1. **Notice of Intent:** The first step in the quiet zone implementation process is the submittal of a Quiet Zone Notice of Intent (NOI) to the FRA, UP, Progressive Rail, MnDOT, and any other applicable stakeholders. The NOI outlines the proposed crossing improvements the City intends to use to qualify for quiet zone implementation. All recipients of the NOI are allowed 60 days to provide comment.
2. **CWT Waiver Request (Optional):** As noted earlier, the crossings at 105th Street and Azalea Way are equipped with gates and flashing lights, but not with CWT detectors. The FRA Train Horn Rule states that CWT detectors are required where “reasonably practical.” The Rule does not specifically define the term, but in practice it is generally considered reasonably practical to install CWT detectors at all mainline tracks approaching a crossing. In some cases, a city may submit a request to the FRA seeking a waiver of the CWT requirement, but these are typically only granted at crossings with multiple siding tracks or at crossings adjacent to train yards. Preliminary indications from FRA representatives are that a waiver of the CWT requirement at the 105th Street and Azalea Way crossings are unlikely to be granted.
3. **Quiet Zone Application:** Many of the proposed improvements described in this report include the use of Alternative Safety Measure (ASM) improvements. When ASM improvements are used, a Quiet Zone Application must be submitted to the FRA following the NOI 60-day comment period. The Application is subject to a minimum 60-day comment period for all stakeholders and must then be approved by the FRA. It is estimated that this process will take nine to twelve months to complete.
4. **Construct Improvements:** Once the Quiet Zone Application has been approved, the City may begin construction of the proposed crossing improvements. The City must also install advance warning signs and pavement markings conforming to the MUTCD standards, including the installation of “No Train Horn” signs to notify the public that train horns will no longer routinely sound at these crossings.
5. **Notice of Establishment:** Once the proposed improvements have been constructed, the City must then submit a Quiet Zone Notice of Establishment (NOE) to the FRA and all applicable stakeholders. The railroad must cease the routine sounding of horns 21 days after the submittal of this final notice.

After the quiet zone is implemented, the City will be required to provide updates to the FRA on a routine basis confirming that the improvements used to qualify for the quiet zone are still in place. If the quiet zone is established by installing SSMs at every crossing, the FRA requires a letter every five years confirming the continued presence of the SSM improvements. If the quiet zone is established without SSMs at every crossing a similar letter must be submitted to the FRA every three years. If the quiet zone is established by meeting only the NSRT threshold, FRA staff will complete an annual risk assessment to confirm that the quiet zone is still within the NSRT threshold and will notify the City of the results. If the NSRT threshold is no longer met, the City will have six months to develop an action plan for adding additional improvements to bring the quiet zone under the NSRT threshold and three years to install these improvements before the quiet zone is terminated.

Appendix A: Diagnostic Meeting Minutes

INVER GROVE HEIGHTS, MN QUIET ZONE DIAGNOSTIC MEETING

MEETING MINUTES

9:00 A.M. October 13th, 2017

ATTENDEES:

Tom Link, City of Inver Grove Heights
Scott Thureen, City of Inver Grove Heights
Chris Rice, MnDOT
Tammy Wagner, FRA

Tom Domres, FRA
John Venice, Union Pacific Railroad
Chris Ryan, SRF Consulting Group
Joe Lampe, SRF Consulting Group

Note: These meeting minutes also include the comments and recommendations from a diagnostic meeting held on October 12, 2017 with Tom Link (City of Inver Grove Heights), Nik Shepard (Progressive Rail), and Chris Ryan (SRF Consulting Group).

The diagnostic meeting participants, including representatives from the City of Inver Grove Heights, the Federal Railroad Administration (FRA), Union Pacific Rail (UPRR), and the Minnesota Department of Transportation (MnDOT) met at the Inver Grove Heights City Hall building to discuss the steps necessary to implement a quiet zone in the City of Inver Grove Heights under the FRA's Train Horn Rule. A copy of the sign-in sheet with contact information is provided as an attachment.

The meeting began with introductions and a brief project overview. The purpose of the meeting was to investigate and gather input on the various Supplemental Safety Measure (SSM) and Alternative Safety Measure (ASM) options available at each crossing in the proposed quiet zone. The quiet zone diagnostic meeting is also an opportunity to identify other concerns or issues related to the crossing such as safety, traffic operations, construction needs, etc.

The review included four public crossings (65th St, 66th St, Upper 71st St, and 150th St) and one private crossing located along UPRR's Albert Lea Subdivision, and one crossing (Azalea Way) located along Progressive Rail's Austin subdivision in the City of Inver Grove Heights. Informational packets distributed to the group included the following materials:

1. 8.5x11 aerial maps showing the layout of each crossing
2. United States Department of Transportation (USDOT) grade crossing inventory forms for each of the crossings
3. United States Department of Transportation (USDOT) accident history reports for the previous five years.
4. A blank evaluation sheet for the diagnostic team members to document the preferred SSM/ASM improvement options and other field notes

Once introductions were complete, Tammy Wagner (FRA) discussed the potential timeline for implementation of the quiet zone, noting the Notice of Intent (NOI) and its associated 60-day comment period, the approximately six- to nine-month review period for a Quiet Zone Application (if ASM improvements are used), and the 21-day period between the submittal of

the Notice of Establishment (NOE) and the actual establishment of the quiet zone. Tammy discussed the FRA's periodic recertification process wherein the City must document that the crossings still comply with the Train Horn Rule requirements. This process occurs once every one to five years depending on how the quiet zone is established. Tammy also reminded the group that a quiet zone prevents the *routine* sounding of horns, but horns may still be sounded in cases of emergency (vehicle, pedestrian, or animal on the tracks), in cases where construction or maintenance personnel are in close proximity to the track, or if the crossing warning devices are not functioning correctly.

John Venice (Union Pacific Railroad) followed with information on upgrades that have been made to certain crossings and the impacts that these changes have on quiet zone criteria and the status of each crossing. The crossings at 66th Street and Upper 71st Street have recently been upgraded with gates, flashing lights, and CWT detection. The crossing at 65th Street is scheduled for a similar upgrade within the next year.

Chris Ryan (SRF Consulting Group) proceeded with an overview of the SSM and ASM options available for each crossing in accordance with the Train Horn Rule, the overall costs and benefits of each option, and how recent upgrades to certain crossings fit into both options.

John Venice then gave a general safety briefing and code of conduct for crossing site visits. Attendees then headed to the field to visit the crossings and to conduct a diagnostic review and to discuss potential safety measure updates for the crossings in the proposed quiet zone.

A summary of the notes, discussion items, and recommended improvements for each crossing is provided in the tables on the following pages. General comments from the meeting that apply to all crossings are as follows:

- All crossings will need to be equipped with "No Train Horn" signs if a quiet zone is implemented. Other rail crossing signage and pavement markings consistent with the guidance in the Manual on Uniform Traffic Control Devices (MUTCD) are also required.
- Updated traffic volumes will need to be collected at the crossings if quiet zone implementation is pursued. The FRA prefers count within one year for local roads and within three years for state or county highways.
- John Venice confirmed that current average daily train volumes through the UPRR crossings are nine per day. Nik Shepard confirmed that current average daily train volumes through the Progressive Rail crossing is two per day.

The next steps of the quiet zone implementation process were also reviewed. Following the diagnostic meeting, the City will work to identify the appropriate crossing improvements at each crossing necessary to qualify for a quiet zone. If the quiet zone moves forward, a Notice of Intent will be submitted to all stakeholders providing an overview of the proposed improvements. This notice is subject to a 60-day comment period. If ASM crossing improvements are used, the FRA will require the submittal of a Quiet Zone Application. This application must be reviewed by the FRA's Railroad Safety Board and the processing time is currently estimated at six to nine months.

Construction of the improvements typically occurs following FRA approval of this application. Construction may occur prior to approval, but any modifications required by the FRA would need to be incorporated. Once the Quiet Zone Application is approved and the crossing improvements are installed, a Notice of Quiet Zone Establishment will be submitted to all stakeholders. The quiet zone will go into effect 21 days after this Notice.

65th Street		FRA Crossing ID: 184901F	
Crossing Improvement Options (Rank Top 3):			
SSMs: ☐ 4-Quadrant Gate ☐ Non-Traversable Medians ☐ Channelized Delineators ☐ Wayside Horns ☐ Closure ☐ One-Way Streets	ASMs: ☐ 3-Quadrant Gate ☒ 1 Reduced Length Non-Traversable Medians ☐ Reduced Length Channelized Delineators ☐ Other (Describe):	☒ 2 No Treatment	
Notes: This crossing is scheduled for a warning device upgrade (gates, flashing lights, CWT detection) by UPRR within the next year. The roadway width at this crossing is 42 feet to the west and 23 feet to the east. To the west of the crossing an intersection with Concord Boulevard begins approximately 25 feet from the nearest rail. There are no conflicting roadways or accesses east of the crossing within 100 feet of the crossing. The track at this crossing consists of one mainline track. The Mississippi River Regional Trail (MRRT) crosses this crossing on the north side of the roadway. Current pedestrian/bicycle counts are not known at this location, but are not required for quiet zone implementation. Full-length non-traversable medians are not possible to the west of the crossing due to the proximity of Concord Boulevard. The diagnostic team recommended the use of ASM reduced length medians with approximately 15-20 feet of median west of the crossing and a full 100 feet of median east of the crossing. The roadway east of the crossing will likely need to be widened to accommodate the median. The diagnostic team also recommended installing curb and gutter to better define the roadway edge. The City noted that the proposed median west of the crossing will likely encroach on Dakota County right-of-way. The City will need to coordinate with County on the implementation of this improvement. The diagnostic team recommended advanced warning signage for the MRRT trail. The team felt that no additional pedestrian warning devices were warranted.			

66th Street		FRA Crossing ID: 184902M	
Crossing Improvement Options (Rank Top 3):			
SSMs:	☐ 4-Quadrant Gate ☒ 1 Non-Traversable Medians ☐ Channelized Delineators ☐ Wayside Horns ☐ Closure ☐ One-Way Streets	ASMs:	☐ 3-Quadrant Gate ☐ Reduced Length Non-Traversable Medians ☐ Reduced Length Channelized Delineators ☐ Other (Describe): ☒ 2 No Treatment
Notes: This crossing has recently been upgraded by UPRR with gates, flashing lights, and CWT detection. The roadway width at this crossing is 27 feet. To the west of the crossing an intersection with Concord Boulevard begins approximately 74 feet from the gate arm. There are no conflicting roadways or accesses east of the crossing within 100 feet of the gate. The track at this crossing consists of one mainline and one siding track. A city pedestrian/bicycle trail crosses this crossing on the north side of the roadway. Current pedestrian/bicycle counts are not known at this location. The diagnostic team recommended the use of SSM full-length medians with approximately 70-75 feet of median west of the crossing and a full 100 feet of median east of the crossing. The proposed median west of the crossing will likely encroach on Dakota County right-of-way. The City will need to coordinate with County on the implementation of this improvement. The diagnostic team recommended advanced warning signage for the city bicycle trail. The team felt that no additional pedestrian warning devices were warranted.			

Upper 71st Street		FRA Crossing ID: 184904B
Crossing Improvement Options (Rank Top 3):		
SSMs: ☐ 4-Quadrant Gate ☒ 1 Non-Traversable Medians ☐ Channelized Delineators ☐ Wayside Horns ☐ Closure ☐ One-Way Streets	ASMs: ☐ 3-Quadrant Gate ☐ Reduced Length Non-Traversable Medians ☐ Reduced Length Channelized Delineators ☐ Other (Describe):	☒ 2 No Treatment
Notes: This crossing has recently been upgraded by UPRR with gates, flashing lights, and CWT detection. The roadway width at this crossing is 19 feet. To the west of the crossing an intersection with Dickman Trail begins approximately 75 feet from the gate. There are no conflicting roadways or accesses east of the crossing within 100 feet of the gate. The track at this crossing consists of one mainline and one siding track. The diagnostic team recommended the use of SSM full-length medians with approximately 70-75 feet of median west of the crossing and a full 100 feet of median east of the crossing. The roadway on both sides of the crossing will need to be widened and resurfaced to accommodate the median. The diagnostic team also recommended installing curb and gutter to better define the roadway edge. The existing timber crossing surface will also need to be upgraded and widened to accommodate the wider roadway. The team felt that no additional pedestrian warning devices were warranted due to low pedestrian volumes.		

Private		FRA Crossing ID: 184905H
Crossing Improvement Options (Rank Top 3):		
SSMs: ☐ 4-Quadrant Gate ☐ Non-Traversable Medians ☐ Channelized Delineators ☐ Wayside Horns ☐ Closure ☐ One-Way Streets	ASMs: ☐ 3-Quadrant Gate ☐ Reduced Length Non-Traversable Medians ☐ Reduced Length Channelized Delineators ☐ Other (Describe):	☒ 1 No Treatment
Notes: While upgrades to private crossings are not required under the FRA's Train Horn Rule, they must be reviewed during the diagnostic meeting to identify any safety concerns and to recommend improvements. The crossing is currently equipped with stop signs. The diagnostic team recommended no additional crossing improvements at this location. Prior to quiet zone implementation, the City must contact the private crossing owner to update them on the diagnostic review notes and discussion items. The owner must also be included on any quiet zone documentation including the Notice of Intent, Quiet Zone Application, and Notice of Establishment.		

105th Street E		FRA Crossing ID: 184912T	
Crossing Improvement Options (Rank Top 3):			
SSMs:	☐ 4-Quadrant Gate ☐ Non-Traversable Medians ☐ Channelized Delineators ☐ Wayside Horns ☐ Closure ☐ One-Way Streets	ASMs:	☐ 3-Quadrant Gate ☒ <u>1</u> Reduced Length Non-Traversable Medians ☐ Reduced Length Channelized Delineators ☐ Other (Describe):
		☒ <u>2</u> No Treatment	
Notes: This crossing is equipped with gates and flashing lights, but not with CWT detection. The roadway width at this crossing is 23 feet. The roadway surface is unpaved. To the west of the crossing there is an intersection with the commercial access to Fly N Hy Kennel 39 feet from the gate. There are no conflicting roadways or accesses east of the crossing within 100 feet of the crossing. The track at this crossing consists of one mainline track. A UPRR rail signal control point is located south of the crossing. Here, even though the crossing may be located within a quiet zone, trains may blow three long horns as part of their standard train movement operations. Full-length non-traversable medians are not possible to the west of the crossing due to the proximity of Fly N Hy Kennel. The diagnostic team recommended the use of ASM reduced length medians with approximately 25-30 feet of median west of the crossing and a full 100 feet of median east of the crossing. The roadway on both sides of the crossing will need to be paved and potentially widened to accommodate the median. The diagnostic team also recommended installing curb and gutter to better define the roadway edge. The team felt that no additional pedestrian warning devices were warranted due to low pedestrian volumes.			

Azalea Way		FRA Crossing ID: 696370B	
Crossing Improvement Options (Rank Top 3):			
SSMs:	☐ 4-Quadrant Gate ☐ Non-Traversable Medians ☐ Channelized Delineators ☐ Wayside Horns ☐ Closure ☐ One-Way Streets	ASMs:	☐ 3-Quadrant Gate ☒ 1 Reduced Length Non-Traversable Medians ☐ Reduced Length Channelized Delineators ☐ Other (Describe):
		☒ 2 No Treatment	
Notes: This crossing is equipped with gates and flashing lights, but not with CWT detection. The roadway width at this crossing is 29 feet. To the east of the crossing an intersection with Jefferson Trail W begins approximately 27 feet from the gate. There are no conflicting roadways or accesses west of the crossing within 100 feet. The track at this crossing consists of one mainline track. Full-length non-traversable medians are not possible to the east of the crossing due to the proximity of Jefferson Trail W. The diagnostic team recommended the use of ASM reduced length medians with approximately 20-25 feet of median east of the crossing and a full 100 feet of median west of the crossing The team felt that no additional pedestrian warning devices were warranted due to low pedestrian volumes.			

Appendix B: Preliminary Construction Cost Estimates

			65th Street		66th Street		Upper 71st Street		105th Street: With Additional Improvements	105th Street: Minimum Upgrade Only		Azalea Way	
Item	Units	Unit Cost	Quantity	Item Cost	Quantity	Item Cost	Quantity	Item Cost	Quantity	Item Cost	Quantity	Item Cost	
Mobilization (~10% of Roadway Costs)	LS	Varies	1	\$ 5,000.00	1	\$ 2,000.00	1	\$ 18,000.00	1	\$ 15,500.00	0	\$ -	
Remove Pavement	SY	\$ 21.00	280	\$ 5,880.00	80	\$ 1,680.00	415	\$ 8,715.00	0	\$ -	0	\$ -	
Sawcut Pavement	LF	\$ 4.50	48	\$ 216.00	366	\$ 1,647.00	80	\$ 360.00	0	\$ -	0	\$ -	
Excavation (8")	SY	\$ 15.00	342	\$ 5,130.00	80	\$ 1,200.00	610	\$ 9,150.00	470	\$ 7,050.00	0	\$ -	
Aggregate Base (CV) Class 5 (8")	SY	\$ 15.00	342	\$ 5,130.00	80	\$ 1,200.00	610	\$ 9,150.00	470	\$ 7,050.00	0	\$ -	
Bituminous Pavement (6")	SY	\$ 40.00	342	\$ 13,680.00	0	\$ -	610	\$ 24,400.00	470	\$ 18,800.00	0	\$ -	
Concrete Curb & Gutter Design B618	LF	\$ 30.00	220	\$ 6,600.00	0	\$ -	400	\$ 12,000.00	300	\$ 9,000.00	0	\$ -	
Concrete Median (8" high, 4' wide)	SY	\$ 160.00	55	\$ 8,800.00	80	\$ 12,800.00	80	\$ 12,800.00	58	\$ 9,280.00	0	\$ -	
Crossing Surface Upgrade	LS	\$ 100,000.00	0	\$ -	0	\$ -	1	\$ 100,000.00	1	\$ 100,000.00	0	\$ -	
Warning Device Upgrade	LS	\$ 250,000.00	0	\$ -	0	\$ -	0	\$ -	1	\$ 250,000.00	1	\$ 250,000.00	
Subtotal				\$ 50,436.00		\$ 20,527.00		\$ 194,575.00		\$ 416,680.00		\$ 250,000.00	
Contingency (25%, Excludes Warning Device Upgrade)				\$ 12,609.00		\$ 5,131.75		\$ 48,643.75		\$ 41,670.00		\$ -	
TOTAL (Rounded to Nearest \$5,000)				\$ 65,000		\$ 25,000		\$ 245,000		\$ 460,000		\$ 250,000	

Note: These estimates are intended for high-level planning purposes only and do not represent detailed construction cost estimates.

