

**Quad Cities Cable Communications Commission**  
Anoka City Hall – Council Chambers

January 16, 2014, 10:00 AM

**Agenda**

- 1. Call to Order**
- 2. Roll Call**
- 3. Approval of Agenda**
- 4. Administrative Reports**
  - 4.1. Secretary
    - 4.1.1. Approval of December 19, 2013 commission meeting minutes.
  - 4.2. Treasurer
    - 4.2.1. November Financial Report
  - 4.3. Executive Director
  - 4.4. Commission Organization Items
- 5. General Business**
  - 5.1. Comcast – Administrative Late Fee Restructuring
  - 5.2. Organizational Assessment Project
  - 5.3. Personnel Policy
  - 5.4. Monthly Statistical Report
  - 5.5. Programming Reports
- 6. Adjourn**

## **MINUTES OF THE REGULAR MEETING OF DECEMBER 19, 2013**

### **CALL TO ORDER – 1**

Chair Heitkamp called the meeting to order at 10:05 a.m. at the Anoka City Hall.

### **ROLL CALL– 2**

Commissioners present were: Tim Cruikshank, Anoka; John LeTourneau, Ramsey; Kurt Ulrich, Ramsey; Julie Trude, Andover; Eric Johnson, Champlin; and Bret Heitkamp, Champlin.

Commissioners absent and excused: Jim Dickinson, Andover and Carl Anderson, Anoka.

Others present included Karen George, Executive Director; Susan Huston, Government Affairs Director; and Kate Hensing, Government Affairs Manager for Comcast.

### **APPROVAL OF AGENDA – 3**

The agenda was approved as presented.

### **ADMINISTRATIVE REPORTS – 4**

#### **4.1 Secretary**

##### **4.1.1. Approval of meeting minutes and Workshop meeting minutes from November 21, 2013**

Commissioner Trude referenced page four, paragraph four, it should state, "...~~cost~~ cost..."

Motion was made by Trude and seconded by Johnson to approve the November 21, 2013 minutes as amended.

**6 ayes – 0 nays. Motion carried.**

## **4.2 Treasurer**

### **4.2.1. October Financial Report**

Motion was made by Letourneau and seconded by Trude to accept the October Financial Report.

**6 ayes – 0 nays. Motion carried**

## **4.3 Executive Director**

Ms. George briefly summarized the items included in her Report, noting that the organization did not qualify for the sales tax exemption. She noted that Bruce Chaffee will be attending the leadership academy in an upcoming session.

## **GENERAL BUSINESS – 5**

### **5.1 Comcast – Administrative Late Fee Restructuring**

Kate Hensing, Comcast, stated that the agreement with QCTV requires authorization to change the late fee that is charged to customers. She explained that a study was completed in order to determine the cost associated with late payments and collection of those payments. She stated that Comcast is proposing to increase the late fee from \$8.00 to \$9.50, in order to reimburse those costs and not distribute the cost for those paying their bills late to all customers.

Commissioner Cruikshank questioned if this is normal process for this item to come before the Commission.

Ms. George stated that although she did not have the history of the organization, the item is included in the contract with Comcast and the Commission attorney did provide input on this item, which was included in the Commission packet.

Commissioner Ulrich asked for additional information on what is covered with late payment charges.

Ms. Hensing explained that the fee is incurred in order to recoup the costs associated with collecting late payments. She stated that she did not have the specific items that are covered under late payment charges but could provide follow up information to Ms. George.

Ms. George advised that a redacted copy of the Comcast study was provided and reviewed by the Commission attorney. She explained that although the

numbers were redacted, the method of collections were included. She confirmed that both she and the Commission attorney have reviewed the information and recommend approval.

Commissioner Johnson questioned if the late fee will be increased on an annual basis.

Ms. Hensing stated that she was not aware of additional plans to increase the late charge.

Ms. George noted that when the Franchise Agreement was first developed 30 years ago the Commission had a lot of approval in terms of fees and costs and noted that over the years there have been regulations, which decreased the ability for Commissions such as this to regulate rates. She advised that the late fee clause was kept in the Franchise Agreement during the last revision. She confirmed that Comcast would like to roll out the fees across the board beginning January 1, 2014 and was not aware of any other organizations, which have not approved the increase.

Commissioner Ulrich questioned if there would be other options.

Ms. George stated that the Commission can either approve the request or postpone a decision.

Commissioner Trude stated that in her opinion it seems that Comcast is attempting to roll their collections and bad debt costs into a late fee.

Motion was made by Ulrich and seconded by Cruikshank to table the Comcast request for late fee rate adjustment from \$8.00 to \$9.50 until further information is obtained to further justify the cost associated with the proposed fee.

Further discussion: Commissioner Trude questioned if the decision to delay would complicate the business relationship with Comcast as they most likely have a timetable to roll out this increase.

Ms. George stated that she believed that Comcast has done due diligence in gathering information to justify the late fee charge.

Chair Heitkamp stated that while the information provided in the packet speaks to the authority that the Commission has the ability to approve or deny an increase, he believed that the packet did not include the appropriate level of justification regarding the level of increase.

**6 ayes – 0 nays. Motion carried.**



## **5.2 Monthly Statistical Report**

Ms. George highlighted that the web hits for Spring Lake Park and Andover games incurred a higher fee but also had the highest level of views.

## **5.3 Programming Reports**

There were no comments made for the programming reports.

## **ADJOURN – 6**

Time of adjournment 10:23 a.m.

Respectfully submitted,

Reviewed for approval,

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Amanda Staple  
Recording Secretary  
*TimeSaver Off Site Secretarial, Inc.*

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Karen George  
Executive Director

**Quad Cities Communications Commission**  
**Balance Sheet Summary**  
As of November 30, 2013

	<u>Total</u>
<b>ASSETS</b>	
Current Assets	
Bank Accounts	883,173.75
Accounts Receivable	0.00
Other current assets	0.00
<b>Total Current Assets</b>	<b>\$ 883,173.75</b>
Fixed Assets	0.00
<b>TOTAL ASSETS</b>	<b>\$ 883,173.75</b>
<b>LIABILITIES AND EQUITY</b>	
Liabilities	
Current Liabilities	
Accounts Payable	11,950.59
Other Current Liabilities	3,716.77
<b>Total Current Liabilities</b>	<b>\$ 15,667.36</b>
Equity	867,506.39
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 883,173.75</b>

**Quad Cities Communications Commission**  
**Budget vs. Actuals: Budget 2013 - FY13 P&L**  
 January - November, 2013

	Nov 2013				YTD			
	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget
<b>Income</b>								
Duplication Revenue	377.62	208.00	169.62	181.55%	7,651.84	2,288.00	5,363.84	334.43%
Equipment Grant		4,218.00	(4,218.00)	0.00%	0.00	46,398.00	(46,398.00)	0.00%
Franchise Fees		74,340.00	(74,340.00)	0.00%	718,858.08	817,740.00	(98,881.92)	87.91%
Interest Income	12.40	8.00	4.40	155.00%	112.29	88.00	24.29	127.60%
Miscellaneous Income		2,500.00	(2,500.00)	0.00%	5,400.09	27,500.00	(22,099.91)	19.64%
PEG Fee		37,170.00	(37,170.00)	0.00%	359,428.80	408,870.00	(49,441.20)	87.91%
<b>Total Income</b>	<b>390.02</b>	<b>118,444.00</b>	<b>(118,053.98)</b>	<b>0.33%</b>	<b>1,091,451.10</b>	<b>1,302,884.00</b>	<b>(211,432.90)</b>	<b>83.77%</b>
<b>Expenses</b>								
Accounting / HR Services	1,109.54	1,500.00	(390.46)	73.97%	12,431.98	16,500.00	(4,068.02)	75.35%
Ads/Promos/Sponsorships		737.00	(737.00)	0.00%	3,174.00	8,107.00	(4,933.00)	39.15%
Advertising			0.00		39.81	0.00	39.81	
Andover Capital Equipment	156.64		156.64		1,689.30	0.00	1,689.30	
Announcers Fees	3,320.00	1,371.00	1,949.00	242.16%	15,120.00	15,081.00	39.00	100.26%
Anoka Capital Equipment	114.83		114.83		1,191.07	0.00	1,191.07	
Audit		1,308.00	(1,308.00)	0.00%	15,740.00	14,388.00	1,352.00	109.40%
AV Equip / Repair / Supply / Software	5,702.73	8,623.00	(2,920.27)	66.13%	19,154.66	94,853.00	(75,698.34)	20.19%
Bank Fees / CC Fees		41.00	(41.00)	0.00%	236.48	451.00	(214.52)	52.43%
Brand Apparel		208.00	(208.00)	0.00%	844.20	2,288.00	(1,443.80)	36.90%
Building - Cleaning	407.65	526.00	(118.35)	77.50%	4,114.86	5,786.00	(1,671.14)	71.12%
Building - Insurance		241.00	(241.00)	0.00%	4,293.00	2,651.00	1,642.00	161.94%
Building - Maintenance	288.62	583.00	(294.38)	49.51%	3,550.14	6,413.00	(2,862.86)	55.36%
Building - Supplies	226.36	250.00	(23.64)	90.54%	1,701.67	2,750.00	(1,048.33)	61.88%
Car Allowance	250.00	250.00	0.00	100.00%	2,750.00	2,750.00	0.00	100.00%
Cell Phone - Allowance	210.00	75.00	135.00	280.00%	2,320.00	825.00	1,495.00	281.21%
Cell Phone - Reimbursement		166.00	(166.00)	0.00%	0.00	1,826.00	(1,826.00)	0.00%
Champlin Capital Equipment	91.67		91.67		2,937.07	0.00	2,937.07	
City Sewer & Water	750.86	375.00	375.86	200.23%	3,274.47	4,125.00	(850.53)	79.38%
Commission Expense		291.00	(291.00)	0.00%	2,591.98	3,201.00	(609.02)	80.97%
Computer Equip / Repair / Supply / Software	2,714.67	3,125.00	(410.33)	86.87%	9,646.99	34,375.00	(24,728.01)	28.06%
Computer Software	39.95		39.95		39.95	0.00	39.95	
Conference Participation			0.00		230.00	0.00	230.00	
Consulting Services	3,500.00	2,708.00	792.00	129.25%	12,660.74	29,788.00	(17,127.26)	42.50%
Contingency Fund		2,166.00	(2,166.00)	0.00%	0.00	23,826.00	(23,826.00)	0.00%
Duplication Expenses		466.00	(466.00)	0.00%	1,647.85	5,126.00	(3,478.15)	32.15%
Electric Service	1,184.93	1,166.00	18.93	101.62%	15,419.66	12,826.00	2,593.66	120.22%
Emp / Comm Appreciation	130.16	208.00	(77.84)	62.58%	847.23	2,288.00	(1,440.77)	37.03%

**Quad Cities Communications Commission**  
**Budget vs. Actuals: Budget 2013 - FY13 P&L**  
 January - November, 2013

	Nov 2013				YTD			
	Actual	Budget	over Budget	% of Budget	Actual	Budget	over Budget	% of Budget
Federal Unempl Expense	56.21		56.21		1,333.58	0.00	1,333.58	
Health Insurance	(673.85)	2,600.00	(3,273.85)	-25.92%	28,611.56	28,600.00	11.56	100.04%
Health Insurance - Opt Out	400.00	400.00	0.00	100.00%	4,400.00	4,400.00	0.00	100.00%
Insurance - Deductibles		41.00	(41.00)	0.00%	0.00	451.00	(451.00)	0.00%
Insurance - Liability / Bonds		635.00	(635.00)	0.00%	12,051.00	6,985.00	5,066.00	172.53%
Lawn Service	455.92	291.00	164.92	156.67%	4,767.32	3,201.00	1,566.32	148.93%
Legal Fees	614.69	833.00	(218.31)	73.79%	5,261.62	9,163.00	(3,901.38)	57.42%
Legislative Lobbying		83.00	(83.00)	0.00%	1,660.00	913.00	747.00	181.82%
Licenses and Permits		83.00	(83.00)	0.00%	0.00	913.00	(913.00)	0.00%
Meals		83.00	(83.00)	0.00%	699.77	913.00	(213.23)	76.65%
Memberships - NATOA / Others	(26.81)	456.00	(482.81)	-5.88%	3,548.19	5,016.00	(1,467.81)	70.74%
Mileage	377.64	1,000.00	(622.36)	37.76%	4,930.69	11,000.00	(6,069.31)	44.82%
Miscellaneous Expenses	20.00	375.00	(355.00)	5.33%	273.43	4,125.00	(3,851.57)	6.63%
Natural Gas	55.41	166.00	(110.59)	33.38%	1,841.31	1,826.00	15.31	100.84%
Office Supplies / Equipment	222.04	1,258.00	(1,035.96)	17.65%	6,032.02	13,838.00	(7,805.98)	43.59%
Operating Transfer Out		1,666.00	(1,666.00)	0.00%	0.00	18,326.00	(18,326.00)	0.00%
Parking Lot Maintenance		416.00	(416.00)	0.00%	2,477.00	4,576.00	(2,099.00)	54.13%
Payroll Expenses (ADP)	583.05	433.00	150.05	134.65%	5,332.35	4,763.00	569.35	111.95%
PERA	5,789.46	4,281.00	1,508.46	135.24%	47,462.60	47,091.00	371.60	100.79%
Postage	79.50	83.00	(3.50)	95.78%	684.14	913.00	(228.86)	74.93%
Printing / Copy Services		208.00	(208.00)	0.00%	177.40	2,288.00	(2,110.60)	7.75%
Professional Development	125.00	1,425.00	(1,300.00)	8.77%	9,852.57	15,675.00	(5,822.43)	62.86%
Publications	56.00	59.00	(3.00)	94.92%	283.17	649.00	(365.83)	43.63%
Ramsey Capital Equipment	111.62		111.62		1,430.80	0.00	1,430.80	
Sales Tax		41.00	(41.00)	0.00%	1,311.15	451.00	860.15	290.72%
Secretary Services	129.00	150.00	(21.00)	86.00%	1,407.85	1,650.00	(242.15)	85.32%
Snow Plowing Service	125.00	208.00	(83.00)	60.10%	2,951.25	2,288.00	663.25	128.99%
SS/Medicare Expense	5,965.93	4,518.00	1,447.93	132.05%	46,031.81	49,698.00	(3,666.19)	92.62%
STD / LTD / Life Insurance	360.58	387.00	(26.42)	93.17%	3,937.56	4,257.00	(319.44)	92.50%
Studio Sets	1,024.97	341.00	683.97	300.58%	1,024.97	3,751.00	(2,726.03)	27.33%
Subscription Services	55.00	815.00	(760.00)	6.75%	2,586.90	8,965.00	(6,378.10)	28.86%
Vehicle - Equipment / Repair	2,897.00	2,091.00	806.00	138.55%	2,982.53	23,001.00	(20,018.47)	12.97%
Vehicle - Insurance		250.00	(250.00)	0.00%	4,713.00	2,750.00	1,963.00	171.38%
Vehicle - Maintenance / Gas	725.82	833.00	(107.18)	87.13%	3,671.60	9,163.00	(5,491.40)	40.07%
Voiceover			0.00		240.00	0.00	240.00	
Wages - Full-time	38,839.22	28,367.00	10,472.22	136.92%	302,885.00	312,037.00	(9,152.00)	97.07%
Wages - PT - Comm Prog	9,021.72	4,071.00	4,950.72	221.61%	53,723.18	44,781.00	8,942.18	119.97%
Wages - PT - Gov't Prog	11,180.96	8,203.00	2,977.96	136.30%	92,273.46	90,233.00	2,040.46	102.26%

**Quad Cities Communications Commission**  
**Budget vs. Actuals: Budget 2013 - FY13 P&L**  
 January - November, 2013

**Nov 2013**

**YTD**

	<b>Nov 2013</b>				<b>YTD</b>			
	<b>Actual</b>	<b>Budget</b>	<b>over Budget</b>	<b>% of Budget</b>	<b>Actual</b>	<b>Budget</b>	<b>over Budget</b>	<b>% of Budget</b>
<b>Wages - PT - Office Support</b>	3,508.23	2,479.00	1,029.23	141.52%	26,862.10	27,269.00	(406.90)	98.51%
<b>Wages - PT - Sports Prog</b>	9,215.32	7,054.00	2,161.32	130.64%	58,640.11	77,594.00	(18,953.89)	75.57%
<b>Wages - PT - Tech Support</b>	7,479.60	8,882.00	(1,402.40)	84.21%	77,765.07	97,702.00	(19,936.93)	79.59%
<b>Waste Removal</b>	108.00	106.00	2.00	101.89%	1,334.54	1,166.00	168.54	114.45%
<b>Web / VOD / Int / CaTV / Phone</b>	898.94	1,970.00	(1,071.06)	45.63%	10,459.78	21,670.00	(11,210.22)	48.27%
<b>Work Comp Insurance</b>	291.00	225.00	66.00	129.33%	5,296.00	2,475.00	2,821.00	213.98%
<b>Total Expenses</b>	<b>120,270.78</b>	<b>114,250.00</b>	<b>6,020.78</b>	<b>105.27%</b>	<b>980,855.49</b>	<b>1,256,750.00</b>	<b>(275,894.51)</b>	<b>78.05%</b>
<b>Net Operating Income</b>	<b>(119,880.76)</b>	<b>4,194.00</b>	<b>(124,074.76)</b>	<b>-2858.39%</b>	<b>110,595.61</b>	<b>46,134.00</b>	<b>64,461.61</b>	<b>239.73%</b>
<b>Net Income</b>	<b>(119,880.76)</b>	<b>4,194.00</b>	<b>(124,074.76)</b>	<b>-2858.39%</b>	<b>110,595.61</b>	<b>46,134.00</b>	<b>64,461.61</b>	<b>239.73%</b>

**City CIP Payments**

<b>Andover Capital Equipment</b>	47,750.00
<b>Anoka Capital Equipment</b>	25,764.00
<b>Champlin Capital Equipment</b>	30,000.00
<b>Ramsey Capital Equipment</b>	50,000.00
	<u>153,514.00</u>

Tuesday, Dec 17, 2013 08:32:39 AM PST GMT-6 - Accrual Basis

**QCTV Bank Reconciliation**  
**November 2013**

Beginning Balance - 4M Statement	996,264.91
Less: Cleared Checks/Withdrawals	(120,211.98)
Plus: 4M Fund Interest	12.40
Plus: Bank Deposits	1,618.32
<b>Bank Balance</b>	<b>\$877,683.65</b>
Book Balance	877,683.65
<b>Adjusted Book Balance</b>	<b>877,683.65</b>
<b>Difference:</b>	<b>\$0.00</b>

Completed by:     MK

## Quad Cities Communications Commission Reconciliation Report Quad Cities Commission, Period Ending 11/30/2013

Reconciled on: 12/16/2013 (any changes to transactions after this date aren't reflected on this report)  
Reconciled by: Lee Brezinka

### Summary

Statement Beginning Balance	996,264.91
Checks and Payments cleared	-120,211.98
Deposits and Other Credits cleared	+1,630.72
Statement Ending Balance	<b>877,683.65</b>
Uncleared transactions as of 11/30/2013	-319.35
Register Balance as of 11/30/2013	877,364.30
Uncleared transactions after 11/30/2013	39,398.80
Register Balance as of 12/16/2013	916,763.10

### Details

#### Checks and Payments cleared

<u>Date</u>	<u>Type</u>	<u>Num</u>	<u>Name</u>	<u>Amount</u>
10/07/2013	Bill Payment	10106	Thad Goff	-450.00
10/21/2013	Bill Payment	10116	Monarch Pest Control	-112.64
10/30/2013	Bill Payment	10134	North Metro Mayors Association	-250.00
10/30/2013	Bill Payment	10122	Amazon	-1,044.32
10/30/2013	Bill Payment	10125	City of Anoka	-14.67
10/30/2013	Bill Payment	10138	Timesavers	-192.90
10/30/2013	Bill Payment	10129	Holly Hansen Consulting	-100.00
10/30/2013	Bill Payment	10130	Huebsch	-62.36
10/30/2013	Bill Payment	10126	City of Champlin	-1,418.60
10/30/2013	Bill Payment	10128	FanFare Promotions	-662.00
10/30/2013	Bill Payment	10136	Thad Goff	-375.00
10/30/2013	Bill Payment	10132	MACTA	-230.00
10/30/2013	Bill Payment	10135	Preferred One Insurance Co.	-3,361.43
10/30/2013	Bill Payment	10137	The Lincoln National Life Ins. Co.	-479.80
10/30/2013	Bill Payment	10123	Century Link	-263.56
10/30/2013	Bill Payment	10139	Verizon Wireless	-50.08
10/30/2013	Bill Payment	10127	Comcast Cable	-175.61
10/30/2013	Bill Payment	10133	Market Place Plus	-424.90
10/30/2013	Bill Payment	10124	City of Andover	-880.55
10/30/2013	Bill Payment	10131	LMCIT	-12,101.00
11/01/2013	Bill Payment	W/D	CitiStreetMN	-1,325.00
11/01/2013	Bill Payment	W/D	PERA	-3,741.70
11/01/2013	Journal	11B- 2013LB		-194.35
11/08/2013	Bill Payment	10150	Kennedy & Graven, Chartered	-70.00
11/08/2013	Bill Payment	10143	Comcast Cable	-437.33
11/08/2013	Bill Payment	10146	Holiday Station	-149.05
11/08/2013	Bill Payment	10144	David Steinberg	-360.00
11/08/2013	Bill Payment	10145	Greg Cipperly	-40.00
11/08/2013	Bill Payment	10151	Laura E. Houle	-200.00
11/08/2013	Bill Payment	10152	Marie Granquist	-400.00
11/08/2013	Bill Payment	10155	U.S. Bank Corporate	-602.30
11/08/2013	Bill Payment	10156	Xcel Energy	-1,141.05
11/08/2013	Bill Payment	10149	Image Lawncare Services, Inc.	-787.41

