	Appendix F—Business Packet Content
Contents:	
 List of materials required for bus Sample of Minnesota Department 	siness information packet nt of Transportation business outreach materials

Business Information Packet Content

Existing Mn/DOT tools and practices can be re-packaged into a project information packet that provides businesses with project information—including anticipated impacts to traffic, access, and parking—so that they are able to more effectively operate during construction. Elements of a business information packet must include:

- Information regarding the nature, extent, timing, and duration of planned construction this includes changes in parking, traffic, and public access in the project area.
- Information about how businesses can contact Mn/DOT staff throughout the project regarding construction progress and timing.
- A listing of area business development organizations that can assist businesses with financing, marketing, and technical counseling during the construction period.

In addition to the required information listed above, information packets should be tailored to unique project descriptions. Mn/DOT staff may also consider including an educational piece explaining why the project is being done (e.g., to address safety, demand, etc.), so that businesses are more likely to see a project benefit.

Sample Business Outreach Materials

Mn/DOT and other local transportation agencies have applied rigorous business outreach efforts to some projects. A sampling of materials used for some of these efforts is provided within this Appendix. Enclosed materials include:

- Open for Business: A workbook to help Minnesota businesses survive and thrive during highway construction. Developed by Mn/DOT and used during the TH 36 reconstruction project
- Highway 10 Connect Detroit Lakes Project: Improved Safety, Mobility & Access. Developed by Mn/DOT District 4 and used to describe project benefits.
- *3rd Avenue in Alexandria, MN Open for Business* brochure. Developed by Mn/DOT District 4 to communicate project related detours, including truck detours.
- *Medians & Access Management* brochure. Developed by Anoka County Highway Department and used to educate stakeholders, including businesses on the need for transportation improvements.
- TH 65 Detour Map. Developed by Anoka County for the TH 54/County Road Reconstruction Project and provided to businesses and communities to communicate project-related detours.

Mn/DOT District 6 will be reviewing business outreach needs during the 2009 construction season. This work includes development of a workbook that includes tips and tools aimed to assist businesses operate and thrive during construction. The draft document listed below is also included in this appendix:

DRAFT: How to Thrive during Road Construction



Minnesota Department of Transportation Metro District

A workbook to help Minnesota businesses survive and thrive during highway construction





Contents

A workbook to help Minnesota businesses thrive during highway construction

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Minnesota Department of Transportation



Introduction

A cartoonist once portrayed a lost tourist asking a local resident for directions, to which the laid back homeowner replied, "Mister, you can't get there from here." Little did the cartoonist realize that "You can't get there from here" would become an idiom that's repeated every time a driver is lost, confused, or detoured by highway construction.

The cartoonist did no favor for businesses that rely on customers having an unimpeded path to their doors. "You can't get there from here" became the convenient excuse for shoppers to take their business elsewhere.

You can get there from here

"You can't get there from here" should be stripped from our lexicon. It should be replaced by a can-do attitude epitomized by the children's story "The Little Train That Could." It would be helpful to recall the courageous attitude of the Pilgrims and other immigrants who crossed treacherous oceans to get here or pioneers who pushed westward across mountains and plains to find new homes in the West or Midwest. They were not people easily intimidated by challenge; they wouldn't be intimidated by today's orange barrels at road construction sites. The barrels would be welcome beacons to safely guide them to their destinations.

Deal with perceptions

Now, the reality check: Without a strong motivation, it is human nature to avoid orange barrels, barricades, Road Closed signs, big trucks, earthmovers and other indications of dusty, dirty construction zones. The perception that "you can't get there from here" may be wrong. But this is

a case when perception is reality, and our challenge is to deal with the perception and to keep customers coming.

The Minnesota Department of Transportation (Mn/DOT) recognizes that businesses located in a work zone have special needs. It's critical that their customers have access to business and that they continue to patronize the businesses, in spite of any road work inconvenience.



Mn/DOT helps these businesses in a variety of ways and tries to help businesses to help themselves.

This workbook is a compilation of techniques that have been used successfully in several Minnesota communities and in the state of Wisconsin. It includes samples of what others have done, and descriptions of their efforts. It is offered to business and community leaders as an idea source as they plan for road construction closer to home.

This workbook includes an array of ideas communities might implement, worksheets to follow progress, and a timeline to check off accomplishments as they are completed.



Planning ahead

Many highway construction projects have a design phase of five or more years. This is the time when Mn/DOT engineers, in cooperation with local government officials, plan the project, define the scope of what will be accomplished, study the alternatives available, evaluate the social, economic, and safety impacts on the community or neighborhood, and design the plans that a contractor will need to finish the improvement. Occasionally, Mn/DOT hires consulting engineering firms to design the improvement, and sometimes to manage its construction.



Throughout this design phase, Mn/DOT holds periodic meetings with local officials and citizens to hear their suggestions and concerns. By the time the construction crew rolls on-site, all of the design decisions have been made. It's important, therefore, for the business community to get involved early in the design phase and stay involved during construction.

Getting organized

The key to survival is bringing businesses and the affected stakeholders together early and working together to survive economically while the infrastructure is improved. A local chamber of commerce or business association often becomes the focal point as business people get organized. A leader can be identified to represent the business community to keep business concerns in mind, to channel questions or suggestions to Mn/DOT and to carry information back to the businesses. Sometimes, a smaller group or committee is formed to specifically represent those who are most affected by the construction.

Working cooperatively as a group has advantages. Together, the business community has the synergy to accomplish more than its individual members could accomplish on their own. Resources and ideas can be pooled for the maximum benefit. Working together saves time and money in the long run.



Staying informed

Keeping the public informed about highway projects and their impacts on citizens' lives is a key to public understanding, and Mn/DOT uses a variety of techniques to spread the message. It's important for businesses, as well as citizens, to understand why a highway or bridge needs to be rebuilt, the alternative solutions that were evaluated, the efforts to ensure that negative impacts are kept to a minimum, and why there may be some inconvenience during repairs.



Businesses play a dual role in road construction: first as citizens impacted by road work; second working with Mn/DOT to keep their customers coming and minimizing inconvenience for customers and drivers. Businesses and Mn/DOT are truly "in this together," united in recognizing the need for road improvements and the long-term benefits they will share when the project is completed, and working together to minimize any negative consequences.

Businesses, not unlike the general public, are more likely to endorse highway repairs when they have all the facts early enough so they can participate in the decisions, offer suggestions and plan ahead. When they are involved early, businesses tend to assume some ownership for the improvement and more optimistically face the challenges during construction.

How to do it

As a business person, you can stay informed by:

- Attending public meetings during the design phase and other meetings just prior to construction.
- Inviting Mn/DOT representatives to discuss the project at your business association or group meetings.
- Sharing what you've learned with other business people, using letters, newsletters, ads and other techniques to make the community more aware of what's ahead.
- Staying in touch with the Mn/DOT project manager, once construction begins. Learn the project manager's name and phone number and where the project field office is located.
- A Establishing a line of communications. Call if you have questions. You may identify one of your members as the point person to collect questions and concerns, to take them to the project manager, and to bring back responses and other information. When warranted, the point person may wish to attend periodic meetings between the project manager and the contractors.
- ♣ Identifying key business people to whom Mn/DOT can mail or fax news releases and project updates.