UP	Total Cost	Included Improvements
Scenario 1	\$ 795,000	65th, 66th, Upper 71st, 105th
Scenario 2A	\$ 335,000	65th, 66th, Upper 71st
Scenario 2B	\$ 585,000	65th, 66th, Upper 71st, 105th (Minimum Upgrade)
Scenario 3	\$ 90,000	65th, 66th
Scenario 4A	\$ -	n/a
Scenario 4B	\$ 250,000	105th (Minimum Upgrade)

Progressive Rail		
Scenario 1	\$ 270,000	Azalea Way (all improvements)
Scenario 2	\$ 250,000	Warning Device Upgrade Only

Appendix C: Quiet Zone Risk Calculations

UP Quiet Zone Calculator Inputs

184901F 65TH ST E	184902M 66TH ST E
Stop Present warn device: Signs Gates	Gates Present warn device: Gates Gates
Number of highway vehicles per day: 630 630	Number of highway vehicles per day: 2280 2280
Total trains: 9 9	Total trains: 10 9
Day through trains : 5 5	Day through trains : 5 5
Total Switching Trains : 0 0	Total Switching Trains : 0 0
Number of main tracks: 1 1	Number of main tracks: 0 1
Number of other tracks: 0 0	Number of other tracks: 1 1
Urban(U.)/Rural(R.): U.Local U.Local	U.Minor Urban(U.)/Rural(R.): Arterial U.Minor Arterial
Highways paved: Yes Yes	Highways paved: Yes Yes
Maximum timetable speed mph: 25 25	Maximum timetable speed mph: 10 10
Number of highway lanes: 2 2	Number of highway lanes: 2 2
Number of years accident data: 5 5	Number of years accident data: 5 5
Number of accidents in accident data years: 0 0	Number of accidents in accident data years: 0 0
Wayside horn: No	Wayside horn: No
<u>Pre-Existing SSM:</u> No	<u>Pre-Existing SSM:</u> No

184904B UPPER 71ST STREET	184912T 105 ST E
Gates Present warn device: Gates Gates	Flashing Lights Present warn device: Lights Gates
Number of highway vehicles per day: 675 675	Number of highway vehicles per day: 250 250
Total trains: 9 9	Total trains: 6 9
Day through trains : 5 5	Day through trains : 3 5
Total Switching Trains : 0 0	Total Switching Trains : 0 0
Number of main tracks: 0 0	Number of main tracks: 1 1
Number of other tracks: 1 1	Number of other tracks: 0 0
Urban(U.)/Rural(R.): U.Local U.Local	Urban(U.)/Rural(R.): U.Local U.Local
Highways paved: Yes Yes	Highways paved: No No
Maximum timetable speed mph: 10 10	Maximum timetable speed mph: 20 20
Number of highway lanes: 2 2	Number of highway lanes: 2 2
Number of years accident data: 5 5	Number of years accident data: 5 5
Number of accidents in accident data years: 0 0	Number of accidents in accident data years: 0 0
Wayside horn: No	Wayside horn: No
<u>Pre-Existing SSM:</u> No	<u>Pre-Existing SSM:</u> No

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Crossing	Street	Traffic	Warning Device	Pre-SSM	SSM	Risk	
184901F	65TH ST E	630	Gates	0	0	6,173.36	MODIFY
184902M	66TH ST E	2280	Gates	0	0	10,586.25	MODIFY
184904B	UPPER 71ST STREET	675	Gates	0	0	7,315.74	MODIFY
184912T	105 ST E	250	Gates	0	0	5,095.14	MODIFY

Step by Step Instructions:

Step 1: To specify New Warning Device (For Pre-Rule Quiet Zone Only) and/or SSM, click the [MODIFY](#) Button

Step 2: Select proposed warning device or SSM. Then click the [UPDATE](#) button. To generate a spreadsheet of the values on this page, click on [ASM](#) button—This spreadsheet can then be used for ASM calculations.

Step 3: Repeat Step (2) until the [SELECT](#) button is shown at the bottom right side of this page. Note that the [SELECT](#) button is shown ONLY when the Quiet Zone Risk Index falls below the NSRT or the Risk Index with Horn.

Step 4: To save the scenario and continue, click the [SELECT](#) button

* Only Public At Grade Crossings are listed.

[Click](#) for [Supplementary Safety Measures \[SSM\]](#)

[Click](#) for ASM spreadsheet: [ASM](#) * Note: The use of ASMs requires an application to and approval from the FRA.

Summary

Proposed Quiet Zone:	IGH Concord
Type:	New 24-hour QZ
Scenario:	IGH CONCOR_51310
Estimated Total Cost:	\$0.00
Nationwide Significant Risk Threshold:	14723 .00
Risk Index with Horns:	4372.08
Quiet Zone Risk Index:	7292.62
Select	

UP Quiet Zone Calculator Inputs (Assuming increased traffic from proposed development)

184901F 65TH ST E	184902M 66TH ST E
Crossing Updated!	Crossing Updated!
Present warn device: Stop Signs	Present warn device: Gates
Number of highway vehicles per day: 630	Number of highway vehicles per day: 2280
Total trains: 9	Total trains: 10
Day through trains : 5	Day through trains : 5
Total Switching Trains : 0	Total Switching Trains : 0
Number of main tracks: 1	Number of main tracks: 0
Number of other tracks: 0	Number of other tracks: 1
Urban(U.)/Rural(R.): U.Local	Urban(U.)/Rural(R.): U.Minor Arterial
Highways paved: Yes	Highways paved: Yes
Maximum timetable speed mph: 25	Maximum timetable speed mph: 10
Number of highway lanes: 2	Number of highway lanes: 2
Number of years accident data: 5	Number of years accident data: 5
Number of accidents in accident data years: 0	Number of accidents in accident data years: 0
Wayside horn: No	Wayside horn: No
<u>Pre-Existing SSM:</u> No	<u>Pre-Existing SSM:</u> No
184904B UPPER 71ST STREET	
Present warn device: Gates	
Number of highway vehicles per day: 675	
Total trains: 9	
Day through trains : 5	
Total Switching Trains : 0	
Number of main tracks: 0	
Number of other tracks: 1	
Urban(U.)/Rural(R.): U.Local	
Highways paved: Yes	
Maximum timetable speed mph: 10	
Number of highway lanes: 2	
Number of years accident data: 5	
Number of accidents in accident data years: 0	
Wayside horn: No	
<u>Pre-Existing SSM:</u> No	

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Crossing	Street	Traffic	Warning Device	Pre-SSM	SSM	Risk	
184901F	65TH ST E	1305	Gates	0	0	8,082.37	MODIFY
184902M	66TH ST E	3130	Gates	0	0	11,232.10	MODIFY
184904B	UPPER 71ST STREET	675	Gates	0	0	7,315.74	MODIFY

Step by Step Instructions:

Step 1: To specify New Warning Device (For Pre-Rule Quiet Zone Only) and/or SSM, click the [MODIFY](#) Button

Step 2: Select proposed warning device or SSM. Then click the [UPDATE](#) button. To generate a spreadsheet of the values on this page, click on [ASM](#) button—This spreadsheet can then be used for ASM calculations.

Step 3: Repeat Step (2) until the [SELECT](#) button is shown at the bottom right side of this page. Note that the [SELECT](#) button is shown ONLY when the Quiet Zone Risk Index falls below the NSRT or the Risk Index with Horn.

Step 4: To save the scenario and continue, click the [SELECT](#) button

* Only Public At Grade Crossings are listed.

Click for [Supplementary Safety Measures \(SSM\)](#)

Click for ASM spreadsheet: [ASM](#) * Note: The use of ASMs requires an application to and approval from the FRA.

Summary

Proposed Quiet Zone:	IGH WITH DEVELOPMENT
Type:	New 24-hour QZ
Scenario:	IGH WITH D_52146
Estimated Total Cost:	\$0.00
Nationwide Significant Risk Threshold:	14723 .00
Risk Index with Horns:	5321.78
Quiet Zone Risk Index:	8876.74
Select	

UP Quiet Zone Calculator Inputs (Assuming Doubling Train/Traffic Volumes)

184901F 65TH ST E		184902M 66TH ST E	
Crossing Updated!			
Present warn device: Stop Signs	Gates	Present warn device: Gates	Gates
Number of highway vehicles per day: 630	1280	Number of highway vehicles per day: 2280	4580
Total trains: 9	18	Total trains: 10	18
Day through trains : 5	10	Day through trains : 5	10
Total Switching Trains : 0	0	Total Switching Trains : 0	0
Number of main tracks: 1	1	Number of main tracks: 0	0
Number of other tracks: 0	0	Number of other tracks: 1	1
Urban(U.)/Rural(R.): U.Local	U.Local	Urban(U.)/Rural(R.): U.Minor Arterial	U.Minor Arterial
Highways paved: Yes	Yes	Highways paved: Yes	Yes
Maximum timetable speed mph: 25	25	Maximum timetable speed mph: 10	10
Number of highway lanes: 2	2	Number of highway lanes: 2	2
Number of years accident data: 5	5	Number of years accident data: 5	5
Number of accidents in accident data years: 0	0	Number of accidents in accident data years: 0	0
Wayside horn:	No	Wayside horn:	No
<u>Pre-Existing SSM:</u>	No	<u>Pre-Existing SSM:</u>	No
184904B UPPER 71ST STREET			
Present warn device: Gates	Gates		
Number of highway vehicles per day: 675	1350		
Total trains: 9	18		
Day through trains : 5	10		
Total Switching Trains : 0	0		
Number of main tracks: 0	0		
Number of other tracks: 1	1		
Urban(U.)/Rural(R.): U.Local	U.Local		
Highways paved: Yes	Yes		
Maximum timetable speed mph: 10	10		
Number of highway lanes: 2	2		
Number of years accident data: 5	5		
Number of accidents in accident data years: 0	0		
Wayside horn:	No		
<u>Pre-Existing SSM:</u>	No		

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Change Scenario: IGH CONCOR_51423 ▼

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Create New Zone

Manage Existing Zones

Log Off

Crossing	Street	Traffic	Warning Device	Pre-SSM	SSM	Risk	
184901F	65TH ST E	1260	Gates	0	0	11,703.33	MODIFY
184902M	66TH ST E	4560	Gates	0	0	15,791.39	MODIFY
184904B	UPPER 71ST STREET	1350	Gates	0	0	11,718.79	MODIFY

Step by Step Instructions:

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Step 2: Select proposed warning device or SSM. Then click the [UPDATE](#) button. To generate a spreadsheet of the values on this page, click on [ASM](#) button—This spreadsheet can then be used for ASM calculations.

Step 3: Repeat Step (2) until the [SELECT](#) button is shown at the bottom right side of this page. Note that the [SELECT](#) button is shown ONLY when the Quiet Zone Risk Index falls below the NSRT or the Risk Index with Horn.

Step 4: To save the scenario and continue, click the [SELECT](#) button

* Only Public At Grade Crossings are listed.

[Click](#) for [Supplementary Safety Measures \[SSM\]](#)

[Click](#) for ASM spreadsheet: [ASM](#) * Note: The use of ASMs requires an application to and approval from the FRA.

Summary

Proposed Quiet Zone:	IGH Concord Doubling
Type:	New 24-hour QZ
Scenario:	IGH CONCOR_51423
Estimated Total Cost:	\$0.00
Nationwide Significant Risk Threshold:	14723 .00
Risk Index with Horns:	7836.43
Quiet Zone Risk Index:	13071.17
Select	

UP Scenario 1: Improvements at Every Crossing

Crossing	Street	Warning Device	SSM	PreSSM	Baseline Risk	Eff. of Pre-SSM	Eff. of new SSM	RIWH	RIWH w/Pre-SSMs	Pre-ASM eff	RIWH w/Pre-ASMs	Eff. of New ASM	Final Risk Index
184901F	65TH ST E	Gates	0	0	6,173	-	-	3,701	3,701	0	3,701	0.533	2,881
184902M	66TH ST E	Gates	0	0	10,586	-	-	6,347	6,347	0	6,347	0.800	2,117
184904B	UPPER 71ST STREET	Gates	0	0	7,316	-	-	4,386	4,386	0	4,386	0.800	1,463
184912T	105 ST E	Gates	0	0	5,095	-	-	3,055	3,055	0	3,055	0.600	2,038
Average					7,293			4,372	4,372		4,372		2,125
Crossing		Improvements		Effectiveness Calculation				NSRT				14,723	
65TH ST E		20' median west; 100' median east		0.8 * AVERAGE(20/60, 100/100)				RIWH				4,372	
66TH ST E		75' median west; 100' median east		0.8 * AVERAGE(75/75, 100/100)				QZRI				2,125	
UPPER 71ST STREET		75' median west; 100' median east		0.8 * AVERAGE(75/75, 100/100)									
105 ST E		30' median west; 100' median east		0.8 * AVERAGE(30/60, 100/100)									

UP Scenario 2A: Concord Only; Improvements at Every Crossing

Crossing	Street	Warning Device	SSM	PreSSM	Baseline Risk	Eff. of Pre-SSM	Eff. of new SSM	RIWH	RIWH w/Pre-SSMs	Pre-ASM eff	RIWH w/Pre-ASMs	Eff. of New ASM	Final Risk Index
184901F	65TH ST E	Gates	0	0	6,173	-	-	3,701	3,701	0	3,701	0.533	2,881
184902M	66TH ST E	Gates	0	0	10,586	-	-	6,347	6,347	0	6,347	0.800	2,117
184904B	UPPER 71ST STREET	Gates	0	0	7,316	-	-	4,386	4,386	0	4,386	0.800	1,463
Average					8,025			4,811	4,811		4,811		2,154
Crossing		Improvements		Effectiveness Calculation				NSRT				14,723	
65TH ST E		20' median west; 100' median east		0.8 * AVERAGE(20/60, 100/100)				RIWH				4,811	
66TH ST E		75' median west; 100' median east		0.8 * AVERAGE(75/75, 100/100)				QZRI				2,154	
UPPER 71ST STREET		75' median west; 100' median east		0.8 * AVERAGE(75/75, 100/100)									

UP Scenario 2B: Concord Only; Improvements at Every Crossing

Crossing	Street	Warning Device	SSM	PreSSM	Baseline Risk	Eff. of Pre-SSM	Eff. of new SSM	RIWH	RIWH w/Pre-SSMs	Pre-ASM eff	RIWH w/Pre-ASMs	Eff. of New ASM	Final Risk Index
184901F	65TH ST E	Gates	0	0	6,173	-	-	3,701	3,701	0	3,701	0.533	2,881
184902M	66TH ST E	Gates	0	0	10,586	-	-	6,347	6,347	0	6,347	0.800	2,117
184904B	UPPER 71ST STREET	Gates	0	0	7,316	-	-	4,386	4,386	0	4,386	0.800	1,463
184912T	105 ST E	Gates	0	0	5,095	-	-	3,055	3,055	0	3,055	0.000	5,095
Average					7,293			4,372	4,372		4,372		2,889
Crossing		Improvements		Effectiveness Calculation				NSRT				14,723	
65TH ST E		20' median west; 100' median east		0.8 * AVERAGE(20/60, 100/100)				RIWH				4,372	
66TH ST E		75' median west; 100' median east		0.8 * AVERAGE(75/75, 100/100)				QZRI				2,889	
UPPER 71ST STREET		75' median west; 100' median east		0.8 * AVERAGE(75/75, 100/100)									
105 ST E		none		n/a									

UP Scenario 3: Concord Only; Limited Improvements

Crossing	Street	Warning Device	SSM	PreSSM	Baseline Risk	Eff. of Pre-SSM	Eff. of new SSM	RIWH	RIWH w/Pre-SSMs	Pre-ASM eff	RIWH w/Pre-SSMs	Eff. of New ASM	Final Risk Index
184901F	65TH ST E	Gates	0	0	6,173	-	-	3,701	3,701	0	3,701	0.500	3,087
184902M	66TH ST E	Gates	0	0	10,586	-	-	6,347	6,347	0	6,347	0.800	2,117
184904B	UPPER 71ST STREET	Gates	0	0	7,316	-	-	4,386	4,386	0	4,386	0.000	7,316
Average					8,025			4,811	4,811		4,811		4,173
Crossing	Improvements							Effectiveness Calculation				NSRT	14,723
65TH ST E	20' median west; 100' median east							0.8 * AVERAGE(20/60, 100/100)				RIWH	4,811
66TH ST E	75' median west; 100' median east							0.8 * AVERAGE(75/75, 100/100)				QZRI	4,173
UPPER 71ST STREET	none							n/a					