<u>Date</u>	<u>Type</u>	<u>Num</u>	<u>Name</u>	<u>Amount</u>
11/08/2013	Bill Payment	10148	Huebsch	-55.60
11/08/2013	Bill Payment	10153	Timesavers	-129.00
11/08/2013	Bill Payment	10147	Holly Hansen Consulting	-500.00
11/08/2013	Bill Payment	10140	A+ Cleaning Service, Inc.	-407.65
11/08/2013	Bill Payment	10142	ACE Solid Waste, Inc.	-108.00
11/08/2013	Bill Payment	10154	Trans Alarm	-128.28
11/08/2013	Bill Payment	10141	ABC Newspapers	-56.00
11/15/2013	Bill Payment	W/D	CitiStreetMN	-1,325.00
11/15/2013	Bill Payment	W/D	PERA	-3,658.93
11/15/2013	Journal	11C - 2013MK		-20,192.71
11/15/2013	Journal	11C - 2013MK		-6,352.10
11/15/2013	Journal	11C - 2013MK		-194.35
11/21/2013	Bill Payment	10166	Huebsch	-41.73
11/21/2013	Bill Payment	10159	Barna, Guzy & Steffen, LTD	-507.00
11/21/2013	Bill Payment	10165	Full Compass System, LTD	-2,897.00
11/21/2013	Bill Payment	10168	Jeffrey Nelson	-400.00
11/21/2013	Bill Payment	10163	CWC Inc.	-2,200.00
11/21/2013	Bill Payment	10171	Sterling Trophy	-130.16
11/21/2013	Bill Payment	10162	City of Champlin	-750.86
11/21/2013	Bill Payment	10160	CenterPoint Energy	-55.41
11/21/2013	Bill Payment	10164	EPA Audio Visual, Inc	-7,255.00
11/21/2013	Bill Payment	10169	MCEA	-125.00
11/21/2013	Bill Payment	10170	Newegg Inc.	-3,220.36
11/21/2013	Bill Payment	10172	The Lincoln National Life Ins. Co.	-479.80
11/21/2013	Bill Payment	10157	Amazon	-2,389.00
11/21/2013	Bill Payment	10161	City of Andover	-1,139.86
11/21/2013	Bill Payment	10158	B&H Photo-Video	-4,042.16
11/21/2013	Bill Payment	10167	Image Lawncare Services, Inc.	-580.92
11/29/2013	Bill Payment	W/D	CitiStreetMN	-1,325.00
11/29/2013	Bill Payment	W/D	PERA	-3,380.01
11/29/2013	Journal	11D - 2013MK		-18,285.38
11/29/2013	Journal	11D - 2013MK		-5,802.10
Total				-120,211.98

## Deposits and Other Credits cleared

<u>Date</u>	<u>Type</u>	<u>Num</u>	<u>Name</u>	<u>Amount</u>
10/31/2013	Deposit		Winston Lane	45.00
10/31/2013	Deposit		Neil Turner	10.00
10/31/2013	Deposit		Nancy Blaska	15.00
10/31/2013	Deposit		Tom Schacht	15.00
10/31/2013	Deposit		Patrick Surma	15.00
10/31/2013	Deposit		Pat Walker	15.00
10/31/2013	Deposit		Travis Ness	177.00
10/31/2013	Deposit		Marilyn	10.73
10/31/2013	Deposit		Radio Shack	64.24
11/06/2013	Deposit		Terry O'Connell	673.85
11/14/2013	Deposit		Gordon & Susan Palmer	30.00
11/14/2013	Deposit		Kim Kettler	15.00
11/14/2013	Deposit		Paul Klein	17.50



<u>Date</u>	<u>Type</u>	<u>Num</u>	<u>Name</u>	<u>Amount</u>
11/21/2013	Deposit		Dan Miller	15.00
11/30/2013	Journal	11E - 2013MK		12.40
11/30/2013	Journal	11F - 2013MK		500.00
Total				1,630.72

**Additional Information**

## Uncleared Checks and Payments as of 11/30/2013

<u>Date</u>	<u>Type</u>	<u>Num</u>	<u>Name</u>	<u>Amount</u>
07/16/2013	Bill Payment	10010	City of Anoka	-125.00
11/29/2013	Journal	11D - 2013MK		-194.35
Total				-319.35

## Uncleared Checks and Payments after 11/30/2013

<u>Date</u>	<u>Type</u>	<u>Num</u>	<u>Name</u>	<u>Amount</u>
12/11/2013	Bill Payment	10194	Regions 5AA	-400.00
12/11/2013	Bill Payment	10189	Laura E. Houle	-80.00
12/11/2013	Bill Payment	10188	Kennedy & Graven, Chartered	-600.00
12/11/2013	Bill Payment	10184	Holiday Station	-304.67
12/11/2013	Bill Payment	10182	Edward Wilberg	-200.00
12/11/2013	Bill Payment	10183	Fastsigns	-1,024.97
12/11/2013	Bill Payment	10187	Hunt Electric Corporation	-284.78
12/11/2013	Bill Payment	10197	U.S. Bank Corporate	-358.43
12/11/2013	Bill Payment	10178	Bill Kron	-440.00
12/11/2013	Bill Payment	10186	Huebsch	-55.60
12/11/2013	Bill Payment	10196	Timesavers	-129.00
12/11/2013	Bill Payment	10185	Holly Hansen Consulting	-3,500.00
12/11/2013	Bill Payment	10177	Barna, Guzy & Steffen, LTD	-14.69
12/11/2013	Bill Payment	10173	A+ Cleaning Service, Inc.	-407.65
12/11/2013	Bill Payment	10195	Thad Goff	-375.00
12/11/2013	Bill Payment	10199	Verizon Wireless	-50.08
12/11/2013	Bill Payment	10193	Preferred One Insurance Co.	-2,687.58
12/11/2013	Bill Payment	10180	Century Link	-257.71
12/11/2013	Bill Payment	10181	Comcast Cable	-612.94
12/11/2013	Bill Payment	10174	Abacus Plus Services, Inc.	-165.92
12/11/2013	Bill Payment	10191	Market Place Plus	-424.90
12/11/2013	Bill Payment	10192	Newegg Inc.	-63.02
12/11/2013	Bill Payment	10175	ACE Solid Waste, Inc.	-108.00
12/11/2013	Bill Payment	10176	B&H Photo-Video	-1,343.60
12/11/2013	Bill Payment	10190	LMCIT	-291.00
12/11/2013	Bill Payment	10200	Xcel Energy	-1,184.93
12/11/2013	Bill Payment	10198	Verified Credentials	-20.00
12/11/2013	Bill Payment	10179	CenterPoint Energy	-203.26
Total				-15,587.73

## Uncleared Deposits and Other Credits after 11/30/2013

<u>Date</u>	<u>Type</u>	<u>Num</u>	<u>Name</u>	<u>Amount</u>
12/04/2013	Deposit		Comcast	54,285.18
12/04/2013	Deposit		Terry O'Connell	673.85
12/12/2013	Deposit		Kenneth Berghorst	15.00

Reconcile Session Report

<u>Date</u>	<u>Type</u>	<u>Num</u>	<u>Name</u>	<u>Amount</u>
12/12/2013	Deposit		Simonson's Salon & Spa	12.50
Total				54,986.53

4.3 Executive Director's Report

**January 8, 2014**

**To:** Commissioners

**From:** Karen George, Executive Director

**Subject:** Executive Director's Report

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Quad Cities Community Television is the destination for community programming and it is exciting to be a part of the team delivering live, video-on-demand and cablecast stories of what's happening in Andover, Anoka, Champlin, and Ramsey.

**Budget implementation**

The 2014 operating budget approved in November is ready for input. Staff will move forward with establishing a separate operating reserve equal to one-quarter revenues and establish a capital account for the 5-Year Capital budget approved by the commission.

**Organizational Assessment project**

Holly Hansen Consulting has completed the project and it is before the commission for review and action. The personnel committee has been very involved in the project and the budget committee has reviewed the proposal for budgetary impacts.

**Personnel Policy updating**

The personnel policy has been updated. The personnel committee has reviewed the policy draft and it is before the commission for action in a later agenda item.

**Personnel changes**

Government programming department personnel changes: Resignation – Lynnette Bauers; New hires – Alex Nolley and Leslie Sauer.

**Comcast Franchise Fee and PEG Fee notification**

The franchise agreement requires that Comcast pay a quarterly franchise fee equal to 5% and a quarterly PEG Fee equal to 2.5% of its gross revenues received. Comcast calculates those fees based on gross revenues from the prior year, not just the prior quarter. Comcast collects an itemized amount from customers to cover fee payment obligation. The enclosed notification letter indicates the percentage Comcast will be collecting for each member city franchise fee and \$.54 more per month to cover the PEG fee payment obligation. The commission is entitled to audit both franchise fee and PEG fee payments to confirm the accuracy of Comcast's calculations.

**New telephone system**

The new telephone system leased from business partner Comcast has been installed. The new system has many improved features for staff use.

**Roof leak**

The roof leak has been repaired as well as the water damage to the building. The insurance claim has been closed.

**Action Requested:** None.



Comcast Cable  
10 River Park Plaza  
St. Paul, MN 55107

Karly Werner  
Director, Government Affairs  
Twin Cities Region  
(651) 493-5777

December 20, 2013

Ms. Karen George  
Quad Cities Cable Commission  
12254 Ensign Avenue North  
Champlin, MN 55316

**RE: Franchise and PEG Fees**

Dear Karen:

As an update to the notice regarding 2014 price adjustments, I am providing the 2014 calculation for PEG and Franchise Fees.

The franchise fee calculations in your cities will change as follows:

- Andover: 5.91% to 5.83%
- Anoka: 5.91% to 5.98%
- Champlin: There will be no change, which is currently 5.91%
- Ramsey: There will be no change, which is currently 5.91%

As you know, the franchise fee calculation includes 5% fee on Gross Revenues, the "franchise-fee-on-fee" which calculates out to 5.25%, and any non-subscriber allocation if applicable.

The PEG fee in your franchise area will increase from \$3.00 to \$3.54.

Customers will be notified of these changes via bill message on their billing cycle starting on January 1, 2014. The bill message will state: "*Your bill reflects a change to your franchise fee and/or PEG fee in accordance with the local cable franchise agreement.*"

If you have any questions or need more information about these changes, please feel free to call me directly at 651-493-5777.

Sincerely,

A handwritten signature in black ink, appearing to read "Karly Werner", is written over the word "Sincerely,".

Karly Werner  
Director, Government Affairs  
[karly\\_werner@cable.comcast.com](mailto:karly_werner@cable.comcast.com)

## QCCCC Agenda Item

### 4.4 Commission Organization Items

**January 8, 2014**

**To:** Commissioners

**From:** Karen George, Executive Director

**Subject:** Commission Organization Items

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The commission elects officers and appoints committee members the first quarter of each year following a city election. These appointments were made in 2013 and are not scheduled for change until the first quarter of 2015. The items below confirm the organizational items for 2014 unless otherwise acted upon by the commission.

**Meeting date and time**

The Quad Cities Cable Communications Commission meets the third Thursday of each month at 10 am in the City of Anoka Council Chambers. See attachment.

**Commissioner per diem**

The commissioners receive per diem payments for attending commission and committee meetings. Commissioners per diem rates for 2013-14 are:

Commission meeting or work session: \$40 per meeting

Commission committee meeting (*when not combined with regular meeting*): \$20.

**Commission Officers**

Chair – Bret Heitkamp

Vice-Chair – Kurt Ulrich

Secretary – Carl Anderson

Treasurer – Jim Dickinson

**Committee appointments**

Personnel Committee

Julie Trude, Andover

Carl Anderson, Anoka

Bret Heitkamp, Champlin

Kurt Ulrich, Ramsey

Budget Committee

Jim Dickinson, Andover

Tim Cruikshank, Anoka

Eric Johnson, Champlin

John LeTourneau, Ramsey

**Action Requested:** None.

**Quad Cities Cable Communications Commission  
2014 Meeting Plan**

**January 16**

Commission Meeting

**February 20**

Commission Meeting

**March 20**

Commission Meeting

**April 17**

Commission Meeting

**May 15**

Commission Meeting

**June 19**

Commission Meeting

**July 17**

Commission Meeting

Commission/Employee Appreciation – summer picnic

**August 21**

Commission Meeting

**September 18**

Commission Meeting

**October 16**

Commission Meeting

**November 20**

Commission Meeting

**December 18**

Commission Meeting

## QCCCC Agenda Item

### 5.1 Comcast Late Fee

**January 8, 2014**

**To:** Commissioners

**From:** Karen George, Executive Director

**Subject:** Comcast Administrative Late Fee Restructuring

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Comcast has requested commission approval for an adjustment of the late fee assessed to cable subscribers that fail to timely pay their cable bill. The current late fee is \$8 and is proposed to change to \$9.50. The notice for commission approval is set forth in Section 5.9 of the franchise agreement.

#### **Background**

At the December 19, 2013 commission meeting, the commission voted to delay approval of the late fee pending additional information from Comcast and commission legal counsel Bob Vose. Comcast delayed the implementation of the late fee pending Quad Cities Cable Communications Commission action at the January 16, 2014 meeting.

#### **Comcast information**

The commission requested additional information from Comcast regarding the late fee study justifying the increase. Comcast has provided the public redacted document enclosed. Additionally, Comcast Government Affairs has provided confidential, non-redacted Twin Cities Region late fee study. This confidential version contains information that is considered trade secret under the Minnesota Data Practices Act, in that the information contained herein is nonpublic data and would provide to Comcast's competitors economic value if disclosed. Therefore, Comcast respectfully request that the Commission treat this report as confidential under the confidential data processes and procedures adopted by the Commission.

#### **Legal opinion**

The commission requested a legal opinion on the authority of the commission to set an alternate late fee rate. Mr. Vose has recapped the history of rate regulation changes and the limited authority of the commission in the following communication:

*Local regulation of cable rates was common prior to the 1992 Cable Act. That*



*1992 federal law completely preempted local rate regulation. The fed law replaced local regulation with an overly complicated, ineffective federal regulatory scheme that is enforced, in part, locally. Quad Cities participated in the federal cable rate scheme for awhile, but hasn't used those regulations to regulate Comcast's rates for several years.*

*The federal law plainly says that any alternative local cable rate regulations are preempted and unenforceable. The language in Comcast's metro franchises, including Quad Cities, is basically an agreed upon exception to this general federal rule. Because of that, the language of the franchise needs to be very strictly construed, and can't be interpreted to give broader regulatory authority than is specifically stated. The language says the Quad Cities needs to approve any late fee increase. It doesn't say that we can engage in full rate regulation process and establish an alternative late fee amount. So the short answer is, "no."*

Attached is the original memo from legal counsel Bob Vose for the December 19, 2013 commission meeting agenda item. After further review of the Comcast late fee study report, legal counsel affirms the proposed commission action to approve the rate increase.

**COMMISSION ACTION**

*Comcast has properly notified the Commission of the requested late fee increase in accordance with the franchise(s). Comcast has also provided a justification for the proposed increase. Absent a detailed review and analysis of Comcast's cost study by an accountant or other qualified expert, I am not aware of any reasons to deny the requested increase.*

**Action Requested:**

There are two options for the commission:

1. Approve Comcast request for late fee adjustment as presented.
2. Deny approval of Comcast request for late fee adjustment at this time and engage an industry consultant to conduct an independent late fee study to inform the commission on the prevailing rates for late fees.

**Kennedy**

**&**

**Graven**

**CHARTERED**

470 Pillsbury Center  
200 South Sixth Street  
Minneapolis MN 55402

(612) 337-9300 telephone  
(612) 337-9310 fax  
<http://www.kennedy-graven.com>

## **MEMORANDUM**

To: Quad Cities Communications Commission  
From: Bob Vose  
Date: December 17, 2013  
Re: Late Fee Increase

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Comcast requests that the Commission approve an increase in the administrative fee that is imposed on customers that pay their cable bill late. Such fee is imposed when a customer fails to pay the amount invoiced by day 38 of their billing cycle. Comcast seeks to increase the current late fee from \$8 to \$9.50. The last late fee increase took place in 2010, when the fee was increased from \$7 to \$8.

Comcast indicates that change is being made metro-wide. Comcast has provided a redacted copy of a cost study concluding that late payments cause Comcast to incur administrative and related costs that exceed \$8 per payment.

### **BACKGROUND**

Section 5.9 of the member cities' franchises states:

Fees for the late payment of bills shall not be assessed until after the Service has been fully provided. Late fee amounts on file with the Commission shall not be adjusted by the Grantee without the Commission's prior approval.

This franchise language does not identify a test or standard for approving late fee increases. Identical language is contained in other Comcast franchises in the Minneapolis/St. Paul metro. This language was negotiated because, shortly prior to renewal of several metro-area franchises, Comcast's predecessor imposed a late fee for the first time without advance notice to the franchising authority. This resulted in some subscriber confusion. In practice, metro-area franchising authorities have approved requested late fee increases since this language was negotiated.

Comcast includes the revenues generated by late fees in its calculation of "gross revenues." Accordingly, franchise fees are paid on late fee revenues.

## **COMMISSION ACTION**

Comcast has properly notified the Commission of the requested late fee increase in accordance with the franchise(s). Comcast has also provided a justification for the proposed increase. Absent a detailed review and analysis of Comcast's cost study by an accountant or other qualified expert, I am not aware of any reasons to deny the requested increase.

REDACTED – PUBLIC VERSION

**COMCAST CABLE LATE FEE ANALYSIS**

Twin Cities Region Cost Study

Robert S. Knudsen, CPA, MBA

Nathan Associates, Inc.

November, 2013

LATE FEE ANALYSIS

INTRODUCTION

Comcast Cable Communications, LLC and its various operating subsidiaries and affiliates (“Comcast”) engaged Nathan Associates to assist them in assessing the costs incurred (i.e., damages) due to subscribers who fail to timely pay their monthly bills. Given the number of late-paying subscribers, and the difficulty in determining the damage caused by each late payment, it would be impractical, and extremely difficult, to calculate precisely the actual damages associated with any one particular subscriber’s late payment. What follows is a description of the methodologies employed to estimate the losses caused by Comcast’s delinquent subscribers as a group, and the results of that analysis. In assessing the approach to be taken, it was determined that the relative uniformity of Comcast’s collection procedures made a calculation at a Region-wide level the most cost effective approach to the analysis, rather than at a franchising unit level. The time period selected for the study was the one-year period ending August 31, 2013.

DELINQUENCY RELATED REVENUE

Fees charged as part of the collection process are: late fees and reactivation fees. The amounts for each of these items were taken directly from the accounting records of Comcast, and for the study period are as follows:

Late Fees	[REDACTED]
Reactivation Fees	[REDACTED]
Total Delinquency Related Revenue	[REDACTED]

These results are also summarized on Attachment A.

## DELINQUENCY RELATED COSTS

The following identifies and describes the calculations for each of the delinquency related costs. These calculations are also summarized on Attachment A.

