

**American Public Works Association's
2021 Professional Manager
of the Year Award
(Transportation)**

**Nomination for
Matt Morreim
City of Saint Paul, Minnesota**



**SAINT PAUL
MINNESOTA**



The purpose of the Professional Manager of the Year Award in Transportation is to recognize outstanding achievements in the area of public transportation within the public works field and to inspire excellence, leadership and dedication to the public good.

The Minnesota Chapter of APWA, as well as his coworkers within the City of Saint Paul Public Works Department, are very proud present Matthew Morreim for consideration for the Professional Manager of the Year Award in Transportation.



Matt Morreim is an exemplary professional who would be an excellent choice for recognition as the Professional Manager of the Year in Transportation since he embodies the characteristics that the American Public Works Association (APWA) espouses for its members and all professionals in the public works field. As both a manager and a leader, Matt is technically adept, productive, passionately attentive to safety for employees and the public, forward- and future-focused, steadfastly innovative and creative, cost-conscious, customer-focused, supportive of his employees, tenacious and resolutely attentive to employee management, committed to improvements across the industry evidenced by his active participation in APWA and other professional organizations, and assiduously focused on his own social awareness and cultural competency while also committed to improving the workplace and achieving respectful and inclusive workplace.

The City of Saint Paul

The Capital City of the State of Minnesota, the City of Saint Paul is also the county seat of Ramsey County. With over 300,000 residents within its borders which cross the Mississippi

River to the south, Saint Paul is the 11th most populous city in the Midwest. With a downtown that has experienced a rush of residential development recently, and robust industrial areas, the variety, age, condition, and complexity of the public works infrastructure results in a dynamic public works environment. With Mayor Carter, the City Council, and department leadership dedicated to both excellence in infrastructure management and workplace/work site management, challenges are many yet budgets are tight and under constant scrutiny.

Pertinent to this nomination, the infrastructure and industrial sites for which Matt Morreim has responsibilities include a total:

- 1,950 lanes miles of streets (122 lane miles of state highways and 246 lane miles of county roads – both governmental entities having routine maintenance agreements with the City of Saint Paul, 396 lane miles of arterial city streets, and 1,186 lane miles of residential city streets),
- 186 bridge sidewalks, city-maintained sidewalks, and public stairs,
- 2,225 alleys which are equivalent to 330 lane miles,
- 60+ miles of bike lanes, paths, and trails,
- The Street Maintenance Division building, salt shed, warm storage garages at North Dale Street, and
- The operation and management of the City's Bituminous Plant at its own site on Burgess Street

The City of Saint Paul is blessed with many historic and older neighborhoods which also means that many of the City's infrastructure was not originally built to today's engineering standards resulting in significant complexity to plan and execute rehabilitation or reactive maintenance activities.

The City of Saint Paul Department of Public Works mission, values, and vision, along with the organization chart showing all division managers is included below to provide context for the organization and its approach to delivery of product and services.

St. Paul Public Works

Mission (why we exist): Public Works builds, maintains, and enhances public infrastructure to respect and preserve our environment and assets. Our dedicated employees are committed to providing great service in a safe and cost-effective manner.

Values (guide our activities): Decisiveness, Accountability, Teamwork, Inclusiveness, Communication

Vision (picture of a successful future): To be a world class Public Works department.

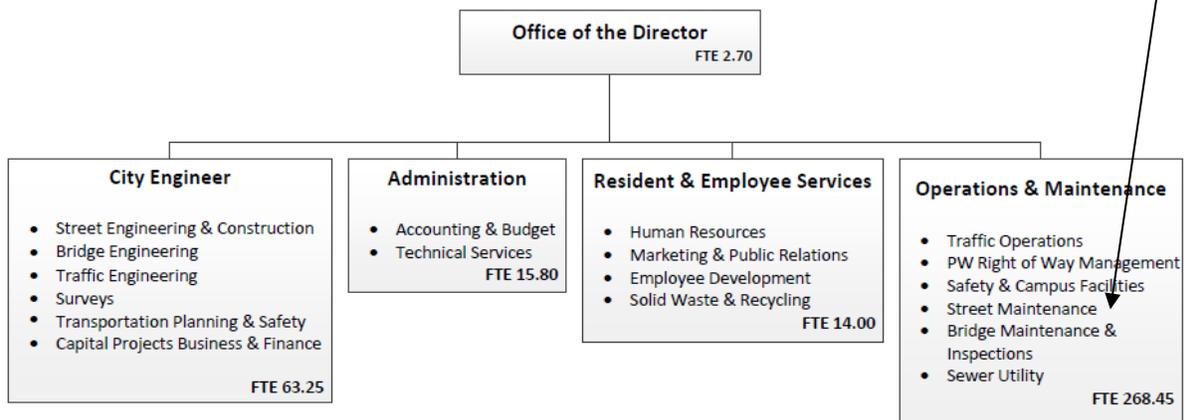
Saint Paul Public Works Department Leadership

Our Mission: Public Works builds, maintains and enhances public infrastructure to respect and preserve our environment and assets. Our dedicated employees are committed to providing great service in a safe and cost effective manner.

Administration	Engineering	Operations
 <p>Sean Kershaw Director Sean.Kershaw@ci.stpaul.mn.us 651-266-6099</p>	 <p>Paul Kurtz City Engineer/Interim Director Paul.Kurtz@ci.stpaul.mn.us 651-266-6203</p>	 <p>Bev Farraher Operations Manager Beverly.Farraher@ci.stpaul.mn.us 651-266-9820</p>
 <p>Bruce Beese Administration Manager Finance, fleet management, technical services Bruce.Beese@ci.stpaul.mn.us 651-266-6096</p>	 <p>Nick Peterson Street Design and Construction Manager Street design plans, construction oversight Nick.Peterson@ci.stpaul.mn.us 651-266-6155</p>	 <p>Matt Morreim Street Maintenance Manager Plowing, potholes, street sweeping, mill & overlay Matthew.Morreim@ci.stpaul.mn.us 651-266-9714</p>
 <p>Susan Young Resident & Employee Services Manager Solid waste, recycling, outreach, communications, HR Susan.Young@ci.stpaul.mn.us 651-266-6144</p>	 <p>Randy Newton Traffic Engineering Manager Signal & lighting design, geometrics Randy.Newton@ci.stpaul.mn.us 651-266-6137</p>	 <p>Joe Spah Traffic Operations Manager Traffic signals/signs, street lighting, parking meters Joe.Spah@ci.stpaul.mn.us 651-266-9773</p>
 <p>Courtney Anderson-Ewald Human Resources and Employee Relations Courtney.Anderson-Ewald@ci.stpaul.mn.us 651-266-6131</p>	 <p>Kevin Kaley Chief Surveyor Field staff, GIS Kevin.Kaley@ci.stpaul.mn.us 651-266-6072</p>	 <p>Eriks Ludins Right of Way Manager Right of way permits, right of way enforcement Eriks.Ludins@ci.stpaul.mn.us 651-266-9810</p>
 <p>Lisa Hiebert Marketing & Public Relations Manager Communications – Internal and External Lisa.Hiebert@ci.stpaul.mn.us 651-266-6129</p>	 <p>Ann Weber Capital Projects Business & Finance Manager Anne.Weber@ci.stpaul.mn.us 651-266-6245</p>	 <p>Tom Bosman Safety Officer Safety training, OSHA compliance Tom.Bosman@ci.stpaul.mn.us 651-266-9822</p>
 <p>Chris Swanson Solid Waste Manager Chris.Swanson@ci.stpaul.mn.us 651-266-8897</p>	 <p>David Kuebler Ford Site Technical Lead Transportation planning and safety David.Kuebler@ci.stpaul.mn.us 651-266-6217</p>	<p>Dual Engineering & Operations</p>  <p>Bruce Elder Sewer Utility Manager – Maintenance and Engineering Sewer design & maintenance, flood control Bruce.Elder@ci.stpaul.mn.us 651-266-6248</p>
 <p>Kris Hageman Recycling Manager Kris.Hageman@ci.stpaul.mn.us 651-266-8866</p>	 <p>Reuben Collins Transportation Planning Manager Transportation planning and safety Reuben.Collins@ci.stpaul.mn.us 651-266-059</p>	 <p>Glenn Pagel Bridge Division Manager - Maintenance and Engineering Bridge design inspection & maintenance Glenn.Pagel@ci.stpaul.mn.us 651-266-6187</p>