Handling traffic

Ideally, a contractor can repair or rebuild a road more quickly and less expensively if all traffic is removed during the work. But that is not feasible many times if Mn/DOT is to maintain access to businesses and minimize the impacts on them or if an adequate detour is not available.

Mn/DOT strives to maintain some form of access to businesses during construction except for short periods of time, which cannot be avoided. It is equally important to note that Mn/DOT is not legally required to maintain access. Mn/DOT does make every attempt to minimize negative business impacts from its highway construction, although it cannot prevent all of them

When front access is critical, we accommodate traffic in two ways:

Under construction but open to traffic

This alternative is used on high-volume highways like the Interstate or on multilane roads where one lane can be rebuilt while traffic is restricted on the other, or for resurfacing on low-volume roads where suitable detours are not available and the project can be done one lane at a time with signs or flag persons to direct traffic.

Road closed to through traffic, open to local traffic

"Through traffic" means those vehicles that don't have an origin or destination inside the work zone.

Detour signs direct them to an alternate route around the work zone. We usually keep the detour length to a minimum, making certain the road is in good condition and capable of safely handling heavy traffic, including trucks. An important consideration is whether travelers can follow the detour easily.

When a road is closed to through traffic, the "through traffic" driver who does not have an origin or a destination within the work zone is subject to a traffic ticket.

"Local traffic" means those drivers who do have an origin or destination within the work zone. This includes people who need access to their homes, their visitors, businesses making deliveries or pickups, school buses, emergency vehicles, business owners, their customers and employees.

When someone needs access in the work zone, we ask them to minimize their use of the road. This can be done by using side roads that intersect close to the destination.



The reason we restrict local traffic is because the work zone may be filled with dozens of trucks, earthmovers and other equipment, all moving in different directions. When local traffic is heavy, the contractor needs to hire flag persons to direct traffic and prevent collisions between drivers' vehicles and construction equipment. The heavier the traffic, the greater the danger of collisions, delays for everyone, and cost.



While the contractor is required to maintain a safe and adequate path on which local traffic can drive, the roadway may be bumpy, dusty, or muddy. Occasionally, the contractor may provide a temporary path on gravel adjacent to the construction. Sometimes, the road may be temporarily closed to all traffic and only maintained for emergency vehicles. It may be a few hours or a few days, and Mn/DOT works hard to keep that time as short as possible. Important deliveries can be scheduled with the contractor and the project manager.

Concrete pavement requires a "cure" time of three to seven days, depending on the amount of cement in the concrete. If access is given to businesses during this time period, it is necessary to provide a "gap" in the pavement. Such gaps require the paving contractor to stop operations, move the paver ahead and restart the entire operation. The contractor must then fill the gaps at a later date.

Pavement gaps delay project completion, compromise ride quality and increase costs. Businesses may be approached by the paving contractor to work with them to



eliminate the need for paving gaps. Without paving gaps, contractors can pave nearly a mile a day. With gaps, the production can be cut in half or worse. That means overall construction will take longer. The goal of everyone is to get the project completed as quickly as possible, at a reasonable cost. Businesses may consider closing shop for a few days to enable earlier project completion. Or they may share gaps with other businesses to reduce the number of gaps.



Reducing traffic

Businesses and Mn/DOT walk a fine line together, seeking to reduce traffic on the highway under construction so that contractors can complete their work efficiently, quickly and safely, while maintaining the traffic stream so that customers and employees can reach the businesses as easily as possible.

When four lanes are reduced to two lanes, or when two lanes are narrowed to one, it becomes essential to reduce traffic by a significant amount. Even when the highway capacity has been cut in half, diverting 10-20 percent of the traffic to other routes can keep the traffic stream workable for both drivers and the contractor. That permits the remaining 80-90 percent of the traffic to flow through the work zone at a reasonable speed and for drivers to reach businesses, industries, and residences along the route.



Traffic is like an overflowing river: it takes the path of least resistance. It may follow a marked detour route. But most local traffic spills onto nearby streets and roads with which drivers are familiar, each driver finding his or her own special way to circumvent construction. When the highway is being reconstructed "under traffic," Mn/DOT suggests drivers use alternate routes.

How businesses can help reduce traffic Here is a checklist of ways in which business can help reduce traffic jams during construction:

- Tell your customers and employees about traffic restrictions. Distribute brochures, flyers and paycheck stuffers. Inserts with regular customer billings can be very effective.
- θ Help your suppliers and their truck drivers identify alternate routes to your business or industry. Do this *before* construction starts.
- Consider routes for your outgoing vehicles to avoid the work zone or schedule shipments at nonpeak times.
- Establish a company-sponsored carpool or vanpool program, or encourage employees to use existing programs.
- 6 Look into starting a company shuttle to take employees to and from park-andride lots at locations outside the construction area.
- θ Investigate flextime or four-day work weeks that reduce employee travel during rush hours from 7 to 9 a.m. and 3 to 6 p.m. weekdays.
- Consider telecommuting or other strategies that allow employees to work at home.



Keeping customers informed

Drivers who are well informed about road construction tend to be "happy campers, inconvenience notwithstanding. They understand why the improvement is desirable. They know about construction before they leave home, rather than being surprised by the sudden appearance of barricades, orange barrels, and Road Closed signs. They've been told about roads that are closed or restricted; they follow and sense the construction progress being made; and they've given some thought to other ways around construction either by studying the map or checking out possible alternate routes on their own rather than fuming in frustration as their vehicles sit in a long line of stop-and-go traffic.

Mn/DOT has stepped up the flow of road work information to the public. We use changeable electronic message signs to advise drivers when delays are expected and to safely steer them through or around construction zones. Communications professionals use a variety of techniques to inform drivers about projects, their value to the public, and traffic detours or restrictions that might affect the public. News releases provide valuable background information to news media. News stories and interviews with TV, radio and newspaper reporters can be set up. Major projects with significant traffic impacts warrant brochures, generally with maps, that clarify the work ahead, detours, and alternate routes. Telephone recordings are used to bring inquiring drivers up to date. And the Public Affairs Coordinator in each of Mn/DOT's eight districts statewide is a convenient, available information source for drivers needing help.

How businesses can keep the customers coming:

- ♣ Mn/DOT may permit businesses to have directional signs in construction zone.
- Contact the project manager to make certain that the sign you contemplate complies with Mn/DOT guidelines.
- ♣ Use simple maps to tell your customers about the best alternate routes to reach your business. Post them on your doors and bulletin boards, insert them into billings and other mailings and distribute them to your customers. Be especially mindful of customers who come a long distance and may be unfamiliar with local streets and roads.



♣ Let the public know that you're open for business. Develop ads for newspaper, radio or television. Pool your resources for group advertising. Advertising cooperatively can be very cost-effective. Brainstorm for innovative ideas to promote your businesses.