### 1. Lost Use of Funds

Comcast incurs lost use of funds on past due and unpaid bills. Lost use of funds is the additional cost of capital, in the form of debt or equity, that Comcast must obtain in order to make up for the delinquent customer's failure to pay their bills when due. Generally speaking bills are past due after 20 days, however for the purposes of this calculation, it was conservatively assumed that lost use of funds starts on Day 30. Comcast accounts receivable records were used to determine an average daily accounts receivable balance for customers over 30 days past due. This amount was then multiplied by Comcast's weighted average cost of capital of 10% (which compares favorably to the FCC determined weighted average cost of capital for cable companies of 11.25%). The resulting lost use of funds is [REDACTED]

### 2. Third Party Costs

Comcast employs a number of outside vendors to assist with various collection activities including reminder letters, outbound and inbound collection calls, and field collection efforts. These service providers include collection agencies who are paid commissions based on successful collection efforts. The amounts paid these outside vendors were summarized directly from Comcast's accounting records and totaled [REDACTED]

### 3. Late Payment Data Processing Costs

The need to identify and account for past due accounts significantly increases the

complexity, and therefore the cost, of the billing system. For example, the billing system must be able to maintain and update accounts, track and report accounts receivable, and provide information for collection letters, automated and manual telephone calls, soft disconnects, billing statement messages and collection agencies. One of Comcast's main billing system providers identifies separately the cost being charged for the collection module portion of the billing system. This relationship was then used to calculate the collection module portion of the billing system for all billing system providers. The resulting late payment data processing cost is

██████████

#### **4. Collection Department Costs**

The West Division of Comcast maintains a centralized collection department that handles inbound calls from delinquent customers, outbound collection calls, interacting with third party vendors, such as collection agencies, and managing the overall collection process. The West Division collection department costs are then allocated to the regions within the division based on the delinquent customer calls received from the region compared to the total calls for all regions. The amount allocated to the Twin Cities Region for the one year study period was

██████████

#### **5. Front Counter Costs**

In order to avoid service disruptions, delinquent customers pay in person at customer service locations. Processing payments through the front counter is costly and involves increased staffing (and related expenses) to handle the increased lobby traffic. The front counter costs were determined by summarizing the personnel and telecom costs for the front counters and multiplying that by a collection percentage. The collection percentage was estimated by



## REDACTED – PUBLIC VERSION

Comcast based on discussions with knowledgeable Comcast personnel regarding the time spent dealing with delinquent customer issues.<sup>1</sup> The total front counter delinquency related costs are

██████████

### 6. Unrecovered Programming Costs

In order to reduce the costs of collections, the cable operator does not immediately terminate services for late paying accounts. In extending services, Comcast incurs costs of programming which are ultimately not recovered from delinquent accounts (i.e., those accounts that become uncollectable). This calculation starts with total programming costs, which are then multiplied by a write-off percentage to get unrecovered programming costs. This amount is then reduced by one third to remove those programming costs that would be incurred prior to the subscriber becoming delinquent. The avoidable unrecovered programming costs attributable to late paying subscribers are

██████████

### 7. Overhead Costs

Although Comcast incurs additional overhead costs associated with delinquent customers, those costs have not been included as part of this analysis. Examples of overhead costs would include, space costs (rent and utilities) associated with the additional employees needed to deal with delinquent customers, corporate personnel costs such as the indirect involvement of management and human resources and the more direct involvement of functions such as legal, regulatory and accounting with collections-related issues or personnel.

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<sup>1</sup> Comcast estimated collection percentage of ██████████ appears low compared to time studies performed in the past that have generally produced results in the ██████████ range.



**SUMMARY**

The total delinquency related costs are [REDACTED] compared to delinquency related revenue of [REDACTED] a shortfall of [REDACTED]. Total delinquency related costs divided by the total number of late fees assessed yields a cost per late fee of \$ [REDACTED]. When total delinquency related costs of [REDACTED] are reduced by the reactivation fees, then the net cost is [REDACTED].

The net cost amount divided by total late fees assessed produces a cost per late fee of \$13.06.

These calculations are also summarized on Attachment A.

Summary of Delinquency Related Revenues and Costs  
 September 2012 - August 2013  
 Comcast Cable - Twin Cities Region

Description			
<b><u>Delinquency Related Revenues</u></b>			
Late Fee Revenue	\$		
Reactivation Fee Revenue			
<b>Total Revenues</b>	<b>\$</b>		
<b><u>Delinquency Related Costs</u></b>			
Lost Use of Funds	\$		
Third Party Costs Related to Credit and Collections			
Late Payment Data Processing Costs			
Office Collection Personnel Costs			
Collection Department			
Front Counter			
Unrecovered Programming Costs			
<b>Total Costs</b>	<b>\$</b>		
<b>Total Revenue less Total Costs</b>	<b>\$</b>		
<b><u>Cost per Late Fee</u></b>			
Total Costs	\$		
Total Number of Late Fees Assessed			
<b>Estimated Total Cost per Late Fee</b>	<b>\$</b>		
Total Costs less Reactivation Revenues	\$		
Total Number of Late Fees Assessed			
<b>Estimated Net Cost per Late Fee</b>	<b>\$</b>	<b>13.06</b>	

REDACTED – PUBLIC VERSION

**Attachment A**



10 River Park Plaza  
St. Paul, MN 55107

Karen George  
Executive Director  
Quad Cities Communications Commission  
12254 Ensign Avenue North  
Champlin, MN 55316

November 26, 2013

RE: Administrative Late Fee Restructuring

Dear Karen:

In accordance with the section in your franchise regarding late fees, Comcast is requesting your approval for a restructuring of our late fee. The Company is proposing to implement this revised late fee structure to cover additional costs incurred in dealing with late paying customers. The current fee of \$8.00 has not been changed since 2010.

Comcast conducted a Twin Cities Region Cost Study using data for a one-year period ending August 31, 2013 to determine the costs incurred from late bill payments. The study concluded that the estimated net cost to the Company per late fee was greater than \$13.00. The study contains confidential, trade secret information, and can be made available for your review with the proper protections.

At this time, Comcast is proposing a restructuring of late fees to provide for an administration fee in the amount of \$9.50 in place of the current fee of \$8.00. Effective with your approval, Comcast proposes to assess a late fee of \$9.50 if payment is not received by day 38 of the billing cycle. Another late fee is assessed if payment is not received by day 68.

We strongly believe that customers who pay on time should not have to subsidize the fees associated with customers who do not pay on time. The Company's late fee approach addresses the concerns of people who miss their payment by a few days and who believe they should not incur the same late fee as those who pay later in time.

The fee is not a revenue source for Comcast. The fee is collected to reduce operating costs that are incurred from late paying customers. A fee assessment for late payment is not unique to Comcast. Late fees are charged by other companies that provide services on a month-to-month basis, including Xcel Energy, CenterPoint Energy and Century Link. Cities commonly assess a late payment fee per month on unpaid balances of water or sewer bills.

**Comcast is requesting that you address this matter at your next scheduled meeting, December 19, 2013, in order for us to apply the fee uniformly across the metro area.** Most franchises do not require approval by the city or commission and we wish to comply with the requirement in your area. Customers in your community will receive a bill message 30 days prior to the implementation of the new fee.

Should you have any questions or concerns on this matter, please do not hesitate to contact me at 651-493-5777.

Sincerely,

A handwritten signature in black ink, appearing to read 'Carly B. Werner', written over a thin horizontal line.

Carly B. Werner

Director, Government Affairs

Comcast - Twin Cities Region



## COMCAST PRODUCTS AND SERVICES PRICE LIST

Serving the cities of: Bloomington, Fridley, Shakopee, Chaska, Jackson, Louisville, Carver, Minneapolis, St. Louis Park, Richfield, Eden Prairie, Minnetonka, Hopkins, Edina, Burnsville, Eagan, Bayport, Oak Park Heights, Stillwater, Baytown Township, Stillwater Township, Columbia Heights, Hilltop, Pine Springs, Hugo, Gem Lake, Landfall, Coon Rapids, River Falls, Hudson, North Hudson, Township, Town of River Falls, Troy, Lakeland, Lakeland Shores, St. Croix Beach, St. Mary's Point, Afton, West Lakeland, Hastings, Denmark Township, Brooklyn Center, Hannover, Brooklyn Park, Crystal, Golden Valley, Maple Grove, New Hope, Osseo, Plymouth, Robbinsdale, Corcoran, Hamel, Rogers, Medicine Lake, Hanover/Wright, St. Paul, Arden Hills, Falcon Heights, Lauderdale, Little Canada, Mounds View, New Brighton, North Oaks, Roseville, St. Anthony, Shoreview, Blaine, Centerville, Circle Pines, Ham Lake, Lexington, Lino Lakes, Spring Lake Park, Inver Grove Heights, Lilydale, Mendota, Mendota Hts, South St. Paul, Sunfish Lake, West St. Paul, Andover, Anoka, Champlin, Ramsey, Oak Grove, Birchwood, Dellwood, Grant, Lake Elmo, Mahtomedi, Maplewood, North St. Paul, Oakdale, Vadnais Heights, White Bear Lake, White Bear Township, Willernie, Prescott, Cottage Grove, Woodbury, Newport, St. Paul Park, Grey Cloud Island

Dear Valued Customer,

At Comcast we are committed to constantly improving your entertainment and communications experience, and we continue to invest in making your services even better. As we make these and other investments, we periodically need to adjust prices due to increases we incur in programming and other business costs. Starting January 1, 2014, new prices will apply to select\* Video and Internet services and equipment as described in this notice.

We want to make sure you are getting the most out of your XFINITY services. Here are some highlights of the many services available to you:

- XFINITY On Demand™ – gives you thousands of top shows, hit movies and more—with **90% FREE**.
- XFINITY Internet delivers the fastest in-home Wi-Fi for all rooms on all devices. Get reliably fast speeds with the most coverage in your home – even during peak use periods - so everyone can get online and do more all at the same time.
- We invite you to visit our new and improved website at [www.comcast.com/myaccount](http://www.comcast.com/myaccount), where you can:
  - Manage your account preferences and equipment settings, pay your bill, manage appointments, and get help whenever you need it.
  - Watch your favorite programs online, set your DVR, and add your favorite shows to your Queue.
  - Plus, visit our mobile site from your smartphone to manage appointments, check your balance, and receive text alerts.

Of course, we back up our services with the Comcast Customer Guarantee (visit [www.comcast.com/guarantee](http://www.comcast.com/guarantee) for details). We promise to provide you a consistently superior experience, including 24/7 customer service, two-hour appointment windows and on-time arrival—or we'll credit you \$20 or give you a free premium channel for three months.

Still have questions? Feel free to visit us at [www.comcast.com/questions](http://www.comcast.com/questions) or call us at 1-877-508-5498. Thank you for choosing Comcast. We value you as a customer, and look forward to continuing to serve you.

*\*If you are currently receiving services on a promotional basis, under a minimum term agreement associated with a specific rate, or in the guaranteed period of one of our SurePrice™ plans, the prices for those specific services will not be affected during the applicable period.*

Certain services available separately or as a part of other levels of service. Service is subject to Comcast's standard terms and conditions of service. Unless otherwise specified, prices shown are the monthly charge for the corresponding service, equipment or package. Prices shown are for residential service only and do not include federal, state and local taxes, FCC user and franchise fees or Regulatory Recovery fees or other related costs, and are subject to change. Not all services are available in all areas. If you are a video service customer and you own a compatible digital converter or CableCARD device, please call 1-800-XFINITY for pricing information or visit [www.comcast.com/equipmentpolicy](http://www.comcast.com/equipmentpolicy). After a notice of an increase in rates, you may change your level of service at no additional charge for a period of 30 days from the effective date of the change. Otherwise, a fee may apply. Please refer to your billing statement for your Local Franchise Authority's name and address.

### DIGITAL SERVICES (per month)

	Current Price	New Price
Digital Economy	\$34.95	\$37.95
Digital Starter	\$68.99	\$71.99
Digital Preferred	\$86.99	\$89.99
Digital Preferred Plus	\$116.49	\$121.49
Digital Premier	\$136.49	\$142.49
MultiLatino Max	\$59.95	\$64.95
MultiLatino Ultra	\$76.90	\$82.95

### BASIC AND DIGITAL ANCILLARY SERVICES (per month)

	Current Price	New Price
Additional Outlet Service	\$9.25	\$9.95
with HD	\$9.25	\$9.95
with AnyRoom® DVR Service	\$9.25	\$9.95
SBTN (Vietnamese)	\$14.95	\$14.99
TV Asia (South Asian)	\$14.95	\$14.99
Zee TV (South Asian)	\$14.95	\$14.99
TV Asia & Zee TV (South Asian)	\$24.95	\$24.99

### TRIPLE PLAY PACKAGES (per month)

	Current Price	New Price
Starter XF Triple Play	\$144.95	\$149.95
Preferred XF Triple Play	\$154.95	\$159.95
HD Preferred XF Bundle	\$164.95	\$169.95
HD Preferred Plus XF Bundle	\$184.95	\$189.95
HD Premier XF Bundle	\$214.95	\$219.95
HD Complete XF Bundle	\$244.95	\$249.95
XH PF Starter Triple Play Bundle	\$144.95	\$149.95
XH PF Preferred Triple Play Bundle	\$154.95	\$159.95
XH PF HD Preferred Triple Play Bundle	\$164.95	\$169.95
XH PF HD Preferred Plus Triple Play Bundle	\$184.95	\$189.95
XH PF HD Premier Triple Play Bundle	\$214.95	\$219.95
XH PF HD Complete Triple Play Bundle	\$244.95	\$249.95
XH PM Starter Triple Play Bundle	\$154.95	\$159.95
XH PM Preferred Triple Play Bundle	\$164.95	\$169.95
XH PM HD Preferred Triple Play Bundle	\$174.95	\$179.95
XH PM HD Preferred Plus Triple Play Bundle	\$194.95	\$199.95
XH PM HD Premier Triple Play Bundle	\$224.95	\$229.95
XH PM HD Complete Triple Play Bundle	\$254.95	\$259.95
Economy Triple Play XF	\$89.85	\$92.85

5010-5090, 5100-5190, 5200-5290, 5300-5390, 5400-5430, 5490, 5500-5590, 5600-5690, 5700-5790, 5800-5870, 5900-5970, 6000, 6010, 6100-6140, 6200-6220, 6300-6330

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**BULK TENANT - ACTIVE**

	Current Price	New Price
Tenant Digital Preferred Plus	\$52.50	\$53.00
Tenant Digital Premier	\$72.50	\$73.00
Tenant Preferred XF Triple Play	\$99.95	\$104.95
Tenant HD Preferred XF Bundle	\$109.95	\$114.95
Tenant HD Preferred Plus XF Bundle	\$129.95	\$134.95
Tenant HD Premier XF Bundle	\$159.95	\$164.95
Tenant HD Complete XF Bundle	\$189.95	\$194.95

**SERVICES NO LONGER AVAILABLE FOR NEW SUBSCRIPTION (per month unless noted)****DIGITAL SERVICES**

	Current Price	New Price
Additional Outlet — SD DVR	\$19.20	\$19.90
Premium Package (HBO + Showtime + Starz)	\$30.00	\$35.00
Digital Preferred Package with HBO	\$106.98	\$104.99

**TRIPLE PLAY PACKAGES**

	Current Price	New Price
Value Bundle	\$123.89	\$126.89
Value Plus Bundle	\$145.89	\$150.89
Starter Bundle	\$160.89	\$165.89
Preferred Bundle	\$178.89	\$183.89
Preferred Plus Bundle	\$208.39	\$215.39
Premier Bundle	\$237.64	\$246.39

**DOUBLE PLAY PACKAGES**

	Current Price	New Price
Double Play Bundle (Performance Internet + Voice Unlimited) — when subscribing to video service	\$91.90	\$93.90
Double Play Bundle (Performance Internet + Voice Unlimited)	\$96.90	\$98.90
Starter Bundle with Economy Internet	\$98.94	\$101.94
Starter Bundle with Voice Unlimited — when subscribing to Internet service	\$108.94	\$111.94
Starter Bundle (with Voice Unlimited)	\$113.94	\$116.94
Starter Bundle with Performance Internet	\$115.42	\$125.94
Starter Bundle with Performance Internet	\$115.94	\$125.94
Starter Bundle with Performance Internet	\$116.15	\$125.94
Starter Bundle with Performance Internet	\$116.16	\$125.94
Starter Bundle with Performance Internet	\$116.32	\$125.94
Starter Bundle with Performance Internet	\$116.69	\$125.94
Starter Bundle with Performance Internet	\$116.84	\$125.94
Starter Bundle with Performance Internet	\$116.90	\$125.94
Starter Bundle with Performance Internet	\$116.94	\$125.94
Starter Bundle with Performance Internet	\$117.01	\$125.94
Starter Bundle with Performance Internet	\$117.11	\$125.94
Starter Bundle with Performance Internet	\$117.13	\$125.94
Starter Bundle with Performance Internet	\$117.35	\$125.94
Starter Bundle with Performance Internet	\$118.44	\$125.94
Starter Bundle with Performance Internet	\$120.94	\$125.94
Preferred Bundle with Voice Unlimited — when subscribing to Internet service	\$126.94	\$129.94
Preferred Bundle with Voice Unlimited	\$131.94	\$134.94
Preferred Bundle with Performance Internet	\$138.94	\$143.94
Preferred Bundle with HBO + Performance Internet	\$153.94	\$158.94
Premier Bundle with Voice Unlimited	\$181.44	\$187.44
Premier Bundle with Performance Internet	\$188.44	\$196.44
MultiLatino Max Bundle with Voice Unlimited	\$104.90	\$109.90
MultiLatino Max Bundle with Performance Internet	\$111.90	\$114.95
MultiLatino Max Bundle with Voice Unlimited	\$128.85	\$129.95

**INTERNET**

	Current Price	New Price
Additional E-Bill Account Fee	\$1.49	\$1.99
2-4 Additional IPs	\$9.00	\$9.95
Ultra Internet Service (with XFINITY TV or Voice Service)	\$61.95	\$63.95
Ultra Internet Service (XFINITY Internet Service Only)	\$74.95	\$76.95

**MULTILATINO PAQUETE TRIPLE (per month)**

	Current Price	New Price
MultiLatino Max Triple Play	\$139.95	\$149.95
MultiLatino Ultra Triple Play	\$149.95	\$159.95
MultiLatino Ultra HD Triple Play	\$159.95	\$169.95
MultiLatino Ultra HD Plus Triple Play	\$179.95	\$189.95
MultiLatino Total HD Triple Play	\$209.95	\$219.95

**DOUBLE PLAY PACKAGES (per month)**

	Current Price	New Price
Starter XF Double Play	\$119.95	\$125.94
Preferred XF Double Play	\$134.95	\$143.94

**XFINITY INTERNET (per month)**

	Current Price	New Price
Performance Internet (with XFINITY TV or Voice Service)	\$51.95	\$53.95
Blast! ® Internet (with XFINITY TV or Voice Service)	\$61.95	\$63.95
Performance Internet (XFINITY Internet Service Only)	\$64.95	\$66.95
Blast! ® Internet (XFINITY Internet Service Only)	\$74.95	\$76.95
Voice/Data Modem Rental	\$7.00	\$8.00
Wireless Gateway	\$7.00	\$8.00
Reactivation Fee — No In-Home visit required (per occurrence)	\$5.00	\$6.00
Upgrade/Downgrade of Service — No in-home visit required (per occurrence)	\$5.00	\$2.99

**XFINITY VOICE (per month)**

	Current Price	New Price
Voice/Data Modem Rental	\$7.00	\$8.00
Non-Listed Number	\$1.00	\$2.00
Non-Published Number	\$2.45	\$2.50
Non-Published Number	\$4.95	\$2.50
Reactivation Fee — No In-Home visit required (per occurrence)	\$5.00	\$6.00
Upgrade/Downgrade of Service — No in-home visit required (per occurrence)	\$5.00	\$2.99





Comcast Cable  
10 River Park Plaza  
St. Paul, MN 55107

December 3, 2013

Ms. Karen George  
Executive Director  
Quad Cities Cable Commission  
12254 Ensign Avenue North  
Champlin, MN 55316

RE: 2014 Price Changes

Dear Karen:

I am writing to make a correction to my November 26, 2013 letter. Digital Preferred customers will have a price increase on January 1, 2014. The correct rate increase was noticed on the rate card that was enclosed with the November 26, 2013 letter and with customer notifications.

If you have any questions about these changes, please feel free to call me directly at 651-493-5777.

Sincerely,

Karly Werner  
Director, Government Affairs  
651-493-5777  
[karly\\_werner@cable.comcast.com](mailto:karly_werner@cable.comcast.com)



November 26, 2013

Karen George  
Executive Director  
Quad Cities Cable Commission  
12254 Ensign Avenue North  
Champlin, MN 55316

RE: Important Information—Price Changes

Dear Karen

At Comcast, we are committed to constantly improving our customers' entertainment and communications experience in your communities and we continue to invest in making their services even better. As we make these and other investments, we periodically need to adjust prices due to increases we incur in programming and other business costs. Starting January, 2014, new prices will apply to select\* Video and Internet services and equipment. Enclosed please find the following bill message customers will receive beginning December 1, 2014.

Please know that customers currently receiving Limited Basic, Digital Preferred, DVR or Internet Essentials services will see no price changes at this time.

Bloomberg TV, a 24-hour business and financial news television network, will be moving from channel 251 to channel 103. The Oprah Winfrey Network will move from channel 103 to channel 120. Bloomberg TV will be available on any XFINITY TV level of service.

We promise to continue to provide our customers with a consistently superior experience, including 24/7 customer service, two-hour appointment windows and on-time arrival—or we'll credit the customer \$20 or provide a free premium channel for three months. We back up our services with the Comcast Customer Guarantee (visit [www.comcast.com/guarantee](http://www.comcast.com/guarantee) for details).

If you have any questions or need more information about these changes please feel free to call me directly at 651-493-5777.

Sincerely,

Karly Werner  
Director, Government Affairs  
[karly\\_werner@cable.comcast.com](mailto:karly_werner@cable.comcast.com)

cc: Customer Notice

*\*If a customer is currently receiving services on a promotional basis, or under a minimum term agreement associated with a specific rate, the prices for those specific services will not be affected during the applicable period.*

5.2 Organizational Assessment Report

**January 10, 2014**

**To:** Commissioners

**From:** Karen George, Executive Director

**Subject:** Organizational Assessment Report

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Attached you will find the completed organizational assessment report from Holly Hansen Consulting. The report consists of: Staff Plan; Job Descriptions; and Wage Step Plan.