Updated: 3/2/2021

Matt's Position within Public Works



Matt Morreim's Background and Eligibility

Matt not only meets but exceeds the eligibility requirements for the Professional Manager of the Year in Transportation award. He has worked as an engineer for over 15 years within transportation design, field engineering, maintenance, and operation arenas. After working as an intern at both the Anoka County Highway Department and Bonestroo (now Stantec), Matt worked at MFRA, Inc. as a project engineer for 5 years. His experience included design, surveying, inspection and managing of municipal street, utility and maintenance projects and poised him to work successfully to quickly become a leader in the Street Maintenance Division of the Public Works Department of the City of Saint Paul, where he was hired as Civil Engineer III in 2010. Promotions to a Civil Engineer IV and then to an Assistant City Engineer position within Street Maintenance occurred over the next 10 years. Matt has held the position of Division Manager for Street Maintenance (Assistant City Engineer) for almost 3 years. This combination of private and public sector service has served Matt well and allowed him to contribute significantly to transportation maintenance, operations, design, and programming using his skill, knowledge, and abilities.



Matt in his office at Street Maintenance as a Civil Engineer III in 2012.

Profession

Significant contributions to the advancement of transportation management.

As the largest division with the Department of Public Work in the City of Saint Paul, Matt manages a budget of over \$25 million and manages over 100 employees. This staff increases as employees from other divisions and departments (Traffic Operations, Sewer Utility, and Parks and Recreation Forestry) are brought in to deliver snow removal operations. Matt ensures the professional and effective delivery of key products and services to ensure that the public can safely travel across and through the city through application of his employees (six unions), a large and complex fleet of plow trucks, patching trucks, sweepers, graders, etc., and a variety of complex materials. Assiduous management of these resources has been one of the keys to retaining quality delivery of products and services.

The Street Maintenance Division is responsible for snow and ice removal operations for the roadways and city sidewalks and stairs listed above, street sweeping twice each year in most areas but more often in the downtown and along arterial roadways, programing and delivering a sealcoating program in an 8 year city-wide completion cycle, programing and delivering a mill and overlay program for arterial streets (within a 5-year prospective funding plan structure), and performing ongoing pothole patching. Except for pothole patching operations, these programs are assessed and Matt leads his staff in ensuring that quality data is used to most appropriately quantify assessments made in what are frequently complex funding situations.

State trunk highways' and county roads' routine maintenance within the Saint Paul city limits is also the responsibility of the Street Maintenance Division through routine maintenance agreements with the Minnesota Department of Transportation and Ramsey County. This means that the complexity of evaluating and programming work is made more complex due to the agreement expectations and competing priorities. Matt manages the development and ongoing management of the agreements well, which involves a significant amount of oversight, with the goal of providing quality roadway maintenance service for the public through one entity for the whole city.

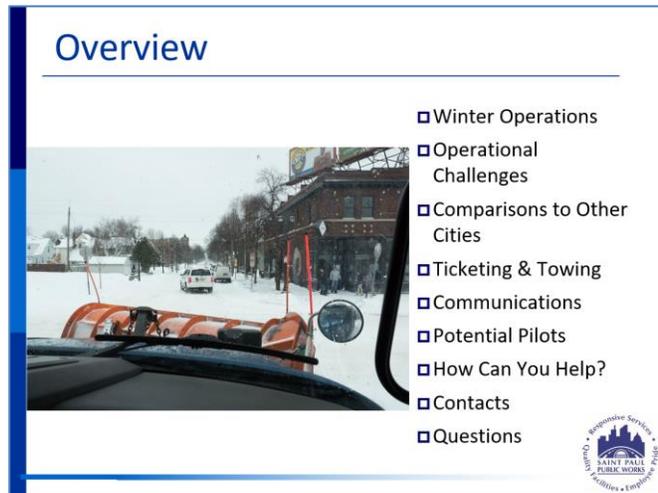
To advance understanding of street maintenance operations and snow removal operations, Matt has prepared and delivered a variety of presentations to elected officials, community groups, business groups, and industry professionals – all with the goal of sharing Saint Paul operational strategies to ensure understanding, share lessons learned to improve operations, and gain support for street maintenance operations. This commitment to educational sharing, holding the City and the Street Maintenance Division accountable to develop and follow best practices, and improve operations by documenting operational decisions and plans is one powerful method Matt enjoys that contributes to the advancement of transportation management.

Several slides from two of Matt's most frequent types of presentations are presented in this nomination. Snow 101 presents a broad overview of snow and ice removal operations and challenges while the Chlorides and Impacts/Journey of Reducing Chlorides presentation specifically focuses on operational, equipment, technology, etc. approaches to minimizing salt usage yet still achieving safe and passable roadways.



**Saint Paul:
Snow 101**

Department of Public Works
November 12, 2020



Overview

- ❑ Winter Operations
- ❑ Operational Challenges
- ❑ Comparisons to Other Cities
- ❑ Ticketing & Towing
- ❑ Communications
- ❑ Potential Pilots
- ❑ How Can You Help?
- ❑ Contacts
- ❑ Questions



Chlorides & Impacts

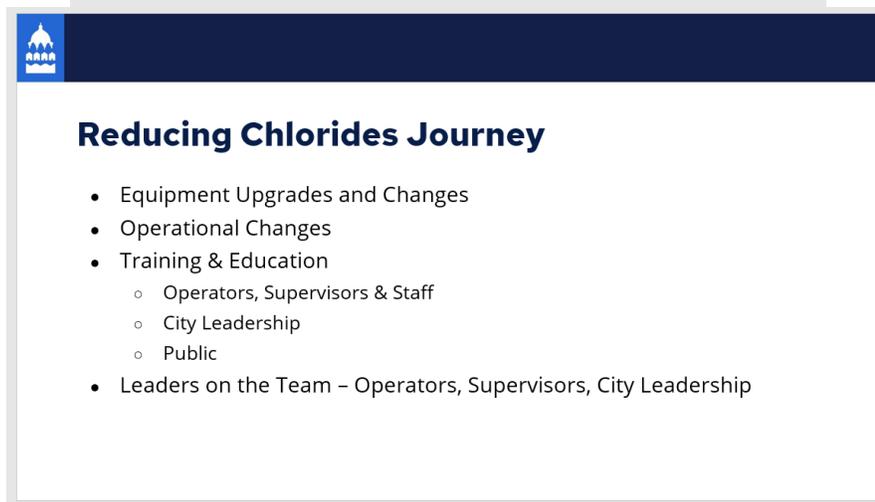
February 17, 2021

CENTER FOR
WATERSHED
PROTECTION



 SAINT PAUL
PUBLIC WORKS

STPAUL.GOV



Reducing Chlorides Journey

- Equipment Upgrades and Changes
- Operational Changes
- Training & Education
 - Operators, Supervisors & Staff
 - City Leadership
 - Public
- Leaders on the Team – Operators, Supervisors, City Leadership

Leadership

Outstanding leadership and vision evidenced by employing progressive management techniques in the area of transportation management.

Before identifying industry-specific leadership accomplishments, it is meaningful to note that Matt has aggressively managed the operational changes necessary for his street maintenance and bituminous plant operations within the COVID-19 virus challenges. Mandatory mask wearing inside and in trucks prior to any other government mandate, social distancing through the use of non-traditional mustering spaces, changing shifts and shift start times, assiduous cleaning protocols, changing operational practices, and availability of cleaning supplies were all started within Street Maintenance well before they became standard operations. Matt had a significant number of employees who resisted these operational changes and he successfully worked with them to ensure that the work environment was as safe as possible and that communications were as timely and complete as possible. Management of the few positive COVID-19 cases experienced have been well-managed and appropriate communicated with employees. As seen in the picture below, even interviewing practices have been revised.