Open for Business

Tips for businesses: how to survive road construction

Here are some basic actions business owners can take to help survive roadway construction:

- Plan ahead as much as possible; get involved early. A year is not too far ahead to begin organizing and planning.
- Form an alliance with other businesses in your locale.
- Attend public meetings to stay informed. Have knowledge of the project. Contact Minnesota Department of Transportation to voice your concerns.
- Hold frequent and regular meetings with other businesses for support and strategies. Write down your fears and questions for discussion.
- Pool resources to purchase group advertising.
- ♣ Hold a pre-construction meeting with the Mn/DOT project manager and contractor to find out how long the project will take, what to expect, i.e. dirt, mud, ground shaking, etc.
- Meet the on-site project manager. Keep his/her telephone number in a handy place.
- ♣ Establish a line of communication with the project manager. Project managers coordinate with the contractor.

Brainstorm for innovative ideas to promote your business and to communicate with customers:

- Hold events prior to construction start-up to draw attention to the area.
- Work with the Mn/DOT Public Affairs Coordinator to plan groundbreaking activities.
- Design a logo for use by all affected merchants during the construction period.
- Hold special promotions such as free hot dogs and pop, or a one-day sign-up in parking lot for a free vacation.
- Print placemat advertisements.
- Place advertisements in outlying newspapers.
- Plan hard-hat promotions—some for sale, some as giveaways.
- Sell hard-hat lunches to go.
- Schedule a grand finale—work with the Mn/DOT Public Affairs Coordinator to plan ribbon cutting ceremonies; plan street dance, t-shirts, prizes.

÷						

Worksheet CHECKLIST & TIMELINE for business owners

- θ Form an association of businesses that will be affected by the construction project. Let the Mn/DOT district office know the name and address of your organization's primary contacts.
- Attend first meeting with Mn/DOT project development staff responsible for project design.
- Discuss project schedule, question and answer session.
- θ

θ	Form committees for advertising, promotions, signin <i>Committees:</i>	ng, special events, etc. Members:
θ	Develop and implement promotional campaign. Adopt theme. Delegated to:	Due by://
	Design and produce newspaper, television and ra	
	Delegated to:	
	Brainstorm and produce additional promotional Delegated to:	
	Plan special events. Delegated to:	Due by:/
T Α	SK - 3 to 6 months ahead Attend second meeting with Mn/DOT staff.	
θ	Discuss project schedule, question and answer session	on.
θ	Meet Mn/DOT project manager, who is responsible prime contractor.	for construction, and with the
TA θ	SK - 1 month ahead Meet Mn/DOT project manager and contractor.	
θ	Discuss project schedule.	
θ	Construct roadside signs needed to guide drivers to parange for erection of signs to coincide with the state.	
θ	Distribute final promotional materials. Delegated to:	Due by:/_/_

- Attend construction business meetings held throughout the duration of the project.
- Continue committee work.



Key contacts

Minnesota Department of Transportation

Please feel free to contact me for more information on this booklet or any other Mn/DOT construction project questions you may have:

Chris Roy, North Area Manager

Phone: 651/582-1481

E-mail: chris.roy@dot.state.mn.us

Kent Barnard, Public Affairs Coordinator

Phone: 651/582-1364 *or* Cell: 651/253-2803 E-mail: kent.barnard@dot.state.mn.us

Metro District Headquarters

1500 West County Road B-2 Roseville, MN 55113

Main office phone: 651/582-1000

Other information and key contacts are listed on the Mn/DOT Metro District Website:

http://www.dot.state.mn.us/metro/projects/th36/index.html

Conclusion

We hope this workbook helps you to keep your business, and the other businesses in the construction zone, healthy and thriving throughout the construction period. Your customers will appreciate your special attention to them and will keep coming back for years to come. When the project is done, both you and your customers will look at the new road or bridge as a definite improvement. The temporary inconvenience will be just that —temporary. But the new road or bridge will last.

Project Benefits

Once completed, the Highway 10/Connect Detroit Lakes project will provide our community with these safety and mobility improvements:

- New BNSF railroad bridge over the Roosevelt Avenue underpass
- Reduced access points on Highway 10 from 70 to seven
- Intersection revision, including traffic signals at Highways 59 and 34
- Reconstructed intersection at Highways
 59 and 10
- Widening of Highway 59 bridge over the BNSF and Canadian Pacific railroads
- Improved sight distance at Becker County Roads 54 and 53 railroad crossing
- Reconstructed frontage road around Big Detroit Lake from East Shore Drive to North Shore Drive
- Resurfaced Highway 10 from Summit Avenue to Highway 59
- Landscaping and aesthetic treatments on the retaining wall and bridges

We're in This Together

Our goal is to maintain safety and mobility for Detroit Lakes area residents and visitors during construction.

Please stay alert and plan ahead when traveling through the Highway 10/Connect Detroit Lakes project area. Motorists are urged to slow down, pay attention and watch for workers and equipment while traveling through the construction zone—for your safety and ours.

Work Zones.

Pay Attention
or pay the price.

Stay Informed and Involved

- More detail about the project can be found on the project Web site at www.dot.state.mn.us/d4/projects/ connectdetroitlakes
- Watch local media for project updates
- Attend the project update meetings the second Monday of each month at Detroit Lakes City Hall
- Call 511 or log onto <u>www.511mn.org</u> for information about lane closures and detours

Mn/DOT Contacts

For further information on this project, please contact:

Shiloh Wahl

Construction Project Engineer 218/846-3630 shiloh.wahl@dot.state.mn.us

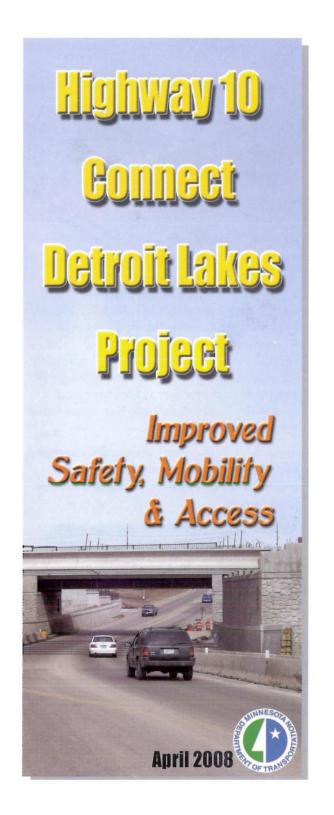
Jeff Perkins

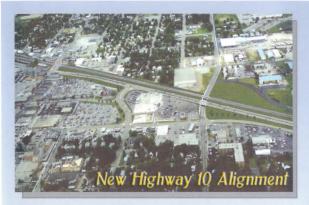
Resident Construction Engineer 218/846-3628 jeff.perkins@dot.state.mn.us

Judy Jacobs

Communications 218/846-3609 judy.jacobs@dot.state.mn.us

Mn/DOT District 4 1000 Highway 10 West Detroit Lakes, MN 56501 Toll Free 1-800/657-3984



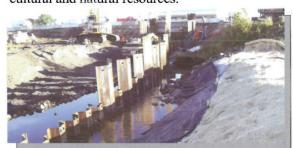


Project Overview

The Highway 10/Connect Detroit Lakes project includes reconstruction and realignment of approximately three miles of Highway 10, realignment of the Burlington Northern Santa Fe railroad tracks, construction of a Roosevelt Avenue underpass of Highway 10 and BNSF railroad tracks, reconstruction of approximately 1/2 mile of Highway 59 between Highways 10 and 34, and construction of a frontage road around Big Detroit Lake from East Shore Drive to downtown Detroit Lakes.