The organizational assessment plan positions the organization for resiliency in the changing market and is in alignment with the 2013 strategic plan adopted by the commission. The plan incorporates public sector concepts and requirements into QCTV as a joint powers entity rather than a private sector non-profit (the private non-profit was sunset in 2007 and the entire operations of QCTV are under the joint powers entity of the Quad Cities Cable Communications Commission).

Highlights of the plan are:

*Streamlines and focuses operations*

- Reduces mid-level management positions
- Reduces the full-time equivalent (FTE) for the organization
- Reduces staff wages by more than \$100,000 annually

*Encourages teamwork and commitment to QCTV:*

- Increases the number of full-time employees
- Provides more positions with wage and benefits
- Creates job ladder and opportunities for staff advancement
- Establishes a succession plan for organizational change in the future

*Establishes a comprehensive position classification, compensation and personnel plan*

- Organization chart and staff plan
- Job descriptions for each position
- Wage step plan for each position
- New personnel policy

### Plan implementation

QCTV is a joint powers organization of the four member cities Andover, Anoka, Champlin and Ramsey. As a public agency there is an expectation of transparency in the hiring process and as a result all job openings will be open to internal and external candidates.

- The public sector encourages open competitive hiring practices to avoid excluding qualified candidates from outside the organization.
- This approach is most consistent with QCTV's obligation to engage in equal opportunity hiring processes and to provide statutorily required preference for certain classifications.
- This approach also allows the organization to "cast the broadest net" in order to identify top applicants which will best serve QCTV.

The organizational assessment report calls for a high degree of change affecting every position in the organization except the Executive Director (note the Executive Director position was rewritten and open to internal and external candidates in 2012). Each job position, description and wage have changed, and to be fair to all internal and external candidates, there will be an open recruitment for each position.

- Where the number of jobs going forward is less than the number of existing incumbents, this process allows each incumbent equal opportunity to have their qualifications considered in an objective process.
- This process creates a more objective environment and lessens the potential for favoritism or bias that would occur through management simply selecting from existing staff.

All current employees will have the opportunity to decide about their application to the new job opportunities in the organization. As with any job opportunity, current employees (and external employees) will want to assess the personnel policy and benefits offerings when deciding to apply and potentially accepting a position with QCTV.

### **Action Considerations:**

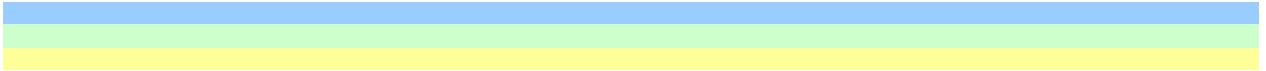
Approve and implement plan as presented.

Delay pending further review.

Accept without implementation.

Modify the plan and implement.

# **QCTV DEPARTMENT AND STAFF PLAN**



**Prepared by  
Holly Hansen Consulting  
December 12, 2013**

## **EXECUTIVE SUMMARY**

This Staff Plan represents Phase Three of an organizational assessment for the Quad Cities Cable Communications Commission and builds on the August 26, 2013 report submitted to the Commission by Holly Hansen Consulting.

### **ORGANIZATIOAL STRUCTURE**

The organizational chart presented in the August report has been modified based on input from the Commission at its September 12<sup>th</sup> meeting. In addition, two charts have been developed: a Departmental Chart that depicts the functions and a Staff Chart that depicts staff structure, titles, and FTEs (Full-Time Equivalent). Each FTE represents 40 hours of work per week; for example, this may be represented by one full-time employee or two part-time employees. Position status is noted in the Department Overviews which provide an overview of each department and position. A complete job description for each position is attached as an addendum to this report. Compared to the existing organizational structure with five departments, the proposed organizational structure is streamlined and has three departments: Administration, Technology Operations, and Program Operations. This structure facilitates teamwork, eliminates “silos” and promotes the sharing of resources. The new structure is responsive to the Commission’s Core Value of “*collaborate for success.*”

### **JOB DESCRIPTIONS**

Job descriptions for each position have been developed and have been reviewed by the QCTV Executive Director and the Andover HR Manager. As the Commission has indicated that it wants to implement a “Fresh Start” approach and post all positions, job postings have been developed for each position. The job descriptions and postings are attached in the Addendum to this report. Salary ranges have been developed for each position and these appear on page 9 of the report. Suggestions for implementing the hiring process appear at the end of the report. The implementation process is anticipated to take approximately six months. The hiring order allows for establishing employees in key positions first to ensure administrative support and enable the two management positions to participate in the hiring of their staff.

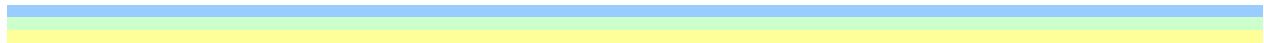
### **RESEARCH PROCESS**

Several Twin Cities PEG Access organizational structures and job descriptions have been reviewed by the Consultant as well as in-depth conversations with four executive directors from Twin Cities PEG Access organizations. Salary comparisons were included as part of this review as was the 2010 Compensation & Benefit Survey of Minnesota Cable Commissions that included data on 105 employees from 12 metro area PEG operations. This information, the Phase Two study, and the Consultant’s extensive experience in PEG operations and management for the basis for the recommended organizational structure, the job descriptions, salary ranges, and implementations recommendations.

## **PLAN HIGHLIGHTS**

- Streamlines and focuses department operations and functions.
- Positions QCTV to achieve its mission of “*Connecting communities through local programming valued by residents.*”
- Encourages teamwork and sharing of resources.
- Incorporates QCTV Core Values, including collaboration, focus on quality, innovation, and open communications.
- Reduces mid-level management from current levels.
- Creates job ladder and opportunities for staff advancement.
- Reduces the number of FTEs and the number of part-time employees.
- Increases the number of full-time employees and provides more staff with a living wage and benefits.
- Reduces staff salaries by over \$100,000 compared to 2013 budget.

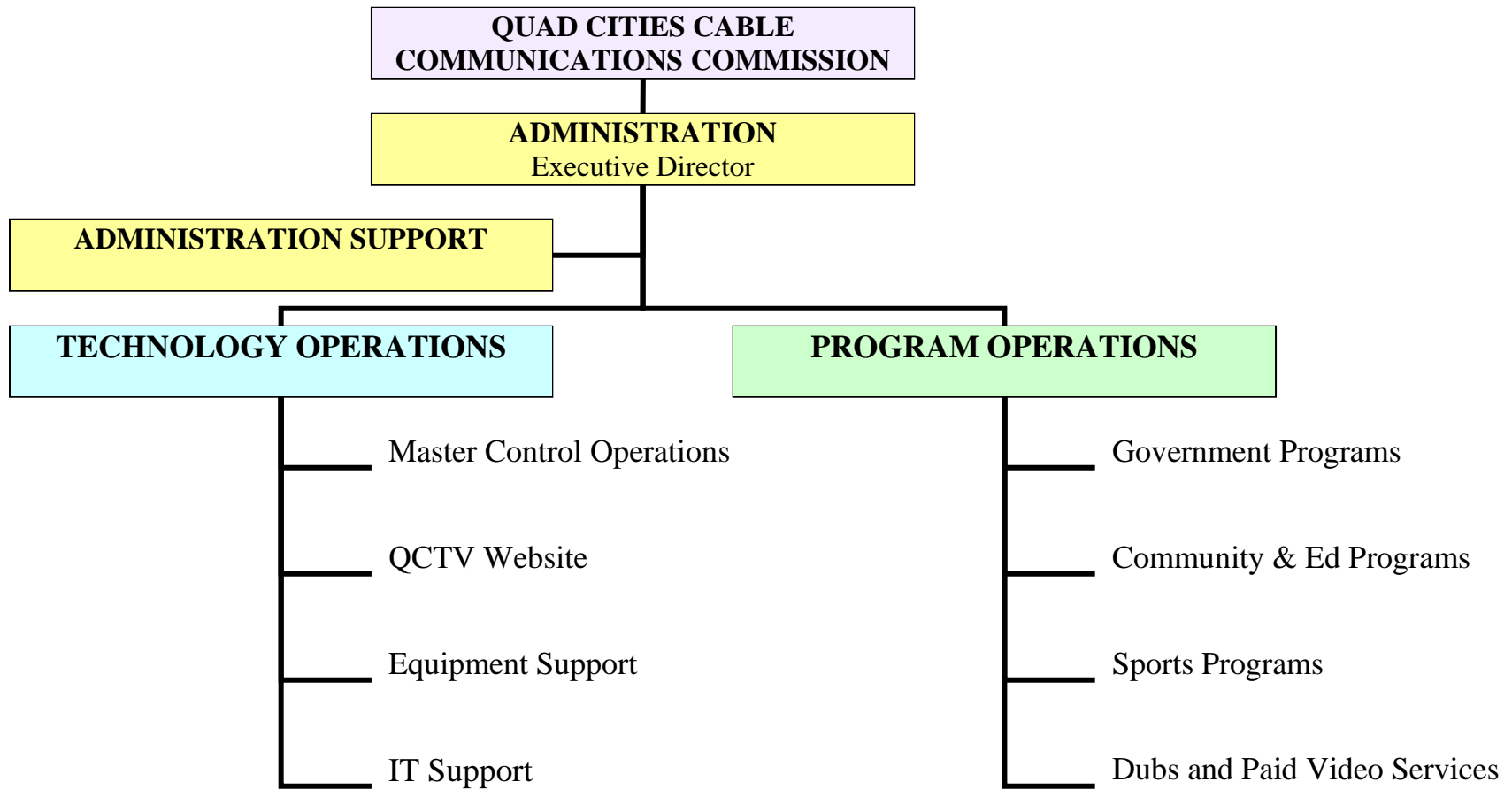
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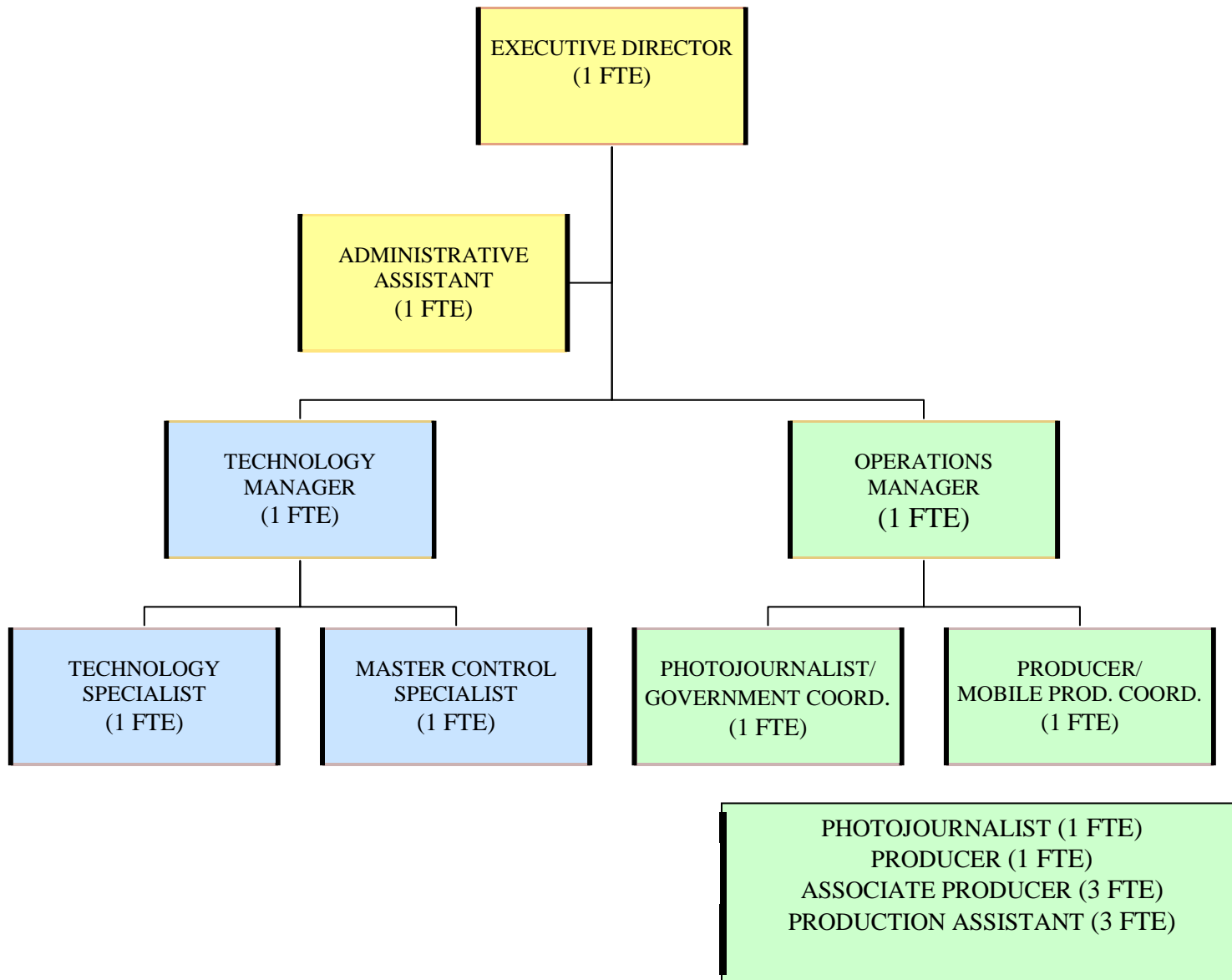
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# PROPOSED QCTV DEPARTMENT CHART



# PROPOSED QCTV STAFF CHART



# **ADMINISTRATION**

**1 FT Executive Director**

**1 FT Administrative Assistant**

## **DEPARTMENT OVERVIEW**

Administration is responsible for managing the overall day-to-day operations of QCTV for the Quad Cities Cable Communications Commission. It provides organizational leadership for the staff and implements the Commission's strategic plans, budgets, and policies. Administration develops marketing and community outreach plans to promote QCTV services and programming. In addition to the Commission, member cities, community organizations, and cable operator, Administration is the primary liaison for cable subscribers' complaints. Administration monitors and enforces the cable franchise, monitors state and federal legislation related to cable and telecommunications,

### **Executive Director**

1. Serves as principal staff to the Commission and oversees all activities of QCTV.
2. Recommends and implements Commission initiatives including policies, planning, programming, promotion, and franchise administration.
3. Provides organizational leadership to QCTV staff and acts as the Commission's primary liaison to the QCTV staff.
4. Acts as the principal liaison for QCTV and the Commission with the member cities, school district, community organizations, the cable operator, and the general public.
5. Prepares and monitors the QCTV budget, and provides status reports to the Commission.
6. Hires, disciplines, rewards, and recommends employee discharge; conducts employee performance evaluations.
7. Administers the cable franchise, analyzes and maintains reports filed by the cable operator.
8. Monitors and reports to the Commission on franchise compliance issues, state and federal legislation, and cable/video technology issues.
9. Develops promotional plans and programs to increase the visibility of QCTV, community programming, and its perceived value.
10. Oversees the development and execution of professional services contracts and equipment/hardware contracts.

### **Administrative Assistant**

1. Provides clerical and administrative support to the Executive Director.
2. Serves as front office receptionist; greet visitors and answers phones.
3. Receives and records cable subscriber complaints; is familiar with cable franchise.
4. Provides support for purchasing, building maintenance, and vendor relations.
5. Prepares correspondence, minutes, and other documents as requested.
6. Codes invoices for payment processing.
7. Maintains orderly files and records for QCTV and the Commission.
8. Provides clerical support for budget, billing, HR, mail, and marketing.
9. Operates office equipment and maintains/orders office supplies.
10. Takes dub orders, makes dubs and labels, receives and records payments.

# TECHNOLOGY OPERATIONS

**1 FT Manager**

**1 FT Technology Specialist**

**1 FT Master Control Specialist**

## DEPARTMENT OVERVIEW

The Technology Department provides technical support to QCTV and the member cities for the purchase, installation, and maintenance/repair of video production equipment. It provides IT support to QCTV including maintaining the QCTV website and computer, server, and network maintenance, upgrades, and desktop support. The Department is responsible for the technical operations of all QCTV channels through its Master Control, as well as video streaming through multiple venues. Technology planning, budgeting, and project implementation is also performed by the Department.

### Technology Manager

1. Provides technical leadership to QCTV and member cities.
2. Develops and implements technology plans to improve workflow, efficiency and production quality.
3. Acts as QCTV webmaster: maintains website and associated data.
4. Researches equipment/software and analyzes trends in technologies related to video production and distribution and business applications.
5. Writes equipment specs & bids for QCTV and assists member cities as requested.
6. Prepares and manages department budget.
7. Maintains equipment inventory database and repair/maintenance records.
8. Maintains wiring schematics for QCTV systems and City Hall systems.
9. Supervises Technology Operations staff and facilitates their training.
10. Provides training to QCTV production staff on equipment operations.
11. Oversees facility improvements and repairs for QCTV.

### Technology Specialist

1. Maintains and repairs city hall equipment and wiring connections.
2. Maintains/repairs QCTV video and computer equipment.
3. Installs equipment at city halls and QCTV.
4. Maintains QCTV internal network systems.
5. Manages QCTV studio.
6. Provides technical support for QCTV van shoots.
7. Provides training to QCTV staff on equipment operations
8. Provides network and desktop support to QCTV.
9. Researches and advises QCTV and member cities on equipment purchases.
10. Assists Technology Manager in maintaining inventories and wiring schematics.
11. Provides backup support for Master Control operations.

## **Master Control Specialist**

1. Operates Master Control incorporating multiple video modalities including cable television and web and Internet based video applications.
2. Prepares programs for cablecast and uploads to QCTV website and the Internet.
3. Maintains records regarding viewer statistics.
4. Maintains city hall equipment; QCTV video and computer equipment.
5. Provides training to QCTV staff on equipment operations.
6. Provides network and desktop support to QCTV.
7. Researches & advises on equipment purchases for cities & QCTV.
8. Provides general assistance and backup to the Technology Department.

## **PROGRAM OPERATIONS**

**1 FT Operations Manager**

**1 FT Photojournalist/Government Coordinator**

**1 FT Producer/Mobile Production Coordinator**

**1 FT Photojournalist**

**2 FT Producers**

**4 Associate Producers - (2 FT and 2 PT @ 20 Hrs/Week)**

**12 Production Assistants - (12 @ 10 Hrs/Week)**

## **DEPARTMENT OVERVIEW**

The Program Operations Department oversees all programs produced at QCTV. The Department is responsible for implementing the programming objectives established by the Commission. It also promotes QCTV and its programming through community outreach using multiple media and communications venues.

### **Operations Manager**

1. Determines programs to be produced and sets production formats and schedules.
2. Acts as liaison with local government, school district, and community organizations.
3. Develops, monitors, and evaluates production plans and budgets.
4. Supervises and schedules staff; assigns staff to production projects.
5. Evaluates program quality and effectiveness.
6. Develops channel program schedules for cablecasting.
7. Promotes QCTV and programming.
8. Oversees production of news show.
9. Facilitates staff training/development in video production and photojournalism.
10. Performs various video production roles as needed, which may include: script writing, photojournalism, on-camera talent, producing, and directing.
11. Serves as backup for the Executive Director as needed.

### **Photojournalist/Government Coordinator**

1. Acts as liaison with Cities re: meetings and programming needs.
2. Schedules staff for City meetings and other City programming.
3. Writes scripts, interview questions, and show/script segues.
4. Performs on and off-camera interviews, stand ups and voice-overs.
5. Produces video packages for QCTV news show (write, shoot, edit).
6. Produces PSAs and monthly programs/packages.
7. Trains staff in meeting and production techniques, and equipment operation.
8. Prepares promotional content for weekly email blast, social media, and QCTV website.
9. Tracks and reports program data.
10. Recommends equipment repairs and upgrades to Operations Manager.
11. May host programs.

## **Producer/Mobile Production Coordinator**

1. Produces and directs van shoots for sports, community events, and school events.
2. Produces multi-camera programs using portable multi-camera remote systems.
3. Schedules crew in coordination with Operations Manager.
4. Trains crew in production techniques and equipment operation.
5. Acts as liaison with schools, sports team, and community organizations.
6. Produces programs, PSAs, and show segments.
7. Coordinates van maintenance and repairs.
8. Recommends van equipment repairs and upgrades to Operations Manager.
9. Prepares promotional content for weekly email blast, social media, and QCTV website.
10. Tracks and reports program data.
11. Tracks and reports van maintenance/repairs.
12. Backup for Master Control Operations.
13. May act as on camera talent and/or voice-over work.

## **Photojournalist**

1. Writes scripts, interview questions, and show/script segues.
2. Performs on and off-camera interviews, stand ups and voice-overs.
3. May host programs.
4. Produces video packages for QCTV news show (write, shoot, edit).
5. Produces PSAs and monthly programs/packages.
6. Trains staff in meeting and production techniques, and equipment operation.
7. Prepares promotional content for weekly email blast, social media, and QCTV website.
8. Tracks and reports program data.
9. Recommends equipment repairs and upgrades to Operations Manager.
10. Serves as backup for Government Coordinator/Photojournalist.