Matt interacts with a prospective employee during COVID-19 challenges.



As one aspect of his commitment to diversity and inclusion within his division, Matt has led efforts to change the process for hiring new street maintenance service workers with the intent of ensuring an equitable and open process. Efforts have been successful to bring more diverse candidates into the workforce through equity changes in both the testing and interview processes – resulting in candidates that better reflecting the community. Working with the City’s Human Resources Office, Matt was instrumental in developing and deploying an apprenticeship program to bring new employees into the workplace without the normally-required commercial motor vehicle driver’s license. These apprentices pursue their commercial motor vehicle license (CDL) training during their apprenticeship, gain their license, and move into a Street Maintenance Worker position that they originally were not eligible to pursue due to their lack of experience and absence of a CDL. Matt recognizes that in order to retain employees and have an inclusive workplace, extensive cultural competence is necessary to understand different perspectives and create bridges of communication within the workplace. Matt has assiduously worked to develop his own cultural competency and awareness of equity issues and brings awareness to supervisors and front-line staff to improve inclusivity in the workforce. Matt steadfastly expects and holds employees accountable for respectful workplace actions and attitudes. To that end, Matt was recently a champion for two supervisory-level equity training events that have been well-structured and well-received.

“Diversity, or the state of being different, isn’t the same as inclusion. One is a description of what is, while the other describes a style of interaction essential to effective teams and organizations.”

*Bill Crawford,
Psychologist*

For many years, Matt has participated in training for emergency management skill building and event planning. He has been the City’s representative from Public Works for many large, complex planned events such as Red Bull Crashed Ice and has helped ensure safe and efficient movement to and from the events as well as around the event sites. Most recently during the civil unrest and rioting in Saint Paul following the murder of George Floyd in 2020, Matt led the deployment of 12 plow trucks with Street Maintenance Service Workers to protect businesses in the University Avenue Midway business area. At the request of the Saint Paul Police Department, Public Works trucks were positioned (with police escorts) to block entrances to businesses that were being targeted by looters. Public Works assisted with this effort until the National Guard arrived with their equipment and took over the protection detail.

Investment in employees is strongly planned and pursued by Matt through his efforts to have supervisors and lead workers accomplish various certification programs for technical and leadership skills, and attend APWA Snow Conferences, the Annual Operator Training that Street Maintenance develops and delivers, and the annual Salt Refresher (presented by Fortin Consulting). Matt has chosen to commit that every new employee will achieve the Minnesota Pollution Control Salt Certification.

Matt has been the APWA Liaison to the American Association of State Highway and Transportation Officials (AASHTO) Snow and Ice Pooled Fund Cooperative Program (SICOP) Committee. Representing urban cities' interests, needs, and challenges, Matt works to help others understand the urban local agency perspective for operations during winter events. His leadership not only causes him to share advances in snow and ice removal operations across APWA to help other agencies to deliver safe and passable travel, but he has also taken on the role as champion for the SICOP strategic effort to increase utilization of liquids in winter maintenance. Matt is trying to make a difference for transportation management customers across the nation.



2014 Salt Symposium - Award to City of Saint Paul - Environmental Effort/Salt Use Reduction

Innovation

Employment of new and innovative ideas and technology resulting in the advancement of effective transportation management.

Despite tight budgets year after year and unfunded mandates and requests made near daily, Matt makes the effort to assess current operations, investigate new technologies, materials, and operations, discuss options and opportunities with this staff and leadership, and create and execute plans to innovate and improve operations. Not everything works for the city's conditions as hoped for (for example the pilot effort with an ice breaker or the innovative slurry applicator), but many efforts are successful and prove the benefit to test concepts, pilot new equipment or materials, and adopt the best solutions available. Some practical examples of innovation and improvements which Matt has championed include:

- GPS Telematics on most vehicles and salt application data capture
- Use of Minnesota Department of Transportation road weather information system data
- Installation of road weather information systems within the city for areas that develop specifically challenging winter weather road conditions

- Use of technology to quantify front desk call center operations and shift to a different staffing model to address business needs and save money
- Annual snow plow operator training to ensure that operators are conversant and safe with new technologies for plow operation
- Equipment development and development of protocols for anti-icing program for bridges, arterial curves and hills, etc. to reduce the effect of black ice as well as create a barrier to snow/pavement bond formation prior to an anticipated snow event
- Pursuit of prewetting equipment on new plow trucks and addition of equipment to existing trucks
- Replacement of 2009 brine production system with upgraded model – early adoption of new brine manufacturing model – allows expanded use of brine in prewetting
- Addition of salt distribution capacity within fleet – 16 salters to 40 salters
- Ongoing testing of plow cutting edges to find models that work for various city roadway characteristics as well as reducing road chatter and pavement damage
- Specialized and geographically specific weather forecasting



Equipment Upgrades & Changes



Prewetting Systems



Equipment Upgrades & Changes



Old Brine Production System Replaced with Brine Xtreme System



Equipment Upgrades & Changes



16 salters (2010)
to
40 salters (2021)

Operational Changes

Location	Road Temp	Air Temp	Dew Point	Humidity	Signal
Como Ave and Doswell Ave	33.3°F	16.0°F	-1.4°F	45.4%	98.6%
Forest St Bridge over Phalen Blvd	22.7°F	9.1°F	-4.8°F	52.2%	98.6%
Humboldt Ave and George St	30.0°F	12.7°F	2.8°F	63.8%	98.6%

City of Saint Paul Road Weather Information Stations



Equipment Upgrades & Changes



Some of Various Plow Blade Options Researched and Piloted

Operational Changes



Numerous
Weather
Forecasting
Resources
Analyzed
and Used

Employment Achievement / Agency Service

Implementation of effective methods to optimize management of transportation operations.

Matt has consistently pursued improvements to processes and practices to achieve the best possible operations and products across both winter and summer operations. Some of these include:

- Documentation of snow event progression of operations and decisions,
- Snow event performance measures,
- Coordination with the City of Minneapolis for Snow Emergency declarations,
- Development of parking ban protocols and processes to perform extraordinary snow removal operations when conditions of accumulated snow in tight right of way situations warrant it,
- Development and delivery of Snow Plow Operator Training in coordination with the City of Minneapolis, Ramsey County and Hennepin County Public Works agencies,
- Tracking and managing Routine Maintenance Agreements with Ramsey County and the Minnesota Department of Transportation, and
- Ongoing operational and environmental safety and product management improvements to the City Bituminous Plant

The Characteristics of City of Saint Paul Snow Plowing Operations

The Art of City Plowing

72 plow routes – all streets in the City are plowed during the first 24 hours of a Snow Emergency

We start plowing throughout the City at the same time during the Snow Emergency Phase (Day/Night)

Routes are maximized for efficiency

- Routes are timed to be completed within the night or day phase

Plow drivers continuously adjust speed to lift snow onto the boulevard

- Intersections, driveways, sidewalks, and differing boulevard & street widths require speed adjustments as well

Arterial street vs. residential street plowing

- Residential streets are not plowed to bare pavement
- Center cuts (plowing the drive lane and not parking lane) are done on arterial streets to maintain safe and passable roads, and are sometimes done on residential streets

Avoiding urban obstacles makes City plowing more challenging

- Cars, recycling and garbage carts, bump outs must be plowed around and avoided

Winter Maintenance Service Levels

□ Arterial Streets Plowed by City

- Include County and State roads
- Plowed and treated during Winter Events and Snow Emergencies
- Plowed and treated to bare pavement in drive lanes
- Plow compacted snow accumulated in parking lanes

□ Residential Streets Plowed by City

- Only plowed during Snow Emergencies
- Standard is safe and passable
- Plow compacted snow
- Salt high priority areas: hills, curves, school areas