UP Scenario 4A: Concord Only; No Additional Improvements

Crossing	Street	Warning Device	SSM	PreSSM	Baseline Risk	Eff. of Pre-SSM	Eff. of new SSM	RIWH	RIWH w/Pre-SSMs	Pre-ASM eff	RIWH w/Pre-SSMs	Eff. of New ASM	Final Risk Index
184901F	65TH ST E	Gates	0	0	6,173	-	-	3,701	3,701	0	3,701	0.000	6,173
184902M	66TH ST E	Gates	0	0	10,586	-	-	6,347	6,347	0	6,347	0.000	10,586
184904B	UPPER 71ST STREET	Gates	0	0	7,316	-	-	4,386	4,386	0	4,386	0.000	7,316
Average					8,025			4,811	4,811		4,811		8,025
Crossing	Improvements							Effectiveness Calculation				NSRT	14,723
65TH ST E	none							n/a				RIWH	4,811
66TH ST E	none							n/a				QZRI	8,025
UPPER 71ST STREET	none							n/a					

UP Scenario 4B: All Crossings; No Additional Improvements

Crossing	Street	Warning Device	SSM	PreSSM	Baseline Risk	Eff. of Pre-SSM	Eff. of new SSM	RIWH	RIWH w/Pre-SSMs	Pre-ASM eff	RIWH w/Pre-SSMs	Eff. of New ASM	Final Risk Index
184901F	65TH ST E	Gates	0	0	6,173	-	-	3,701	3,701	0	3,701	0.000	6,173
184902M	66TH ST E	Gates	0	0	10,586	-	-	6,347	6,347	0	6,347	0.000	10,586
184904B	UPPER 71ST STREET	Gates	0	0	7,316	-	-	4,386	4,386	0	4,386	0.000	7,316
184912T	105 ST E	Gates	0	0	5,095	-	-	3,055	3,055	0	3,055	0.000	5,095
Average					7,293			4,372	4,372		4,372		7,293
Crossing	Improvements							Effectiveness Calculation				NSRT	14,723
65TH ST E	none							n/a				RIWH	4,372
66TH ST E	none							n/a				QZRI	7,293
UPPER 71ST STREET	none							n/a					
105 ST E	none							n/a					

UP Scenario 4 Sensitivity Analysis: Assuming Crash at 65th													
Crossing	Street	Warning Device	SSM	PreSSM	Baseline Risk	Eff. of Pre-SSM	Eff. of new SSM	RIWH	RIWH w/Pre-SSMs	Pre-ASM eff	RIWH w/Pre-ASMs	Eff. of New ASM	Final Risk Index
184901F	65TH ST E	Gates	0	0	18,520	-	-	11,103	11,103	0	11,103	0.000	18,520
184902M	66TH ST E	Gates	0	0	10,586	-	-	6,347	6,347	0	6,347	0.000	10,586
184904B	UPPER 71ST STREET	Gates	0	0	7,316	-	-	4,386	4,386	0	4,386	0.000	7,316
Average					12,141			7,279	7,279		7,279		12,141
Crossing	Improvements							Effectiveness Calculation				NSRT	14,723
65TH ST E	none							n/a				RIWH	7,279
66TH ST E	none							n/a				QZRI	12,141
UPPER 71ST STREET	none							n/a					

UP Scenario 4 Sensitivity Analysis: Assuming Crash at 66th														
Crossing	Street	Warning Device	SSM	PreSSM	Baseline Risk	Eff. of Pre-SSM	Eff. of new SSM	RIWH	RIWH w/Pre-SSMs	Pre-ASM eff	RIWH w/Pre-ASMs	Eff. of New ASM	Final Risk Index	
184901F	65TH ST E	Gates	0	0	6,173	-	-	3,701	3,701	0	3,701	0.000	6,173	
184902M	66TH ST E	Gates	0	0	31,759	-	-	19,040	19,040	0	19,040	0.000	31,759	
184904B	UPPER 71ST STREET	Gates	0	0	7,316	-	-	4,386	4,386	0	4,386	0.000	7,316	
Average					15,083			9,042	9,042		9,042		15,083	
Crossing	Improvements	Effectiveness Calculation						NSRT			14,723			
65TH ST E	none	n/a						RIWH			9,042			
66TH ST E	none	n/a						QZRI			15,083			
UPPER 71ST STREET	none	n/a												

UP Scenario 4 Sensitivity Analysis: Assuming Crash at Upper 71st													
Crossing	Street	Warning Device	SSM	PreSSM	Baseline Risk	Eff. of Pre-SSM	Eff. of new SSM	RIWH	RIWH w/Pre-SSMs	Pre-ASM eff	RIWH w/Pre-ASMs	Eff. of New ASM	Final Risk Index
184901F	65TH ST E	Gates	0	0	6,173	-	-	3,701	3,701	0	3,701	0.000	6,173
184902M	66TH ST E	Gates	0	0	10,586	-	-	6,347	6,347	0	6,347	0.000	10,586
184904B	UPPER 71ST STREET	Gates	0	0	21,947	-	-	13,158	13,158	0	13,158	0.000	21,947
Average					12,902			7,735	7,735		7,735		12,902
Crossing	Improvements	Effectiveness Calculation							NSRT	14,723			
65TH ST E	none	n/a							RIWH	7,735			
66TH ST E	none	n/a							QZRI	12,902			
UPPER 71ST STREET	none	n/a											

UP Scenario 4 Sensitivity Analysis: Assuming Traffic Volumes After Development													
Crossing	Street	Warning Device	SSM	PreSSM	Baseline Risk	Eff. of Pre-SSM	Eff. of new SSM	RIWH	RIWH w/Pre-SSMs	Pre-ASM eff	RIWH w/Pre-ASMs	Eff. of New ASM	Final Risk Index
184901F	65TH ST E	Gates	0	0	8,082	-	-	4,846	4,846	0	4,846	0.000	8,082
184902M	66TH ST E	Gates	0	0	11,232	-	-	6,734	6,734	0	6,734	0.000	11,232
184904B	UPPER 71ST STREET	Gates	0	0	7,316	-	-	4,386	4,386	0	4,386	0.000	7,316
Average					8,877			5,322	5,322		5,322		8,877
Crossing	Improvements	Effectiveness Calculation							NSRT	14,723			
65TH ST E	none	n/a							RIWH	5,322			
66TH ST E	none	n/a							QZRI	8,877			
UPPER 71ST STREET	none	n/a											

UP Scenario 4 Sensitivity Analysis: Assuming Traffic Volumes after Development and Crash at 65th													
Crossing	Street	Warning Device	SSM	PreSSM	Baseline Risk	Eff. of Pre-SSM	Eff. of new SSM	RIWH	RIWH w/Pre-SSMs	Pre-ASM eff	RIWH w/Pre-ASMs	Eff. of New ASM	Final Risk Index
184901F	65TH ST E	Gates	0	0	24,247	-	-	14,537	14,537	0	14,537	0.000	24,247
184902M	66TH ST E	Gates	0	0	11,232	-	-	6,734	6,734	0	6,734	0.000	11,232
184904B	UPPER 71ST STREET	Gates	0	0	7,316	-	-	4,386	4,386	0	4,386	0.000	7,316
Average					14,265			8,552	8,552		8,552		14,265
Crossing		Improvements						Effectiveness Calculation				NSRT	14,723
65TH ST E		none						n/a				RIWH	8,552
66TH ST E		none						n/a				QZRI	14,265
UPPER 71ST STREET		none						n/a					

UP Scenario 4 Sensitivity Analysis: Assuming Doubling of Traffic and Train Volumes													
Crossing	Street	Warning Device	SSM	PreSSM	Baseline Risk	Eff. of Pre-SSM	Eff. of new SSM	RIWH	RIWH w/Pre-SSMs	Pre-ASM eff	RIWH w/Pre-ASMs	Eff. of New ASM	Final Risk Index
184901F	65TH ST E	Gates	0	0	11,703	-	-	7,016	7,016	0	7,016	0.000	11,703
184902M	66TH ST E	Gates	0	0	15,791	-	-	9,467	9,467	0	9,467	0.000	15,791
184904B	UPPER 71ST STREET	Gates	0	0	11,719	-	-	7,026	7,026	0	7,026	0.000	11,719
Average					13,071			7,836	7,836		7,836		13,071
Crossing	Improvements	Effectiveness Calculation						NSRT		14,723			
65TH ST E	none	n/a						RIWH		7,836			
66TH ST E	none	n/a						QZRI		13,071			
UPPER 71ST STREET	none	n/a											

UP Scenario 4 Sensitivity Analysis: Assuming Doubling of Traffic and Train Volumes and Crash at 65th													
Crossing	Street	Warning Device	SSM	PreSSM	Baseline Risk	Eff. of	Eff. of	RIWH	RIWH w/Pre-SSMs	Pre-ASM eff	RIWH w/Pre-SSMs	Eff. of New ASM	Final Risk Index
						Pre-SSM	new SSM						
184901F	65TH ST E	Gates	0	0	35,110	-	-	21,049	21,049	0	21,049	0.000	35,110
184902M	66TH ST E	Gates	0	0	15,791	-	-	9,467	9,467	0	9,467	0.000	15,791
184904B	UPPER 71ST STREET	Gates	0	0	11,719	-	-	7,026	7,026	0	7,026	0.000	11,719
Average					20,873			12,514	12,514		12,514		20,873
Crossing	Improvements	Effectiveness Calculation						NSRT		14,723			
65TH ST E	none	n/a						RIWH		12,514			
66TH ST E	none	n/a						QZRI		20,873			
UPPER 71ST STREET	none	n/a											

Progressive Rail Quiet Zone Calculator Inputs

Default Inputs		Assuming Doubling Train/Traffic Volumes	
696370B AZALEA WAY		696370B AZALEA WAY	
Present warn device: Gates	Gates	Crossing Updated!	Present warn device: Gates Gates
Number of highway vehicles per day: 000675	675	Number of highway vehicles per day: 000675	1350
Total trains: 2	2	Total trains: 2	4
Day through trains : 2	2	Day through trains : 2	4
Total Switching Trains : 0	0	Total Switching Trains : 0	0
Number of main tracks: 1	1	Number of main tracks: 1	1
Number of other tracks: 0	0	Number of other tracks: 0	0
Urban(U.)/Rural(R.): U.Local	U.Local	Urban(U.)/Rural(R.): U.Local	U.Local
Highways paved: Yes	Yes	Highways paved: Yes	Yes
Maximum timetable speed mph: 10	10	Maximum timetable speed mph: 10	10
Number of highway lanes: 2	2	Number of highway lanes: 2	2
Number of years accident data: 5	5	Number of years accident data: 5	5
Number of accidents in accident data years: 0	0	Number of accidents in accident data years: 0	0
Wayside horn:	No	Wayside horn:	No
Pre-Existing SSM:	No	Pre-Existing SSM:	No

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Change Scenario: AZALEA_S1421

Create New Zone

Crossing	Street	Traffic	Warning Device	Pre-SSM	SSM	Risk	
6963708	AZALEA WAY	675	Gates	0	0	4,814.18	MODIFY

Manage Existing Zones

Log Off

* Only Public At Grade Crossings are listed.

[Click](#) for [Supplementary Safety Measures \(SSM\)](#)

[Click](#) for ASM spreadsheet: * Note: The use of ASMs requires an application to and approval from the FRA.

Step by Step Instructions:

Step 1: To specify New Warning Device (For Pre-Rule Quiet Zone Only) and/or SSM, click the [MODIFY](#) Button

Step 2: Select proposed warning device or SSM. Then click the [UPDATE](#) button. To generate a spreadsheet of the values on this page, click on [ASM](#) button—This spreadsheet can then be used for ASM calculations.

Step 3: Repeat Step (2) until the [SELECT](#) button is shown at the bottom right side of this page. Note that the [SELECT](#) button is shown ONLY when the Quiet Zone Risk Index falls below the NSRT or the Risk Index with Horn.

Step 4: To save the scenario and continue, click the [SELECT](#) button

Summary	
Proposed Quiet Zone:	AZALEA
Type:	New 24-hour QZ
Scenario:	AZALEA_S1421
Estimated Total Cost:	\$0.00
Nationwide Significant Risk Threshold:	14723 .00
Risk Index with Horns:	2886.2
Quiet Zone Risk Index:	4814.18
Select	

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Change Scenario: AZALEA DOU_51424 ▼

[Continue](#)

Create New Zone

Crossing	Street	Traffic	Warning Device	Pre-SSM	SSM	Risk	
6963708	AZALEA WAY	1350	Gates	0	0	7,824.73	MODIFY

Manage Existing Zones

[Log Off](#)

* Only Public At Grade Crossings are listed.

[Click](#) for [Supplementary Safety Measures \[SSM\]](#)

[Click](#) for ASM spreadsheet: [ASM](#) * Note: The use of ASMs requires an application to and approval from the FRA.

Step by Step Instructions:

Step 1: To specify New Warning Device (For Pre-Rule Quiet Zone Only) and/or SSM, click the [MODIFY](#) Button

Step 2: Select proposed warning device or SSM. Then click the [UPDATE](#) button. To generate a spreadsheet of the values on this page, click on [ASM](#) button—This spreadsheet can then be used for ASM calculations.

Step 3: Repeat Step (2) until the [SELECT](#) button is shown at the bottom right side of this page. Note that the [SELECT](#) button is shown ONLY when the Quiet Zone Risk Index falls below the NSRT or the Risk Index with Horn.

Step 4: To save the scenario and continue, click the [SELECT](#) button

Summary	
Proposed Quiet Zone:	Azalea Doubling
Type:	New 24-hour QZ
Scenario:	AZALEA DOU_51424
Estimated Total Cost:	\$0.00
Nationwide Significant Risk Threshold:	14723 .00
Risk Index with Horns:	4691.08
Quiet Zone Risk Index:	7824.73
Select	

Progressive Rail Scenario 1: ASM Medians													
Crossing	Street	Warning Device	SSM	Pre-SSM	Baseline Risk	Eff. of Pre-SSM	Eff. of new SSM	RIWH	RIWH w/Pre-SSMs	Pre-ASM eff	RIWH w/Pre-ASMs	Eff. of New ASM	Final Risk Index
696370B	AZALEA WAY	Gates	0	0	4,814	-	-	2,886	2,886	0	2,886	0.567	2,086
				Average	4,814			2,886	2,886		2,886		2,086
	Crossing	Improvements						Effectiveness Calculation				NSRT	14,723
	65TH ST E	100' medians west; 25' medians east						0.8 * AVERAGE(100/100, 25/60)				RIWH	2,886
												QZRI	2,086

Progressive Rail Scenario 2: No Additional Improvements													
Crossing	Street	Warning Device	SSM	PreSSM	Baseline Risk	Eff. of Pre-SSM	Eff. of new SSM	RIWH	RIWH w/Pre-SSMs	Pre-ASM eff	RIWH w/Pre-ASMs	Eff. of New ASM	Final Risk Index
696370B	AZALEA WAY	Gates	0	0	4,814	-	-	2,886	2,886	0	2,886	0.000	4,814
					Average			2,886	2,886		2,886		4,814
	Crossing	Improvements						Effectiveness Calculation				NSRT	14,723
	65TH ST E	none						n/a				RIWH	2,886
												QZRI	4,814

Progressive Rail Scenario 2 Sensitivity Analysis: Crash at Azalea													
Crossing	Street	Warning Device	SSM	PreSSM	Baseline Risk	Eff. of Pre-SSM	Eff. of new SSM	RIWH	RIWH w/Pre-SSMs	Pre-ASM eff	RIWH w/Pre-ASMs	Eff. of New ASM	Final Risk Index
696370B	AZALEA WAY	Gates	0	0	14,443	-	-	8,659	8,659	0	8,659	0.000	14,443
				Average	14,443			8,659	8,659		8,659		14,443
	Crossing 65TH ST E	Improvements none						Effectiveness Calculation				NSRT	14,723
												RIWH	8,659
												QZRI	14,443

Progressive Rail Scenario 2 Sensitivity Analysis: Train and Traffic Volumes Doubling													
Crossing	Street	Warning Device	SSM	PreSSM	Baseline Risk	Eff. of Pre-SSM	Eff. of new SSM	RIWH	RIWH w/Pre-SSMs	Pre-ASM eff	RIWH w/Pre-ASMs	Eff. of New ASM	Final Risk Index
696370B	AZALEA WAY	Gates	0	0	7,825	-	-	4,691	4,691	0	4,691	0.000	7,825
				Average	7,825			4,691	4,691		4,691		7,825
	Crossing 65TH ST E	Improvements none						Effectiveness Calculation				NSRT	14,723
												RIWH	4,691
												QZRI	7,825

Progressive Rail Scenario 2 Sensitivity Analysis: Train and Traffic Volumes Doubling and Crash at Azalea													
Crossing	Street	Warning Device	SSM	PreSSM	Baseline Risk	Eff. of Pre-SSM	Eff. of new SSM	RIWH	RIWH w/Pre-SSMs	Pre-ASM eff	RIWH w/Pre-ASMs	Eff. of New ASM	Final Risk Index
696370B	AZALEA WAY	Gates	0	0	23,474	-	-	14,073	14,073	0	14,073	0.000	23,474
				Average	23,474			14,073	14,073		14,073		23,474
	Crossing 65TH ST E	Improvements none						Effectiveness Calculation n/a				NSRT RIWH QZRI	14,723 14,073 23,474

CITY OF INVER GROVE HEIGHTS

DRAFT: POLICY FOR SEWER AVAILABILITY CHARGE (SAC) DEFERRAL PROGRAM

PURPOSE

The purpose of this policy is to establish and outline the terms and procedures of the City of Inver Grove Heights Sewer Availability Charge (SAC) Deferral Program.