## **Producer**

1. Produces and shoots/directs single and multi-camera productions.
2. Produces show segments and PSAs (script, shoot, edit).
3. Creates show graphics, opens, closes, and credits.
4. Acts as liaison with schools, sports team, and community organizations.
5. Creates advanced graphics for programs, on-channel look for QCTV and website.
6. Prepares programs for cablecast and uploads to QCTV website.
7. Trains staff in production techniques and equipment operation.
8. Directs and produces multi-camera and van shoots.
9. Tracks and reports program data.
10. Recommends equipment repairs and upgrades to Operations Manager.
11. May act as on camera talent and/or voice-over work.

### **Associate Producer**

1. Performs video coverage for City meetings.
2. Shoots and edits programs and video pieces as assigned.
3. Crews for studio and van productions.
4. Creates graphics for programs, on-channel look for QCTV and website.
5. Prepares programs for cablecast and uploads to QCTV website.
6. Recommends equipment repairs and upgrades.
7. Makes dubs of meetings and other programs.
8. May perform as on camera talent and/or voice-over work.

### **Production Assistant**

1. Crews for van and studio productions.
2. Operates cameras, audio mixer, CG, and robotic cameras.
3. Makes dubs of meetings and other programs.
4. May perform as on camera talent and/or voice-over work.



## STAFF SALARY RECOMMENDATIONS

### MINIMUM SALARIES

POSITION	SALARY RANGE	FTE	MINIMUM WAGES
Executive Director	No range set	1	\$76,500
Operations Manager	\$55,000 - \$65,000	1	\$55,000
Technology Manager	\$50,000 - \$60,000	1	\$50,000
Photojournalist /Government Coord.	\$40,000 - \$50,000	1	\$40,000
Producer/Mobile Production Coord.	\$40,000 - \$50,000	1	\$40,000
Technology Specialist	\$35,000 - \$45,000	1	\$35,000
Photojournalist	\$35,000 - \$45,000	1	\$35,000
Producer	\$35,000 - \$45,000	2	\$70,000
Master Control Specialist	\$30,000 - \$40,000	1	\$30,000
Associate Producer	\$25,000 - \$35,000	3	\$75,000
Administrative Assistant	\$25,000- \$35,000	1	\$25,000
Production Assistant	\$20,800 - \$25,000	3	\$62,400
<b>TOTAL</b>		<b>17</b>	<b>\$593,900</b>

### MAXIMUM SALARIES

POSITION	SALARY RANGE	FTE	MAXIMUM WAGES
Executive Director	No range set	1	\$76,500
Operations Manager	\$55,000 - \$65,000	1	\$65,000
Technology Manager	\$50,000 - \$60,000	1	\$60,000
Photojournalist /Government Coord.	\$40,000 - \$50,000	1	\$50,000
Producer/Mobile Production Coord.	\$40,000 - \$50,000	1	\$50,000
Technology Specialist	\$35,000 - \$45,000	1	\$45,000
Photojournalist	\$35,000 - \$45,000	1	\$45,000
Producer	\$35,000 - \$45,000	2	\$90,000
Master Control specialist	\$30,000 - \$40,000	1	\$40,000
Associate Producer	\$25,000 - \$35,000	3	\$105,000
Administrative Assistant	\$25,000- \$35,000	1	\$35,000
Production Assistant	\$20,800 - \$25,000	3	\$75,000
<b>TOTAL</b>		<b>17</b>	<b>\$736,500</b>

## STAFF BENEFITS

All staff are eligible for FICA and Medicare benefits and will have their portion of these payroll taxes deducted from their paychecks. All full-time employees are eligible for PERA (Public Employee Retirement Association) benefits. Part-time employees earning more than \$400.00 per month are PERA eligible. Production Assistants are anticipated to work no more than 10 hours per week and/or may be students, and would not be PERA eligible.

Insurance and vacation, holiday, and sick time benefits are addressed in the Personnel Policies.

### FICA and MEDICARE = 7.6% of all salaries

- Minimum Total Salaries:  $\$593,900 \times 7.6\% = \$45,136$  per year
- Maximum Total Salaries:  $\$736,500 \times 7.6\% = \$55,974$  per year

### PERA = 7.25%

- PERA required for all employees earning more than \$400 per month.
- Production Assistants are part time and wages should not exceed \$400/month.
- Minimum PERA Salaries:  $\$531,900 \times 7.25\% = \$38,563$  per year
- Maximum PERA Salaries:  $\$661,500 \times 7.25\% = \$47,959$  per year

POSITION	FT STAFF	PT STAFF	TOTAL FTE
Executive Director	1		1
Operations Manager	1		1
Technology Manager	1		1
Photojournalist/Govt. Coord.	1		1
Producer/Mobile Prod. Coord.	1		1
Technology Specialist	1		1
Photojournalist	1		1
Producer	2		2
Master Control Specialist	1		1
Associate Producer	2	2 @ 20 Hrs/Wk	3
Administrative Assistant	1		1
Production Assistant	0	12 @ 10 Hrs/Wk	3
<b>TOTAL</b>	<b>13</b>	<b>14</b>	<b>17</b>

# IMPLEMENTATION

It is the understanding of the consultant that the Commission has decided to move forward with a “fresh start” approach which involves the posting of all positions, with the exception of the Executive Director. Recommendations for implementing the “fresh start” approach follow. The intent of these recommendations is to cause the least amount of disruption in service to the cities, programming, and QCTV staff morale. It must be noted, however, that this is not a pain-free process and there will be issues to manage until the entire hiring/restructuring process is completed, and staff is in place, familiar with the new structure, and trained in their duties. It is anticipated by the consultant that the staff in place at the end of the hiring process will be a combination of current staff members and new staff members.

The implementation recommendations include a hiring order and an anticipated length of time for each part of the process. No specific dates are included in order to give the Commission flexibility regarding how much time it wants or needs to implement each step. The consultant anticipates that the entire hiring process will take approximately six months to complete.

<b>TASK</b>	<b>TIME ESTIMATE</b>
Post ad	10 days for applicants to respond
Review applications	10 – 14 days to review depending on number of applicants
Schedule and conduct interviews	5 days to schedule and hold interview for top 3-5 candidates
Offer job to chosen applicant	Start date within 2 weeks

## **Step One**

Hire: Administrative Assistant (1 FT)

## **Step Two**

Hire: Operations Manager (1 FT)

Hire: Technology Manager (1 FT)

## **Step Three**

Hire: Photojournalist/Government Coordinator (1 FT)

Hire: Producer/Mobile Production Coordinator (1 FT)

Hire: Technology Specialist (1 FT)

Hire: Master Control Specialist (1 FT)

## **Step Four**

Hire: Photojournalist (1 FT)

Hire: Producer (1 FT)

Hire: Associate Producers (2 FT)

Hire: Associate Producers (2 PT)

## **Step Five**

Hire: Production Assistants (PT – Equivalent of up to 12 at 10 hours per week)

## **QCTV Position Description: *Administrative Assistant***

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<b>Position Title:</b>	<b>Administrative Assistant</b>
<b>Department:</b>	<b>Administration</b>
<b>Reports To:</b>	<b>Executive Director</b>
<b>Status:</b>	<b>Full Time</b>
	<b>Non-Exempt</b>
<b>Salary Range:</b>	<b>\$25,000 - \$35,000 Annually</b>

### **PRIMARY OBJECTIVES OF POSITION**

Provides clerical and administrative support for the Executive Director and QCTV including filing, preparing correspondence and documents, coding bills for payment, acting as receptionist, and receiving cable subscriber complaints.

### **SUPERVISION RECEIVED**

Works under the supervision and direction of the Executive Director.

### **DUTIES AND RESPONSIBILITIES**

1. Provides clerical and administrative support to the Executive Director.
2. Serves as front office/receptionist; greet visitors and answers phones.
3. Receives and records cable subscriber complaints; is familiar with cable franchise.
4. Provides support for purchasing, building maintenance, and vendor relations.
5. Prepares correspondence, minutes, and other documents as requested.
6. Codes invoices for payment processing.
7. Maintains orderly files and records for QCTV and the Commission.
8. Provides clerical support for budget, billing, HR, mail, and marketing.
9. Operates office equipment and maintains/orders office supplies.
10. Takes dub orders, makes dubs and labels, receives and records payments.
11. Other duties as assigned.

### **MINIMUM QUALIFICATIONS**

High School diploma or General Education Development certificate (GED) and two years of clerical/administrative experience. Two years of post high school education can be substituted for the two years of clerical/administrative experience if the curriculum included course work related to the work performed by the QCTV Administrative Assistant

# **QCTV Position Description: *Administrative Assistant***

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## **NECESSARY KNOWLEDGE, SKILLS, AND ABILITIES**

1. Comprehensive knowledge of office practices and procedures.
2. Skill in using office computer applications including: e-mail, Internet searches, Word, Excel, Access and Power Point.
3. Knowledge of English language, grammar, and spelling.
4. Ability to compose and properly format memos, notices, letters, minutes and other correspondence for external and internal use.
5. Ability to coordinate and perform a variety of administrative functions.
6. Ability to meet deadlines and manage multiple priorities.
7. Ability to handle stressful situations including deadlines and upset cable subscribers.
8. Ability to handle confidential information and maintain confidentiality.
9. Ability to learn and to adapt to new situations, including new equipment and software, new policies, and new business practices.
10. Ability to communicate effectively (oral and written).
11. Ability to establish and maintain effective working relations with others including co-workers, member cities, vendors, the public, and community organizations.
12. Ability to communicate effectively (oral and written).

## **TOOLS AND EQUIPMENT**

Telephone system, computer with Word, Excel, Access, Power Point, e-mail, and Internet. QCTV website and QCTV social networking links. Printers, scanners, copier, fax, calculator, DVD duplicator.

## **PHYSICAL DEMANDS**

This job requires the employee to sit for extended periods of time, talk on the phone and in person, and hear telephone and in-person conversations. Vision abilities required by this job include close vision and the ability to adjust focus. Manual dexterity including the ability to type and handle/control objects is also required by the job. The employee is occasionally required to walk, reach, or bend. The employee may occasionally be required to lift and/or move 25 pounds.

## **WORK ENVIRONMENT**

The work environment is a typical office environment with fluorescent and natural lighting and the environment is usually quiet.

## **SELECTION GUIDELINES**

The duties listed are intended as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the job duties and responsibilities.

The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

## **QCTV Position Description: *Associate Producer***

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<b>Position Title:</b>	<b>Associate Producer</b>
<b>Department:</b>	<b>Program Operations</b>
<b>Reports To:</b>	<b>Operations Manager</b>
<b>Status:</b>	<b>Full Time and Part Time Non-Exempt</b>
<b>Salary Range:</b>	<b>\$25,000 - \$35,000 Annually \$12.02 - \$16.83 Hourly</b>

### **PRIMARY OBJECTIVES OF POSITION**

Provides video coverage for City meetings. Shoots and edits programs and video pieces as assigned. Develops computer graphics for video programs. Acts as crew for field, studio and van productions.

### **SUPERVISION RECEIVED**

Works under the general and/or administrative supervision and direction of the Operations Manager.

### **DUTIES AND RESPONSIBILITIES**

1. Performs video coverage for City meetings.
2. Shoots and edits programs and video pieces as assigned.
3. Crews for studio and van productions.
4. Creates graphics for programs, on-channel look for QCTV and website.
5. Prepares programs for cablecast and uploads to QCTV website.
6. Recommends equipment repairs and upgrades.
7. Makes dubs of meetings and other programs.
8. May perform as on camera talent and/or voice-over work.
9. Other duties as assigned.

### **MINIMUM QUALIFICATIONS**

High School diploma or General Education Development certificate (GED) and completion of a certificate program in Video Production from an approved Vocational /Technical Institute or equivalent certificate program and one year of experience operating video production equipment in a professional environment. Must have a valid Minnesota driver's license.

# **QCTV Position Description: *Associate Producer***

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## **NECESSARY KNOWLEDGE, SKILLS, AND ABILITIES**

1. Knowledge of video production techniques and program formats.
2. Skill in switching/directing multi-camera productions.
3. Skill in operating video/audio production equipment including cameras, audio equipment, non-linear editing, and computer graphics.
4. Ability to operate computers including word processing, e-mail, and Internet research.
5. Ability to set up and operate video cameras, microphones, mixers, switchers and lights.
6. Ability to meet deadlines and manage multiple priorities.
7. Ability to communicate effectively (oral and written).
8. Ability to establish and maintain effective working relationships with co-workers, the member cities, vendors, the public, and community organizations.

## **TOOLS AND EQUIPMENT**

City Hall video production equipment including robotic cameras, switcher, microphones, audio mixers, computer graphics and recording devices. Mac and PC computers and monitors. Various software programs for office applications, non-linear editing, and video graphics. Video production equipment including cameras, recorders, switchers/mixers, microphones, and audio mixers in multi-camera and single-camera environments. Video production van and associated equipment. Studio and field lighting instruments, associated video/audio equipment accessories.

## **PHYSICAL DEMANDS**

The position requires sitting, standing, walking, bending, stretching, crouching and crawling. May need to climb ladders on occasion. Manual dexterity and the ability to operate computers and video/audio production equipment are required. Vision abilities include close vision, distance vision, and the ability to adjust focus. Ability to hear and communicate on telephones and headsets is required. Must be able to occasionally lift 35 pounds.

## **WORK ENVIRONMENT**

The work environment includes an office-type environment with fluorescent lighting, city hall control rooms, and a video production van. Field production shoots may be indoors or outdoors and involve exposure to the elements including heat, cold, sun, rain, and snow. Noise levels vary in different environments as do temperatures.

## **SELECTION GUIDELINES**

The duties listed are intended as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the job duties and responsibilities.

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## **QCTV Position Description: *Executive Director***

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<b>Position Title:</b>	<b>Executive Director</b>
<b>Department:</b>	<b>Administration</b>
<b>Reports To:</b>	<b>Quad Cities Cable Communications Commission</b>
<b>Status:</b>	<b>Full Time Exempt</b>
<b>Salary Range:</b>	<b>\$65,000 - \$76,500 Annually</b>

### **PRIMARY OBJECTIVES OF POSITION**

Serves as principal staff to the Quad Cities Cable Communications Commission (Commission). Oversees all activities of QCTV including planning, budgeting, supervising staff, and promoting QCTV. Acts as the Commission /QCTV primary liaison to the member cities, cable operator, educational and community organizations, and the general public. Monitors state and federal cable/telecommunications legislative activities and provides reports to the Commission.

### **SUPERVISION RECEIVED**

Works under the general direction of the Commission.

### **DUTIES AND RESPONSIBILITIES**

1. Serves as principal staff to the Commission and oversees all activities of QCTV.
2. Recommends and implements Commission initiatives including policies, planning, programming, promotion, and franchise administration.
3. Provides organizational leadership to QCTV staff and acts as the Commission's primary liaison to the QCTV staff.
4. Acts as the principal liaison for QCTV and the Commission with the member cities, school district, community organizations, the cable operator, and the general public.
5. Prepares and monitors the QCTV budget, and provides status reports to the Commission.
6. Hires, disciplines, rewards, and recommends employee discharge; conducts employee performance evaluations.
7. Administers the cable franchise, analyzes and maintains reports filed by the cable operator.
8. Monitors and reports to the Commission on franchise compliance issues, state and federal legislation, and cable/video technology issues.
9. Develops promotional plans and programs to increase the visibility of QCTV, community programming, and its perceived value.
10. Oversees the development and execution of professional services contracts and equipment/hardware contracts.
11. Other duties as assigned.

### **MINIMUM QUALIFICATIONS**

Bachelor's Degree in Communications, Business or Public Administration, Video Production, or a related field. Three years of management/supervisory experience in public access television, community media, public administration, or a related area.



# **QCTV Position Description: *Executive Director***

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## **NECESSARY KNOWLEDGE, SKILLS, AND ABILITIES**

1. Comprehensive knowledge of standard business practices.
2. Knowledge of employee management styles and practices.
3. Exceptional skill in interpersonal communications.
4. Exceptional skill in oral and written business and general communications.
5. Skill in operating business equipment such as computers and business software applications word processing, spreadsheets, and data bases.
6. Ability to provide effective organizational leadership.
7. Ability to initiate, plan and implement short-term and long-term projects.
8. Considerable ability to establish and maintain effective working relations with others including the Commission, QCTV staff, member cities, vendors, the public, and community organizations.
9. Considerable ability to communicate effectively (oral and written).

## **TOOLS AND EQUIPMENT**

Telephone system, computer with Word, Excel, Access, Power Point, e-mail, and Internet. Other standard office equipment such as printers, copiers, faxes machines, etc.

## **PHYSICAL DEMANDS**

This job requires the employee to sit for extended periods of time, talk on the phone and in person. Vision abilities required by this job include close vision. Manual dexterity including the ability to type and handle/control objects is also required by the job. The employee is occasionally required to walk, reach, or bend. The employee may occasionally be required to lift and/or move 25 pounds.

## **WORK ENVIRONMENT**

The work environment is a typical office environment with fluorescent and natural lighting and the environment is usually quiet.

## **SELECTION GUIDELINES**

The duties listed are intended as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the job duties and responsibilities.

The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

## **QCTV Position Description: *Photojournalist/Government Coordinator***

<b>Position Title:</b>	<b>Photojournalist/Government Coordinator</b>
<b>Department:</b>	<b>Program Operations</b>
<b>Reports To:</b>	<b>Operations Manager</b>
<b>Status:</b>	<b>Full Time</b>
	<b>Non-Exempt</b>
<b>Salary Range:</b>	<b>\$40,000 - \$50,000 Annually</b>

### **PRIMARY OBJECTIVES OF POSITION**

Acts as liaison with member cities regarding meeting and city event coverage. Schedules staff for meeting coverage and monitors production quality. Writes, shoots, and edits programs, show package pieces, and PSAs. Performs on and off-camera work including interviews, stand ups, show hosting, and voice-overs,

### **SUPERVISION RECEIVED**

Works under the general and/or administrative supervision and direction of the Operations Manager.

### **DUTIES AND RESPONSIBILITIES**

1. Acts as liaison with Cities re: meetings and programming needs.
2. Schedules staff for City meetings and other City programming.
3. Writes scripts, interview questions, and show/script segues.
4. Performs on and off-camera interviews, stand ups and voice-overs.
5. Produces video packages for QCTV news show (write, shoot, edit).
6. Produces PSAs and monthly programs/packages.
7. Trains staff in meeting and production techniques, and equipment operation.
8. Prepares promotional content for weekly email blast, social media, and QCTV website.
9. Tracks and reports program data.
10. Recommends equipment repairs and upgrades to Operations Manager.
11. May host programs.
12. Other duties as assigned.

### **MINIMUM QUALIFICATIONS**

Bachelor's Degree in Communications, Video Production, Television Broadcasting Production, Journalism or related field or a combination of training and experience that is substantially equivalent. Three years experience in a professional video production environment with experience in writing, shooting, editing, and performing as talent. Must have a valid Minnesota driver's license.

# **QCTV Position Description: *Photojournalist/Government Coordinator***

## **NECESSARY KNOWLEDGE, SKILLS, AND ABILITIES**

1. Knowledge of video production techniques and program formats.
2. Knowledge of writing techniques for television.
3. Skill in operating video /audio production equipment, including cameras, microphones, lighting, non-linear editing, and computer graphics.
4. Skill in performing as on/off camera talent and on-camera interviewer.
5. Skill in operating computers including word processing, spreadsheets, e-mail, Internet research, and social media.
6. Skill in writing scripts, interview questions, and general business communications.
7. Ability to set up and operate video cameras, microphones, mixers, switchers and lights
8. Ability to expertly plan projects, meet deadlines and manage multiple priorities.
9. Considerable ability to communicate effectively (oral and written).
10. Ability to establish and maintain effective working relationships with co-workers, the member cities, vendors, the public, and community organizations.

## **TOOLS AND EQUIPMENT**

City Hall video production equipment. Video production equipment including cameras, recorders, switchers/mixers, microphones, and audio mixers in multi-camera and single-camera environments. Mac and PC computers and monitors. Various software programs for office applications, non-linear editing, and video graphics. Video production van and associated equipment. Studio and field lighting instruments, associated video/audio equipment accessories.

## **PHYSICAL DEMANDS**

The position requires sitting, standing, walking, bending, stretching and crouching. Manual dexterity and the ability to operate computers and video/audio production equipment are required. Must be able to occasionally lift 30 pounds.

## **WORK ENVIRONMENT**

The work environment is an office-type environment with fluorescent lighting. The office environment is usually quiet. Field production shoots may be indoors or outdoors and involve exposure to the elements including heat, cold, sun, rain, and snow. Some tasks may be performed in the video production van.

## **SELECTION GUIDELINES**

The duties listed are intended as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the job duties and responsibilities.

The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

## **QCTV Position Description: *Master Control Specialist***

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<b>Position Title:</b>	<b>Master Control Specialist</b>
<b>Department:</b>	<b>Technology Operations</b>
<b>Reports To:</b>	<b>Technology Manager</b>
<b>Status:</b>	<b>Full Time</b>
	<b>Non-Exempt</b>
<b>Salary Range:</b>	<b>\$30,000 - \$40,000 Annually</b>

### **PRIMARY OBJECTIVES OF POSITION**

Operate Master Control an program QCTV shows using multiple modalities including cable television, QCTV website, member city websites, Internet including YouTube and social media. Maintain video equipment at member cities and QCTV. Maintain computer equipment at QCTV and provide desktop and network support.