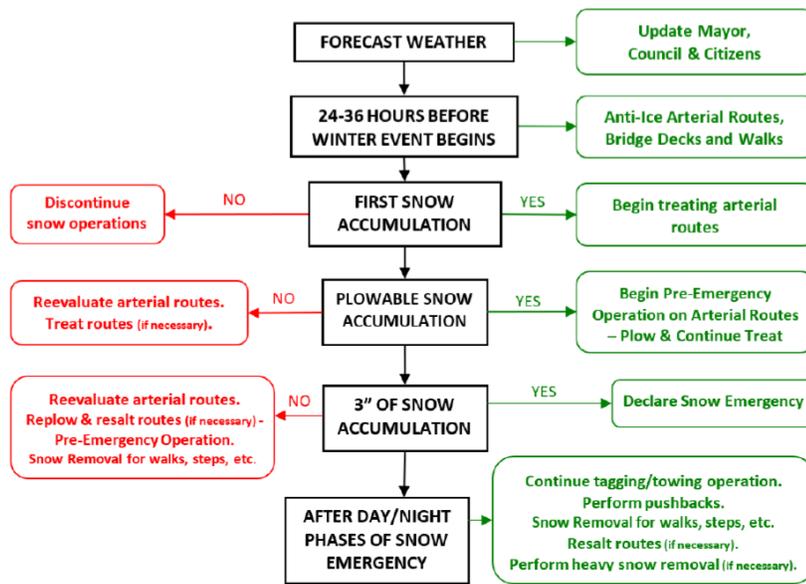
Operational Challenges

- ❑ Lack of off-street parking
 - More cars parked on-street around colleges and apartments
 - Abandoned/snow-bird cars left parked on streets
- ❑ Narrow streets
- ❑ Multiple street and alley intersections
- ❑ Snow storage space in boulevards
- ❑ Residents and businesses plowing snow into the street
- ❑ Steep hills
- ❑ Bike lane maintenance
- ❑ Lack of equipment and warm storage
- ❑ Staffing – plow operators & ticketers



To accomplish consistency and to be able to discuss well proposed improvements to operations, a clear progression of decisions must exist. Matt has documented these topics which has resulted in clarity in roles, responsibilities, and process improvements.

Progression of Operations and Decisions



It is common knowledge that to manage an operation, one must measure it. A key tool in the management of snow and ice removal operations are the strategic objectives developed to track key performance measures and compare each snow event or Snow Emergency (using city ordinance language to identify times and areas of no parking over a 96 hour period to facilitate plowing operations across the arterial and residential system) to performance targets established for each measure. Using these summaries, areas of improvement can be lauded, areas of lacking performance can be identified and quantified with resulting improvement plans, and communication of the entire operation is facilitated with upper staff and elected officials. Matt led the development of the current measures and targets and has also led productive discussions using the data for both immediate and long-term process/performance improvement efforts. The Snow Emergency summary for the January 24, 2021 Snow Emergency is included below. As you will note, this snow event did not meet established targets for ticketing route completion and personnel management. As expected this caused discussion and an action plan to address the deficiency.

Two Page Snow Emergency Summary
of Strategic Measures, Targets and Event Performance

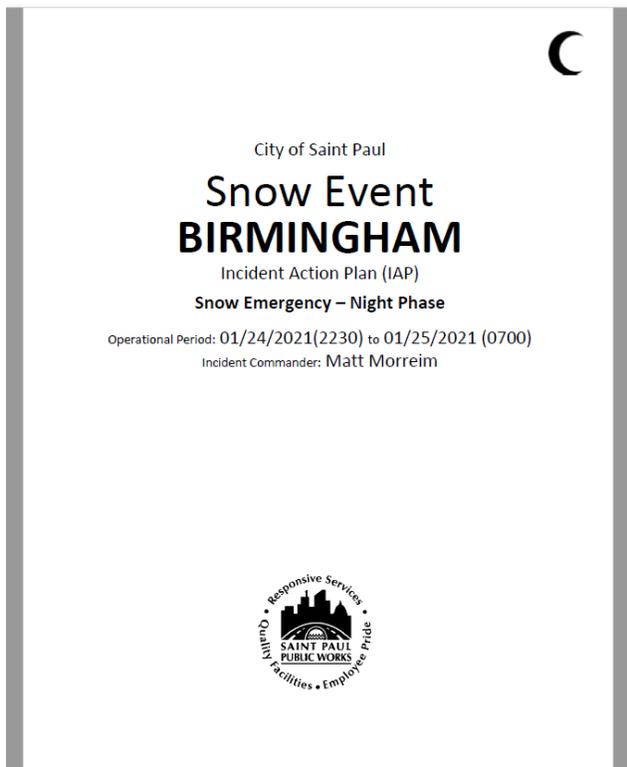
January 24, 2021 Snow Emergency

Strategic Objective #1: Effective & Efficient Snow Emergency (2-4 events / year)								
Goal Champion	Goals	Sub Goals	Performance Measures	Targets for 2020-2021	Current Performance (01-24-2021)	Plans/Actions for 2020 - 2021	Met Goal?	NOTES
Nick Crudo (Supv II Cleaning)	Safe and Passable Streets	Complete all routes during Night Phase	Routes completed on time to adequate quality level during Night Phase	100%	100%	<ul style="list-style-type: none"> Route completion checked by supv (adequate supv needed - 15) Adequate staffing plans in place Specific SE plan will identify any non-standard SE start and end times to address specific weather conditions Need AVL to accomplish well QUALITY must be quantified to be able to be measured (within our control versus outside of our control and how to report) 	Y	
Chris Reeva (Supv III Cleaning)		Complete all routes during Day Phase (including CDS)	Routes completed on time to adequate quality level during Day Phase	100%	100%	<ul style="list-style-type: none"> Route completion checked by supv (adequate supv needed - 15) Adequate staffing plans in place Need AVL to accomplish well QUALITY must be quantified to be able to be measured (within our control versus outside of our control and how to report) 	Y	
Chris Reeva (Supv III Cleaning)		Complete all known/reported pushbacks	# of pushbacks completed in 48hrs or less after completion of the Day Phase	100%	100%	<ul style="list-style-type: none"> Completion checked by supv (adequate supv needed) Adequate staffing plans in place Do not list by tow district - use route map 	Y	
Joe Grau (Bridge Supv II) & Jim Weeks (Supv II Asphalt)	Safe and Passable Sidewalks and Stairs	Complete all City-responsible sidewalks on schedule	Routes completed within 24 hours of completion of major street operations	100%	100%	<ul style="list-style-type: none"> Reporting structure to be identified in Snow Plan Quality measure? Update sidewalk lists Event commander needs to ID the time for completion 	Y	
Jim Weeks (Supv II Asphalt) & Chris A (Supv IV)		Complete all city-responsible steps on schedule	Routes completed within 24 hours of completion of major street operations	100%		<ul style="list-style-type: none"> Reporting structure to be identified in Snow Plan Quality measure? Update steps lists 	N	
Erika Ludina & Bill Awlker	Effective Ticketing and Towing Operations/Compliance with SE Rules	Complete all ticketing routes during Night Phase	Routes completed on time during Night Phase	100%	23%	<ul style="list-style-type: none"> Need AVL to accomplish this accurately Pursue admin temp staff to fully staff night shift Pursue mapping of tickets Pursue electronic ticketing via BCA 	N	
Erika Ludina & Bill Awlker		Complete all ticketing routes during Day Phase	Routes completed on time during Day Phase	100%	36%	<ul style="list-style-type: none"> Need AVL to accomplish this accurately Pursue PM staff to fully staff day shift Pursue mapping of tickets Pursue electronic ticketing via BCA 	N	
Erika Ludina & Bill Awlker		Complete towing during Night Phase	Percentage of ticketed vehicles towed	100%	24%	<ul style="list-style-type: none"> Best practice to date is 50% of ticketed vehicles. Current compliance is less than 30% Pursue mapping of tows - need technology to pursue this Execute new reconfigured tow contract 	N	Total: 28% Night: 24%
Erika Ludina & Bill Awlker		Complete towing during Day Phase	Percentage of ticketed vehicles towed	100%	9%	<ul style="list-style-type: none"> Best practice to date is 50% of ticketed vehicles. Current compliance is less than 30% Pursue mapping of tows - need technology to pursue this Execute new reconfigured tow contract 	N	Total: 28% Day: 9%
Erika Ludina & Bill Awlker		Complete towing during Snowbird Phase	Percentage of ticketed vehicles towed	100%	69%	<ul style="list-style-type: none"> Best practice to date is 50% of ticketed vehicles. Current compliance is less than 30% Pursue mapping of tows - need technology to pursue this Execute new reconfigured tow contract 	N	Total: 28% Snowbird: 69%
Susan Young		Continuously Improve Communications with Residents for SE Parking Prohibitions	what is a meaningful way to measure this?		TBD			