The Metropolitan Council's Sewer Availability Charge (SAC) fees are due upfront with a business's building permit. In some cases, these fees may prevent business start-ups or existing businesses from expanding without the assistance of a deferral program. To assist reuse and redevelopment of existing properties, the City of Inver Grove Heights may consider deferring sewer and water availability charges for businesses in need of a financing option. Approval for fee deferment will be determined on a case-by-case basis for each fee and/or a combination of fees. At any time, the City may discontinue the option to provide any assistance for these fees and approval is contingent upon funding.

BACKGROUND

Metropolitan Council Sewer Availability Charge

The Sewer Availability Charge is one-time fee imposed by the Metropolitan Council when a residence or business first connects to the regional wastewater (sewer) system, or when a business changes their use of space resulting in an increase of wastewater flow. Once received, these fees are passed from the City of Inver Grove Heights to the Metropolitan Council to pay for the construction and maintenance of the metropolitan region's wastewater infrastructure.

All properties submitting a building permit in the metropolitan region receive a SAC determination. One SAC unit equals 274 gallons of maximum potential daily wastewater flow capacity. In 2017, each SAC unit cost \$2,485. A single-family residence has a SAC determination of one SAC unit, however, other property types may be evaluated higher after the SAC determination process. During this process, SAC units are calculated based on criteria specific to the building's use (such as a business's square footage or seating capacity) to identify the maximum potential wastewater flow created by activities at the location.

SAC DEFERRAL PROGRAM TERMS

- Qualified applicants must meet the following criteria:
 - Applicants must submit a proforma and evidence of financing which, in the judgment of the City, demonstrates that without this assistance, this project would not occur
 - Applicant is not tax delinquent
 - No liens exist on the property
 - Applicant has proof of renewed licenses

- Applicant's use of land is consistent with the City's zoning map and Comprehensive Plan and is desirable and permitted by the City of Inver Grove Heights
- Landlord and tenant must provide consent and signature on program application.
- Deferrable fees: Metropolitan Council's Sewer Availability Charge (SAC)
- Maximum SAC units deferred per applicant: 10 units or \$74,999 (whichever is met first)
- Maximum total SAC units deferred by the City of Inver Grove Heights: 25 units
- Minimum down payment: 10% of fees
- Maximum deferment term: 5 years
- Interest rate: 1% more than the national average municipal bond rate based on maturity and the City's current bond rating, all as determined by the City

APPLICATION PROCESS

- 1) An application for sewer and water availability fee deferment must be submitted by the property owner(s), or the building tenant in conjunction with the owner(s) of the property.
- 2) Funds for this program are limited and shall be awarded to qualifying applicants on a first-come, first-serve basis.
- 3) City staff shall review the application materials and make a preliminary recommendation regarding the completeness of the application and whether the application meets the criteria outlined in this policy.
- 4) Once the City Council has received the preliminary recommendation from staff, the City Council may either deny or grant final approval of an interest-bearing deferment that allows financing of sewer and water availability charges.
- 5) A "Deferred Payment Agreement" shall be executed between the eligible business, the property owner, and the City, and shall be recorded with Dakota County.

GENERAL TERMS AND CONDITIONS

- The City reserves the right to determine and limit the amount of SAC units that are applied for by any one applicant. This allows for the maximum utilization and benefit of the credits. Nothing herein shall imply or suggest that the City is under any obligation to provide incentives to any applicant.
- Any applicant who is not in good standing with the City, regarding the applicant qualifications listed above, will not be considered for this program.
- Requests specific to construction of single-family homes are not eligible under this program.
- If the benefitting building is sold within the period of the deferment term, the outstanding deferment must be repaid. The City may, in its sole discretion, consider alternatives to immediate repayment, including but not limited to transfer of the fee deferred to a new owner or mutually agreeable deferral repayment schedule.

- The City can deviate from this policy for projects that supersede the objectives identified within the policy purpose.
- If payment in full is not received by the City of Inver Grove Heights by the date it is due, the City may certify the amount unpaid to the County auditor to be collected with real estate taxes in the next calendar year (Minn. Stat. 444.075).



SAC Deferral Program

Presented by Ally Hillstrom, City Government Intern

Building Permit: Met Council SAC fee

▲ Met Council Sewer Availability Charge (SAC)

- One time fee included in building permit
 - Residence or business pays to connect to regional wastewater system for the first time
 - Expand wastewater flow
- City pays funds to Met Council
- Pays for construction and maintenance of regional wastewater pipes and treatment plants



SAC Determination

- ▲ Met Council SAC fee = wastewater flow from facility
- ▲ SAC determination = how many SAC units
 - 1 SAC = maximum 274 gallons/day of wastewater = \$2,485
 - Residential = 1 SAC
- ▲ Calculating SAC determination
 - Property related parameter
 - Gallons/day of wastewater
 - # of seats
 - Square footage
 - # of stations



Impact on Businesses

- ▲ New or expanding businesses
 - Large unexpected fee
 - Water intensive businesses
- ▲ Existing SAC on property
 - New construction
 - Change of use
 - Expansions
- ▲ Due when permit is submitted
- ▲ Plus other building permit fees



IGH – SAC Determinations

- ▲ Met Council SAC = \$2,485
- ▲ SAC Determination – SAC Credits = Net SAC Units

Facility	NET SAC Units	Met Council SAC
El Rincon (replaced existing)	1 SAC	\$2,485
El Azteca (outdoor seating)	2 SAC	\$4,970
B52 (rooftop)	3 SAC	\$7,455

Deferral Program

- ▲ Options for deferment
- ▲ Assist commercial development
 - Concord/Cahill
 - Arbor Point
 - Upper 55/Blaine Ave/Bishop Ave



City SAC Loan Program Terms

- ▲ What fees:
 - Met Council SAC
- ▲ Max SAC units per property: 10 SAC
- ▲ Max SAC loaned citywide: 25 SAC
- ▲ Minimum down payment: 10% of fees
- ▲ Max loan term: 5 years
- ▲ Interest rate: 1% above the City's bonding rate (2.69%)



City SAC Loan Program Terms

- ▲ In need of financial assistance to complete project
- ▲ Licenses, no liens, not tax delinquent
- ▲ Land use is consistent with zoning and comprehensive plan
- ▲ Certification process for unpaid fees
- ▲ Sewer connection fund
- ▲ Consent of landlord and tenant



Policy Revisions

▲ Bond Council

- Not a business subsidy - specify under \$74,999
- Land use consistent with zoning and Comprehensive Plan

▲ Council

- Require landlord and the tenants names on agreement
- Eligibility requires financial need





CITY OF INVER GROVE HEIGHTS

DRAFT: APPLICATION FOR SEWER AVAILABILITY CHARGE (SAC) DEFERRAL PROGRAM

Business information:

Business Name:

Business Address:

Business Suite #:

Business Contact:

Title:

Telephone:

Email:

Property Owner Information:

Property Owner:

Address:

Property ID Number:

Telephone:

Email:

SAC Unit Determination (Please attach SAC Determination letter)

Address on SAC Determination Letter:

Date on SAC Determination Letter:

Reference # on SAC Determination Letter:

SAC Determination:

SAC Credits (currently on property):

Net SAC Units (SAC Determination minus SAC Credits):

SAC Units Proposed for Deferment (must be 10 or less):

Please answer the following questions to determine eligibility (circle response)

1. YES or NO: The SAC determination for the business is ten (10) units or less prior to SAC credits.
2. YES or NO: The property is located in Inver Grove Heights
3. YES or NO: I understand the deferral term is five (5) years.
4. YES or NO: I understand that the interest rate is fixed at _____ (*1% more than the national average municipal bond rate based on maturity and the City's current bond rating, all as determined by the City*)
5. YES or NO: I understand a down payment, equal to 10% of the total fee for SAC deferred is due at the time of application.
6. YES or NO: I understand the property owner will be billed on a bi-annual basis.
7. YES or NO: I understand that the property owner and/or business owner must complete an application and execute the Deferred Payment Agreement to be eligible for the program.
8. YES or NO: I understand that in the case of a business closure, the business or property owner must notify the City. The City will verify the closure and future payment obligations will be waived.
9. YES or NO: I understand in the event of a default, any outstanding payments charged to the property owner through the certification of unpaid fees process.
10. YES or NO: I understand that SAC Credits are non-transferable.

For Staff to Complete:

Building Permit Number: _____

Building Permit Issue Date: _____

Deferral Start Date: _____

Percentage to be financed (Maximum of 90% of SAC proposed for deferment): _____

SAC Units Proposed for Deferment: _____ X (% Financed) = _____
(# of SAC proposed for deferment) (# of deferred units)

_____ X _____ = _____
(# of deferred units) (Current SAC rate) (Deferral Amount in \$)

Total Down Payment Due: _____ = (_____ X 0.10) X _____
(# of SAC proposed for deferment) (Current SAC rate)

Eligibility Conditions:

1. YES or NO: The fee owner's property taxes are in good standing.
2. YES or NO: The business is in good standing with the State of Minnesota, and is not in violation of Inver Grove Heights City Code.
3. YES or NO: The property is located within the City of Inver Grove Heights.
4. YES or NO: The business meets the definition of eligible commercial properties in the Metropolitan Council's SAC Deferral Program and the City of Inver Grove Heights Deferral Program.

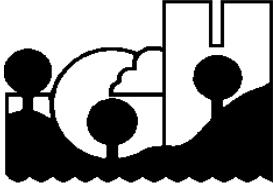
Program Authorization:

I hereby certify that the above statements are true and correct to the best of my knowledge. I understand that any false statements may disqualify me or this business from the program.

Business Signature: _____ Date: _____

Property Owner Signature: _____ Date: _____

Community Development Staff Approval: _____ Date: _____



CITY OF INVER GROVE HEIGHTS

MEMORANDUM

TO: Mayor & City Council

FROM: Joe Lynch, City Administrator

SUBJECT: Communications Strategies Follow up

DATE: March 26, 2018

Background:

On March 12, City Council heard a presentation on a recommendation to create a new position, Communications Manager, and hire a replacement for a previous position, Marketing Coordinator. During discussion, Council requested information from other cities on job descriptions, salaries and example of Communications Plans.

Enclosed within are job descriptions from various cities with either a Communications Manager, Coordinator or some other variation of the position. As well, there are job descriptions for Marketing positions as well as a salary survey from cities with positions. There are also two examples of Communications plans from communities similar to Inver Grove Heights to provide information and background on what such a plan might look like and cover.

I would like to provide some more background and respond to some information and questions that came up during the meeting.

We do not typically meet with Union representatives to negotiate the wage scale of an existing position. That is why we did not meet with the Union. The position was previously combined with another and called Guest Services Supervisor/Marketing Coordinator. The incumbent in the position at the time had requested consideration to work less than full time, but the Parks & Recreation Director brought forward a way to separate the duties, create a Supervisory position and allow the Marketing portion of the position to work less than full time. The position description for the marketing Coordinator was not changed at the time to reflect the fact that the position no longer supervised, scheduled, evaluated performance or was responsible for any discipline for any other employees. The pay scale was not adjusted to reflect these changes, it was simply reduced because the number of hours worked were reduced.

The job description you reviewed for the Marketing Coordinator went through our Classification and Compensation system review, was evaluated by the incumbent in the position at that time and by the Department Director and now more accurately reflects the duties of the position, as well as the fact that it no longer is a Supervisory position, which is a big part of the reason that the pay scale was higher before.

If authorized to proceed, we will meet and negotiate the wage scale for this position, based upon where it has been slotted in the proposed new Classification and Compensation plan.

This is not a support position. It is a professional marketing one. It will report to the Communications Manager and not the Parks & Recreation Director going forward. Communications will be a division within Administration and the manger position will report directly to the City Administrator.

The funding for both positions is in the 2018 budget. I would seek your authorization at the April 9th meeting to begin advertising for both positions and use an inclusive process whereby many staff members and Department Heads would assist in the interview and recommendation process.

As noted before, the Parks & Recreation Department and the VMCC have been without this position since last year. They would like to get someone on board as soon as possible to ehlp them with their program, brochure development and marketing efforts for the parks the VMCC and the Golf Course.



City of Maplewood

POSITION PROFILE

<u>Position Title:</u>	Communications Manager	<u>Effective Date:</u>	June 2016
<u>Department:</u>	Executive	<u>Status:</u>	Exempt
<u>Accountable to:</u>	City Manager		
<u>Union:</u>	Maplewood Confidential & Supervisory Group		

Primary Objectives

The Communication Manager is responsible for all aspects of the City's internal and external communication activities in conformity with the city, community, and departmental goals and objectives. This position will apply professional principles and judgment to assist with the planning, leadership, operations, and administration of the branding, marketing, and communications of the City, while providing accurate, effective, informative, and timely public information to internal staff, the news media, residents, and businesses that furthers the City's commitment and vision for informative and responsive government.

Supervision Received

Works under the general supervision of the City Manager.

Supervision Exercised

Provides general and technical supervision to department personnel; and provides lead direction to Public Information Officers (PIO's) in other city departments.

MAJOR AREAS OF ACCOUNTABILITY:

- * 1. Supervises staff including: orientation and training, assigning and reviewing work, evaluation performance, recommending reward, administering discipline up to and including short suspensions and recommending resolution of grievances.
 - Ensures union contracts, personnel policies and City-wide safety rules are followed and reviews any concerns with the Human Resource Department.
- * 2. Manages the City's print, digital, cable and web services to meet the goals, objectives, and timelines of the City Council and departments.
- * 3. Develops, implements, and supports a unified strategic communications plan for the city including strategies, policies and procedures.
 - Creates communications standards to maintain consistency in quality, appearance, and content.
 - Evaluates City-wide communications efforts.
 - Prepares and updates the City's communication plan.
 - Prepares and updates crisis and emergency management communications.

- Prepares the annual communication goals and objectives.
 - Creates and maintains a City-wide marketing and branding plan.
 - Creates and maintains the social media policy to ensure consistency within City Departments on the use of social media outlets.
 - Manages the production of weekly News Update and press releases as needed to announce City programs and activities.
- * 4. Manages all publications and materials used for communications, public relations and general information.
- Assists departments with updating information and presenting new information on the website and other social media including but not limited to Twitter, Facebook, and YouTube, etc.
 - Assists City departments with developing, researching, writing and designing various communications that help citizens understand city policies, programs and services.
 - Manages the content of communications to ensure that the perspectives of residents, businesses and the city are considered.
 - Provides guidance and support to department Public Information Officers
 - Provides/creates graphics, photos, and other design needs.
 - Serves as City spokesperson in non-emergency situations.
 - Works closely with all media covering Maplewood.
 - Works with City departments in gathering, preparing and disseminating information to the media.
 - Monitors City-related media coverage.
- * 5. Manages cable television programming including supervision of staff. Ensure programs are covered and aired as scheduled or needed.
- Works with all departments and City Council in identifying, planning and executing video programming projects.
 - Coordinates the development and implementation of cable television presentations.
 - Coordinates meeting replays on city's government access channel.
 - Oversees all city video equipment (Council Chambers, staff studio, etc.); coordinates equipment maintenance and upgrades.
- * 6. Manages web activities (website, social media, community engagement, etc.) including supervision of staff. Ensures content is timely, appropriate and clearly written.
- Creates and updates information on the City website and coordinates the design with Information Technology staff.
 - Interacts frequently with the Information Technology staff on web-related issues, including planning for and implementation of web enhancements.
 - Develops and maintains process for posting electronic version of internal documents on the web site.
 - Manages and maintains internal controls for verifying accuracy of website content
- * 7. Prepares and manages the communications and cable budgets. Assures the completion of scheduled work within budget by planning all facets of the operational process. Prepares and submits the budget for communications activities.
- Issues and evaluates RFPs for equipment purchases and installations.
 - Prepares the annual budget and Capital Improvement Program recommendations for cable television/video production operations.

8. Works with the City Manager on coordination of various special projects and events.
9. Performs other duties as apparent or assigned.

KNOWLEDGE, SKILLS, AND ABILITY:

- * ➤ Considerable knowledge of pertinent federal, state and local laws and codes.
- * ➤ Considerable knowledge of management and leadership principles and practices.
- * ➤ Considerable knowledge of journalism and media techniques that provide a basis for reaching specific targeted audiences.
- * ➤ Considerable knowledge of public relations, branding and marketing in the public sector.
- * ➤ Considerable knowledge of website software and HTML
- * ➤ Considerable knowledge of content creation, especially digital content creation, including but not limited to updating web sites, blogging, photography and videography, maintenance and distribution of content on social media accounts.
- * ➤ Considerable knowledge of budget development and administration.
- * ➤ Considerable skill in writing and editing content.
- * ➤ Considerable ability to communicate clearly both orally and in written format using tact, sensitivity and understanding of diverse audiences to build trusting and cooperative relationships, to work tactfully and effectively with the public, elected officials, City employees, citizens and outside agencies.
- * ➤ Considerable ability to make sound decisions and use good judgment, and demonstrate critical-thinking intellectual capabilities.
- * ➤ Considerable ability to develop effective communication channels within City departments, the community, and the media to ensure a clear understanding of City activities, practices, and standards.
- * ➤ Considerable ability to guide City department heads in how to communicate their communications activities.
- * ➤ Considerable ability to simultaneously manage multiple projects and deadlines, to perceive communication opportunities, to coordinate department-wide projects, delegating when necessary, and to work independently.
- * ➤ Ability to initiate change and to implement new processes with the ability to motivate and provide leadership.
- * ➤ Considerable ability to develop and implement department policy.
- * ➤ Considerable ability to use a personal computer and other computer equipment, design, and other software including word processing, Photoshop, website, and desktop publishing.
- * ➤ Considerable ability to see, read, understand a variety of written documents and computer screens.
- * ➤ Considerable ability to maintain a good driving record and drive safely and legally.
- * ➤ Working ability to sit and/or stand for long periods of time.
- * ➤ Ability to lift and carry related equipment for short distances, up to 20 pounds.