### **SUPERVISION RECEIVED**

Works under the general supervision and direction of the Technology Manager.

### **DUTIES AND RESPONSIBILITIES**

1. Operates Master Control incorporating multiple video modalities including cable television and web and Internet based video applications.
2. Prepares programs for cablecast and uploads to QCTV website and the Internet.
3. Maintains records regarding viewer statistics.
4. Maintains city hall equipment; QCTV video and computer equipment.
5. Provides training to QCTV staff on equipment operations.
6. Provides network and desktop support to QCTV.
7. Researches & advises on equipment purchases for cities & QCTV.
8. Provides general assistance and backup to the Technology Department.
9. Other duties as assigned.

### **MINIMUM QUALIFICATIONS**

Bachelor's Degree in Computer Science or related field or certificate/diploma from a college or vocational institution in the area of video/audio repair or a related field. Experience in maintaining and testing video equipment, computers, and network systems. Three years experience in a professional video production or IT environment.

# **QCTV Position Description: *Master Control Specialist***

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## **NECESSARY KNOWLEDGE, SKILLS, AND ABILITIES**

1. Knowledge of computer hardware, software, and networks.
2. Knowledge of television and computer equipment including operation, installation, functioning within systems, and troubleshooting of problems.
3. Skill in operating computer hardware and software.
4. Ability to communicate effectively (oral and written).
5. Ability to establish and maintain effective working relationships with co-workers, the member cities, vendors, the public, and community organizations.
6. Ability to communicate effectively (oral and written).

## **TOOLS AND EQUIPMENT**

Mac and PC computers and monitors. Office, editing, and technical software programs. Tightrope Media Systems. Waveform monitors, vector scopes and other diagnostic tools. Various hand and power tools.

## **PHYSICAL DEMANDS**

The position requires sitting, standing, walking, bending, stretching, crouching, and crawling. Must be able to climb a ladder. Manual dexterity and the ability to hold and operate tools and computers are required. Must be able to occasionally lift 50 pounds and carry it 25 feet. Specific vision abilities required by this job include close vision and the ability to adjust focus.

## **WORK ENVIRONMENT**

The work environment is an office-type environment with fluorescent lighting. The environment is usually quiet. Some tasks may be performed in the video production van.

## **SELECTION GUIDELINES**

The duties listed are intended as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the job duties and responsibilities.

The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

## **QCTV Position Description: *Producer/Mobile Production Coordinator***

<b>Position Title:</b>	<b>Producer/Mobile Production Coordinator</b>
<b>Department:</b>	<b>Program Operations</b>
<b>Reports To:</b>	<b>Operations Manager</b>
<b>Status:</b>	<b>Full Time Non-Exempt</b>
<b>Salary Range:</b>	<b>\$40,000 - \$50,000 Annually</b>

### **PRIMARY OBJECTIVES OF POSITION**

Acts as liaison with schools and community organization regarding event coverage. Produces and directs multi-camera shoots using the video production van and/or mobile equipment packages. Schedules crews for event coverage and monitors production quality. Edits programs, including graphics.

### **SUPERVISION RECEIVED**

Works under the general and/or administrative supervision and direction of the Operations Manager.

### **DUTIES AND RESPONSIBILITIES**

1. Produces and directs van shoots for sports, community events, and school events.
2. Produces multi-camera programs using portable multi-camera remote systems.
3. Schedules crew in coordination with Operations Manager.
4. Trains crew in production techniques and equipment operation.
5. Acts as liaison with schools, sports team, and community organizations.
6. Produces programs, PSAs, and show segments.
7. Coordinates van maintenance and repairs.
8. Recommends van equipment repairs and upgrades to Operations Manager.
9. Prepares promotional content for weekly email blast, social media, and QCTV website.
10. Tracks and reports program data.
11. Tracks and reports van maintenance/repairs.
12. Backup for Master Control Operations.
13. May act as on camera talent and/or voice-over work.
14. Other duties as assigned.

### **MINIMUM QUALIFICATIONS**

Bachelor's Degree in Communications, Video Production, Television Broadcasting Production, Journalism or related field or a combination of training and experience that is substantially equivalent. Three years experience in a professional video production environment with experience in producing and directing in multi-camera environments. Experience operating video cameras and associated equipment, non-linear editing and graphics. Must have a valid Minnesota driver's license.

# **QCTV Position Description: *Producer/Mobile Production Coordinator***

## **NECESSARY KNOWLEDGE, SKILLS, AND ABILITIES**

1. Knowledge of video production techniques and program formats.
2. Knowledge of multi-camera video production set up and operation.
3. General knowledge of high school athletics.
4. General knowledge of motor vehicles and their maintenance.
5. Advanced skill in directing multi-camera productions.
6. Skill in operating video/audio production equipment including cameras, audio equipment
7. non-linear editing, and computer graphics.
8. Skill in operating computers including word processing, spreadsheets, e-mail, Internet searches and social media.
9. Ability to expertly plan and manage video productions, crew, and multiple projects.
10. Ability to communicate effectively (oral and written).
11. Ability to establish and maintain effective working relationships with co-workers, the member cities, vendors, the public, and community organizations.

## **TOOLS AND EQUIPMENT**

Video production van and associated equipment. Video production equipment including cameras, recorders, switchers/mixers, microphones, and audio mixers in multi-camera and single-camera environments. Mac and PC computers and monitors. Various software programs for office applications, non-linear editing, and video graphics. Studio and field lighting instruments, associated video/audio equipment accessories.

## **PHYSICAL DEMANDS**

The position requires sitting, standing, walking, bending, stretching, crouching and crawling. May need to climb ladders on occasion. Manual dexterity and the ability to operate computers and video/audio production equipment in multi-camera environments are required. Vision abilities required by this job include close vision, distance vision, and the ability to adjust focus. Ability to hear and communicate on telephones and headsets is required. Must be able to occasionally lift 50 pounds.

## **WORK ENVIRONMENT**

The work environment includes an office-type environment with fluorescent lighting and a video production van. Field production shoots may be indoors or outdoors and involve exposure to the elements including heat, cold, sun, rain, and snow. Noise levels vary in different environments as do temperatures.

## **SELECTION GUIDELINES**

The duties listed are intended as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the job duties and responsibilities.

The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

## **QCTV Position Description: *Operations Manager***

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<b>Position Title:</b>	<b>Operations Manager</b>
<b>Department:</b>	<b>Program Operations</b>
<b>Reports To:</b>	<b>Executive Director</b>
<b>Status:</b>	<b>Full Time Exempt</b>
<b>Salary Range:</b>	<b>\$55,000 - \$65,000 Annually</b>

### **PRIMARY OBJECTIVES OF POSITION**

Oversees all programs produced at QCTV. Develops program formats, assigns staff, and evaluates program quality and effectiveness. Acts as a QCTV liaison with the community and member cities regarding video programming. Develops and implements continuous improvement processes for top quality programming and staff performance. Implements strategies to increase the visibility and perceived value of QCTV.

### **SUPERVISION RECEIVED**

Works under the general and/or administrative supervision and direction of the Executive Director.

### **SUPERVISION EXERCISED**

Exercises technical, aesthetic, general, and/or administrative supervision over assigned staff. Supervised staff include: Government Coordinator, Mobile Production Coordinator, Photojournalists, Producers, Associate Producers, and Production Assistants.

### **DUTIES AND RESPONSIBILITIES**

1. Determines programs to be produced and sets production formats and schedules.
2. Acts as liaison with local government, school district, and community organizations.
3. Develops, monitors, and evaluates production plans and budgets.
4. Participates in hiring process of department staff.
5. Supervises and schedules staff; assigns staff to production projects.
6. Evaluates program quality and effectiveness.
7. Develops channel program schedules for cablecasting.
8. Promotes QCTV and programming.
9. Oversees production of news show.
10. Facilitates staff training/development in video production and photojournalism.
11. Performs various video production roles as needed, which may include: script writing, photojournalism, on-camera talent, producing, and directing.
12. Serves as backup for the Executive Director as needed.
13. Other duties as assigned.



# **QCTV Position Description: *Operations Manager***

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## **MINIMUM QUALIFICATIONS**

Bachelor's Degree in Communications, Video Production, Television Broadcasting Production or related field. Five years experience in a professional video production environment, three years of which must have been at the supervisory/management level.

## **NECESSARY KNOWLEDGE, SKILLS, AND ABILITIES**

1. Extensive knowledge of video production techniques and program formats.
2. Extensive knowledge of video production equipment and non-linear editing.
3. Knowledge of general business management practices including budgeting, project management, written and oral business communications, and staff supervision.
4. Skill in operating video equipment, editing, script writing, and on/off camera talent.
5. Skill in operating computers including word processing, spreadsheets, e-mail, Internet searches and social media.
6. Skill in project planning, resource allocation, and staff management.
7. Ability to meet deadlines and manage multiple projects simultaneously.
8. Ability to write clearly and concisely, including writing for video production and business communications applications.
9. Ability to supervise and evaluate the work of others.
10. Considerable ability to communicate effectively (oral and written).
11. Ability to establish and maintain effective working relationships with co-workers, the member cities, vendors, the public, and community organizations.

## **TOOLS AND EQUIPMENT**

Video cameras, recorders, switchers/mixers, microphones, audio mixers, studio and field lighting instruments, associated video/audio equipment and accessories. Mac and PC computers and monitors. Various office, editing, and graphics software programs. Video production van and associated equipment. Studio and field lighting instruments, and production accessories.

## **PHYSICAL DEMANDS**

The position requires sitting, standing, walking, bending, and stretching. Manual dexterity and the ability to operate computers are required. Must be able to occasionally lift 25 pounds.

## **WORK ENVIRONMENT**

The work environment is an office-type environment with fluorescent lighting. The environment is usually quiet. Some tasks may be performed in the video production van.

## **SELECTION GUIDELINES**

The duties listed are intended as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the job duties and responsibilities.

The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

## **QCTV Position Description: *Photojournalist***

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<b>Position Title:</b>	<b>Photojournalist</b>
<b>Department:</b>	<b>Program Operations</b>
<b>Reports To:</b>	<b>Operations Manager</b>
<b>Status:</b>	<b>Full Time</b>
	<b>Non-Exempt</b>
<b>Salary Range:</b>	<b>\$35,000 - \$45,000 Annually</b>

### **PRIMARY OBJECTIVES OF POSITION**

Writes, shoots, and edits programs, show package pieces, and PSAs. Performs on and off-camera work including interviews, stand ups, show hosting, and voice-overs. Serves as backup for Government Coordinator/Photojournalist.

### **SUPERVISION RECEIVED**

Works under the general and/or administrative supervision and direction of the Operations Manager.

### **DUTIES AND RESPONSIBILITIES**

1. Writes scripts, interview questions, and show/script segues.
2. Performs on and off-camera interviews, stand ups and voice-overs.
3. May host programs.
4. Produces video packages for QCTV news show (write, shoot, edit).
5. Produces PSAs and monthly programs/packages.
6. Trains staff in meeting and production techniques, and equipment operation.
7. Prepares promotional content for weekly email blast, social media, and QCTV website.
8. Tracks and reports program data.
9. Recommends equipment repairs and upgrades to Operations Manager.
10. Serves as backup for Government Coordinator/Photojournalist.
11. Other duties as assigned.

### **MINIMUM QUALIFICATIONS**

Bachelor's Degree in Communications, Video Production, Television Broadcasting Production, Journalism or related field or a combination of training and experience that is substantially equivalent. Three years experience in a professional video production environment with experience in writing, shooting, editing, and performing as talent. Must have a valid Minnesota driver's license.

# **QCTV Position Description: *Photojournalist***

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## **NECESSARY KNOWLEDGE, SKILLS, AND ABILITIES**

1. Knowledge of video production techniques and program formats.
2. Knowledge of writing techniques for video production.
3. Skill in operating video /audio production equipment, including cameras, microphones, lighting, non-linear editing, and computer graphics.
4. Skill in performing as on/off camera talent and on-camera interviewer.
5. Skill in operating computers including word processing, spreadsheets, e-mail, Internet research, and social media.
6. Ability to set up and operate video cameras, microphones, mixers, switchers and lights.
7. Ability to expertly plan projects, meet deadlines and manage multiple priorities.
8. Considerable ability to communicate effectively (oral and written).
9. Ability to establish and maintain effective working relationships with co-workers, the member cities, vendors, the public, and community organizations.

## **TOOLS AND EQUIPMENT**

Video production equipment including cameras, recorders, switchers/mixers, microphones, and audio mixers in multi-camera and single-camera environments. Mac and PC computers and monitors. Various software programs for office applications, non-linear editing, and video graphics. Video production van and associated equipment. Studio and field lighting instruments, associated video/audio equipment accessories.

## **PHYSICAL DEMANDS**

The position requires sitting, standing, walking, bending, stretching and crouching. Manual dexterity and the ability to operate computers and video/audio production equipment are required. Must be able to occasionally lift 30 pounds.

## **WORK ENVIRONMENT**

The work environment is an office-type environment with fluorescent lighting. The office environment is usually quiet. Field production shoots may be indoors or outdoors and involve exposure to the elements including heat, cold, sun, rain, and snow. Some tasks may be performed in the video production van.

## **SELECTION GUIDELINES**

The duties listed are intended as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the job duties and responsibilities.

The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

## **QCTV Position Description: *Producer***

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<b>Position Title:</b>	<b>Producer</b>
<b>Department:</b>	<b>Program Operations</b>
<b>Reports To:</b>	<b>Operations Manager</b>
<b>Status:</b>	<b>Full Time</b>
	<b>Non-Exempt</b>
<b>Salary Range:</b>	<b>\$35,000 - \$45,000 Annually</b>

### **PRIMARY OBJECTIVES OF POSITION**

Acts as liaison with schools and community organization regarding event coverage. Produces and directs multi-camera shoots using the video production van and/or mobile equipment packages. Schedules crews for event coverage and monitors production quality. Edits programs, including graphics.

### **SUPERVISION RECEIVED**

Works under the general and/or administrative supervision and direction of the Operations Manager.

### **DUTIES AND RESPONSIBILITIES**

1. Produces and shoots/directs single and multi-camera productions.
2. Produces show segments and PSAs (script, shoot, edit).
3. Creates show graphics, opens, closes, and credits.
4. Acts as liaison with schools, sports team, and community organizations.
5. Creates advanced graphics for programs, on-channel look for QCTV and website.
6. Prepares programs for cablecast and uploads to QCTV website.
7. Trains staff in production techniques and equipment operation.
8. Directs and produces multi-camera and van shoots.
9. Tracks and reports program data.
10. Recommends equipment repairs and upgrades to Operations Manager.
11. May act as on camera talent and/or voice-over work.
12. Other duties as assigned.

### **MINIMUM QUALIFICATIONS**

Bachelor's Degree in Communications, Video Production, Television Broadcasting Production, Journalism or related field or a combination of training and experience that is substantially equivalent. Three years experience in a professional video production environment with experience in producing and directing in multi-camera environments. Experience operating video cameras and associated equipment, non-linear editing and graphics. Must have a valid Minnesota driver's license.

# **QCTV Position Description: *Producer***

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## **NECESSARY KNOWLEDGE, SKILLS, AND ABILITIES**

1. Knowledge of video production techniques and program formats.
2. Knowledge of multi-camera video production set up and operation.
3. General knowledge of high school athletics.
4. Skill in operating video /audio production equipment, including cameras, microphones, lighting, mixers, switchers, non-linear editing, and computer graphics.
5. Skill in operating computers including word processing, spreadsheets, e-mail, Internet research, and social media.
6. Ability to set up and operate video cameras, microphones, mixers, switchers and lights.
7. Ability to expertly plan projects, meet deadlines and manage multiple priorities.
8. Ability to communicate effectively (oral and written).
9. Ability to establish and maintain effective working relationships with co-workers, the member cities, vendors, the public, and community organizations.

## **TOOLS AND EQUIPMENT**

Video production equipment including cameras, recorders, switchers/mixers, microphones, and audio mixers in multi-camera and single-camera environments. Mac and PC computers and monitors. Various software programs for office applications, non-linear editing, and video graphics. Video production van and associated equipment. Studio and field lighting instruments, associated video/audio equipment accessories.

## **PHYSICAL DEMANDS**

The position requires sitting, standing, walking, bending, stretching, crouching and crawling. May need to climb ladders on occasion. Manual dexterity and the ability to operate computers and video/audio production equipment in multi-camera environments are required. Vision abilities required by this job include close vision, distance vision, and the ability to adjust focus. Ability to hear and communicate on telephones and headsets is required. Must be able to occasionally lift 45 pounds.

## **WORK ENVIRONMENT**

The work environment includes an office-type environment with fluorescent lighting and a video production van. Field production shoots may be indoors or outdoors and involve exposure to the elements including heat, cold, sun, rain, and snow. Noise levels vary in different environments as do temperatures.

## **SELECTION GUIDELINES**

The duties listed are intended as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the job duties and responsibilities.

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## **QCTV Position Description: *Production Assistant***

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<b>Position Title:</b>	<b>Production Assistant</b>
<b>Department:</b>	<b>Program Operations</b>
<b>Reports To:</b>	<b>Operations Manager</b>
<b>Status:</b>	<b>Part Time</b>
	<b>Non-Exempt</b>
<b>Salary Range:</b>	<b>\$10.00 - \$12.50 Hourly</b>

### **PRIMARY OBJECTIVES OF POSITION**

Crews for van and studio shoots. Assists on field productions. Operates cameras, audio equipment, CGs, computers, lights, and other related video production equipment.

### **SUPERVISION RECEIVED**

Works under the general and/or administrative supervision and direction of the Operations Manager.

### **DUTIES AND RESPONSIBILITIES**

1. Crews for van and studio productions.
2. Operates cameras, audio mixer, CG, and robotic cameras.
3. Makes dubs of meetings and other programs.
4. May perform as on camera talent and/or voice-over work.
5. Other duties as assigned.

### **MINIMUM QUALIFICATIONS**

Six months of experience operating video production equipment in a professional or educational environment or substantially equivalent experience. Must be able to communicate effectively in English.

### **NECESSARY KNOWLEDGE, SKILLS, AND ABILITIES**

1. Knowledge of video production techniques.
2. Skill in operating video/audio production equipment including cameras, CG, microphones, and audio mixers.
3. Ability to follow directions.
4. Ability to communicate effectively.
5. Ability to establish and maintain effective working relationships with production director and co-workers.

### **TOOLS AND EQUIPMENT**

Video production equipment including cameras, tripods, headsets, microphones, audio mixers, robotic camera controls, and recording devices. Studio and field lighting instruments and accessories and audio accessories such as wind screens.

## **QCTV Position Description: *Production Assistant***

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### **PHYSICAL DEMANDS**

The position requires sitting, standing, walking, bending, stretching, crouching and crawling. May need to climb ladders on occasion. Manual dexterity and the ability to operate computers and video/audio production equipment in multi-camera environments are required. Vision abilities required by this job include close vision, distance vision, and the ability to adjust focus. Ability to hear and communicate on telephones and headsets is required. Must be able to occasionally lift 35 pounds.

### **WORK ENVIRONMENT**

The work environment includes the interior of the video production van, office environments, school gymnasiums, and outdoor environments such as school football fields. Field production shoots may be indoors or outdoors and involve exposure to the elements including heat, cold, sun, rain, and snow. Noise levels vary in different environments as do temperatures.

### **SELECTION GUIDELINES**

The duties listed are intended as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the job duties and responsibilities.

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## **QCTV Position Description: *Technology Manager***

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<b>Position Title:</b>	<b>Technology Manager</b>
<b>Department:</b>	<b>Technology Operations</b>
<b>Reports To:</b>	<b>Executive Director</b>
<b>Status:</b>	<b>Full Time Exempt</b>
<b>Salary Range:</b>	<b>\$50,000 - \$60,000 Annually</b>

### **PRIMARY OBJECTIVES OF POSITION**

Provides technical leadership and support to QCTV and member cities in planning and maintaining video and computer technology. Develops and implements technology plans to improve workflow/efficiency and production quality. Maintains wiring schematics and equipment inventory database with purchase/maintenance/repair/disposal records. Maintains QCTV website and associated data.

### **SUPERVISION RECEIVED**

Works under the general and/or administrative supervision and direction of the Executive Director.

### **SUPERVISION EXERCISED**

Exercises technical, general, and/or administrative supervision over assigned staff.

### **DUTIES AND RESPONSIBILITIES**

1. Provides technical leadership to QCTV and member cities.
2. Develops and implements technology plans to improve workflow/efficiency and production quality.
3. Acts as QCTV webmaster: maintains website and associated data.
4. Researches equipment/software and analyzes trends in technologies related to video production and distribution and business applications.
5. Writes equipment specs & bids for QCTV and assists member cities as requested.
6. Prepares and manages department budget.
7. Maintains equipment inventory database and repair/maintenance records.
8. Maintains wiring schematics for QCTV systems and City Hall systems.
9. Participates in hiring process of department staff.
10. Supervises Technology Operations staff and facilitates their training.
11. Provides training to QCTV production staff on equipment operations.
12. Oversees facility improvements and repairs for QCTV.
13. Other duties as assigned.