Goal Champion	Goals	Sub Goals	Performance Measures	Targets for 2020-2021	Current Performance (01-24-2021)	Plans/Actions for 2020 - 2021	Met Goal?	NOTES
Heather Vasquez (Office Manager)	Satisfied Customers	Continuously improve snow emergency customer service	Customer contacts resolved within 1 hour of dispatching	90%		- Need 311 Call Center to track this accurately - without 311 will sample 2-3 hours of complaints to get representative sample - New phone system should assist with management/backup staffing for contacts - Specify types of complaints for resolution and tracking. 1. Icy Hills 2. Pushbacks 3. Icy Intersections/Intersections 4. Icy Residential/Intersections - Data will cover salters not available due to staffing and routes run during phases - Reinforce DSI (AI) connection to respond to contractors or businesses pushing snow into R/W	N	
Heather Vasquez (Office Manager)			Customer contacts resolved within 2 hours of dispatching	100%			N	
Matt Merreim (Asst City Engineer)	Personnel Managed Effectively and Safety	Minimize excessive hours/shifts worked by staff	# of FTE that worked more than 16 hours continuously	0	24	- Structure using a 12 hour shift model - Define continuous hours and hours off between shifts (CDL and Supv) - Review Snow Plan to identify 12 hour structure - Meet and confer with union - Consider new technologies to evaluate drivers' safety/attentiveness	N	SSW - 16 Supervisors - 6 Other departments - 2 (1 - Sewers Supervisor, 1 - Forestry)
Chris Anderson (Supv IV)		Adequate staffing to address business need	# and distribution/source of FTEs for shifts as compared to best practice staffing model	100%	80%		N	
Tom Borman (Safety Officer)	Equipment Managed Effectively and Safety	No city vehicle-related accidents/collisions	# of city vehicle accidents reported during snow emergency - categorized by type of collision	0	1	- Safety Officer will report to each SE to assist Supv - Implement new collision review process - Use collision element structure for summary of collisions	N	
Chris Reese (Supv III Cleaning) & Nick Crudo (Supv II Cleaning)	Materials Managed Efficiently and Environmentally Responsibly	Effective & efficient salt usage	Salt applied is prewet	100%	75%	- AVL is necessary across snow plow fleet for this measure - Ensure more than one mechanic is trained and available to fix systems	N	
Chris Reese (Supv III Cleaning) & Nick Crudo (Supv II Cleaning)			Compliance event by event with rate identified for the event	100%		- AVL is necessary across snow plow fleet for this measure		
Chris Anderson (Supv IV)			Anti-icing applied to downtown streets and arterials before event starts	100% of both Downtown Streets and Arterials	100%		AVL is necessary across snow plow fleet for this measure	Y

Saint Paul is fortunate enough to have Minneapolis to the west and while these two cities are very different in political structure, funding levels, etc., both recognize how critical – and how powerful – it is to coordinate and communicate operations. Matt has developed and valued his relationships with many staff within Minneapolis Public Works and there is regular information sharing on a variety of operation and maintenance topics. When Saint Paul is considering declaring a Snow Emergency, for example, it is standard practice to confer with staff in Minneapolis Public Works to coordinate operations and announcements as much as possible. The conversations and relationships produce better coordination and thus better service for customers.

While not common, a particularly heavy snowfall season can result in so much snow accumulated at the edge of the public right of way/residential boulevard area, that streets become narrow and two-way traffic becomes impossible. Matt was instrumental in creating the protocol for announcing snow removal parking bans across the city to allow targeted snow removal operations to regain street width and full function. The complexity of the approach and the communication plan to accomplish this was successful and has been used during one additional season since inception. Recovering full, safe use of the roadways is key for emergency vehicles and this protocol has been key to ensuring full emergency services for residents and businesses.



Each Snow Emergency in Saint Paul has a complete Incident Action Plan for the event to ensure clarity of goals, event approach, supervisor assignments, contact information, emergency medical services identification, etc. This ensures effective operations and safety.

The Minnesota Department of Transportation (MnDOT) has delivered for many years a Snow Plow Operator Training Program in northern Minnesota at Camp Ripley. That is a two-week program and has been very successful for MnDOT. It is not viable for local cities and counties to send employees away for a two-week duration overnight stay program but the benefits operationally and environmentally make such training a wise goal for cities and counties. Recognizing the employee retention, tort claim reduction, equipment management, material management, and environmental benefit of such a training program, Matt was instrumental in starting a City of Saint Paul and Ramsey County Snow Plow Operator Training Program delivered within Ramsey County to eliminate overnight travel and with curriculum specifically developed for local agency operations (tight right of way, etc.). This has been a very well received, successful program with a combination of classroom training and “roadeo” courses on site (Minnesota State Fairgrounds) and local drive courses/runs to develop driver skills. As shown in the photos below, the program now includes Hennepin County and the City of Minneapolis in addition to Ramsey County and the City of Saint Paul.

Snow Plow Operator Training Program Trainers
from Ramsey County, City of Minneapolis, Hennepin County and Saint Paul



Snow Plow Operator Classroom Training at a MN State Fairgrounds facility.

As mentioned earlier, Matt has been critical in the successful development, ongoing management, communication, coordination, data collection and billing for the two Routine Maintenance Agreements the City of Saint Paul has with Ramsey County and the Minnesota Department of Transportation. Negotiating terms and conditions with other agencies who are experiencing the same resources challenges as the City requires effective communication, trust, and an ability to manage large amounts of data and prepare powerfully logical and equitable rational for decisions. Matt does this well and is trusted by the City's transportation partners.

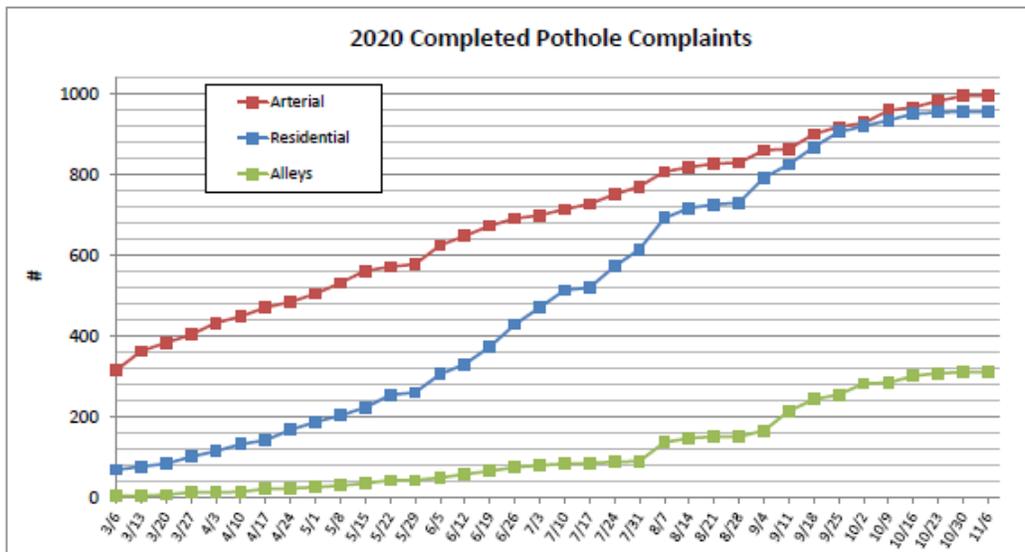
The City's Bituminous Plant is a very valuable operation for the City since it allows earlier and later access to quality patching materials as well as the ability to very specifically tweak the mixes used in the City Mill and Overlay Program, for example. To ensure that the operation stays profitable with high quality, the operation, materials, industrial site, and well-trained staff must be effectively managed. Matt consistently pursues improvements to the site operational facilities, ensures employees are well trained for their role, and continuously accepts and pursues operational improvements for safety and quality.