MINIMUM QUALIFICATIONS:

- Bachelor's degree in journalism, communications, public relations, marketing, or related field.
- Five years' experience with communications-related activities including managing, editing and composing social media platforms.
- Three years' experience in employee supervision, including project management.
- Possess a valid Minnesota driver's license or equivalent out-of-state license.



CITY OF ROSEVILLE	JOB DESCRIPTION
Job Description Title: Communications Manager	FLSA Status: Exempt / Non Union
Department/Division: Administration	Position Status: Regular Full-Time
Accountable To: City Manager	Salary Grade: Exempt Grade 13
Prepared By: Eldona Bacon	Revision Date: 10/13

Job Summary:

Under the direction of the City Manager, the Communications Manager is responsible for all aspects of the City's internal and external communication activities in conformity with the city, community, and departmental goals and objectives. This position will apply professional principles and judgment to assist with the planning, leadership, operations, and administration of the branding, marketing, and communications of the City, while providing accurate, effective, informative, and timely public information to internal staff, the news media, residents, and businesses that furthers the City's commitment and vision for informative and responsive government. This position provides for the comprehensive management and supervision of the assigned functions and programs to include but are not limited to the planning, day to day operations, supervision, development, training, budgeting, analysis and troubleshooting, and administrative and managerial duties within the communications area including reporting and recordkeeping; and takes an active leadership and participatory role in department and citywide community outreach programs, and public relations planning and operations.

Scope of Responsibility:

The Communications Manager works independently with minimal direction from the City Manager and is directly or indirectly responsible for managing all communication efforts conducted by the City: including written, visual, and electronic communications, interaction with the news media, the City website and social media accounts, and all City marketing and branding efforts.

This position exercises considerable knowledge of the principles, practices, procedures, purposes, techniques and equipment as applicable to duties and assignments using judgment, within overall direction as established. Problems may be complex or strategic requiring recommendations of new alternatives and decisions that could impact a large sized work group and/or have an impact on the image and culture of the organization. The Communications Manager will also develop priorities and recommend improvements in operations based on research, personal observation, and community feedback. This position assists with long range planning and is responsible for the budgeting of the City's communications activities.

Essential Duties and Responsibilities:

1. OPERATIONS:

- Oversees production of City Newsletter.
- Develops and distributes informational publications, videos and other materials.



- Provides support and review for departments in writing and designing City publications including brochures, books, articles, video, social media, and government channel programming.
- Oversees biannual community survey.
- Acts as an advisor to the City Manager and Department Heads on internal and external communications issues.
- Reviews Department communication material to ensure information is understandable, informative, and consistent with City's Communication Plan.
- Implements marketing and branding principles in all City departments, including the Roseville Housing and Redevelopment Authority, and ensures consistency of message.
- Creates and updates information on the City website and coordinates the design with Information Technology staff.
- Assists departments with updating information and presenting new information on the website and other social media including but not limited to Twitter, Facebook, and YouTube, etc.

2. BUDGET:

- Prepares and submits the budget for communications activities.
- Issues and evaluates RFPs for equipment purchases and installations.
- Prepares the annual budget and Capital Improvement Program recommendations for cable television/video production operations.
- Works with staff to ensure that accurate and timely responses are made to public inquiries.
- Assists with community events and community organizations.

3. PLANNING/ANALYSIS/POLICY :

- Evaluates City-wide communications efforts.
- Prepares and updates the City's communication plan.
- Prepares and updates crisis and emergency management communications
- Prepares the annual communication goals and objectives.
- Creates and maintains a City-wide marketing and branding plan
- Creates and maintains the social media policy to ensure consistency within City Departments on the use of social media outlets.
- Creates and maintains the website policy manual that prescribes the use and design of the City website.

4. SUPERVISION:

- Directs the City's communication program including establishing the philosophy and work plan
- Supervises communications staff.
- Supervises North Suburban Access Corporation's work for the City including video production of city meetings.
- Manages contracts and relationships with the website developer and host.

5. COMMUNITY RELATIONS:

- Serves as City spokesperson in non-emergency situations.
- Works closely with all media covering Roseville.



- Manages the production of weekly News Update and press releases as needed to announce City programs and activities.
- Works with City departments in gathering, preparing and disseminating information to the media.
- Monitors City-related media coverage.
- Works with community partners, including the Roseville Visitors Association, Roseville Schools, and Roseville business community, to promote the City of Roseville as a place to live, do business, shop, and recreate.

Performs other duties as apparent or assigned.

Knowledge, Skills, & Abilities:

- Demonstrated ability to develop and deliver effective operational programs.
- Knowledge of journalism and media techniques that provide a basis for reaching specific targeted audiences.
- Knowledge of public relations, branding and marketing in the public sector.
- Experience with working with website software and HTML
- Knowledge of content creation, especially digital content creation, including but not limited to updating web sites, blogging, photography and videography, maintenance and distribution of content on social media accounts.
- Ability to perceive communication opportunities and work independently.
- Ability to guide City Department Heads in how to communicate their communications activities.
- Skill in the use of computer equipment, design, and software including word processing, website, and desktop publishing.
- Knowledge of basic photography and Photoshop for use in public information.
- Knowledge of pertinent federal, state and local laws and codes.
- Maintains mental capacity which permits making sound decisions and using good judgment, and demonstrating critical thinking intellectual capabilities.
- Excellent communications and relationship skills both orally and in written format using tact, sensitivity and understanding of diverse audiences to build trusting and cooperative relationships. ability to work tactfully and effectively with the public, elected officials, City employees, and outside agencies
- Knowledge and ability to utilize management and leadership principles to maintain an effective work force.
- Ability to enforce policies and regulations firmly, tactfully, and impartially.
- Demonstrates, by example, the highest standards of conduct, performance, integrity and public service.
- Able to simultaneously manage multiple projects and deadlines and coordinate department-wide projects, delegating when necessary.
- Able to initiate change and to implement new processes with the ability to motivate and provide leadership.



Minimum Qualifications:

Minimum job requirements are a four year degree in English, Journalism, Communications, or Marketing and 4+ years of related experience with at least two of which are supervisory at a leadership level and working with the public, or the equivalent. The ideal candidate will have experience in managing an organization's communication, public relations, and marketing efforts, have governmental experience, and a Photoshop and graphic design background.

Physical Demands & Working Conditions:

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. The duties listed above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. The work environment and conditions described below is representative of what the Communications Manager may encounter while performing the essential functions of the job. Most of the duties are performed in a normal office environment although there is exposure to disagreeable elements such as angry customers, and varying levels of stress. Limited lifting of twenty five pounds or less is required up to 15% of the time. Work hours or schedule may vary occasionally to accomplish responsibilities or attend events or meetings and there is occasional travel within the City or region to attend meetings. The Communications Manager is responsible for diverse, varied technical and complex matters, many of which have deadlines and require significant attention to detail. Up to 45% of the time, work is performed at the highest level of detail and pressure of deadlines.

City of Shakopee
POSITION DESCRIPTION

TITLE: Communications Coordinator
DEPARTMENT: Administration
CLASSIFICATION: Coordinator
REPORTS TO: City Administrator
STATUS: Full-Time, Non-Exempt
PAY GRADE: 7
LAST REVIEWED: 4.07.2017

SUMMARY

Coordinates the city's efforts to inform, educate and communicate with residents, businesses, employees and other stakeholders. Responsible for content, organization and layout of electronic and print newsletters, city website, press releases, brochures and other informational pieces. Coordinates city's social media tools and accounts.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Plans, coordinates and prepares electronic and print newsletters, including soliciting content, writing articles, proofreading, editing and designing graphic layout.
- Responsible for content, organization and layout of external city website and internal employee intranet site. Works with individual departments to identify, format and publish relevant information and with IT staff to resolve any technical difficulties related to the website.
- Serves as the organization's Public Information Officer (PIO) and media relations specialist. Establishes and maintains positive relationships with representatives of local and regional media outlets.
- Guides the city's overall communications strategy, including organizational branding, marketing and community engagement. Collaborates with City Administrator and Assistant City Administrator to develop city's communication goals by monitoring organizational needs and current communication trends.
- Prepares brochures, press releases and other informational documents on collaboration with city departments for internal and external use.
- Guides the city's use of social media tools such as Facebook, Twitter, Nextdoor, Instagram, YouTube, etc.
- Distributes news and information to appropriate and varied outlets to reach the target audience.
- Works to continuously expand the reach of the city's communication efforts and improve and refine the accuracy, clarity and presentation of information for its intended audience.
- Manages operation of the Government Access Channel, ensuring the efficient and reliable capture and playback of programming. Works with IT staff to maintain broadcasting equipment. Schedules, trains and supervises part-time cable tech staff.
- Coordinates the live and on-demand streaming of government access programs. Serves as a liaison to the school district in its operation of the Educational Access Channel.
- Works with city departments to create informational videos for distribution via the Government Access channel, city website, YouTube, etc., as needed.
- Prepares and monitors spending for communications and telecommunications budgets.
- Performs other related duties as apparent or assigned.

KNOWLEDGE, SKILLS AND ABILITIES REQUIRED

- Excellent written and oral communication skills.
- Thorough knowledge of English grammar, spelling and punctuation.
- Ability to communicate complex and technical information to a diverse audience including city residents, local businesses, elected officials and members of the media.
- Photography skills, including basic knowledge of lighting and composition and the ability to edit photos for use in print and electronic forums.
- Ability to use common Microsoft Office programs, such as Word, Excel and PowerPoint; as well as web-based email and timesheet software.
- Ability to utilize Windows-based desktop publishing software, such as Adobe Creative Suite (InDesign,

Illustrator, Photoshop and Adobe DC) and Microsoft Publisher.

- Ability to master content management software for city website and serve as a resource on the software for other city employees.
- Ability to establish and maintain positive, professional working relationships internally with co-workers and supervisors and externally with representatives of the media and neighboring jurisdictions.
- Ability to work with the public in a friendly, tactful manner.
- Ability to prioritize work load and manage multiple projects or tasks at a time.
- Knowledge of and ability to operate equipment used in video production, recording and broadcast.

INTERNAL/EXTERNAL CONTACTS

- Daily contact with Department of Administration and other departmental staff.
- Daily contact with the public.
- Some interaction with Department Heads to provide support and assistance.
- Some interaction with media representatives.

QUALIFICATIONS

Minimum Qualifications

Bachelor's degree in communications, public relations, journalism or a related field; two years of related work experience, and a valid driver's license.

Desirable Qualifications

Local government knowledge and/or experience. Fluency in a second language, in addition to English, that has a recognized presence in the community (Spanish, Russian, Hmong, etc.).

WORKING CONDITIONS

The normal work environment is a modern, climate-controlled office building, with moderate levels of noise generated by conversations, phones and other office equipment. The employee is occasionally required to work outside in a variety of seasonal weather conditions to photograph events and may occasionally work in and around emergency scenes to assist the police and fire departments with communication needs.

PHYSICAL DEMANDS

While performing the duties of this job, the employee is regularly required to sit, stand and move about the office; use hands to finger, handle or feel objects, tools or controls; and reach with hands and arms. The employee is required to speak, hear and see to share information, receive instructions and complete tasks using a computer screen. The employee must occasionally lift and/or move up to 25 pounds.

EQUIPMENT REQUIRED TO PERFORM JOB

- Desktop Computer
- Desktop Phone
- Cell Phone
- Copy/Scanner/Fax Machine
- Digital Camera
- Video Camera
- Broadcast equipment

JOB DESCRIPTION

Position Title **Communications and Marketing Manager**

Department Information Resources

Accountable To Chief Information Officer

Date February, 2015

Primary Objective of Position

Develop and execute communication, marketing, and engagement strategies to reinforce the City's brand. Lead and manage division responsible for varied services including print publications, web content, Cable TV, social media, traditional media, and public relations. Ensure high quality and timely distribution of accurate and relevant information to the public and serve as Public Information Officer. Work closely with other managers on overall department leadership.

Essential Duties and Responsibilities

1. Strategic Communications, Engagement, and Brand Management
 - Plan strategic communication and engagement initiatives and provide recommendations for enhancing programs and services.
 - Work closely with the City Manager's office to ensure policy-level message consistency.
 - Develop and implement a plan to advance the City's marketing and branding initiatives.
 - Continuously seek ways to improve the quality of the City's communications strategy.
2. Supervision and Management
 - Hire, train, manage, and directly supervise the work of all division staff: front desk, communications, cable television, and other staff as assigned.
 - Coach, develop, and guide staff toward the highest standards of service.
 - Evaluate performance, encourage development, provide direction, and administer policies.
3. Serve as the Public Information Officer for all departments (including Fire and Police) and lead crisis communications efforts in the event of an emergency or disaster.
 - Respond to all major public safety or city incidents on site or remotely in a timely manner.
 - Coordinate media relations and train/counsel staff in crisis communication.
 - Create and maintain public information plans related to disaster scenarios.
4. Oversee all publications and materials used for communications, and public relations.
 - Assist staff with production of general communication messages such as: brochures, flyers, website information, newsletters, and other materials, ensuring quality and consistency.

5. Cable Television
 - Oversee programming for Cable TV channels and management of cooperative agreements.
 - Develop new programs, marketing, and communications methods and work with staff on program schedules, marketing and general media activity.
 - Write and edit scripts, and serve as on-air talent as needed for cable television programming.
 - Oversee franchise agreements and the city's Telecommunications Advisory Commission.
6. Oversee strategic web activities, ensuring accurate and timely information on the city's websites
 - Manage the city's social media presence, including content, customer service and policies.
 - Seek continued improvements to the City's online communications strategy.
7. Media Management
 - Oversee the writing and distribution of press releases to news media
 - Build relationships with media contacts to promote the City or coordinate interviews.
 - Provide media interview coaching and evaluation to staff serving as spokespersons
 - Provide regular updates to stakeholders regarding media coverage
8. General
 - Prepare and manage division budgets.
 - Manage the bidding and purchasing process for mail preparation and design services.
 - Work with stakeholder groups on cooperative communications projects.
 - Attend meetings as a representative of the City, and chair committees as assigned.
 - Attend after-hour meetings and events as needed and remain on-call for city emergencies.
 - Perform other duties and assume other responsibilities as assigned or apparent.

Minimum Qualifications

- Bachelor's degree in communications or related field.
- Five years related work experience, including previous supervisory experience.
- Must have excellent writing, editing, and oral communication skills.
- Ability to self-direct activities and work independently to meet goals and objectives.
- Ability to establish and maintain good working relationships to coordinate and manage activities.
- Must be able to physically move about areas, speak, hear, and see clearly to carry out functions.

Desired Qualifications

- Master's degree in communications, marketing, or related field
- Extensive experience with computer graphics, web design, and related tools and resources.

Approved By:

Signed by Clint Pires 2/5/15
 Department Head Date

Signed by Tom Harmening 2/5/15
 City Manager Date

Initialed by A. Timpone
 HR Coordinator



POSITION DESCRIPTION

DATE: June 2009

POSITION TITLE: Communications Coordinator

DEPARTMENT: Administration

DIVISION: Administration

STATUS: Exempt

ACCOUNTABLE TO: Administration Services Director

SUMMARY:

This position is responsible for carrying out communications-related functions with the goal of providing timely information that will help citizens better understand City government, become aware of what the City has to offer, and feel they are a part of the Woodbury community. This position will work under the direction of the Administration Services Director and perform skilled professional and technical tasks.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

Coordinates Communication with Citizens.

Coordinates content, production and distribution of the city's newsletter.

Ensures the creation and maintenance of a historical file with copies of every issue of the City newsletter.

Coordinates government access programming with South Washington County Telecommunications Commission staff.

Reviews public meeting and project notices that are sent to citizens.

Assists other departments in preparation of brochures, pamphlets, meeting notices and other public informational materials.

Coordinates the creation, revision and maintenance of the City's web site.

Coordinates Communication with News Media.

Regularly provides press releases, columns and other informational materials to appropriate news media. Assists other departments in preparation of press releases for publication or broadcast.

Serves as the City's liaison to news media and coordinates information provided by the City to the media.

Reviews all City-related press releases.

Ensures the maintenance of a "clipping" file of published City columns.

Coordinates Communication between Staff and Public.

Acts as an advisor to the City Administrator and department heads on internal and external communications issues.

Assists City personnel in the development of presentations.

Produces and updates a guide to standardize the style and format of City written materials.

Provides support for departments in writing, designing, and publishing in-house publications such as brochures, books and articles.

Works with City employees as directed to insure that accurate information is disseminated in response to public and media inquiries.

Assists in the planning and publicity for community events.

Coordinates the content, production and distribution of the internal employee newsletter.

Develops and maintains the City's communications plan. Sets new goals and objectives as additional communications needs are identified.