In April 2007, Hoffman Construction Company, Black River Falls, Wis., was hired as prime contractor on the Highway 10/Connect Detroit Lakes project.

The goal of this project is to improve safety along the Highway 10 corridor. The design balances mobility for through traffic on Highway 10 and access for local traffic movements in harmony with the surrounding cultural and natural resources.



Upcoming Construction

Construction on the Highway 10/Connect Detroit Lakes project will resume in mid-April. Major operations scheduled for 2008 include:

- Concrete paving on the new Highway 10 alignment
- Placement of the deck on the Highway 10 bridge over Roosevelt Avenue
- Traffic shift onto the new Highway 10 alignment by the end of July 2008
- Construction of a new frontage road linking East Shore Drive with downtown Detroit Lakes
- Removal of the "S-curve" portion of the old Highway 10 alignment through downtown Detroit Lakes
- Construction and connection of city streets to the new alignment
- Reconstruction of Roosevelt Avenue from the underpass to Oak Street
- Reconstruction of the Washington Avenue and Highway 10 intersection
- Construction of the new scenic overlook between the frontage road and Big Detroit Lake

Work is scheduled to be completed by fall of 2008.

Final turf establishment, clean-up and miscellaneous work is planned for 2009. This work will have minimal impacts to traffic.

Detours

Work on this project will require both shortand long-term road and lane closures.

Advance notice will be provided to motorists prior to a lane or road closure.

Please refer to the Web site for the most current road closure information.



Construction Plan Minimizes Impact to Motorists

To minimize construction impacts, Mn/DOT will:

- Keep one lane open in each direction on Highway 10 during morning and afternoon peak traffic periods
- Limit work during major holidays and festivals, including fishing opener and WE Fest weekends
- Provide advance notice of daytime lane closures
- Utilize portable message boards with daily construction activity information
- Provide weekly updates on the project
 Web site and via an email distribution list

The Highway 10/Connect Detroit Lakes project has been contracted with innovative contracting methods to reduce the project duration and help with traffic flow through town.



Project Overview

This reconstruction project will turn 3rd Avenue in Alexandria from a three lane roadway to a five lane roadway with a center turn lane in each direction, dual left turns at Nokomis (eastbound to northbound) and Broadway Street (westbound to southbound), new signals and street lights, retaining walls adjacent to the Canadian Pacific Rail Bridge, new utilities, and new CP Rail bridge.

The project is scheduled to begin in mid-May, 2004. Work will stop for the winter in late October/early November and resume in the spring of 2005 with a planned completion date in August or September.

SEE ORANGE. WE'RE IN THE WORK ZONE TOGETHER.

CONTACTS:

Minnesota Department of Transportation 1000 Highway 10 West Detroit Lakes, MN 56501 1-800-657-3984 or 218/847-1500

Mike Ginnaty, Planning & Project
Development Manager
218/847-1553
mike.ginnaty@dot.state.mn.us

Tom Lundberg, Project Manager 218/847-1537 thomas.lundberg@dot.state.mn.us

Dan Kuhn, Resident Engineer Jesse Miller, Project Engineer 320/589-7307 320/589-7354 daniel.kuhn@dot.state.mn.us

Brian Bausman, Right-of-Way Acquisitions
Manager
218/847-1599

iesse.miller@dot.state.mn.us

210/04/-1099

brian.bausman@dot.state.mn.us

Judy Jacobs, Public Affairs Coordinator 218/847-1568

judy.jacobs@dot.state.mn.us

Website (Available April 15, 2004)

www.dot.state.mn.us/d4/projects/3rd_avenue_alexandria

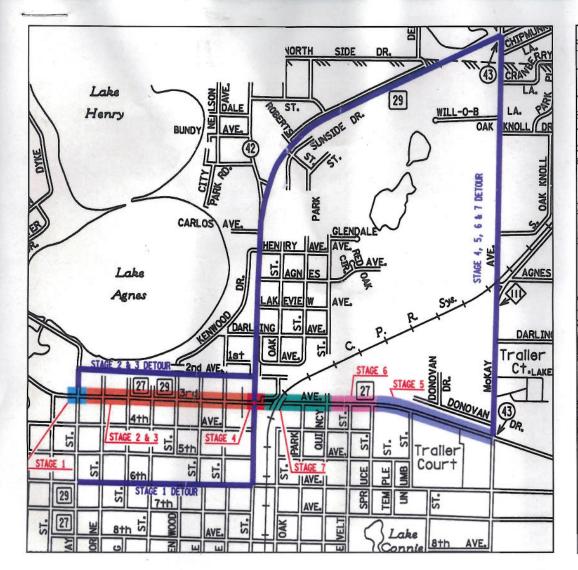
3rd Avenue in Alexandria, MN



Open for Business



April 1, 2004





Stage 1 – Broadway Intersection

Approximate Dates – May 17, 2004 to June 30, 2004 (45 days) Open to traffic 2 weeks cleanup afterwards

Detour - 6th Avenue (Cars)

Detour - County Road 45, Highway 27, County Road 46 (Trucks)

Stages 2 and 3 - Broadway Street to Nokomis Street

Approximate Dates – May 17, 2004 to mid-August (75 days) **Detour** – 2nd Avenue

Stage 4 – Nokomis Intersection

Approximate Dates – mid-August to early October (40 days) **Detour** – McKay Avenue, Highway 29, 2nd Avenue

Stage 5 - McKay Avenue to Spruce Street (Fall '04 Time Permitting)

Approximate Dates – May 2, 2005 to mid-June 2005 (45 days) Detour – McKay Avenue, Highway 29

Stage 6 - Spruce Street to Quincy Street

Approximate Dates – mid-June 2005 to end of July 2005 (40 days)

Detour – McKay Avenue, Highway 29

Stage 7 – Quincy Street to Nokomis Street

Approximate Dates – end of July 2005 to early September 2005 (50 days)