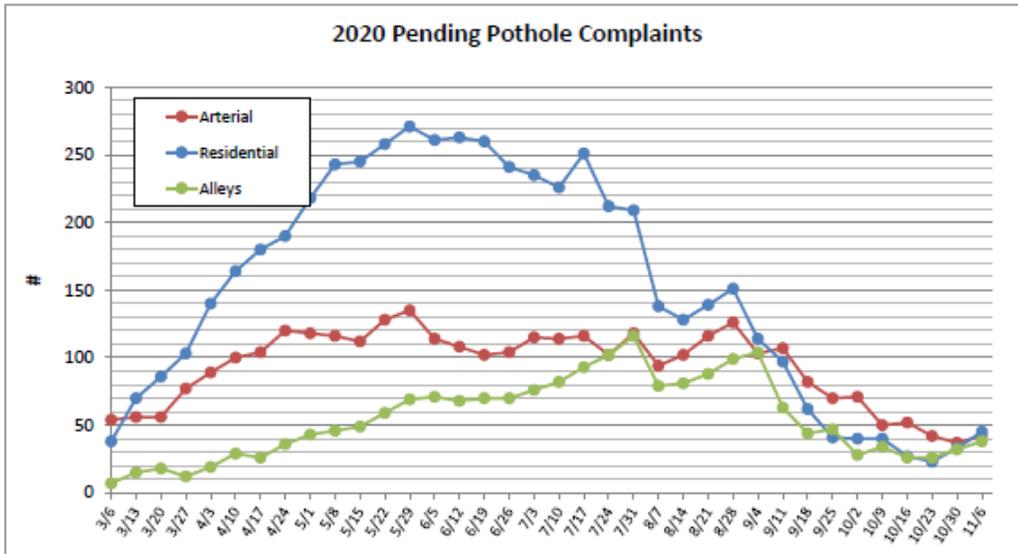
Customer Service

Evidence of a high degree of satisfaction among customers and other stakeholders.

Matt has successfully pursued a variety of efforts to continuously respect and address the concerns of customers and stakeholders.

Street Maintenance receives dozens of complaints each week, continuous through the year and surging in the spring, requesting work to address potholes. Matt developed a tracking report to communicate weekly regarding the status of pothole complaint completions. While one complaint can be one or multiple individual potholes, this tracking system effectively shows the response, within constrained resources, to address complaints in a timely, priority manner. This information is shared with stakeholders and helps all understand the challenging timing of ongoing pothole operations during snow season, spring and fall sweeping efforts, and other major field operations. This has been well received and had helped many understand the numerous complaints being addressed.





The City of Saint Paul operates its own Bituminous Plant for its own operational needs but does sell bituminous mix to local agencies and contractors under certain qualifying conditions. The steadily increasing sales at the Bituminous Plant indicate customer acceptance and appreciation of the quality control measures instituted in the bituminous operation, as well as the customer service that is provided at the plant.

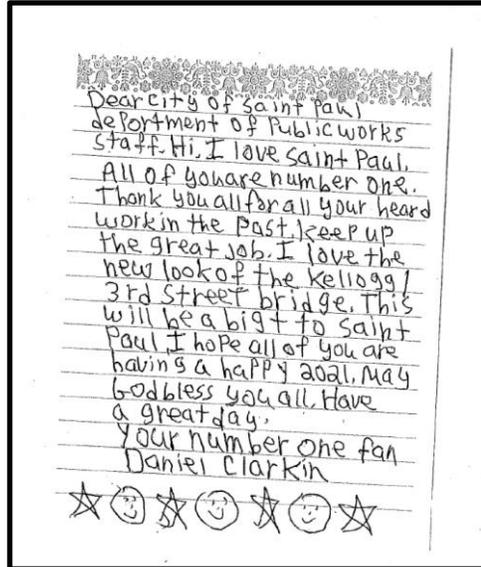
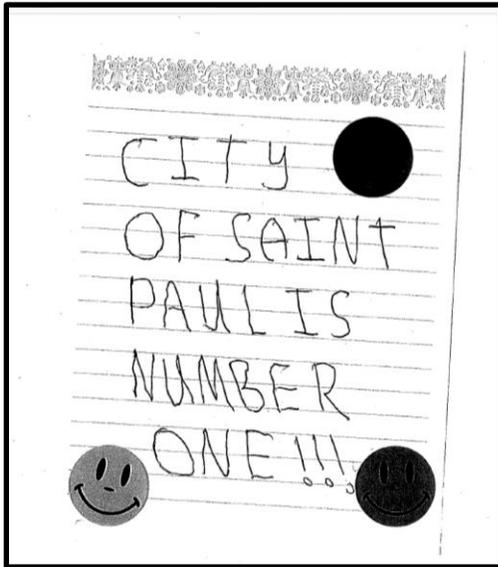
After a Snow Emergency, the vehicles that did not move, and were not ticketed and towed to facilitate full width snow clearance during plowing operations, eventually move and the remaining snow piles (windrows) create problems for drivers trying to use the parking lane or navigate comfortably down the street. Improvements have been implemented to track and respond to complaints made regarding vehicles which have not moved during the Snow Emergency to ensure that they are ticketed and towed and that information is passed along to Street Maintenance. Street Maintenance then systematically checks the city for windrows that need to be pushed back. In this manner, the complaints of residents/travelers are more thoroughly resolved with a minimal number of repeat complaints.

Pushbacks – Clean up Phase

- ❑ Needed because cars are not moved during Night and Day Plow routes
- ❑ Remove snow piles (windrows) left where cars were illegally parked
- ❑ Clear windrows in intersections
- ❑ Requires significant extra time and effort
- ❑ Significant source of resident dissatisfaction




The samples below present a couple of the many appreciation notes that Public Works has received recently that reflect Matt's efforts to be responsive in ways that matter to customers.



Letter from Daniel Clarkin

Young Resident of Saint Paul

Sainted

Kudos to the Ramsey County and Saint Paul Public Works Departments, which thoroughly deserve to be "sainted" for maintaining excellent trail conditions in the winter.

Biking is my main form of transportation, even in the winter; I ride my bike to buy groceries, pick up take-out, mail letters, and run other sundry errands. I started biking year-round about five years ago, and I have seen a marked improvement in trail conditions over that time. These improvements encourage cyclists like me to use the trails more.

As an East Side (St. Paul) resident, I, and many other cyclists, are thrilled with the new trails in the city and county. Like roads, bike/pedestrian trails benefit the entire community, not just the residents who live or work near the trails. I know many Ramsey County Commissioners and City Council Members encourage maintaining and improving our trails; thank you, elected officials, for your support.



Melissa Wenzel, St. Paul

Reader Submission

January 2021

Saint Paul Pioneer Press

Community Service

Promotion of the field of transportation management in the community, agency, or customers served.

Promotion of the field of transportation management in the community, with respect to street maintenance and snow and ice operations, has been well-pursued by Matt through his regular presentations to numerous community groups and the downtown business council, presentations to the Mayor, Deputy Mayor and their staff, Council Members and their staff, through his work within SICOP to represent cities at a national level as mentioned previously, and through his efforts to educate all those who deliver snow removal through training presentations arranged through the Minnesota Pollution Control Agency. These types of educational events, which identify the goals and methods of Street Maintenance to deliver safe, efficient and environmentally sound products and services, also allow Matt to bring attention to the basic work of Street Maintenance so that these products and services are not taken for granted – which can frequently become the norm in a complex and busy social, political, and business environment.