Prepares and submits a budget for communications activities.

Periodically evaluates communications vehicles for effectiveness.

Maintain and foster an environment, which facilitates the Exceeding Expectations (professional, responsive, leaders) philosophy of the City. Performs other duties as directed.

SUPERVISION RESPONSIBILITIES:

Directly Supervises:

- Communications Specialist

KNOWLEDGE, SKILLS AND ABILITIES:

Be able to read and understand correspondence, memoranda and materials.

Must be able to effectively represent the organization, department, and administrative operations to management and the public.

Must have ability to facilitate effective presentations at public meetings.

Demonstrated effective written and oral communication skills.

Must act in a decisive manner, using good judgment. Must be able to assess problems and situations, and be able to anticipate needs and evaluate alternatives.

Must have the ability to accept criticism and/or discipline; must have tact and diplomacy; must be fair and unbiased; must strive to promote a cooperative atmosphere in the department; must have positive attitude.

Must be able to effectively supervise staff.

Must have commitment to the organization; willingness to take initiative; dependability; maturity in relationships with others; and self-confidence.

Must represent the organization to other agencies, staff, and citizens with a courteous, helpful, accurate and business-like attitude in all telephone and personal contact.

Must have ability to work effectively and respectfully with department heads, elected officials, staff, and other agencies. Ability to work as a team member.

Must be able to produce quality, accurate work. Must be able to utilize work time properly and productively. Must have the ability to handle detail, meet deadlines and follow through in the completion of projects.

Must have sound working knowledge of position principles, procedures, techniques, and equipment. Must be able to formulate, initiate and administer policies and procedures.

Ability to utilize computer technology in a windows environment.

Ability to operate a motor vehicle and have a valid Minnesota State Drivers License.

Strong organizational skills and the ability to accurately record documents, publications and various records for official purposes.

Ability to perform, research, assemble information and prepare reports and studies.

Ability to work effectively under pressure and to competently handle a number of different tasks in a single period of time.

Ability to plan and perform duties with only general minimum supervision.

Must be able to perform all essential position functions under the working conditions as described.

Must be able to work as a team under stress caused by emergencies, danger or criticism.

Ability to work evenings and weekends. Ability to serve "on call" duty assignments;

MINIMUM QUALIFICATIONS:

Bachelor's degree in Communications, Public Relations, Journalism, Public or Business Administration or related field OR equivalent combination of education, training and experience.

Three years experience in communications, public relations, community affairs or related field.

Excellent verbal and written communication skills.

PREFERRED QUALIFICATIONS:

Masters Degree in communications, journalism or related field.

Working experience in local government or covering local government as a journalist.

Proficiency in computer software applications including Microsoft Word and desktop publishing (PageMaker).

Experience or knowledge in environmental studies.

Previous experience staffing citizen committees.

PHYSICAL DEMANDS:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential function of this job. Reasonable accommodations may be added to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently required to sit and talk or hear. The employee is occasionally required to walk; use hands to finger, handle, or feel objects, tools, or controls; and reach with hands and arms. The employee is required to sit approximately 80% of regular workday.

The employee must occasionally lift and/or move up to 25 pounds. Specific vision abilities required by this job include close vision and the ability to adjust focus.

WORK ENVIRONMENT:

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee will be exposed to office conditions.

The noise level in the work environment is usually moderately quiet.

JOB DESCRIPTION

<u>POSITION TITLE:</u>	Marketing and Communications Coordinator
<u>DEPARTMENT:</u>	Administration
<u>STATUS:</u>	Full-time
<u>ACCOUNTABLE TO:</u>	Assistant City Manager
<u>DATE REVISED:</u>	June, 2015
<u>SUPERVISION RECEIVED:</u>	Works very independently in completion of the majority of the work. Receives general guidance from supervisor and City Manager.

POSITION SUMMARY

Performs skilled to highly skilled, professional communications and marketing work including coordination, development and management of the City's Communication programs. Ensures high quality and timely distribution of accurate and relevant information to stakeholders and promotes a positive public image for the community both in written form and electronically via the website and social media. Performs related duties as required.

DUTIES AND RESPONSIBILITIES

- Leads the planning, coordination and implementation of external communications for the City, from concept through production.
- Researches, develops, implements, and provides support for a marketing and branding program for the City. Creates marketing materials in various formats for potential developers and prospective businesses.
- Develops and implements a City-wide Communication plan and communication policies and guidelines for the City.
- Advises and supports staff on communications and media relations issues; anticipates and helps manage key communications issues.
- Responsible for managing content, design, publication, and distribution of quarterly City newsletter.
- Manages and maintains the content and design of the City website and mobile app; reviews content to ensure consistent tone and formatting; analyzes and executes needed design changes.
- Develops and manages the content of the City's social media tools and targets specific audiences to achieve City communication and advertising goals; manages the City's billboard spots.
- Prepares and distributes press releases and ads to appropriate news media in a consistent and proactive manner at the direction of management staff.

- Coordinates the programming with NDC4, including collaborating on feature stories and community spots.
- Creates marketing materials to promote the City's enterprise operations and to promote City initiatives and amenities.
- Works with community partners to promote the City as a place to live, do business, shop and recreate.
- Assists with preparation of speeches and presentations.
- Takes photographs and maintains a file of photographs which help chronicle municipal events, activities, programs and services.
- Coordinates and/or participates in community events, ribbon cuttings, ground breakings, open houses, volunteer recognitions and other similar events.
- Assists with preparation and monitoring of the annual communications budget.
- Coordinates and oversees design and production of City forms, certificates, flyers, manuals, brochures, and other printed material for all City departments.
- Measures effectiveness of communications efforts through surveys, web/social media analytics, etc.
- Assists the City's Emergency Management Team with public information needs.
- Performs special projects and research and other duties as assigned.

KNOWLEDGE, SKILLS AND ABILITIES

1. Extensive knowledge of computers including ability to work with Adobe Creative Suites, Microsoft Office applications, website development and social media.
2. Considerable knowledge of communication and marketing principles and practices, including effective utilization of websites and social media tools.
3. Knowledge of the organization and functions of City Departments.
4. Thorough ability to use computers and software for word processing, spreadsheets, presentation software, design and graphics, analytics and web design.
5. Considerable ability to create visual displays utilizing software including presentations, flyers, posters, brochures and other graphic displays.
6. Ability to use a camera and photo-editing software.
7. Considerable ability to actively listen to others for understanding of their needs and situations; ability to speak, read, and write English clearly.
8. Considerable skill and expertise in writing and editing for marketing, electronic/social media, and public/media relations purposes.
9. Considerable ability to effectively represent the organization to management and the public and be able to speak effectively in public.
10. Considerable ability to use good judgment, assess problems and situations, anticipate needs and evaluate alternatives.
11. Considerable ability to analyze appropriateness of communication pieces and social media responses and tailor responses to create and maintain a positive image of the City.
12. Considerable ability to be professional and consistent in dealing with people and to communicate with tact and diplomacy
13. Considerable ability to promote a cooperative atmosphere in the department and City; must have a positive attitude.

14. Considerable ability to establish and maintain effective and respected working relationship with employees, elected officials, the press and community members.
15. Considerable ability to work as a team member in the department and City.
16. Considerable ability to represent the organization to the public with a courteous, helpful, accurate and positive attitude in all telephone, electronic and personal contact.
17. Considerable ability to produce quality, accurate work, detect and correct errors and utilize work time efficiently and productively, including prioritizing work.
18. Considerable ability to self-direct activities and to work independently on a wide variety of projects and assignments to meet goals and objectives.

PHYSICAL REQUIREMENTS

Work is primarily in an office setting with considerable use of computers; work includes the needs to operate equipment , and the occasional exertion of up to 20 pounds of force; work regularly requires speaking or hearing, using hands to manipulate objects, and frequently requires sitting; work requires some standing, walking, sitting, pushing or pulling and occasionally requires stooping, kneeling, crouching, or lifting; work requires close vision, distance vision, ability to adjust focus, depth perception, color perception, night vision and peripheral vision; ability to speak and listen and visually inspect small defects, use of measuring devices, operating motor vehicles or equipment and handling camera equipment.

MINIMUM REQUIREMENTS

1. Bachelor's degree in journalism, public relations, communications or related field.
2. Two years of experience managing projects in communications, public relations, community affairs or a related field, including the following:
 - Writing, editing and designing a newsletter.
 - Marketing or public/media relations.
 - Use of, and proficiency in, desktop and web publishing software.
 - Use of, and proficiency in, Adobe Acrobat and Adobe InDesign.
 - Use of, and proficiency in, photo-editing software such as Adobe Photoshop.
 - Managing social media for an organization including Facebook and Twitter.
 - Website development
3. Must possess and maintain a valid Class D Driver's License.

DESIRABLE TRAINING AND EXPERIENCE

1. Master's degree in journalism, public relations, communications or related field.
2. Experience managing communications, marketing, public relations and social media in a municipal setting.
3. Taking Photos and creating videos using professional camera equipment.

An Equal Employment Opportunity/Affirmative Action Employer

APPROVED:

Human Resource Director

Department Head

City Manager

(date)

City	Title	Hourly Range	Salary Range
West St. Paul	IT Manager (Communications)		\$79,014-\$98,748
West St. Paul	Communications Coordinator	\$31.42-\$39.28	\$65,353.60-\$81,702.40
Maplewood	Communications Manager		\$78,485-\$100,514
Maplewood	Communications Coordinator	\$33.27-\$42.51	\$69,201.60-\$88,420.80
Eagan	Communications Director	\$52.815-\$61.224	\$108,254 - \$127,346.404
Eagan	Communications Coordinator	\$32.815-\$38.594	\$68,255- \$80,276.066
		\$30.49-\$38.11 (non union and non exempt)	
Shakopee	Communications Coordinator		\$63,419.20- \$79,268.80
St. Louis Park	Communications Manager		\$86,345-\$107,931
St. Louis Park	Communications Coordinator		\$62,234-\$77,792
Rosemount	Communications Coordinator		\$61,471-\$71,998
Chaska	Communications Coordinator		\$63,492 - \$72,980
Roseville	Communications Manager	\$35.78-\$43.11	\$74,422.40-\$89,668.80
Roseville	Communications Specialist	\$33.75-\$40.67	\$70,200- \$85,009.60
Woodbury	Communications Coordinator		\$66,747-\$86,694
Woodbury	Communications Specialist	\$26.02-\$33.79 (non-exempt)	\$54,121.60-\$70,283.20

		Minimum	Maximum
IGH	Communications Manager	\$86,876.50	\$106,365
IGH	Communications Coordinator	\$65,597.04	\$80,460.19

Comp Benefits (Min)	Comp Benefits (Max)	Total (Min)	Total (Max)
\$32,144.31	\$39,355.05	\$119,020.81	\$145,720.05
\$24,270.90	\$29,770.27	\$89,867.94	\$110,230.46

**City of West St. Paul
Strategic Communication Plan**

2015

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INTRODUCTION

Communication Plan

This is the first Strategic Communication Plan for the City of West St. Paul, MN and is designed to set out the objectives, messages, and strategies that will be used during the 2015 calendar year to communicate the City's programs and policies to various audiences.

It describes the City's approach and objectives for communications, the current situation, the strategic messages and tools and tactics.

Teamwork

Compared to some of our neighboring cities, West St. Paul has a relatively small population. While we may be smaller in numbers, we must meet or exceed the communication efforts put forth by surrounding communities in order to continue growing and remain competitive as a leading first-ring suburb. While many larger cities have communication teams, we must all work together to ensure our message is heard and West St. Paul thrives. Currently West St. Paul has just one Social Media and Marketing Specialist to act as a hub for all departments to get information to the public.

West St. Paul's Mission

It is the mission of the City of West St. Paul to promote and preserve a community of excellence by the ethical, responsive, efficient and innovative provision of services.

COMMUNICATION OBJECTIVES

Our five communication objectives are each unique but equally important in developing a successful communication program. We must always strive to improve upon previous efforts in the following five categories:

Increase Awareness
Increase Engagement
Increase Transparency
Embrace Technology
Establish Consistency

Increase Awareness

We want residents to be aware of events, programs and City news & announcements without having to seek out the information. We want information to be available to all of our audiences and for City projects to be common knowledge among our Primary Audiences. A sense of awareness among the public will reassure them of our commitment to improving the City and serving its residents.

Increase Engagement

We want to encourage and enable residents and business owners to easily participate in public policy formation. In addition, we would like to generate high levels of participation in and attendance at City programs and events. This will create an increased sense of community and bring value to living in West St. Paul. While awareness is important, engagement is a true measure of the public's interest in its government functions.

Increase Transparency

We want to knock down the barriers of communication between local government and the public. In order to reach the broadest possible audience, we must utilize all modes of communication to their fullest potential. By opening new means of communication between the public and City Staff/Elected Officials we increase transparency and gain more

trust from our audience. In order to increase the trust of the public, we must be proactive in our transparency, not reactive. By proactively informing the public about what we're doing, without them having to ask, it shows we are working for the public and not withholding information from them.

Embrace Technology

The role of technology in public communication has changed dramatically in recent years. With the advent of social media and its spread in the last decade, many members of the community rely on the internet, not only to receive information, but also to engage in two-way communication between themselves and governing bodies. Two way communication must be embraced by all staff and elected officials. The means of two-way communication for West St. Paul are many for 2015 and include everything from phone calls and emails to facebook and twitter. It is no longer enough to listen to our community, but to also answer them with detailed information and in a timely manner. The internet (more specifically social media) has created a sense of instantaneous gratification that we must embrace.

Establish Consistency

A consistent message and look across all communication platforms is key to establishing legitimacy as an organization as well as maximizing information retention and establishing a brand identity among our audiences. All printed and web graphics and handouts should

be designed with the same color palette, logo and attitude. Many government agencies fall short in this area by having each department handle their own output to the public. We must work as a team to ensure all of West St. Paul's materials are consistent. All artwork should either be designed by or go through the Social Media and Marketing Specialist to either create or review materials before being published or printed. The same goes for Press Releases. Although these can be sent by department heads as they are the authority on their subjects, Press Releases should all be sent with the same design, logo and boilerplate.

“We want to knock down the barriers of communication between local government and the public.”

AUDIENCE

In the broadest sense, our communications audience is anyone who lives or works in the City of West St. Paul. In fact, that definition may be expanded to include visitors, shoppers, commuters, residents of neighboring communities and businesses considering opening or relocating to West St. Paul.

This represents a very broad and diverse group of people with different needs and interests, so it is useful to consider a number of subcategories or niche audiences that identify groups with similar characteristics or communications needs.

We also need to be aware that there are different levels of interest on the part of our audiences in receiving communications. One of our challenges is to provide opportunities for our audiences to voluntarily increase their level of engagement, eliminate barriers to participation, and increase the value of their relationship with the City.

Audiences also have different informational needs, depending on their relationship to the City. Business owners, developers, and residents all have different relationships with the City and may need information on processes, policy decisions, or services.

Lastly, we must also consider media preferences and understand the unique features of each channel that we deploy, recognizing that individuals have differing expectations and conscious needs in communicating with the City.

Primary Audiences

Residents of West St. Paul
Businesses of West St. Paul

Secondary Audiences

Residents of Surrounding Communities
Potential Developers and Businesses
Visitors, Shoppers and Commuters
Employees of WSP Businesses

With such a broad audience , it is important to understand the audience segmentation to better communicate with and serve sub-groups of our Primary and Secondary Audiences. Utilizing demographics among our population will allow us to cater specific messages to smaller audiences with a higher relevancy and to maximize return on investment (ROI). All communication material should have a specific target market defined more precisely than our Primary Audiences. The City of West St. Paul overall has a significantly higher senior and Hispanic population than the Minnesota and national averages. Data was obtained from the 2010 U.S. Census.

West St. Paul Population by Age

The table below shows the West St. Paul, MN population by age. The city's total population is 19,540. The largest age group was aged < 25.

Age	City	State	USA
< 25	30.1% 5,890 people	33.7% 1,786,862 people	34.0% 104,853,555 people
25 - 44	29.8% 5,827 people	30.2% 1,599,295 people	30.3% 93,634,060 people
45 - 64	26.4% 5,161 people	27.1% 1,437,262 people	26.4% 81,489,445 people
> 64	17.0% 3,322 people	12.9% 683,121 people	13.0% 40,267,984 people

West St. Paul Median Worker Income

Individual median worker income is displayed in the following table. The city's median individual worker income is \$32,943. Nationwide, the average is \$29,701.

Worker Type	City	State	USA
Male	\$36,410 High	\$37,989 High	\$35,201 National Average
Female	\$29,864 Very High	\$25,790 High	\$24,139 National Average
Median Household Income	\$48,440 High	\$57,243 High	\$51,914 National Average

West St. Paul Population by Race

The following data table shows race information for the West St. Paul, MN population. 78.0% of the population is White. At 19.5% of the population, Hispanic is the second largest racial group.

Race	City	State	USA
White	78.0% 15,247 people	85.3% 4,524,062 people	72.4% 223,553,265 people
Hispanic	19.5% 3,803 people	4.7% 250,258 people	16.3% 50,477,594 people
Black or African American	6.0% 1,164 people	5.2% 274,412 people	12.6% 38,929,319 people
Two or more races	4.3% 837 people	2.4% 125,145 people	2.9% 9,009,073 people
Asian	2.2% 424 people	4.0% 214,234 people	4.8% 14,674,252 people
American Indian and Alaska Native	0.9% 167 people	1.1% 60,916 people	0.9% 2,932,248 people
Native Hawaiian or Pacific Islander	0.1% 11 people	0.0% 2,156 people	0.2% 540,013 people

West St. Paul Population by Gender

The table below shows the population distribution by gender in West St. Paul, MN. The population is 47.6% men. The population is 52.4% females.