Detour – McKay Avenue, Highway 29

Canadian Pacific Railroad Bridge - summer 2004

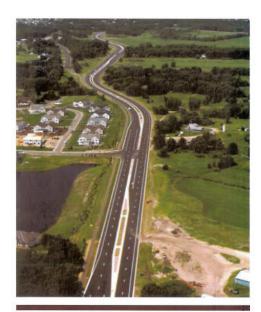


Anoka County

Commitment to Public Safety

Highway Department
1440 Bunker Lake Boulevard
Andover, MN 55304
(763) 862-4200

Medians & Access Management



Anoka County Highway Department

1440 Bunker Lake Boulevard Andover, MN 55304

(763) 862-4200 www.AnokaCounty.us/highways

Anoka County Highway Department Access Spacing Guidelines

Functional Class	Route Speed (MPH)	Area or Facility Type	Intersection Primary Full Movement	Spacing Conditional Secondary	Signal Spacing	Private Access
Principal Arterials	50-55	Rural	1 mile	1/2 mile	1 mile	By Deviation Only
TO CONTRACT AND ADDRESS.	40-45	Urbanizing	1/2 mile	1/4 mile	1/2 mile	By Exception or Deviation
	<40	Urban Core	1/8 mile	300-660 ft*	1/4 mile	Subject to Conditions
A Minor Arterials	50-55	Rural	1/2 mile	1/4 mile	1/2 mile	Subject to Conditions
	40-45	Urbanizing	1/4 mile	1/8 mile	1/4 mile	By Exception or Deviation
	<40	Urban Core	1/8 mile	300-660 ft*	1/4 mile	Subject to Conditions
B Minor Arterials	50-55	Rural	1/2 mile	1/4 mile	1/2 mile	Subject to Conditions
	40-45	Urbanizing	1/4 mile	1/8 mile	1/4 mile	By Exception or Deviation
	<40	Urban Core	1/8 mile	300-660 ft*	1/4 mile	Subject to Conditions
Collectors	50-55	Rural	1/2 mile	1/4 mile	1/2 mile	Subject to Conditions
	40-45	Urbanizing	1/8 mile	N/A	1/4 mile	Subject to Conditions
	<40	Urban Core	1/8 mile	300-660 ft*	1/8 mile	Subject to Conditions
Local	50-55	Rural	1/2 mile	1/4 mile	1/2 mile	Subject to Conditions
	40-45	Urbanizing	1/8 mile	N/A	1/2 mile	Subject to Conditions
	<40	Urban Core	1/8 mile	300-660 ft*	1/8 mile	Subject to Conditions
						*Dependent Upon Block Length



Function	Services Provided
Arterial	Provides the highest level of service at the greatest speed for the longest uninterrupted distance, with some degree of access control.
Collector	Provides a less highly developed level of service at a lower speed for shorter distances by collecting traffic from local roads and connecting them with arterials.
Local	Consists of all roads not defined as arterials or collectors; primarily provides access to land with little or no through movement.

Anoka County's access management program provides planned and managed access to land in Anoka County; undeveloped, residential, and commercial. The highways of Anoka County constitute a valuable resource and major public investment. It is essential to operate them safely and efficiently by managing the access to and from adjoining property.

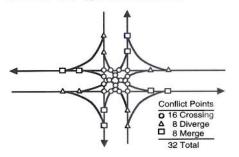
Medians are an effective way to control access along highways. This brochure will address some of the concerns regarding the use of medians.

Why are medians needed? Safety

Medians improve safety by reducing conflicting traffic movements along roadways while preserving efficient traffic flow. Medians also create safer access points for adjacent property owners and businesses.

According to the Federal Highway Administration, nearly 70% of two vehicle crashes on county roads that occur at driveways involve left turns. Medians are an effective method of reducing crashes.

Conflicts at a typical intersection



How is access determined?

Have you ever been stopped by one traffic signal, then given the green light, only to be stopped by another traffic signal just down the road? Or has someone slowed down in front of you to make a left turn?

Anoka County has implemented Access Spacing Guidelines to determine the best location for median openings. Limiting the number of openings is vital to reducing crashes and efficiently controlling traffic flow.



Anoka County has implemented access spacing guidelines as a means to be consistent in its highway design and development review process. Under most circumstances, to accommodate traffic flow in the most efficient manner, there should be no less than 1/2 mile between intersections with traffic signals and 1/4 mile between intersections without traffic signals. These distances are widely accepted as a proven engineering practice though the criteria can vary dependent upon the speed and type of roadway.

Our spacing guidelines minimize the delay caused by having too many traffic signals or uncontrolled intersections (intersections where no signal is present). For specific spacing guidelines see the Anoka County Access Spacing Guidelines Table on the previous page.

How will a median affect access?

A common concern of property owners regarding the construction of raised medians is how will they enter or exit their driveway. With raised medians installed, access to property will be accommodated by a right turn in and right turn out access point. Exiting the access point, the driver will make a right turn, which will be followed by a u-turn at the next acceptable intersection if the driver wishes to travel in the opposite direction. Contrary to most driver's thoughts, u-turns from protected left turn lanes are significantly safer than left turns across multiple lanes. With increased traffic congestion many times a right turn followed by a u-turn will be more efficient than a left turn across multiple lanes of traffic from a through lane. The Universities of South Florida and Kentucky have done major studies on the safety and efficiency of a right turn movement followed by a u-turn. The studies found that the use of median u-turns increased intersection capacity and decreased the rate of crashes by up to 30%.

How will a median impact business?

A study was conducted by Texas A&M University to determine the economic impacts of raised medians. Key points from the study showed that customers rated customer service, product quality, and product price above accessibility. The research team asked business owners and managers to indicate whether the median installation had caused several elements such as congestion, safety, access, business opportunities, customer satisfaction, and delivery convenience to become better, worse, or remain the same.

Overall, a majority of business owners rated any given item either better or the same.



When are medians installed?

Anoka County will usually construct medians in the following circumstances:

- New or reconstructed four lane road corridors with posted speeds of 45 mph and above.
- · New or reconstructed six lane roads.
- New or reconstructed two or four lane intersections (any speed limit) with a history of significant crash rates or an expected high crash rate due to increased traffic or changed land use.
- Existing two or four lane county road corridors (any speed limit) with a history of significant crash rates due to direct access issues.

For additional information visit our website at www.AnokaCounty.us/highways

Brochure Produced by:



Carpools * Vanpools * Transit www.AnokaCounty.us/tmo 763-862-4260

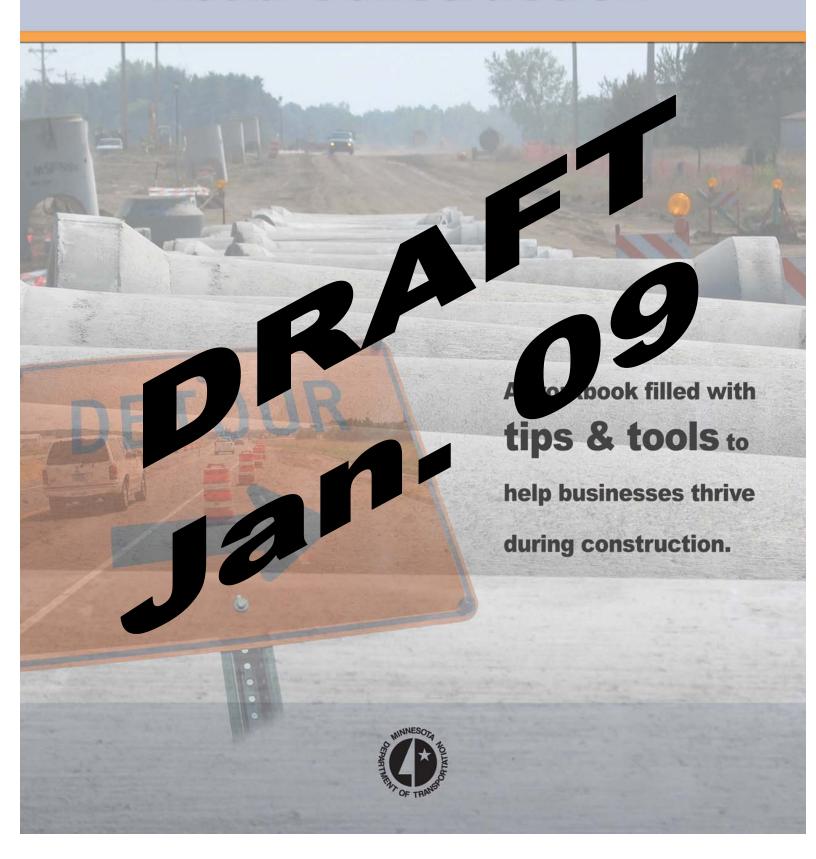


Tentative Detour Map

Hwy 65/County Road 14 Reconstruction Project - Blaine, MN September 2007 - October 2007



How to THRIVE during Road Construction



Contents

A workbook filled with tools to help Minnesota businesses thrive during road construction

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Minnesota Department of Transportation

Introduction

The Minnesota Department of Transportation (Mn/DOT) recognizes that businesses located in a work zone have special needs. It's critical that their customers have access to business and that they continue to patronize the businesses, in spite of any road work inconvenience.