Street Maintenance employee Robert “Bobby” Brunette was the recipient of the 2018 Minnesota Chapter APWA Personnel Award – Maintenance Category. This nomination and award celebrated the amazing attitude, work ethic, and professionalism of a front-line employee who represents everything positive and productive about the field of Street Maintenance.

One unusual, but effective, effort undertaken within Street Maintenance was delivery of De-Escalation Training presented by an experienced Saint Paul Police Department expert on tools and behaviors that can de-escalate conflicts. This training was well received by front line employees and appreciated due to their experiences being accosted when they

are performing field operations by people who are upset. This effort to build a skill set that helps front-line field employees interact better with the public has been beneficial. Ultimately this promotes a positive image of public works and the transportation industry, and promotes professional interaction with the community.

Within a state such as Minnesota where snow events do not stop work, play, or school, timely, clear, and accurate communication with elected officials and other stakeholders is critical. Matt has improved communication by ensuring that updates, such as the sample below, are regularly sent out for snow events to ensure that elected officials, ward offices, other city departments, and many others are aware of the weather status (using the Street Maintenance extensive data sources) and ongoing and planned snow/ice removal operations. This communication promotes the understanding and appreciation of the work as well as the management of the work.

WEATHER & SNOW OPS UPDATE

 **Morreim, Matthew (CI-StPaul)**

To: [#CI-StPaul_MayorOffice](#); [#CI-StPaul_Ward1-7](#); [#CI-StPaul_DeptDir](#); [#CI-StPaul_PublicCommunications](#); [#CI-StPaul_PW-StMaintSupervisors](#); [#CI-StPaul_PW-StMaint24hrStaff](#); [#CI-StPaul_PW-OfficeOfTheDirector](#); +1 other

Retention Policy: [Inbox and Inbox sub-folders \(6 months\)](#) Expires: 8/20/2021

Sun 2/21/2021 8:20 AM

SUNDAY (2/21)

Max Temp: 33°F @ 4pm
Min Temp: 28°F @ 11am
Precip Type: Snow
Accumulation: 1"
Probability: 50%-90%
Expected Start: 10am-noon
Duration: 8 hours

FORECAST DETAILS

- The Twin Cities area is on the edge of the system that is mostly in Iowa right now. Up to 1" is expected but that could change throughout the day
- Temperatures will continue to warm up with highs today in the low 30s and highs tomorrow and Tuesday in the low 40s.
- [NWS Weather Story](#) (updated once/day)

OPERATIONS

- Crews have been anti-icing arterial streets over the past 24 hours.
- The day crew will be monitoring conditions through the day and will treat and plow arterial and downtown streets as conditions warrant.
- We will make a decision early this afternoon on whether to bring in the night crew early to continue operations.

GENERAL INFO

- Inquires/concerns related to street conditions can be referred to 651-266-9700.

Matthew Morreim, PE
Street Maintenance Manager
Department of Public Works
873 Dale Street North
Saint Paul, MN 55103
P: (651) 266-9714
matthew.morreim@stpaul.gov
www.StPaul.gov

 **SAINT PAUL**
MINNESOTA



Advancing the field of transportation management can even take the look of actively volunteering as part of a public works team to improve the lives of community members. Matt and Heather V. volunteered with other Public Works employees to construct a Habitat for Humanity project house (hosted by the City of Saint Paul).

Sustainability

Support the advancement of sustainable contributions in public works.

Matt has been an advocate for sustainable operations and maintenance practices evidenced by his work to train others in the snow removal industry in best practices as well as pursuing those best practices within his own operation. He has worked with the Minnesota Pollution Control Agency (MPCA) presenting Smart Salting Roads Training from 2015-2018, participated in the technical advisory panel for the Minnesota Local Road Research Board to develop the Snow and Ice Control Handbook, participated in the MPCA Technical Team as an expert in developing the MPCA Winter Maintenance Assessment Tool, and made numerous presentations regarding winter maintenance and GPS telematics for APWA, the Freshwater Society, and more. Additionally, Matt has been the APWA Liaison to the American Association of State Highway and Transportation Officials (AASHTO) Snow and Ice Pooled Fund Cooperative Program (SICOP) Committee as mentioned earlier. In that group, Matt represents urban cities' interests, needs, and challenges, makes sure that they are understood and addressed, and ensures that SICOP's resources and information regarding advances in snow and ice removal operations are shared with APWA members – which advances sustainable practices across all APWA membership.

Improving operations and the equipment necessary to make substantive is rarely a quick process in a resource-constrained public works environment of a large city with older infrastructure and many competing needs. This makes Matt's tenacity and execution of

steady improvements even more impressive. Many of the same operations and equipment that showcase innovation also advance sustainable and environmentally conscious efforts. Matt has led the philosophical shift within the City to focus on effective plowing before salt application (which may not seem a surprising best practice to most but the past practice was a well-entrenched philosophical approach in the City). Additionally, the use of anti-icing technologies and prewetting salt has reduced the amount of salt necessary to accomplish safe and passible streets. Continuous efforts to improve equipment and technology, such as a new brine system, improved plow blades, and improved telematics to track performance and salt application, have been successful in improving operations and efficacy. Education efforts for employees and supervisors such as Annual Operator Training and sending supervisors and lead workers to the APWA Snow Conference, have shifted front line employees' approaches towards better salt management.



Operational Changes

PLOW. PLOW. PLOW.

2010-Plowing Threshold was 2"-3"
2015-Plowable Snow
Plow ASAP to reduce pack

SALT USAGE

25,000 tons (2000)

16,000-20,000 tons (2010)

12,000-14,000 tons (2020)



Training

Annual Operator Training

- Includes Salt Refresher (Fortin Consulting)
- MPCA Salt Certification for all new employees
- Capitol Region Watershed





Anti-Icing & Brine



- ❑ **Climate change** is bringing more variable temperature and icing conditions, reducing salt is good for the environment
- ❑ Fringe events are difficult – Rain/sleet/snow
- ❑ Brining minimizes bonding of ice/snow to road surfaces
- ❑ Priority Routes
 - Bridge decks & downtown
 - Arterials by traffic volume
 - Residential hills/curves
- ❑ Average 50,000 gallons/event

APWA
The National
Association
of Public
Works
Administrators

Example slide from one of Matt's training events discussing environmental issues and snow operations.

Summary

Matt Morreim exemplifies the attitudes and aptitudes, as well as the skills and abilities to address challenges and opportunities, which APWA desires in a laudable professional manager. He is an effective, passionate, and knowledgeable public employee who brings all his skills, knowledge, and abilities to a multitude of efforts – both individual and programmatic – to safely and effectively deliver street maintenance products and services using the best possible practices despite substantive funding challenges. Efforts to increase and value the diversity in his division, increase inclusivity and respect in the workplace, and engage and value all employees are core to Matt's behavior. He continuously works to improve himself and his knowledge of other cultures and his abilities to be socially aware and respectful so that he can best lead his division to value the full breadth of diversity within his workforce. This, he knows, creates the best products and services for the public.

Both the Minnesota Chapter of APWA and the City of Saint Paul would be thrilled to have Matt recognized for his achievements and accomplishments and we appreciate consideration of this nomination.

Support for Matt's Nomination:

The testimonials and support presented below show the breadth and depth of support for Matt and his work.

St. Paul Public Works - Director Sean Kershaw

The qualities of an exceptional leader show up in the people around them. This is certainly true with Matt Morreim, whose team exudes professionalism, pride, innovation, dedication, and respect for each other. Matt is a model leader in public works, and certainly worthy of this nomination and recognition.