Gender	City	State	USA
Female	52.4% 10,244 people	50.4% 2,671,793 people	50.8% 156,964,212 people
Male	47.6% 9,296 people	49.6% 2,632,132 people	49.2% 151,781,326 people

STRATEGY & DELIVERY

New Media

Due to the fact that the internet and social media are changing the way that people find information, we must adapt, or risk becoming increasingly irrelevant. We want to do more than just keep up, we want to strive to be a leader in this area.

- **Website**

The City of West St. Paul launched a new website in October, 2014 that includes many new features that will help deliver communication messages to a wide audience. The homepage features a large area to insert graphics. This area should be used to highlight upcoming events and major city happenings. By utilizing this space for events, we'll be fulfilling 3 of our 5 Communication Objectives (Increase Awareness, Increase Engagement and Embrace Technology).

In addition, there is a module called Request Tracker (titled on the website as "Report a Concern"). Here, residents are able to report anything they feel is not right within the community and ask questions via the internet. They can either submit anonymously or include contact information. This allows direct two-way communication between residents and staff. We are also able to track statistics to ensure staff are responding in a timely manner.

The calendar feature on the website is two-fold. There is a calendar for events and a separate one for meetings. This allows for easier navigation by the residents looking for different items.

- **Facebook**

Facebook is West St. Paul's leading Social Media platform. Although it may look like there's not much to running a facebook page, every interaction should be well thought out, yet still look like it was written quickly and spontaneously. This can be more difficult to do than it seems. Tone should be kept semi-professional, but also playful. Communication should read as though it is an email to a coworker. Don't be afraid to use fun jokes or playful sarcasm. All comments should feel like a friendly person is actually interacting with the public. Try not to sound robotic, too polished or use technical terms. People generally aren't logging into facebook to get news or PSA's, and they'll scroll right over posts that look plain or boring to see that eye catching picture their friend just posted right below it. Our facebook posts are competing for residents' attention with their best friends, so posts need to have a hook that grabs the viewer. Make it personal, ask them a question, use smiley faces (sparingly), use exclamation points, make sure the text looks like the writer is excited to be posting it. Never post just to post. Whenever posting, keep this in mind: Will someone smile when reading this? Is this post fun enough to get people to "Like" or "Share" it? If the answer is no, it's probably not strong enough to send. Every post should get responses.

Never post anything (positive or negative) that has to do with politics, religion, race, sexual orientation or controversial viewpoints. Never use vulgar language. Never make a post that will alienate ANY group of people or make anyone feel uncomfortable at all. Never fight fire with fire. If someone is angry or complaining, we're ALWAYS here to make it better. We're not here to pass the buck or blame anyone else. We're not just answering someone's comment, we're showing that answer to thousands of people. Remember we work

for the public, so if it is not something one would say to their boss, it probably shouldn't be said on our facebook page. If the question "Is this really okay to post?" comes to mind, then it isn't; the post should be reworked until the answer to that question is a "Yes".

Try not to over post. For the most part, one facebook post a day for the entire city is the max. On occasion, two may be necessary. Posting is different than answering or commenting on existing posts. These can all be answered as they are received. The more we post, the less facebook will put our posts in newsfeeds (each post only goes out to about 6% of our followers, unless it starts getting likes, shares and comments. Then it gets more exposure). By posting too much, facebook has an algorithm called Edgerank that will automatically give us less exposure and soon we'll be talking to nobody. It's much better to have one strong post in a day than three decent posts. This is one of the most common mistakes pages make. Less can be more.

- **Twitter**

West St. Paul is also utilizing Twitter as a communication tool. While twitter and facebook are both social media websites, they should be utilized in different ways. Twitter is a microblogging site and posts must be kept short and sweet. This is also a good medium for sharing links to news stories about the City, pictures from projects and items you want the media to see. There is a very high use of Twitter in media and reporting jobs and we should utilize this medium as such whenever possible.

- **Video**

With the City officially using social media, video will be much

more effective. All videos created by the City should be uploaded only to our Vimeo account. The video can then be shared by either embedding code directly into our website, or linking from our various social media accounts. In past years, the city has partnered with Townsquare Television/ NDC4 to air Council Meetings live and host the videos on their website. A more proactive approach should be utilized to make the most of this partnership. By sending press releases to and communicating with the TST/NDC4 staff, we can create videos together that will be mutually beneficial to both organizations.

Video should play a key role in the communication efforts of the Robert St. construction project. A monthly *Robert Street Roundup* video will be released showcasing the progress made and the changes coming in the near future. We should also use videos to address any questions or concerns the public has about the project.

Video should be utilized for internal communication between the Human Resources Department and employees, both for new hires and training for existing employees. We should utilize our relationship with Townsquare Television to take advantage of the filming and editing resources available.

Traditional

- **Newsletter**

As of Fall, 2014, the City is designing the Newsletter in-house with a new modern look and clean simplistic design. It has been well-received and should continue to be produced accordingly. Other changes made to the layout include a linear story line (no jumping around from page to page for the same story).

STRATEGY & DELIVERY (cont.)

The Newsletter should include new, fresh information that hasn't before been published. By running the same stories, the impact of receiving the newsletter in the mail will diminish and we'll soon start to lose readers.

New Media should be cross-promoted in the newsletter to help drive residents to the communications options that are newly available to the City. By targeting residents that rely on the printed newsletter, we'll encourage them to utilize the electronic delivery systems that are little or no cost to the City.

- **Billboard**

The City has access to free promotions using the Clear Channel digital billboard located along Highway 52 by the Sports Complex soccer field. The contract between the City of West St. Paul and Clear Channel allows us to always have one or more slides running at any given time. Billboards can be effective when used correctly, but are easily wasted with too many words. Digital billboard designs should contain a total of eight words or less, usually accompanied by a graphic or photo (though don't be afraid to go 100% text for great impact). Avoid the common misconception that details always need to accompany a headline. All a billboard should be used for is to convey a single, clear message or direct the viewer to a website where more information is contained.

- **Press Releases**

Sending Press Releases to the media can be a great way to get free exposure in newspapers, on TV, and in magazines and publications. Press Releases are also great opportunities that are often wasted. In the fast paced 24-hour news cycle we live in, reporters and journalists are looking for content that is as close to print-ready as possible. When writing a press release, think of

yourself as writing a story in a newspaper. The headline should be attention grabbing and always include the words "West St. Paul". A consistent Press Release format from all departments is key to gaining credibility as an authority on the subject at hand.

In addition, all press releases should be contained in the body of an email. You can certainly attach a PDF as well, but eliminating a step of the reporter having to download and open your attachment will put us well ahead of the pack, considering the hundreds of email press releases they get every day.

When sending a Press Release to a new contact for the first time, send a personalized email introducing yourself and offering your expertise as a contact should they need help with anything. By establishing a relationship with reporters, they're more likely to run your stories.

- **Paid Traditional Advertising**

When purchasing advertising space, keep in mind that there are many free or inexpensive options available. Consider putting your "ad" in the newsletter that we're sending out anyway. If your message is directed at West St. Paul residents, and you're running an ad in a paper that is distributed across multiple cities, you're paying for wasted impressions.

Some options to think about when shopping for ad space: Negotiate on prices when you feel they are too high. Consider partnerships with other organizations to reduce the cost. Consider whether you really need to purchase that ad, or can you get the message across via a free or inexpensive alternative. With all of the new media options the city now has, there is less need to purchase advertising than ever. Consider facebook ads to maximize ROI and create super targeted ads that utilize facebook's data collection.

TWO-WAY COMMUNICATION

When to Talk Back

Millennials and younger Gen X'ers grew up in a different world than previous generations, and their idea of communication reflects the technology with which they grew up. Many younger residents are turning to the internet to talk with their government the same way they would talk to their friends and family. We must adapt to this way of thinking and embrace the technology that makes this kind of instantaneous communication possible.

Previously, the only way to communicate with the City Staff was one-on-one via the telephone, a letter, or in person. While it's still important to communicate over the phone and give attention to those who come into City Hall, we must also pay close attention to those commenting online and address those comments in a timely manner.

Residents now have the opportunity to air their complaints or questions to the entire world and we must respond to the same audience. While there are positives and negatives to this mode of communication, it must be embraced and utilized as it is the present and future of government/public interaction.

When a comment or question comes in on social media or through the website, the response should be well thought out, helpful and positive. Seek the help of someone more qualified to answer the question when necessary. Some posts will come in angry or upset, but responses should always be positive and make the person feel better and know that we have taken their comment into consideration. This is not only a good way for residents to get questions answered, but will also help City staff get better at their jobs by being able to communicate back-and-forth with the public in an open environment.

MODES OF TWO-WAY COMMUNICATION

Mass Communication Outlets

Facebook

Twitter

Public Meetings (broadcast & stream)

Website

Report a Concern

Surveys, Polls and Forms

One-on-One Communication Outlets

Email

Phone Conversations

In Person

INTERNAL COMMUNICATION

Everyday Interaction

We recognize that employees are one of the most immediate and direct ways that our audiences receive information about the City. This makes it important that we use our internal communication vehicles as resources for informing staff about the City's strategic messages and issues that arise throughout the year. Ultimately, the desired outcome is a workforce that understands the City's mission and vision, exemplifies the values, and actively communicates the key strategic messages. At the same time, keeping staff informed also builds morale and helps deflect misinformation circulated by rumor.

The City uses a number of tools communicate internally:

HR Connection (WSP's Intranet)

Fulton Friday Memos

Team Meetings

Department Head Meetings

Newsletters

City Council Meetings (Videos)

Flyers and Posters

Email

Internal Committees

Emergency & Crisis Communication

Many issues arise over the course of a year, a few of which may rise to the level of a crisis. For our purposes there is a distinction between emergencies and crises. Where we recognize any threat to public safety as an emergency (tornados and storms, active shootings or dangerous suspects at large), a crisis is a threat to the City of West St. Paul's reputation or financial health.

We obviously cannot predict every issue that will arise over the course of a year, nor would it be desirable to attempt to prepare for every possible contingency. Instead, our strategic messages are designed to position the City on a foundation of broad concepts that allow for flexibility in addressing any situation that should arise.

Emergency Communication

Emergencies should always be addressed and never ignored. Internal communication during emergencies can often be difficult, as many key staff members will be focusing on the safety of the community and solving any issues that may need addressing. It is important for this reason to establish an official PIO (Public Information Officer). In the case of emergencies, this will likely be a member of the West St. Paul Police Department, but could be a City official or department head. The PIO should be a well spoken, friendly personality who will be able to speak to media and hold press conferences, answer general and specific questions regarding all aspects of the emergency and be comfortable on camera. The PIO should have access to the scene of the incident as well as constant interactions with those in charge of the aftermath of the emergency.

In the event of an emergency, it may be necessary to establish an "Incident Information Center". Due to West St. Paul's modest size, all corners of the city are just a few minutes away from City Hall which

makes it an ideal place to create an Incident Information Center. This should be a dedicated meeting room where key personnel can communicate without interruption and prepare for interaction with the media. Collaboration is key during emergencies both internally and externally. Law enforcement agencies and City Officials must communicate with surrounding cities and organizations to create a consistent message to the public.

Issue and Crises Communication

There can be unintended consequences if we attempt to proactively respond to every evolving issue. We could waste resources, diffuse our strategic messages and potentially generate negative stories that might otherwise not have happened.

The key then, is preparation—through clear procedures and general strategies. When an issue arises, the first step should be to determine what actions—if any—are appropriate in response. All issues should fall into one of the 3 following categories:

1. *The issue should be monitored, but no response should be made*

Issues not requiring a public response are generally topics generated by local media or public comment. In most cases the story may pass without much community discussion, or the individuals affected can be directly addressed to solve their problems or answer their questions. Issues of this type generally revolve around problems that have a limited impact or a very short lifespan.

2. *The issue requires a response*

Issues requiring a response are those that impact a large number of people and have a relatively long lifespan, meaning that the issue will continue to impact people over several days or longer. The standard approach should be to research and develop a list of talking points that describe the issue, outline City policy in regard to the issue, and describe the City's response plan.

Elected officials and appropriate staff will be briefed on the situation. We should then publicly respond with an explanation and our plan to fix the problem and avoid similar situations in the future.

3. *The issue rises to the level of a crisis*

Once an issue rises to the level of a crisis, the approach is similar, but more robust. In general, we will respond within 24 hours—if not sooner—to the emergence of a crisis, as described below. To promote the greatest levels of transparency and credibility, we will always tell the truth about what happened and have a plan to resolve the problem.

Every story has a victim and a villain; often the City initially finds itself unintentionally in the villain's role. In order to effectively address issues, we must understand what responsibility the City has toward the issue, acknowledge our actions, and move ourselves from villain to vindicator by having a plan to address the issue. To do that, there are three phases in our approach to crisis management: Preparation, Response and Taking Action.

When a crisis arises, the first phase is **PREPARATION**. During that time, Community Relations staff will conduct research to determine:

- What has happened?
- What are the questions people might have?
- What are our messages?

As soon as possible, we will move to the **RESPONSE** phase. The key here is that our messages say what we are going to DO rather than just address what happened. A solution is the best response.

Once our response has been received, we will move into the final stage and **TAKE ACTION** to resolve the crisis and take appropriate steps to ensure it doesn't happen again. Once an action has been taken, we can communicate with residents and media about the steps we took.

ROBERT ST. COMMUNICATION PLAN

Purpose

- Describe the initiatives to deliver messages on a pre-determined schedule and identify audience segmentations.

Communication Goals

- Provide accurate and timely information to residents and businesses and provide opportunity for two-way communication.
- Ease congestion by educating motorists and transit users about detours and construction schedules.
- Promote safety by educating the public about work zone safety.
- Identify routes to specific businesses to continue promoting patronage.
- Respond rapidly to all inquiries and complaints.

Target Audiences

- WSP Residents- Motorists/ Commuters/ Pedestrians
- WSP Businesses and Employees
- Surrounding Residents- IGH, SSP, MH, Sunfish Lake and St. Paul

Strategies

- Complete Transparency- Budget Breakdown, Schedule, Funding Sources, Cost to Taxpayer, Impact to Businesses, etc.
- 2-way communication- We hear you as much as you hear us
- Betterment of the City- Why the project will improve West St. Paul
- We're dedicated to the city for the long run. Patches and band-aids will not last or solve problems

Delivery Systems

PIO

Social Media

Video

Website

Media

Signage

Fun & Games

Email Blasts

Direct Mail



Public Information Team

WHY?

A dedicated Public Information Officer (or team) will be able to release a consistent message to residents and media alike. By putting a face on the project, we give instant credibility to the message coming from that source. The public will know they are hearing from an authority on the project with a consistent source of all information.

WHO?

A well spoken, friendly personality who will be able to attend meetings, speak to media, answer general and specific questions regarding all aspects of the project and be willing to be on camera. The PIO will be responsible for answering all Robert St. inquiries (taking phone calls, replying to emails, communicating to Social Media admins, etc.).
The PIO will be used as needed for the duration of the Robert St. project. Office phone number and email will be used in communications as key contacts for the public to utilize.

PIO RESPONSIBILITIES

- Scheduling and participating in interviews
- Developing and maintaining a media interaction
- Selecting appropriate team members for interviews
- Preparing selected team members for interactions with the media, residents and businesses
- Escorting media representatives throughout the operational area if necessary
- Issuing press releases
- Gathering and verifying information
- Fielding questions from residents, businesses and media with consistent answers

TEAM

Since no one person will be able to handle the entire workload of this position while keeping up with everyday tasks, we will have 1 primary PIO and 3 secondary communication team members.

Primary: _____

Secondary: _____

ROBERT ST. COMMUNICATION PLAN (cont.)

Social Media

FACEBOOK

A facebook post will be made about once a week in the form of a picture or text update. In addition, we will embed all videos created for the Robert St. project on our facebook timeline. Be careful not to post just for the sake of posting. All information must be relevant and timely. If there is no significant info to be posted, it's better to skip a week than to post fluff.

No more than 2 Robert St. updates should be sent out per week with the exception of an emergency or very significant change that should arise. Over-posting will result in diminished exposure and diluted messages. We need our followers to Like, Share and Comment on these posts in order to get as much exposure as possible, so they must be worded in a way that will get our followers to interact. Don't rush these posts through. Think carefully about wording and what information is included.

TWITTER

Twitter will be utilized on a daily basis as much or as little as needed depending on the current status of the project. Pictures, updates, Vines, etc. These messages must be short and sweet. Our tweets will most likely be seen by just as many media personnel as residents. We should utilize the media's presence on twitter as an additional way to get Press Release-type material out there. The hashtag #RobertStreet should be included in all tweets about the project for users to follow all project tweets.

VIMEO

We have created our own Vimeo account to host all videos we create for the Robert St. project. Townsquare Television hosts their segments on Vimeo and it is an excellent, professional video hosting site that will work well for us. After a Phase 1 schedule is officially set and at least 2 weeks before construction begins, we will team up with Townsquare TV to create an updated Insight 7 segment highlighting the positives as well as addressing the negatives of the entire project. This will be used as a jumping off point for all video posting.

We will create a monthly video clip called *Robert Street Roundup* that will be shot on site and give the public a behind-the-scenes look at the process.