Mn/DOT helps these businesses in a variety of ways and tries to help businesses to help themselves.

This workbook is a compilation of techniques that have been used successfully in several Minnesota communities and in the state of Wisconsin. It includes samples of what others have done, and descriptions of their efforts. It is offered to business and community leaders as an idea source as they plan for road construction closer to home.

You can get there from here

A cartoonist once portrayed a lost tourist asking a local resident for directions, to which the laid back homeowner replied, "Mister, you can't get there from here." Little did the cartoonist realize that "You can't get there from here" would become an idiom that's repeated every time a driver is lost, confused, or detoured by highway construction.

The cartoonist did no favor for businesses that rely on customers having an unimpeded path to their doors. "You can't get there from here" became the convenient excuse for shoppers to take their business elsewhere.

"You can't get there from here" should be stripped from our lexicon. It should be replaced by a can-do attitude epitomized by the children's story "The Little Train That Could." It's helpful to recall the courageous attitude of the Pilgrims and other immigrants who crossed treacherous oceans to get here or pioneers who pushed westward across mountains and plains to find new homes in the West or Midwest. They were not people easily intimidated by challenge; they wouldn't be intimidated by today's orange barrels at road construction sites. The barrels would be welcome beacons to safely guide them to their destinations.

Deal with perceptions

Now, the reality check: Without a strong motivation, it is human nature to avoid orange barrels, barricades, Road Closed signs, big trucks, earthmovers and other indications of dusty, dirty construction zones. The perception that "you can't get there from here" may be wrong. But this is a case when perception is reality, and our challenge is to deal with the perception and to keep customers coming.



How we can do it together

This workbook includes an array of ideas communities might implement, worksheets to follow progress, and a timeline to check off accomplishments as they are completed.

Planning ahead

Many highway construction projects have a design phase of five or more years. This is the time when Mn/DOT engineers, in cooperation with local government officials, plan the project, define the scope of what will be accomplished, study the alternatives available, evaluate the impacts on the community or neighborhood, and design the plans that a contractor will need to finish the improvement. Occasionally, Mn/DOT hires consulting engineering firms to design the improvement, and sometimes to manage its construction.



Throughout this design phase, Mn/DOT holds periodic meetings with local officials and citizens to hear their suggestions and concerns. By the time the construction crew rolls on-site, all of the design decisions have been made. It's important, therefore, for the business community to get involved early in the design phase and stay involved during construction.

Getting organized

The key to survival is bringing businesses and the affected stakeholders together early and working together to survive economically while the infrastructure is improved. A local chamber of commerce or business association often becomes the focal point as business people get organized. A leader can be identified to represent the business community to keep business concerns in mind, to channel questions or suggestions to Mn/DOT and to carry information back to the businesses. Sometimes, a smaller group or committee is formed to specifically represent those who are most affected by the construction.

Working cooperatively as a group has advantages. Together, the business community has the synergy to accomplish more than its individual members could accomplish on their own. Resources and ideas can be pooled for the maximum benefit. Working together saves time and money in the long run.



Staying informed

Keeping the public informed about highway projects and their impacts on citizens' lives is a key to public understanding, and Mn/DOT uses a variety of techniques to spread the message. It's important for businesses, as well as citizens, to understand why a highway or bridge needs to be rebuilt, the alternative solutions that were evaluated, the efforts to ensure that negative impacts are kept to a minimum, and why there may be some inconvenience during repairs.



Businesses play a dual role in road construction: first as citizens impacted by road work; second working with Mn/DOT to keep their customers coming and minimizing inconvenience for customers and drivers. Businesses and Mn/DOT are truly "in this together," united in recognizing the need for road improvements and the long-term benefits they will share when the project is completed, and working together to minimize any negative consequences.

Businesses, not unlike the general public, are more likely to endorse highway repairs when they have all the facts early enough so they can participate in the decisions, offer suggestions and plan ahead. When they are involved early, businesses tend to assume some ownership for the improvement and more optimistically face the challenges during construction.

How to do it

As a business person, you can stay informed by:

- Attending public meetings during the design phase and other meetings just prior to construction.
- Inviting Mn/DOT representatives to discuss the project at your business association or group meetings.
- Sharing what you've learned with other business people, using letters, newsletters, ads and other techniques to make the community more aware of what's ahead.
- Staying in touch with the Mn/DOT project manager, once construction begins. Learn the project manager's name and phone number and where the project field office is located.
- Establishing a line of communications.

 Call if you have questions. You may identify one of your members as the point person to collect questions and concerns, to take them to the project manager, and to bring back responses and other information. When warranted, the point person may wish to attend periodic meetings between the project manager and the contractors.
- Identifying key business people to whom Mn/DOT can mail or fax news releases and project updates.

Handling traffic

Ideally, a contractor can repair or rebuild a road more quickly and less expensively if all traffic is removed during the work. But that is not feasible many times if Mn/DOT is to maintain access to businesses and minimize the impacts on them or if an adequate detour is not available.

When front access is critical, we accommodate traffic in two ways:

Under construction but open to traffic

This alternative is used on high-volume highways like the Interstate or on multilane roads where one lane can be rebuilt while traffic is restricted on the other, or for resurfacing on low-volume roads where suitable detours are not available and the project can be done one lane at a time with signs or flag persons to direct traffic.

Road closed to through traffic, open to local traffic

"Through traffic" means those vehicles that don't have an origin or destination inside the work zone.

Detour signs direct them to an alternate route around the work zone. We usually keep the detour length to a minimum, making certain the road is in good condition and capable of safely handling heavy traffic, including trucks. An important consideration is whether travelers can follow the detour easily.

When a road is closed to through traffic, the "through traffic" driver who does not have an origin or a destination within the work zone is subject to a traffic ticket.

"Local traffic" means those drivers who do have an origin or destination within the work zone. This includes people who need access to their homes, their visitors, businesses making deliveries or pickups, school buses, emergency vehicles, business owners, their customers and employees.

When someone needs access in the work zone, we ask them to minimize their use of the road. This can be done by using side roads that intersect close to the destination.