Sean Kershaw, Director

St. Paul Public Works Administration

Matt has a significant number of strengths that he brings to us, but the one that stands above the rest is his equanimity. He never seems to get rattled or thrown off balance. The ability to be cool under pressure is so crucial, and Matt has it.

Bruce Beese, Administration Manager

Local Agency Support - City of Minneapolis

I couldn't be happier to share my support for Matt's nomination. I have worked with Matt for some 10 years now as a professional peer in our Twin Cities where we face similar challenges as core urban cities. I also serve with Matt on the APWA Winter Maintenance Subcommittee, where I have watched Matt over the years grow to be a major contributor to that committee and APWA, as well as expanding his participation as a valued member of other snow and ice organizations in the industry. He's always willing to grow, and strives to make a positive difference in our profession and his community.

Michael D. Kennedy, P.E. | Director, Transportation Maintenance & Repair | City of Minneapolis - Department of Public Works

St. Paul Public Works - Operations Manager

As Matt's supervisor, I have the pleasure of having a "front seat" to his achievement of goals and his personal development. While I could provide much detail about technical aspects of his skill and accomplishments, I am most impressed with his personal efforts to become more culturally competent and socially aware and bring that awareness into his role and our organization. Many a time Matt has identified a learning resource not already in use, or has started a conversation ultimately leading to improvements in our processes that address systemic inequities. These are the actions of a leader who strives to envision and pursue the best possible workplace and future for all.

Bev Farraher, Operations Manager

Professional Association - SICOP Coordinator

It's exciting news that Matt is being considered for the APWA National Professional Manager of the Year Award. I've known Matt since 2016 when he became the APWA representative to the Snow and Ice Cooperative Program (AASHTO's Winter Maintenance Technical Service Program). The mission of this program is to seek out new advancements in winter service and promote them to agencies responsible for maintaining a safe, efficient transportation network during extreme weather events. Representing APWA on our steering committee, Matt insures the local, urban aspects of winter service are considered.

As the liaison between SICOP and APWA Matt has proven to be an invaluable resource in conveying information back and forth and sharing SICOP's resources and efforts with local agencies through APWA. This cooperation and coordination has leveraged the strengths of both groups to provide improved winter service to all across the nation and internationally.

Matt has taken on additional responsibilities within the SICOP steering committee serving as the champion for the SICOP Strategic Issue focusing on the utilization of liquids in winter maintenance.

I can't think of a more deserving individual who exemplifies the criteria for this award than Matt.

Rick Nelson, P.E., F.ASCE
SICOP Coordinator

St. Paul Public Works Human Resource Liaison

Matt is the most skilled, gracious, and ethical leader I have ever had the pleasure to work with. Matt consistently goes above and beyond to do the right thing for his employees and colleagues. Matt's work ethic, dedication to public service and unflinching ability to do the right thing for others and the public good, even in very difficult situations, are the reasons I believe he should be the top choice for this award.

Courtney Anderson-Ewald

HR Senior Consultant
Department of Public Works

St. Paul Public Works Street Maintenance Direct Report to Matt Morreim

1. 24-7 Manager that goes above and beyond to ensure information are relayed to employee as well as encouraging people to succeed.
2. Always looking at innovations to improve the operations in Street Maintenance.
3. Monitors the winter weather religiously and plans operations meticulously.

Cha Lee, Street Maintenance Civil Engineer III

St. Paul Public Works Street Maintenance Field Supervisor

Matt has a tremendous amount of dedication to his craft. I first noticed this when we were at the APWA conference in Salt Lake City, Utah. The number of people who knew him, the contacts that he had as well as the number of presentations that he led, or was a part of, was significant. In addition, he mentioned having gone overseas to present at a conference and that he will take time off to consult to one of our consultants (Fortin- he consults our consultants, which I found amusing), all this without mentioning the hours that he keeps both in the office as well as at home monitoring the forecast and conditions..., he is truly dedicated. All of this despite the fact that he is a... MILLENNIAL! There goes that stereotype. One quote that I like is: "No one cares how much you know, until they know how much you care." I believe Matt shows how much he cares with all the time that he puts in, striving to make things more efficient.

Nick Crudo, Supervisor II, Street Maintenance

APWA Leadership – Thanks for Service with AASHTO Snow and Ice Pooled Fund Cooperative Program (SICOP)

On behalf of the American Public Works Association (APWA) Board of Directors, I want to thank you for your support of Matthew Morrein, serving APWA as a representative to the AASHTO Snow and Ice Pooled Fund Cooperative Program (SICOP) for the term 2020-2023.

APWA committees are critical in providing quality services for our members. Through our volunteer leadership, APWA is able to fulfill its mission to "support those who operate, improve and maintain public works and infrastructure through advocacy, education and member engagement." With the challenges we face in our communities and Nation, your support will provide invaluable resources for advancing quality of life for all.

Thank you again for your support. If you have any questions, please contact APWA Staff Liaison, Rita Cassida at (800) 848-APWA, ext. 5222 or rcassida@apwa.net.

Warm regards,



Mary Joyce Ivers, CFPF, PWLF
APWA President 2020-2021

Saint Paul Department of Public Works - Former Director (April 2019)

As you well know the City experienced seven snow emergencies in an eight-week period, during which 56 inches of snow fell. The confluence of a such a large amount of snow in a compressed time period resulted in the City declaring a residential street parking ban for the second time on record.

Your extraordinary effort and the expertise you leveraged has been key to the efficient and effective delivery of City services and to the safety of St. Paul residents and businesses. The leadership you demonstrated in this time of great stress when critical services needed to be delivered under extreme conditions, over several weeks, has been extraordinary. You have inspired your staff to perform commendably, even when you and your team were called to work for many continuous hours and days. You quickly resolved issues and concerns that presented the highest risk and consequences to City Operations, residents, and businesses.

Kathy Lantry, Director



OFFICE OF MAYOR MELVIN CARTER
CITY OF SAINT PAUL

15 Kellogg Blvd. West, 390 City Hall
Saint Paul, MN 55102
Tel: 651-266-8510

February 22, 2021

TO: APWA Awards Committee
American Public Works Association
1200 Main Street, Suite 1400
Kansas City, MO 64105-2100

FROM: Office of Mayor Melvin Carter

SUBJECT: Professional Manager of the Year Award

Dear Selection Committee:

Matthew Morreim has done a phenomenal job in one of the most difficult roles in our city government, and I'm pleased to support his nomination as Professional Manager of the Year - Transportation. Matt's quiet, meticulous, and consistent leadership has earned him this consideration and recognition.

As you know, street maintenance in a cold climate means fighting a losing battle with the weather and pavements and being subject to continual complaints about potholes and snow plowing. The key skills in this situation are to be persistent in improving the technology and processes we use, building staff capacity and leadership, and always being responsive to residents and businesses. This takes patience and persistence – and Matt is an excellent role model.

Matt brings innovation and responsiveness, even with limited resources due to our current national fiscal crisis, to street maintenance and specifically to snow operations. As climate change has impacted snowfall and ice storms significantly and as driving patterns have changed over the years, he has enhanced our service with new capacities to perform anti-icing to combat black ice as well as perform push-backs and clean-ups quickly and efficiently through the use of pick-up trucks for this critical work. He's led our efforts to improve resilience (and save money) by significantly limiting our use of salt through brining, anti-icing and other technologies. He's supported innovations in web-based technology that help inform residents on exactly where they can and can't park during our snow emergency routes.

CITY OF SAINT PAUL
MELVIN CARTER, MAYOR

AN AFFIRMATIVE ACTION &
EQUAL OPPORTUNITY EMPLOYER

STPAUL.GOV

This work and leadership have paid off, as complaints about snow plowing have gradually gone down and compliments and responsiveness have gone up. I look forward to working with him in the coming years to continue this excellence.

Thank you for your consideration of his name for this tremendous honor.

Sincerely,

A handwritten signature in black ink, appearing to read 'M. Carter', written in a cursive style.

Mayor Melvin Carter
City of Saint Paul

Thank you for your consideration of this nomination.