Video

BEFORE CONSTRUCTION BEGINS

- Create a bird's-eye-view video of the entire 2.5 mile stretch with a drone camera.
- Create an Insight 7 segment with TST to kick off the construction process. A complete project overview will be covered.
- Create a "pilot episode" for *Robert Street Roundup* promoting the project and introducing the PIO team.

DURING THE PROJECT

- Create monthly *Robert Street Roundup* segments will be released on the first Friday of each month.
- Get cameras similar to MnDOT traffic cameras setup to live-stream during the construction process? ASK MNDOT

Website

www.wspmn.gov

- Will link over to the SRF website. Catchy headlines will be attention grabbers to get users to click over to the SRF hosted site.

projects.srfconsulting.com/RobertStreet

- This site will be constantly updated by SRF and will be the hub for all released information.
- We should consider a nicer URL to redirect here to make it easy for the public to find.
- We should consider dedicating a page that lists all businesses and how to drive to them during the construction process without using Robert Street.

Media

PRESS RELEASES

- A full media contact list should be established prior to any releases being sent out.
- All Press Releases will be sent with the same template and come from the Primary PIO for consistency and to create a go-to contact for the media. Releases should always be in the body of the email rather than just as an attachment. Journalists are more likely to read your release if they don't have to click and download an attachment to view it.

RADIO ADS

- We will consider sponsoring shows on MPR, The Current, KFAN, etc. This medium would be more impactful toward the end of the project as it's a wide geographic audience and we want to invite them to check out the new Robert Street once it is all finished.

Communication Meetings

A MEETING WILL BE HELD EVERY _____ OF THE MONTH

- Those required in attendance will be WSP PIO Team and Dave Hutton (or another SRF rep).
- Those encouraged to attend will be South Robert Street Business Association, Dakota County Regional Chamber of Commerce, WSP/MH Rotary Club, Living Longer & Stronger in West St. Paul, DARTS, WSP Business Owners, Surrounding cities' officials (Inver Grove Heights, Mendota Heights, South St. Paul).
- This will be a 2 way communication. We want to let everyone know where the project currently stands, and field questions and concerns from the community groups.

Signage

HWY 52 BILLBOARD

- Since very limited info can be communicated via billboard, this will be used to direct people online where we can get more info out ex: "See Robert Street's Current Status... wspmn.gov"
"Question on Robert St.? Ask us at facebook.com/CityofWSP"

ROBERT ST. COMMUNICATION PLAN (cont.)

STREET SIGNS

- Detour signs should be very easy to see and there should be many of them.
- Business directory signs should be located to help keep commerce flowing as normal as possible.

Fun & Games

ROBERT ST. BLOCK PARTIES

- Once or twice a year we'll invite the public to come join us in the actual construction zone for a BBQ with yard games, prizes, etc. We'll use this as a meet and greet for City officials and to relay information to the public.
- Movie in the Park(ing Lot)?

SWAG

- T-shirts, pens, refrigerator magnets, other.

Email Blast

EMAIL WILL BE SENT EVERY FRIDAY TO THOSE WHO SIGN UP

- Email will include a link to the website to get people accustomed to using the website as a reliable resource for all things Robert St.

Direct Mail

ALL SEASONAL NEWSLETTERS WILL HAVE A ROBERT ST. SPREAD

- First major publication will be heavy on transparency. Budgets, funding, tax increases, business and residential impact and introduce our PIOs for the project, including contact information and a push for 2-way communication via social media and our websites.
- Subsequent issues should recap what has happened in the previous few months and what is yet to come.

City of Hastings

Communications Guide



Contents:

Mission Statement

Communication Goals

Target Audiences

Communications Strategy

Electronic Communications

Social Media

Print Communication

Other Tools

Media Partners

Mission Statement:

To communicate City information in a way that reaches the target audience in a timely manner, in their desired format, and with service, respect, and enthusiasm guided by our CORE Values to achieve our goals.

Communication Goals:

- To utilize a variety of communications tools in order to reach a target audience regarding city services and events.
- To make positive connections both internally and externally in order encourage the sharing of information and utilize partnerships.

Target Audiences:

- City residents and businesses
- Media - local and regional
- Community Partners (those who have a vested interest in the city's success)
- Visitors and potential residents and/or business owners
- The general public - those who may not live here, but develop a perception of Hastings over time

Communications Strategy:

1. Identify a key message, event, or a problem
2. Identify the target audience and their characteristics
3. Develop the message. Don't use jargon. Stay positive. Be brief.
4. Choose the appropriate tool for the audience or use a combination of tools
5. Implement

Electronic Communications:

City Website: www.hastingsmn.gov

Target Audience: residents, businesses, and visitors with internet access via mobile phone, tablet, or computer.

Key Users: Website Administrators have been identified in each city department. These people are responsible for keeping their department's pages updated, entering key news, and adding events to the calendar. Super-users have been identified to oversee the website. They have full access to the entire site and provide assistance to the Website Admins.

Communications Responsibility: Currently Super-user status. Manage web administrators, post News, fix problems, create shortcuts, watch analytics.

City Council Updates: bi-weekly electronic document to communicate key city happenings

Target Audience: City Council, Media partners, community stakeholders, engaged citizens who prefer more information

Key Users: City Administrator creates document with bi-weekly updates provided by Department Heads.

Communications Responsibility: post document on website

E-Notifications: targeted emails on various topics from commission agendas, council agendas, and public works construction project updates

Key Users: Administration, Public Works, Commission Advisors

Target Audience: Engaged Citizens and Businesses with specific interests

Text Alerts (Nixle): text messaging alerts on City sponsored activities/events, field closings, and snow emergency notification.

Target Audience: Those with cell phones and busy lives. Additionally, the snow emergency notifications can be delivered via text, phone call, or email.

Key Users: Each department involved has trained administrators. Currently utilized by Public Works, Parks & Recreation, and Administration.

Communications Responsibility: Manage system, track analytics, assist departments in training users and strategic messaging, develop new ways to utilize the tool.

Social Media:

Facebook: CityHastingsMN and Rivertown Dog Park

Messaging: This audience is our largest and most willing to engage with the City. Popular posts include events, public safety, engagement.

Target Audience: Our current following ranges from ages 13 to 65+, with 73% of followers ranging from ages 25 to 54. Our highest percentage of followers on this platform are women in the 25-44 year old age range. Over half of our followers live in Hastings, with the majority of the remainder residing in the Metro area.

Twitter

Messaging: This audience seems to be most interested in news.

Target Audience: We have a fairly even following between men and women on Twitter. This audience is mostly made up of upper-middle class residents.

Instagram (opened May 2016)

Messaging: Tell our story through photographs. Increase reach with the use of select hashtags that target our area or directly target a group of people with similar interests (pets, biking, travelling, etc.).

Target Audience: No analytics are provided by Instagram, but this group seems to be much younger than our other audiences.

Print Communications:

- Rivertown News: This 4-8 page City newsletter is delivered to Hastings residents three times per year. Departments submit articles. Communications is responsible for editing, layout, design, printing, and distribution.
- Print Materials: Flyers, posters, maps, and brochures are produced as needed for the various departments. Communications will design and distribute or may provide support.

Other Tools:

- Todd Field Electronic Message Board: Focus on community events and brief city reminders.
- Walgreens Electronic Billboard: We currently receive occasional free advertising on this board.
- Utility Billing messages: Short messages can be relayed on the bottom of the Utility Bills. These go out monthly to one of the three zones. Each zone receives a bill on a quarterly basis.
- Service Requests: a two-way messaging system hosted on our city website. Citizens may report issues directly to the departments on topics such as parks maintenance, code violations, and potholes.
- Tip 411: Utilized by Hastings Police Department, this tool can be used for anonymous tipping.
- Neighborhood Meetings/Open House

Media Partners:

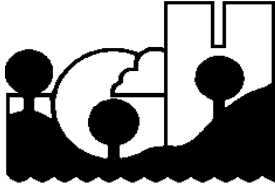
Local Media:

- Hastings Star Gazette - weekly newspaper
Key Contact: Katrina Styx
- KDWA AM1460 - local radio
Key Contacts: Dan Massman, Kelly Casey, Maureen McNeery
- Hastings Community TV - Ch 14, 15, 16
Key Contact: Tom Wright

Regional Media:

Newspapers (Pioneer Press, Star Tribune)

Television (Kare11, Fox 9, WCCO, KSTP)



CITY OF INVER GROVE HEIGHTS

MEMORANDUM

TO: Mayor & City Council

FROM: Joe Lynch, City Administrator

SUBJECT: Customer Service Policy

DATE: March 26, 2018

Background:

Council has reviewed the Customer Service Policy on three separate occasions, twice in 2017 and once in 2018. At the last review, Council directed that a clean version of the Policy be presented for review and prepared for adoption. At your Council Strategies Session on March 12, 2018 you directed that we adopt the Policy and then bring back the considerations for the metrics used to evaluate the effectiveness of the Policy and change over time.

Enclosed within is a Redlined copy and Clean copy of the proposed Customer Service Policy so your can compare the changes made from the last review.

If there are no more changes to the Policy, I would place it on the Consent Agenda for the April 9th City Council meeting for your adoption.

After adoption, we will roll the Policy out to staff to ensure they all have a copy and understand the importance of follow through on the designated return/response times and the communication with all customers and clients.



CITY OF INVER GROVE HEIGHTS

ETHICS * EXCELLENCE * ENGAGEMENT

CUSTOMER SERVICE POLICY

3rd Draft

01/22/18

04/02/18

DISCLAIMER: Any department or service within the City that must comply with a Federal or State statute for purposes of compliance, privacy or confidentiality are exempt from the Response Time section of this policy.

MISSION

The City of Inver Grove Heights' mission is to provide services and facilities that enhance the quality of life in our vibrant community.

PURPOSE

The purpose of this policy is to assist our leaders and staff in providing reliable, responsive and exceptional service to its customers. We define our customers as people who live, work and play in the city, as well as ~~everyone the city does business with, with whom the City does business,~~ including ~~internal~~ staff ~~and/or employees~~.

SERVICE STANDARD

The City's service standards are as follows:

- Treat the customer with respect and in a friendly, polite demeanor.
- Provide prompt, accurate and efficient service.
- Maintain the customer's privacy as outlined by Minnesota Government Data Practices.
- Keep the customer informed; including, but not limited to, deadline extensions, delays and status reports.
- Determine ~~how the method by which~~ the customer would like to stay informed and provide timely feedback.

RESPONSE TIMES

The City's goal is to answer questions, ~~inquiries and~~ respond to ~~inquiries or~~ service requests, ~~and or~~ resolve complaints ~~within indicated by~~ the timeframes specified below:

- ~~At least~~ Within 24 hours ~~to~~ return phone calls, emails or website inquiries.
- ~~At least~~ Within 36 hours ~~to~~ respond to service calls for maintenance/repair or requests for documentation (such as Council meeting minutes).
- ~~At least~~ Within 48 hours ~~to~~ respond to a formal complaint ~~on site or physically (?) what?~~

Responses will be addressed during regular business days and hours of operation, Monday – Friday, 8:00 AM – 4:30 PM, or when reasonably applicable. Facilities and/or departments that operate beyond the regular business hours, including weekends, may respond to inquiries and requests during those hours of operation (i.e., police department, community center, golf course, ~~etc).~~ etc.)

If an inquiry is received on a Friday, customers can expect a response the following Monday. If an inquiry is received on a Friday, but the next business day is a holiday, customers can expect a response the next business day following the holiday.

If an inquiry is received and a staff member is out for any extended period of time, customers will be directed to an additional resource for assistance.

OUT OF SCOPE

This policy may not regulate all customer service standards for departments required to respond to emergencies, such as police and/or fire. These departments maintain their own set of internal and/or external standards of conduct and complaint resolution following Federal and/or MN State Statute(s).

COMPLAINT RESOLUTION PROCESS

Each department within the City will be required to address its own unique set of inquiries or complaints based on the services they provide and follow these best practice guidelines for complaint resolution:

- It is the responsibility of the City to attempt to resolve concerns by dealing with customer(s) directly involved with the issue where appropriate. The City will attempt to resolve issues or concerns before they become complaints and identify opportunities to improve city service(s).
- A customer's service call will be considered the highest priority if it concerns a report of a city-owned or operated infrastructure problem (such as potholes, a tree in the right-of-way from storm damage or vandalism at a city park).
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- The City will communicate with the complainant or customer regarding the resolution of a problem.
- If the customer's inquiry or complaint is complex in nature and requires further discussion, they will be encouraged to schedule a private appointment with the department contact during regular business hours.

Here Below is the list of department contacts for the complaint resolution process:

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Administration	Carrie Isaacson Administrative Services Coordinator	Phone: (651) 450-2510 Email: cisaacson@invergroveheights.org
Finance	Kristi Smith Finance Director	Phone: (651) 450-2521 Email: ksmith@invergroveheights.org
Community Development	Tom Link Community Development Director	Phone: (651) 450-2546 Email: mlink@invergroveheights.org
Planning	Allan Hunting City Planner	Phone: (651) 450-2554 Email: ahunting@invergroveheights.org
Inspections	Frank Martin Chief Building Official	Phone: (651) 450-2549 Email: fmartin@invergroveheights.org
Rentals & Code Enforcement	Nicole Cook Rental & Code Compliance Coordinator	Phone: (651) 450-2491 Email: ncook@invergroveheights.org
Fire	Judy Thill Fire Chief	Phone: (651) 450-2495 Email: jthill@invergroveheights.org
Police	Josh Otis Lieutenant	Phone: (651) 450-2528 Email: jotis@invergroveheights.org
Engineering	Tom Kaldunski City Engineer	Phone: (651) 450-2572 Email: tkaldunski@invergroveheights.org
Street Maintenance	Barry Underdahl Superintendent	Phone: (651) 450-2556 Email: bunderdahl@invergroveheights.org
Utilities	Dan Helling Superintendent	Phone: (651) 450-2565 Email: dhelling@invergroveheights.org
Parks	Brian Swoboda Superintendent	Phone: (651) 450-2582 Email: bswoboda@invergroveheights.org
Recreation & Community Center	Tracy Petersen Superintendent	Phone: (651) 450-2588 Email: tpetersen@invergroveheights.org
Golf Course	Matthew Moynihan Superintendent	Phone: (651) 450-4324 Email: mmoynihan@invergroveheights.org

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TRAINING

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All other staff will be required to complete a Customer Service training course within a twelve (12) month period of their hire (anniversary) date. Employees who perform annual reviews will ensure the completion of the training within the required timeframe. A knowledge-based assessment test and/or written documentation of completion of training must be submitted to Human Resources for documentation in the personnel file.

Course content will be dependent on the employee's position level, position classification and position status (full-time, part-time, seasonal or temporary). Employees may choose an in-person training or online course(s), depending on availability, but are not required to complete both.

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ACCESSIBILITY

The City will make our services accessible to all customers:

- **City of Inver Grove Heights**

Website: www.invergroveheights.org

8150 Barbara Avenue

Inver Grove Heights, MN 55077

Main: (651) 450-2500 / Fax: (651) 450-2502

Regular business hours: 8:00 a.m. – 4:30 p.m., Monday – Friday; City Offices are closed on Federal holidays.

- **National Relay Service (NRS)**

TDD / Deaf, hearing and/or speech impaired users can call (651) 450-2501.



CITY OF INVER GROVE HEIGHTS

ETHICS * EXCELLENCE * ENGAGEMENT

CUSTOMER SERVICE POLICY

4th Draft

04/02/18

DISCLAIMER: Any department or service within the City that must comply with a Federal or State statute for purposes of compliance, privacy or confidentiality are exempt from the Response Time section of this policy.

MISSION

The City of Inver Grove Heights' mission is to provide services and facilities that enhance the quality of life in our vibrant community.

PURPOSE

The purpose of this policy is to assist our leaders and staff in providing reliable, responsive and exceptional service to its customers. We define our customers as people who live, work and play in the city, as well as with whom the City does business, including staff.

SERVICE STANDARD

The City's service standards are as follows:

- Treat the customer with respect and in a friendly, polite demeanor.
- Provide prompt, accurate and efficient service.
- Maintain the customer's privacy as outlined by Minnesota Government Data Practices.
- Keep the customer informed; including but not limited to, deadline extensions, delays and status reports.
- Determine the method by which the customer would like to stay informed and provide timely feedback.

RESPONSE TIMES

The City's goal is to answer questions, respond to inquiries or service requests, and resolve complaints indicated by the timeframes specified below:

- Within 24 hours, return phone calls, emails or website inquiries.
- Within 36 hours, respond to service calls for maintenance/repair or requests for documentation (such as Council meeting minutes).
- Within 48 hours, respond to a formal complaint.

Responses will be addressed during regular business days and hours of operation, Monday – Friday, 8:00 AM – 4:30 PM, or when reasonably applicable. Facilities and/or departments that operate beyond the regular business hours, including weekends, may respond to inquiries and requests during those hours of operation (i.e., police department, community center, golf course, etc.)

If an inquiry is received on a Friday, customers can expect a response the following Monday. If an inquiry is received on a Friday, but the next business day is a holiday, customers can expect a response the next business day following the holiday.

If an inquiry is received and a staff member is out for any extended period of time, customers will be directed to an additional resource for assistance.

OUT OF SCOPE

This policy may not regulate all customer service standards for departments required to respond to emergencies, such as police and/or fire. These departments maintain their own set of internal and/or external standards of conduct and complaint resolution following Federal and/or MN State Statute(s).

COMPLAINT RESOLUTION PROCESS

Each department within the City will be required to address its own unique set of inquiries or complaints based on the services they provide and follow these best practice guidelines for complaint resolution:

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