# **QCTV Position Description: *Technology Manager***

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## **MINIMUM QUALIFICATIONS**

Bachelor's Degree in Computer Science, Video Production, Engineering, or related field; or a combination of training and experience that is substantially equivalent. Experience in maintaining and testing video equipment, computers, and networks/systems. Five years experience in a professional video production or IT environment, three years of which must have been at the supervisory/management level.

## **NECESSARY KNOWLEDGE, SKILLS, AND ABILITIES**

1. Extensive knowledge of video and computer equipment including maintenance, operation, installation.
2. Extensive knowledge of video production systems and computer networks.
3. Knowledge of general business management practices including budgeting, project management, written and oral business communications, and staff supervision.
4. Skill in operating computers including website management, word processing, spreadsheets, e-mail, Internet use and social media.
5. Skill in planning, resource allocation, and staff management.
6. Ability to analyze equipment and network problems and make appropriate repairs.
7. Ability to meet deadlines and manage multiple projects.
8. Ability to supervise and evaluate the work of others.
9. Ability to communicate effectively (oral and written).
10. Ability to establish and maintain effective working relationships with co-workers, the member cities, vendors, the public, and community organizations.
11. Ability to communicate effectively (oral and written).

## **TOOLS AND EQUIPMENT**

Mac and PC computers, monitors, office, editing, and technical software programs. Tightrope Media Systems. Waveform monitors, vector scopes. Various hand and power tools.

## **PHYSICAL DEMANDS**

The position requires sitting, standing, walking, bending, stretching, crouching, and crawling. Manual dexterity and the ability to hold and operate tools and computers are required. Must be able to occasionally lift 50 pounds and carry it 25 feet. Specific vision abilities required by this job include close vision and the ability to adjust focus.

## **WORK ENVIRONMENT**

The work environment is an office-type environment with fluorescent lighting. The environment is usually quiet. Some tasks may be performed in the video production van.

## **QCTV Position Description: *Technology Manager***

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### **SELECTION GUIDELINES**

The duties listed are intended as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the job duties and responsibilities.

The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

## **QCTV Position Description: *Technology Specialist***

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<b>Position Title:</b>	<b>Technology Specialist</b>
<b>Department:</b>	<b>Technology Operations</b>
<b>Reports To:</b>	<b>Technology Manager</b>
<b>Status:</b>	<b>Full Time Non-Exempt</b>
<b>Salary Range:</b>	<b>\$35,000 - \$45,000 Annually</b>

### **PRIMARY OBJECTIVES OF POSITION**

Maintain, repair, and install equipment at city halls and QCTV. Manage QCTV studio. Provide desktop and network support for QCTV. Provide technical support for QCTV van shoots.

### **SUPERVISION RECEIVED**

Works under the general supervision and direction of the Technology Manager.

### **DUTIES AND RESPONSIBILITIES**

1. Maintains and repairs city hall equipment and wiring connections.
2. Maintains/repairs QCTV video and computer equipment.
3. Installs equipment at city halls and QCTV.
4. Maintains QCTV internal network systems.
5. Manages QCTV studio.
6. Provides technical support for QCTV van shoots.
7. Provides training to QCTV staff on equipment operations.
8. Provides network and desktop support to QCTV.
9. Researches and advises QCTV and member cities on equipment purchases.
10. Assists Technology Manager in maintaining inventories and wiring schematics.
11. Provides backup support for Master Control operations.
12. Other duties as assigned.

### **MINIMUM QUALIFICATIONS**

Bachelor's Degree in Computer Science or related field or certificate/diploma from a college or vocational institution in the area of video/audio repair or a related field. Experience in maintaining and testing video equipment, computers, and networks/systems. Three years experience in a professional video production or IT environment. Must have valid Minnesota driver's license.

### **NECESSARY KNOWLEDGE, SKILLS, AND ABILITIES**

1. Comprehensive knowledge of television and computer equipment including operation, installation, functioning within systems, and troubleshooting of problems.
2. Skill in operating computer hardware and software.
3. Ability to establish and maintain effective working relationships with co-workers, the member cities, vendors, the public, and community organizations.
4. Ability to communicate effectively (oral and written).

## **QCTV Position Description: *Technology Specialist***

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### **TOOLS AND EQUIPMENT**

Mac and PC computers and monitors. Office, editing, and technical software programs. Tightrope Media Systems. Waveform monitors, vector scopes and other diagnostic tools. Various hand and power tools.

### **PHYSICAL DEMANDS**

The position requires sitting, standing, walking, bending, stretching, crouching, and crawling. Must be able to climb a ladder. Manual dexterity and the ability to hold and operate tools and computers are required. Must be able to occasionally lift 50 pounds and carry it 25 feet. Specific vision abilities required by this job include close vision and the ability to adjust focus.

### **WORK ENVIRONMENT**

The work environment is an office-type environment with fluorescent lighting. The environment is usually quiet. Some tasks may be performed in the video production van.

### **SELECTION GUIDELINES**

The duties listed are intended as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the job duties and responsibilities.

The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

**TECHNOLOGY MANAGER**

**DESCRIPTION:**

Provides technical leadership and support to QCTV and member cities in planning and maintaining video and computer technology. Develops and implements technology plans to improve workflow/efficiency and production quality. Maintains wiring schematics and equipment inventory database with purchase/maintenance/repair/disposal records. Maintains QCTV website and associated data.

**MINIMUM QUALIFICATIONS:**

<b>STEP PROGRAM</b>	
	<u>Jan-14</u> <u>50,000</u>
Hire	50,000
Step 1	51,500
Step 2	53,045
Step 3	54,636
Step 4	56,275
Step 5	57,963
** Step 6	59,702
** Step 7	61,493

**TECHNOLOGY SPECIALIST**

**DESCRIPTION:**

Maintain, repair, and install equipment at city halls and QCTV. Manage QCTV studio. Provide desktop and network support for QCTV. Provide technical support for QCTV van shoots.

**MINIMUM QUALIFICATIONS:**

<b>STEP PROGRAM</b>		
	<u>Jan-14</u> <u>35,000</u>	<u>Hourly</u>
Hire	35,000	\$ 16.83

	<b>Step 1</b>	36,050	\$ 17.33	
	<b>Step 2</b>	37,132	\$ 17.85	
	<b>Step 3</b>	38,246	\$ 18.39	
	<b>Step 4</b>	39,393	\$ 18.94	
	<b>Step 5</b>	40,575	\$ 19.51	
**	<b>Step 6</b>	41,792	\$ 20.09	
**	<b>Step 7</b>	43,046	\$ 20.70	*

**Master Control Specialist**

**DESCRIPTION:**

Operate Master Control an program QCTV shows using multiple modalities including cable television, QCTV website, member city websites, Internet including YouTube and social media. Maintain video equipment at member cities and QCTV. Maintain computer equipment at QCTV and provide desktop and network support.

**MINIMUM QUALIFICATIONS:**

<b>STEP PROGRAM</b>			
		<u>Jan-14</u>	
		<u>30,000</u>	<u>Hourly</u>
	<b>Hire</b>	30,000	\$ 14.42
	<b>Step 1</b>	30,900	\$ 14.86
	<b>Step 2</b>	31,827	\$ 15.30
	<b>Step 3</b>	32,782	\$ 15.76
	<b>Step 4</b>	33,765	\$ 16.23
	<b>Step 5</b>	34,778	\$ 16.72
**	<b>Step 6</b>	35,821	\$ 17.22
**	<b>Step 7</b>	36,896	\$ 17.74

**Administrative Assistant**

**DESCRIPTION:**

Provides clerical and administrative support for the Executive Director and QCTV including filing, preparing correspondence and documents, coding bills for payment, acting as receptionist, and receiving cable subscriber complaints.

**MINIMUM QUALIFICATIONS:**

<b>STEP PROGRAM</b>		
	<u>Jan-14</u> <u>25,000</u>	<u>Hourly</u>
Hire	25,000	\$ 12.02
Step 1	25,750	\$ 12.38
Step 2	26,523	\$ 12.75
Step 3	27,319	\$ 13.13
Step 4	28,139	\$ 13.53
Step 5	28,983	\$ 13.93
** Step 6	29,852	\$ 14.35
** Step 7	30,748	\$ 14.78

**Operations Manager**

**DESCRIPTION:**

Oversees all programs produced at QCTV. Develops program formats, assigns staff, and evaluates program quality and effectiveness. Acts as a QCTV liaison with the community and member cities regarding video programming. Develops and implements continuous improvement processes for top quality programming and staff performance. Implements strategies to increase the visibility and perceived value of QCTV.

**MINIMUM QUALIFICATIONS:**

<b>STEP PROGRAM</b>		
	<u>Jan-14</u> <u>55,000</u>	
Hire	55,000	
Step 1	56,650	
Step 2	58,350	
Step 3	60,101	
Step 4	61,904	
Step 5	63,761	
** Step 6	65,674	
** Step 7	67,644	*

**Photojournalist/Government Coordinator**

**DESCRIPTION:**

Acts as liaison with member cities regarding meeting and city event coverage. Schedules staff for meeting

coverage and monitors production quality. Writes, shoots, and edits programs, show package pieces, and PSAs. Performs on and off-camera work including interviews, stand ups, show hosting, and voice-overs,

**MINIMUM QUALIFICATIONS:**

STEP PROGRAM		
	<u>Jan-14</u> <u>40,000</u>	<u>Hourly</u>
Hire	40,000	\$ 19.23
Step 1	41,200	\$ 19.81
Step 2	42,436	\$ 20.40
Step 3	43,709	\$ 21.01
Step 4	45,020	\$ 21.64
Step 5	46,371	\$ 22.29
** Step 6	47,762	\$ 22.96
** Step 7	49,195	\$ 23.65

**Executive Director**

**DESCRIPTION:**

Serves as principal staff to the Quad Cities Cable Communications Commission. (Commission). Oversees all activities of QCTV including planning, budgeting, supervising staff, and promoting QCTV. Acts as the Commission /QCTV primary liaison to the member cities, cable operator, educational and community organizations, and the general public. Monitors state and federal cable/telecommunications legislative activities and provides reports to the Commission.

**MINIMUM QUALIFICATIONS:**

STEP PROGRAM	
	<u>Jan-14</u> <u>65,000</u>
Hire	65,000
Step 1	66,950
Step 2	68,959
Step 3	71,028
Step 4	73,159
Step 5	75,354



**	<b>Step 6</b>	77,615	
**	<b>Step 7</b>	79,943	*

**Photojournalist**

**DESCRIPTION:**

Writes, shoots, and edits programs, show package pieces, and PSAs. Performs on and off-camera work including interviews, stand ups, show hosting, and voice-overs. Serves as backup for Government Coordinator/Photojournalist.

**MINIMUM QUALIFICATIONS:**

<b>STEP PROGRAM</b>			
	<u>Jan-14</u>	<u>Hourly</u>	
	<u>35,000</u>		
<b>Hire</b>	35,000	\$ 16.83	
<b>Step 1</b>	36,050	\$ 17.33	
<b>Step 2</b>	37,132	\$ 17.85	
<b>Step 3</b>	38,246	\$ 18.39	
<b>Step 4</b>	39,393	\$ 18.94	
<b>Step 5</b>	40,575	\$ 19.51	
** <b>Step 6</b>	41,792	\$ 20.09	
** <b>Step 7</b>	43,046	\$ 20.70	*

**Producer**

**DESCRIPTION:**

Acts as liaison with schools and community organization regarding event coverage. Produces and directs multi-camera shoots using the video production van and/or mobile equipment packages. Schedules crews for event coverage and monitors production quality. Edits programs, including graphics.

**MINIMUM QUALIFICATIONS:**

<b>STEP PROGRAM</b>			
	<u>Jan-14</u>	<u>Hourly</u>	
	<u>35,000</u>		

	<b>Hire</b>	35,000	\$ 16.83	
	<b>Step 1</b>	36,050	\$ 17.33	
	<b>Step 2</b>	37,132	\$ 17.85	
	<b>Step 3</b>	38,246	\$ 18.39	
	<b>Step 4</b>	39,393	\$ 18.94	
	<b>Step 5</b>	40,575	\$ 19.51	
**	<b>Step 6</b>	41,792	\$ 20.09	
**	<b>Step 7</b>	43,046	\$ 20.70	*

**Associate Producer**

**DESCRIPTION:**

Provides video coverage for City meetings. Shoots and edits programs and video pieces as assigned. Develops computer graphics for video programs. Acts as crew for field, studio and van productions.

**MINIMUM QUALIFICATIONS:**

<b>STEP PROGRAM</b>				
		<u>Jan-14</u>		
		<u>25,000</u>	<u>Hourly</u>	
	<b>Hire</b>	25,000	\$ 12.02	
	<b>Step 1</b>	25,750	\$ 12.38	
	<b>Step 2</b>	26,523	\$ 12.75	
	<b>Step 3</b>	27,319	\$ 13.13	
	<b>Step 4</b>	28,139	\$ 13.53	
	<b>Step 5</b>	28,983	\$ 13.93	
**	<b>Step 6</b>	29,852	\$ 14.35	
**	<b>Step 7</b>	30,748	\$ 14.78	*

**Producer/Mobile Production Coordinator**

**DESCRIPTION:**

Acts as liaison with schools and community organization regarding event coverage. Produces and directs multi-camera shoots using the video production van and/or mobile equipment packages. Schedules crews for event coverage and monitors production quality. Edits programs, including graphics.

**MINIMUM QUALIFICATIONS:**

STEP PROGRAM		
	<u>Jan-14</u> <u>40,000</u>	<u>Hourly</u>
Hire	40,000	\$ 19.23
Step 1	41,200	\$ 19.81
Step 2	42,436	\$ 20.40
Step 3	43,709	\$ 21.01
Step 4	45,020	\$ 21.64
Step 5	46,371	\$ 22.29
** Step 6	47,762	\$ 22.96
** Step 7	49,195	\$ 23.65

**Production Assistant**

**DESCRIPTION:**

Crews for van and studio shoots. Assists on field productions. Operates cameras, audio equipment, CGs, computers, lights, and other related video production equipment.

**MINIMUM QUALIFICATIONS:**

STEP PROGRAM		
	<u>Jan-14</u> <u>20,000</u>	<u>Hourly</u>
Hire	20,000	\$ 9.62
Step 1	20,600	\$ 9.90
Step 2	21,218	\$ 10.20
Step 3	21,855	\$ 10.51
Step 4	22,511	\$ 10.82
Step 5	23,186	\$ 11.15
** Step 6	23,882	\$ 11.48
** Step 7	24,598	\$ 11.83

\*\* Merit Eligible Step

## QCCCC Agenda Item

### 5.2 Personnel Policy

**January 10, 2014**

**To:** Commissioners

**From:** Karen George, Executive Director

**Subject:** Personnel Policy

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Attached you will find a proposed personnel policy for the organization.

The policy is based on model language from the League of Minnesota Cities and aligns with member cities' personnel policies. The current personnel policy is out of date, last updated in 2006, and was geared toward private non-profit operations.

Changes include (but not limited to):

- Wage plan has seven steps – steps six and seven are merit eligible only
- Probationary period moves from one year to six months for all employees
- Non-exempt employees resignation requires a 2-week notice
- Exempt employees resignation requires a one-month notice
- Only FT employees receive holiday pay
- Vacation accrual for PT employees eliminated
- Implement Annual Leave replacing vacation/sick leave
- Annual Leave accruals as stated in policy and allow for a cap of 280 hours, with a conversion formula
- Funeral Leave allows 4 days
- Holidays remain the same except Day After Thanksgiving a holiday not a floating holiday, reducing floating holidays from three to two days

Employer contribution to benefit plan would be an annual budgeting item through the budget committee. Changes proposed for 2014:

- Employer 100% paid employee single coverage (same as previous policy/practice)
- Employer/employee cost share on total monthly premium for anything more than single coverage. 75% employer/25% employee paid
- Eliminate opt out payments for health coverage of non-participating employees

Implementation of the new personnel policy will be on or before July 1, 2014.

**Action Considerations:**

Approve as presented.

Delay pending further review.

Modify the policy.

If approved, set employer paid contribution to healthcare premiums for 2014.

Committee recommendation:

- Single (employee) 100% employer paid healthcare premium
- Family (employee and dependents) 75% employer paid and 25% employee paid healthcare premium cost share.

If annual leave approved, commission approval of committee recommendation to complete sick leave buyout of current fulltime employees (excluding executive director).

**Quad Cities  
Cable Communications  
Commission**

*(dba) QCTV*

**Personnel Policy  
2014**

A joint powers agreement to operate a cable television franchise and local programming organization on behalf of the member cities: Andover, Anoka, Champlin, Ramsey.

**DRAFT**  
1/13/14

## **INTRODUCTION**

### **Purpose**

The purpose of these policies is to establish a uniform and equitable system of personnel administration for employees of the Quad Cities Cable Communications Commission (dba QCTV). They should not be construed as contract terms. The policies are not intended to cover every situation that might arise and can be amended at any time at the sole discretion of QCTV. These policies supersede all previous personnel policies.

Except as otherwise prohibited by law, QCTV has the right to terminate any employee at any time for any or no reason. Employees may similarly terminate employment at any time for any reason.

### **Scope**

These policies apply to all employees of QCTV. Except where specifically noted, these policies do not apply to:

1. Commissioners;
2. Attorney;
3. Members of Committees;
4. Consultants and Contractors.

### **EEO Policy Statement**

QCTV is committed to providing equal opportunity in all areas of employment, including but not limited to hiring, demotion, transfer, recruitment, selection, lay-off, disciplinary action, termination, compensation and selection for training. QCTV will not discriminate against any employee or job applicant on the basis of race, color, creed, religion, national origin, ancestry, sex, sexual orientation, disability, age, marital status, status with regard to public assistance, or membership on a local human rights commission.

### **Data Practices Advisory**

Employee records are maintained in a location designated by QCTV Executive Director. Personnel data is kept in personnel files, finance files, and benefit/medical files. Information is used to administer employee salary and benefit programs, process payroll, complete state and federal reports, document employee performance, etc.

Employees have the right to know what data is retained, where it is kept, and how it is used. All employee data will be received, retained, and disseminated according to the Minnesota Government Data Practices Act.

### **News Releases**

Formal news releases concerning municipal affairs are the responsibility of QCTV Executive Director. All media interviews must be approved by the QCTV Executive

Director before the interview. All contacts with the media should be reported to QCTV Executive Director as soon as practicable.

No QCTV employee is authorized to speak on behalf of QCTV without prior authorization from QCTV Executive Director or his/her designee.

All news releases concerning QCTV personnel will be the responsibility of QCTV Executive Director.

## **ORGANIZATION WORK RULES AND CODE OF CONDUCT**

### **Conduct as a QCTV Employee**

In accepting QCTV employment, employees become representatives of QCTV and are responsible for assisting and serving the residents for whom they work. An employee's primary responsibility is to serve the residents of Andover, Anoka, Champlin and Ramsey. Employees should exhibit conduct that is ethical, professional, responsive, and of standards becoming of a QCTV employee. To achieve this goal, employees must adhere to established policies, rules, and procedures and follow the instructions of their supervisors.

The following are job requirements for every position at QCTV. All employees are expected to:

- Perform assigned duties to the best of their ability at all times.
- Render prompt and courteous service to the public at all times.
- Read, understand and comply with the rules and regulations as set forth in these Personnel Policies as well as those of their departments.
- Conduct themselves with decorum toward both residents and staff and respond to inquiries and information requests with patience and every possible courtesy.
- Report any and all unsafe conditions to the immediate supervisor.
- Maintain good attendance.

### **Attendance and Absence**

The operations and standards of service in QCTV require that employees be at work unless valid reasons warrant absence. In order for a team to function efficiently and effectively, employees must be on the job. Attendance is an essential function of every QCTV position.

Employees who are going to be absent from work are required to notify their supervisor as soon as possible in advance of the absence. In case of unexpected absence, employees should call their supervisor before the scheduled starting time. If the supervisor is not available at the time, the employee should leave a message that includes a telephone number where he/she can be reached and/or contact any other individual who was designated by the supervisor. Failure to use established reporting process will be grounds for disciplinary action. Departments may establish more specific reporting procedures.



The employee must call the supervisor on each day of an absence extending beyond one (1) day unless arrangements otherwise have been made with the supervisor. Employees who are absent for three (3) days or more and who do not report the absence in accordance with this policy, will be considered to have voluntarily resigned not in good standing. QCTV may waive this rule if extenuating circumstances warranted such behavior. This policy does not preclude QCTV from administering discipline for unexcused absences of less than three (3) days.

### **Access to and Use of QCTV Property**

Any employee who has authorized possession of keys, production equipment, tools, or other QCTV-owned equipment must register his/her name and the serial number (if applicable) or identifying information about the equipment with his/her supervisor. All such equipment must be turned in and accounted for by any employee leaving employment with QCTV in order to resign in good standing.

Employees are responsible for the safekeeping and care of all such equipment. The duplication of keys owned by QCTV is prohibited unless authorized by QCTV Executive Director. Any employee found having an unauthorized duplicate key will be subject to disciplinary action.

### **Appearance**

Personal appearance should be appropriate to the nature of the work and contacts with other people and should present a positive image to the public. Clothing, footwear, jewelry or other items that could present a safety hazard are not acceptable in the workplace or on remote shoot locations.