The reason we restrict local traffic is because the work zone may be filled with dozens of trucks, earthmovers and other equipment, all moving in different directions. When local traffic is heavy, the contractor needs to hire flag persons to direct traffic and prevent collisions between drivers' vehicles and construction equipment. The heavier the traffic, the greater the danger of collisions, delays for everyone, and cost.

Handling traffic

While the contractor is required to maintain a safe and adequate path on which local traffic can drive, the roadway may be bumpy, dusty, or muddy. Occasionally, the contractor may provide a temporary path on gravel adjacent to the construction. Sometimes, the road may be temporarily closed to all traffic and only maintained for emergency vehicles. It may be a few hours or a few days, and Mn/DOT works hard to keep that time as short as possible. Important deliveries can be scheduled with the contractor and the project manager.

Concrete pavement requires a "cure" time of three to seven days, depending on the amount of cement in the concrete. If access is given to businesses during this time period, it is necessary to provide a "gap" in the pavement. Such gaps require the paving contractor to stop operations, move the paver ahead and restart the entire operation. The contractor must then fill the gaps at a later date.

Pavement gaps delay project completion, compromise ride quality and increase costs. Businesses may be approached by the paving contractor to work with them to



eliminate the need for paving gaps. Without paving gaps, contractors can pave nearly a mile a day. With gaps, the production can be cut in half or worse. That means overall construction will take longer. The goal of everyone is to get the project completed as quickly as possible, at a reasonable cost. Businesses may consider closing shop for a few days to enable earlier project completion. Or they may share gaps with other businesses to reduce the number of gaps.

Reducing traffic

Businesses and Mn/DOT walk a fine line together, seeking to reduce traffic on the highway under construction so that contractors can complete their work efficiently, quickly and safely, while maintaining the traffic stream so that customers and employees can reach the businesses as easily as possible.

When four lanes are reduced to two lanes, or when two lanes are narrowed to one, it becomes essential to reduce traffic by a significant amount. Even when the highway capacity has been cut in half, diverting 10-20 percent of the traffic to other routes can keep the traffic stream workable for both drivers and the contractor. That permits the remaining 80-90 percent of the traffic to flow through the work zone at a reasonable speed and for drivers to reach businesses, industries, and residences along the route.



Traffic is like an overflowing river: it takes the path of least resistance. It may follow a marked detour route. But most local traffic spills onto nearby streets and roads with which drivers are familiar, each driver finding his or her own special way to circumvent construction.

When the highway is being reconstructed "under traffic," Mn/DOT suggests drivers use alternate routes.

How businesses can help reduce traffic

Here is a checklist of ways in which business can help reduce traffic jams during construction:

- ☐ Tell your customers and employees about traffic restrictions. Distribute brochures, flyers and paycheck stuffers. Inserts with regular customer billings can be very effective.
- ☐ Help your suppliers and their truck drivers identify alternate routes to your business or industry. Do this *before* construction starts.
- Consider routes for your outgoing vehicles to avoid the work zone or schedule shipments at nonpeak times.
- ☐ Establish a company-sponsored carpool or vanpool program, or encourage employees to use existing programs.
- □ Look into starting a company shuttle to take employees to and from park-and-ride lots at locations outside the construction area.
- □ Investigate flextime or four-day work weeks that reduce employee travel during rush hours from 7 to 9 a.m. and 3 to 6 p.m. weekdays.
- Consider telecommuting or other strategies that allow employees to work at home.

Keeping customers informed

Drivers who are well informed about road construction tend to be "happy campers," inconvenience notwithstanding. After all, it's essential for drivers to understand why the improvement is desirable. They know about construction before they leave home. rather than being surprised by the sudden appearance of barricades, orange barrels, and Road Closed signs. They've been told about roads that are closed or restricted; they follow and sense the construction progress being made; and they've given some thought to other ways around construction either by studying the map or checking out possible alternate routes on their own rather than fuming in frustration as their vehicles sit in a long line of stop-and-go traffic.

Mn/DOT has stepped up the flow of road work information to the public. We use changeable electronic message signs to advise drivers when delays are expected and to safely steer them through or around construction zones. Communications professionals use a variety of techniques to inform drivers about projects, their value to the public, and traffic detours or restrictions that might affect the public. News releases provide valuable background information to news media. News stories and interviews with TV, radio and newspaper reporters can be set up. Major projects with significant traffic impacts warrant brochures, generally with maps, that clarify the work ahead, detours, and alternate routes. Telephone recordings are used to bring inquiring drivers up to date. And the Public Affairs Coordinator in each of Mn/DOT's eight districts statewide is a convenient, available information source for drivers needing help.

How businesses can keep the customers coming:

- Mn/DOT may permit businesses to have directional signs in construction zone.
- Contact the project manager to make certain that the sign you contemplate complies with Mn/DOT guidelines.
- Use simple maps to tell your customers about the best alternate routes to reach your business. Post them on your doors and bulletin boards, insert them into billings and other mailings and distribute them to your customers. Be especially mindful of customers who come a long distance and may be unfamiliar with local streets and roads.



Let the public know that you're open for business. Develop ads for newspaper, radio or television. Pool your resources for group advertising. Advertising cooperatively can be very cost-effective. Brainstorm for innovative ideas to promote your businesses.

Tips for businesses:

how to survive road construction

Here are some basic actions business owners can take to help survive roadway construction:

- Plan ahead as much as possible; get involved early.
- Form an alliance with other businesses in your locale.
- Attend public meetings to stay informed. Have knowledge of the project. Contact Minnesota Department of Transportation to voice your concerns.
- Hold frequent and regular meetings with other businesses for support and strategies. Write down your fears and questions for discussion.
- Pool resources to purchase group advertising.
- Hold a pre-construction meeting with the Mn/DOT project manager and contractor to find out how long the project will take, what to expect, i.e. dirt, mud, ground shaking, etc.
- Meet the on-site project manager. Keep his/her telephone number in a handy place.
- Establish a line of communication with the project manager. Project managers coordinate with the contractor.

Brainstorm for innovative ideas to promote your business and to communicate with customers:

- Hold events prior to construction start-up to draw attention to the area.
- Work with the Mn/DOT Community Relations Coordinator to plan groundbreaking activities.
- Get the "Open for Business" logo from Mn/DOT Community Relations Coordinator so all affected merchants can use it during the construction period.
- Hold special promotions such as free hot dogs and pop, or a one-day sign-up in parking lot for a free vacation.
- Print placemat advertisements or car flyers.
- Place advertisements in outlying newspapers, radio or local shoppers.
- Plan hard-hat promotions—some for sale, some as giveaways.
- Sell hard-hat lunches to go or offer construction specials.
- Schedule a grand finale—work with the Mn/DOT Community Relations Coordinator to plan ribbon cutting ceremonies; plan street dance, t-shirts, prizes.

CHECKLIST & TIMELINE for business owners

TASK - 12 to 18 months ahead

	Attend first meeting with Mn/DOT staff responsib	1 3
	"In This Together" and participate in question and Discuss access during construction and other issue	
	Form an association/group of businesses that will	
Ш	project. Provide Mn/DOT staff with contact inform	<u> </u>
	Form committees for signing, advertising, promoti	<u> </u>
	Develop promotional campaign:	ions, special events, etc.
Ш	Adopt theme	
	Delegated to:	Due by:/
	 Design and produce newspaper, television, 	and radio advertisements
	Delegated to:	<i>Due by:</i> /
	 Brainstorm and produce additional promot 	ional materials
	Delegated to:	
	 Plan special events 	
	Delegated to:	Due by://
TASK	- 3 to 6 months ahead	
	Attend second meeting with Mn/DOT staff.	
	Discuss "In This Together" and participate in ques	stion and answer session.
	Meet Mn/DOT project engineer.	
	Discuss access during construction and other issue	es.
	Begin work on signing.	
	Delegated to:	Due by://
TASK	- 1 month ahead	
	Meet with Mn/DOT staff and prime contractor.	
	Discuss project schedule	
	Construct roadside signs needed to guide drivers to	1 0
	Arrange for erection of signs to coincide with the	start of any detour.
	Distribute final promotional materials.	
TASK	- During construction	
	Attend construction business meetings throughout	the duration of the project.
	Continue committee work.	
TASK	- Post construction	
	Celebratory event (ribbon cutting, dedication, street	et dance, christening, awards
	ceremony, etc.).	

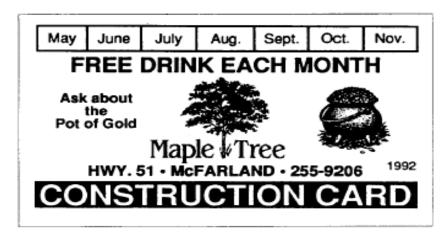
Marketing Ideas

get the creative juices flowing...

Coupons

Develop construction themed coupons to attract customers to your business during the project.

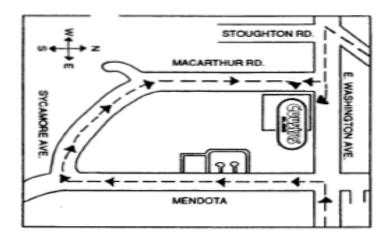




Marketing ideas cont.

Detour Maps

Develop maps and post them in the store and online to tell customers how to get to your store prior to construction beginning. Maybe even hand them out with every purchase.



Local Advertising

Make sure your customers know you're still open by advertising in local newspapers, television or radio.



Business signs during construction

Communication is essential to the success of every construction project. This includes Mn/DOT's communication with the community as well as business owners' communication with their customers. A great first step is for business owners to attend the scheduled "In This Together" meeting to hear about the project details, detours and schedule from Mn/DOT staff. Business owners will learn valuable information that will help them communicate with their customers.

Who is eligible for Mn/DOT signs?

While some businesses may be eligible for signing, Mn/DOT does not provide signing for all businesses. Business signing in work zones is used to improve driver guidance, create safer operations, and minimize the impact on businesses created by construction activities and detours. Mn/DOT uses the following criteria to decide if signing is appropriate:

- One or more business in the business area must be "traffic sensitive" or "regionally significant,"
- The business area's primary access must be closed or significantly changed, and
- The change in the business area's access requires signing to guide traffic to the new access.

Mn/DOT encourages businesses to use alternative forms of marketing for communication such as advertising, coupons, email blasts or maps to inform customers of upcoming construction impacts.

Business Signing Guidelines for Detours:

When there is a detour required, whether the roadway is open to local traffic only or completely closed, the following signage guidelines apply:

- When the construction zone is open to a local street, a sign may be installed indicating that the road is open to that street.
- In areas where there are four or fewer traffic oriented businesses, sign panels for each specific business may be installed.
- In areas where there are more than four traffic oriented businesses along the closed section, one of the following options may be used:
 - When the businesses are scattered, a sign with the message "LOCAL BUSINESSES" may be installed.
 - When the businesses are grouped in an area, a sign with the message "BUSINESS DISTRICT" may be installed.
 - Major attractions may be approved for signing.
 - Trailblazing signs (trailblazing signs are installed at roads leading to intersections taking motorists to businesses not visible from the road) may be required.

When there is no detour required or the roadway is being reconstructed under traffic and motorists are having difficulty locating the access to the businesses, "BUSINESS ACCESS" signs may be used.

Business signs cont.

If I'm not eligible for signs, what else can I do?

Mn/DOT has worked with business owners on projects in the past to develop business signs at the cost of the business owners. Businesses have had success partnering and coordinating with the project engineer to determine the appropriate size, design and location for directional sign. By coming together, business owners have directed customers to their business at a minimal cost. Business owners should:

- Appoint a lead contact to represent the businesses and develop sign requests.
- Group signs together whenever possible to avoid distractions.
- Lead person should contact Mn/DOT project engineer and make certain all sign requests comply with Mn/DOT guidelines. Some things for business owners to consider are:
 - O Signs cannot restrict visibility or impede pedestrian and/or vehicle traffic.
 - Sign placement must follow and respect landowner rights, and city-county sign ordinances.
 - o Signs cannot restrict sight distances at driveways or intersections.
 - o Signs will be erected further from the road than official highway signs.
 - Business signs can't be posted too close to other in-place highway or detour signs.
 - Too many signs can overload the driver
 - Size signs that are too small are hard to read so appropriate sizing should be discussed with Mn/DOT project engineer.



Need more information?

Please contact Krystal Ohlhaber, community relations coordinator to address your questions and be connected with the appropriate Mn/DOT staff.

Krystal Ohlhaber Phone: 507/286-7684 krystal.ohlhaber@dot.state.mn.us

Key contacts

Minnesota Department of Transportation

Please feel free to contact the community relations coordinator for more information on this booklet or any other Mn/DOT construction project questions you may have:

Gary Lovelace, Construction Resident Engineer, East Operations

Phone: 507/286-7530

Email: gary.lovelace@dot.state.mn.us

Mark Anderson, Construction Project Engineer, East Operations

Phone: 507/453-2903

Email: mark.anderson@dot.state.mn.us

Paul Schauer, Construction Project Engineer, East Operations

Phone: 507/286-7538

Email: paul.schauer@dot.state.mn.us

Jim Roberts, Construction Resident Engineer, West Operations

Phone: 507/446-5523

Email: james.roberts@dot.state.mn.us

Chad Casey, Construction Project Engineer, West Operations

Phone: 507/446-5858

Email: chad.casey@dot.state.mn.us

Kyle Lake, Construction Project Engineer, West Operations

Phone: 507/286-7558

Email: kyle.lake@dot.state.mn.us

Krystal Ohlhaber, Community Relations Coordinator

Phone: 507/286-7684

Email: krystal.ohlhaber@dot.state.mn.us

Mn/DOT District 6 Office

2900 48th Street NW Phone: 507/286-7600

Other key contacts are listed on the District 6 Website:

http://www.dot.state.mn.us/d6.html

District 6 Construction News Releases:

http://www.dot.state.mn.us/d6/construct.html

For updated statewide traffic, construction, weather, and travel information visit www.511mn.org.

Conclusion

We hope this workbook helps you to keep your business, and the other businesses in the construction zone, healthy and thriving throughout the construction period. Your customers will appreciate your special attention to them and will keep coming back for years to come. When the project is done, both you and your customers will look at the new road or bridge as a definite improvement. The temporary inconvenience will be just that —temporary. But the new road or bridge will last.