### **Children in the workplace**

QCTV employees are prohibited from bringing minor children to work and from performing work functions while accompanying children. If a child is ill or a childcare situations occurs, the employee should call his/her supervisor and seek permission to stay home rather than bringing a child to work. No child shall be left unaccompanied by an adult in the work place. This applies to consultants and volunteers.

### **Conflict of Interest**

QCTV employees are to remove themselves from situations in which they would have to take action or make a decision where that action or decision could be a perceived or actual conflict of interest. If an employee has any question about whether such a conflict exists he/she should consult with QCTV Executive Director.

### **Falsification of Records**

Any employee who makes false statements or commits, or attempts to commit, fraud in an effort to prevent the impartial application of these policies will be subject to immediate disciplinary action up to and including termination and potential criminal prosecution.

### **Personal Telephone Calls**

Personal telephone calls are to be made or received only when truly necessary. They are not to interfere with QCTV work and are to be completed as quickly as possible. Any personal long distance call costs will be paid for by the employee.

### **Political Activity**

QCTV employees have the right to express their views and to pursue legitimate involvement in the political system. However, no QCTV employee will directly or indirectly, during hours of employment, solicit or receive funds for political purposes. Further, any political activity in the workplace must be pre-approved by QCTV to avoid any conflict of interest or perception of bias such as using authority or political influence to compel another employee to apply for or become a member in a political organization.

### **Smoking**

All QCTV buildings and vehicles, in their entirety, shall be designated as tobacco free, meaning that no person will smoke tobacco or other substances or use smokeless tobacco (including e-cigs) while in a QCTV facility or vehicle. This also applies to QCTV remote shoot locations.

Smoking of any kind, including pipes, cigars, e-cigs, and cigarettes, and the use of chewing tobacco is prohibited for employees while on duty. Employees 18 and over are allowed to smoke only during their breaks and lunch, and only in areas designated for that purpose.

### **DEFINITIONS**

For purposes of these policies, the following definitions will apply:

#### **Authorized Hours**

The number of hours an employee was hired to work. Actual hours worked during any given pay period may be different than authorized hours, depending on workload demands or other factors, and upon approval of the employee's supervisor.

#### **Benefits**

Privileges granted to qualified employees in the form of paid leave and/or insurance coverage

#### **Demotion**

The movement of an employee from one job class to another within QCTV, where the maximum salary for the new position is lower than that of the employee's former position.

**Direct Deposit**

As permitted by state law, all QCTV employees are required to participate in direct deposit.

**Employee**

An individual who has successfully completed all stages of the selection process including the training period.

**Exempt Employee**

Employees who are not covered by the overtime provisions of the federal or state Fair Labor Standards Act.

**FICA (Federal Insurance Contributions Act)**

FICA is the federal requirement that a certain amount be automatically withheld from employees' earnings.

**Fiscal Year**

The period from January 1 to December 31.

**Full-time Employee**

Employees who are required to work forty (40) or more hours per week year-round in an ongoing position.

**Hours of Operation**

QCTV's regular hours of operation are Monday through Friday, from 8:00 a.m. to 4:30 p.m.

**Management Employee**

An employee who is responsible for managing a department or division of QCTV.

**Non-exempt Employee**

Employees who are covered by the federal or state Fair Labor Standards Act. Such employees are normally eligible for overtime at 1.5 times their regular hourly wage for all hours worked over forty (40) in any given workweek.

**Part-time Employee**

Employees who are required to work less than forty (40) hours per week year-round in an ongoing position

**Pay Period**

A fourteen (14) day period beginning at 12:00 a.m. (midnight) on Sunday through 11:59 p.m. on Saturday, fourteen (14) days later.

**PERA (Public Employees Retirement Association)**

Statewide pension program in which QCTV employees meeting program requirements must participate in accordance with Minnesota law. QCTV and the employee each contribute to the employee's retirement account.

**Promotion**

Movement of an employee from one job class to another within QCTV, where the maximum salary for the new position is higher than that of the employee's former position.

**Reclassify**

Movement of a job from one classification to another classification because of a significant change in the position's duties and responsibilities.

**Seasonal Employee**

Employees who work only part of the year (100 days or less) to conduct seasonal work. Seasonal employees may be assigned to work a full-time or part-time schedule. Seasonal employees do not earn benefits.

**Temporary Employee**

Employees who work in temporary positions. Temporary jobs might have a defined start and end date or may be for the duration of a specific project. Temporary employees may be assigned to work a full-time or part-time schedule. Temporary employees do not earn benefits.

**Training Period**

A six month period at the start of employment with QCTV (or at the beginning of a promotion, reassignment or transfer) that is designated as a period within which to learn the job. The training period is the last part of the selection process.

**Transfer**

Movement of an employee from one QCTV position to another of equivalent pay.

**Workweek**

A workweek is seven consecutive 24-hour periods. The workweek will run from Sunday through the following Saturday.

**ORGANIZATION****Job Descriptions**

QCTV will maintain job descriptions for each regular position. New positions will be developed as needed but must be approved by Quad Cities Cable Communications Commission prior to the position being filled.

## **Job Descriptions and Classifications**

Assignment of job titles, establishment of minimum qualifications, and the maintenance of job descriptions and related records is the responsibility of the QCTV Executive Director.

## **Assigning and Scheduling Work**

Assignment of work duties and scheduling work is the responsibility of the supervisor subject to the approval of the QCTV Executive Director.

## **HOURS OF WORK**

### **Work Hours**

Work schedules for employees will be established by supervisors with the approval of the QCTV Executive Director. The regular work week for employees is five eight-hour days in addition to a lunch period, Monday through Friday, except as otherwise approved by QCTV Executive Director in accordance with the customs and needs of the individual departments.

### **Meal Breaks and Rest Periods**

A paid fifteen (15) minute paid break is allowed within each four (4) consecutive hours of work. An unpaid thirty (30) minute lunch period is provided when an employee works eight or more consecutive hours. Employees are expected to use these breaks as intended and will not be permitted to adjust work start time, end time or lunch time by saving these breaks.

Employees working in QCTV buildings will normally take their break at the place provided for that purpose in each building. Employees working out-of-doors will normally take their break at the location of their work. Employees whose duties involve traveling throughout the QCTV service area may stop along the assigned route at a restaurant or other public accommodation for their fifteen (15) minute break. Exceptions must be approved by the supervisor or the QCTV Executive Director.

Departments with unique job or coverage requirements may have additional rules, issued by the supervisor and subject to approval of the QCTV Executive Director, on the use of meal breaks and rest periods.

### **Adverse Weather Conditions**

QCTV facilities will generally be open during adverse weather. Due to individual circumstances, each employee will have to evaluate the weather and road conditions in deciding to report to work (or leave early). Employees not reporting to work for reasons of personal safety will not normally have their pay reduced as a result of this absence. Employees will be allowed to use accrued annual leave time or compensatory time; or with supervisor approval may modify the work schedule or make other reasonable schedule adjustments.

Decisions to cancel departmental programs (remote shoots, special events, etc) will be made by the respective supervisor or the QCTV Executive Director.

## **COMPENSATION**

Employees of QCTV will be compensated according to schedules adopted by Quad Cities Cable Communications Commission. Unless approved by the Commission, employees will not receive any amount from QCTV in addition to the pay authorized for the positions to which they have been appointed. Expense reimbursement or travel expenses may be authorized in addition to regular pay.

### **Time Reporting**

Full-time, non-exempt employees are expected to work 40 hours per workweek and will be paid according to the time reported on their time sheets. To comply with the provisions of the federal and state Fair Labor Standards Acts, hours worked and any leave time used by non-exempt employees are to be recorded daily and submitted to payroll on a biweekly basis. Each time reporting form must include the signature of the employee and immediate supervisor. Reporting false information on a time sheet may be cause for immediate termination.

### **Overtime / Compensatory Time**

QCTV has established this overtime policy to comply with applicable state and federal laws governing accrual and use of overtime. QCTV Executive Director will determine whether each employee is designated as “exempt” or “non-exempt” from earning overtime. In general, employees in executive, administrative and professional job classes are exempt; all others are non-exempt.

### **Non-Exempt (Overtime-eligible) Employees:**

All overtime-eligible employees will be compensated at the rate of time and one-half for all hours worked over 40 in one workweek. Annual leave and paid holidays do not count toward “hours worked”. Compensation will take the form of either time and one-half pay or compensatory time. Compensatory time is paid time off at the rate of one and one-half hours off for each hour of overtime worked.

The workweek begins at midnight on Sunday and runs until the following Saturday night at 11:59 p.m.

The employee’s supervisor must approve overtime hours in advance. An employee who works overtime without prior approval may be subject to disciplinary action.

Overtime earned will be paid at the rate of time and one-half on the next regularly scheduled payroll date, unless the employee indicates on his/her timesheet that the overtime earned is to be recorded as compensatory time in lieu of payment.

The maximum compensatory time accumulation for any employee is 40 hours per year. Once an employee has earned 40 hours of compensatory time in a calendar

year, no further compensatory time may accrue in that calendar year. All further overtime will be paid. Employees may request and use compensatory time off in the same manner as other leave requests.

All compensatory time will be marked as such on official timesheets, both when it is earned and when it is used. The Finance Department will maintain compensatory time records. All compensatory time accrued will be paid when the employee leaves QCTV employment at the hourly pay rate the employee is earning at that time.

**Exempt (non-overtime-eligible) Employees:**

Exempt employees are expected to work the hours necessary to meet the performance expectations outlined by their supervisors. Generally, to meet these expectations, and for reasons of public accountancy, an exempt employee will need to work 40 or more hours per week. Exempt employees do not receive extra pay for the hours worked over 40 in one workweek.

Exempt employees are paid on a salary basis. This means that they receive a predetermined amount of pay each pay period and are not paid by the hour. Their pay does not vary based on the quality or quantity of work performed, and they receive their full weekly salary for any week in which any work is performed.

QCTV will only make deductions from the weekly salary of an exempt employee in the following situations:

- The employee is in a position that does not earn annual leave and is absent for a day or more for personal reasons other than annualness or accident;
- The employee is in a position that earns annual leave, receives a short term disability benefit or workers' compensation wage loss benefits and is absent for a full day due to sickness or disability, but he/she is either not yet qualified to use the paid leave or he/she has exhausted all of his/her paid leave.
- The employee is absent for a full workweek and, for whatever reason, the absence is not charged to paid leave (for example, a situation where the employee has exhausted all of his/her paid leave or a situation where the employee does not earn paid leave).
- The very first workweek or the very last workweek of employment with QCTV in which the employee does not work a full week. In this case, QCTV will prorate the employee's salary based on the time actually worked.
- The employee is in a position that earns paid leave and is absent for a partial day due to personal reasons, illness or injury, but:
  - Paid leave has not been requested or has been denied;
  - Paid leave is exhausted;
  - The employee has specifically requested unpaid leave;

- The employee is suspended without pay for a full day or more for disciplinary reasons for violations of any written policy that is applied to all employees.
- The employee takes unpaid leave under the FMLA.
- QCTV may for budgetary reasons implement a voluntary or involuntary unpaid leave program and, under this program, make deductions from the weekly salary of an exempt employee. In this case, the employee will be treated as non-exempt for any workweek in which the budget-related deductions are made.

QCTV will not make deductions from pay due to exempt employees being absent for jury duty or attendance as a witness but will require the employee to pay back to QCTV any amounts received by the employee as jury fees or witness fees.

If QCTV inadvertently makes an improper deduction to the weekly salary of an exempt employee, QCTV will reimburse the employee and make appropriate changes to comply in the future.

All employees, in all departments, are required to work overtime as requested by their supervisors as a condition of continued employment. Refusal to work overtime may result in disciplinary action. Supervisors will make reasonable efforts to balance the personal needs of their employees when assigning overtime work.

### **Leave Policy for Exempt Employees**

Management employees are required to work the number of hours necessary to fulfill their responsibilities including evening meetings. The normal hours of business for management staff are Monday through Friday, 8 a.m. to 4:30 p.m., plus evening meetings/events as necessary.

Management employees are required to use paid leave when on personal business or away from the office for four (4) hours or more, on a given day.

Absences of less than four (4) hours do not require use of paid leave as it is presumed that the staff member regularly puts in work hours above and beyond the normal 8 a.m. to 4:30 p.m. Monday through Friday requirement. Management employees must communicate their absence to QCTV Executive Director.

If one of the above employees regularly absents themselves from work under this policy and it is found that there is excessive time away from work which is not justified, the situation will be handled as a performance issue. If it appears that less than forty (40) hours per week is needed to fulfill the position's responsibilities, the position will be reviewed to determine whether a part-time position will meet the needs of QCTV. Additional notification and approval requirements may be adopted by QCTV Executive Director for specific situations as determined necessary.



All exempt positions, whether or not management, may require work beyond forty (40) hours per week. In recognition for working extra hours, these employees may take some time off during their normal working hours with supervisory approval. The time off for extra hours will not be on a one-for-one basis.

### **PERFORMANCE REVIEWS**

An objective performance review system will be established by QCTV Executive Director or designee for the purpose of periodically evaluating the performance of QCTV employees. The quality of an employee's past performance will be considered in personnel decisions such as promotions, transfers, demotions, terminations and, where applicable, salary adjustments.

Performance reviews will be discussed with the employee. Employees do not have the right to change or grieve their performance review, but may submit a written response which will be attached to the performance review.

Performance reviews are to be scheduled on a regular basis, at least annually. The form, with all required signatures, will be retained as part of the employee's personnel file.

During the training period, informal performance meetings should occur frequently between the supervisor and the employee.

Signing of the performance review document by the employee acknowledges that the review has been discussed with the supervisor and does not necessarily constitute agreement. Failure to sign the document by the employee will not delay processing.

### **BENEFITS**

#### **Insurance**

QCTV will contribute a monthly amount toward group health, short-term disability, long-term disability, accidental death and dismemberment and life insurance benefits for each eligible employee and his/her dependents. The amount to be contributed and the type of coverage will be determined by the Quad Cities Cable Communications Commission.

For information about coverage and eligibility requirements, employees should refer to the summary plan description or contact the QCTV Executive Director.

#### **Retirement**

QCTV participates in the Public Employees Retirement Fund (PERA) to provide pension benefits for its eligible employees. QCTV and the employee contribute to PERA each pay period as determined by state law. Employees are also required to contribute a portion of each pay check for Social Security and Medicare.

For information about PERA eligibility and contribution requirements contact the QCTV Executive Director.

**HOLIDAYS**

QCTV observes the following official holidays for all regular full-time and part-time employees:

- |                             |                           |
|-----------------------------|---------------------------|
| New Year's Day              | Columbus Day (FH)*        |
| Martin Luther King, Jr. Day | Veteran's Day (FH)*       |
| President's Day             | Thanksgiving Day          |
| Memorial Day                | Friday after Thanksgiving |
| Independence Day            | Christmas Eve Day         |
| Labor Day                   | Christmas Day             |

\* Floating Holiday

Official holidays commence at the beginning of the first shift of the day on which the holiday is observed and continue for twenty-four (24) hours thereafter.

When a holiday falls on a Sunday, the following Monday will be the “observed” holiday and when a holiday falls on a Saturday, the preceding Friday will be the “observed” holiday for QCTV operations/facilities that are closed on holidays.

Full-time employees will receive pay for official holidays at their normal straight time rates, provided they are on paid status on the last scheduled day prior to the holiday and first scheduled day immediately after the holiday. Any employee on a leave of absence without pay from QCTV is not eligible for holiday pay.

Premium pay of 1.5 times the regular hourly wage for employees required to work on a holiday will be for hours worked on the “actual” holiday as opposed to the “observed” holiday.

Employees wanting to observe holidays other than those officially observed by QCTV may request either annual leave or unpaid leave for such time off.

**LEAVES**

Depending upon an employee’s situation, more than one form of leave may apply during the same period of time (e.g., The Family and Medical Leave Act is likely to apply during a worker’s compensation absence.). An employee will need to meet the requirements of each form of leave separately. Leave requests will be evaluated on a case-by-case basis.

Except as otherwise states, all paid time off, taken under any of QCTV’s leave programs, must be taken consecutively, with no intervening unpaid leave. QCTV will

provide employees with time away from work as required by state or federal statutes, if there are requirements for such time off that are not described in the personnel policies.

### **Annual Leave**

Annual Leave replaces individual sick leave and vacation leave plans and combines them into a single benefit program. Annual Leave does not replace QCTV observed holidays, jury duty, military leave, or court leave. Employees accrue annual leave based on length of service with the QCTV. Plan provisions discourage unnecessary utilization by providing cash and savings incentives. Annual leave can be used for any reason, subject to existing request and approval procedures. As with all paid time off programs, the QCTV needs to ensure that service to the public and work requirements are not adversely impacted. Medical Certification Good attendance is an essential job function for all QCTV employees. If unplanned absences are excessive, a doctor's certification may be required. The physician's certification is to state the nature and duration of the illness or injury and verify that the employee is unable to perform the duties and responsibilities of his/her position. A statement attesting to the employee's ability to return to work and perform the essential functions of the job and a description of any work restrictions may also be required before the employee returns to work.

### **Accrual Rates for Annual Leave**

Years of Service Annual Accrual Rates

0-4 years: 5.54 hours per 2 weeks of work (3 weeks and 3 days annually.)

5-9 years: 7.08 hours per 2 weeks of work (4 weeks and 3 days annually).

10+ years: 8.62 hours per 2 weeks of work (5 weeks and 3 days annually).

15+ years; 10.16 hours per 2 weeks of work (6 weeks and 3 days annually).

20+ years; 11.70 hours per 2 weeks of work (7 weeks and 3 days annually).

Annual leave shall not be earned by an employee for any period during which the employee is not being paid.

Planned annual leave may be denied or approval withdrawn when the granting of such planned annual leave would result in insufficient personnel to carry out necessary functions as deemed appropriate by the QCTV.

Employees shall be allowed to accumulate up to a maximum of 280 hours annual leave. Employees shall forfeit any annual leave accumulations at the anniversary date in excess of the allowable maximum.

If use of unplanned leave suggests abuse, the QCTV shall notify the employee of this concern. If such abuse continues the QCTV may deny future unplanned leave requests.

An employee who leaves the employment of the QCTV in good standing shall be compensated for all accrued and unused annual leave at the time of separation from employment.

An employee shall not be permitted to waive annual leave for the purpose of receiving double pay.

Annual leave will not accrue during unpaid leaves. Regular part-time employees will

accrue annual leave on a prorated basis based on regular hours worked. Annual leave will accrue on a pay-period basis up to a maximum of 1-1/2 times the employee's maximum annual accrual rate as noted above. Employees can carry over any annual leave that does not exceed the stated cap. No additional accrual will occur above the cap.

### **Annual Leave Conversion**

Annual leave will be eligible for conversion to cash or to a 457 deferred compensation plan on an hour-for-hour basis (subject to IRS maximum deferral regulations and Minnesota law) annually with the following conditions. Up to 40% of the annual leave balance, not to exceed eighty (80) hours, may be converted each year provided the employee has used at least 30% of his/her annual accrual during the current calendar year and has a balance of at least 176 hours. The minimum balance requirement will be determined as of the first payroll in December. Payment will be based on the employee's current hourly rate on December 1.

Conversion to cash or deferred compensation will occur in the second payroll of the following year with specific dates to be determined by accounting each year. Accounting will notify all employees in November of each year as to the dates and conversion options. The conversion will be part of regular payroll and will not be paid in a separate check. Regular rate for the purpose of this policy is the employee's straight time rate not including overtime, pay differentials, out-of-class adjustments or any other additions to regular pay.

### **Eligibility**

Full-time employees will earn annual leave in accordance with the above schedule.

### **Accrual Rate**

For the purpose of determining an employee's annual leave accrual rate, years of service will include all continuous time that the employee has worked at QCTV (including authorized unpaid leave). Employees who are rehired after terminating QCTV employment will not receive credit for their prior service unless specifically negotiated at the time of hire.

### **Earnings and Use**

After six months of service, annual leave may be used as it is earned, subject to approval by the employee's supervisor.

An employee will not earn any annual leave for any pay period unless he/she is employed by QCTV on the last scheduled work day of the pay period.

Requests for annual must, when possible, be received at least forty-eight (48) hours in advance of the requested time off. This notice may be waived at the discretion of the supervisor and QCTV Executive Director. Annual leave can be requested in increments as small as one hour. Annual leave is to be used only by the employee who accumulated it. It cannot be transferred to another employee.

No annual leave will be allowed to accrue in excess of 280 hours. Excess hours will be forfeited on the employment anniversary date.

### **Funeral Leave**

Employees will be permitted to use up to four (4) consecutive working days, with pay, as funeral leave upon the death of an immediate family member. This paid leave will not be deducted from the employee's annual leave balance.

The actual amount of time off, and funeral leave approved, will be determined by the supervisor or the QCTV Executive Director depending on individual circumstances (such as the closeness of the relative, arrangements to be made, distance to the funeral, etc.).

Immediate family, for the purposes of this section, shall be defined as spouse, parent, step parent, children, step-children, brother, sister, grandparents, grandchildren or a like member of employee's spouse's family.

### **Medical Certification**

Good attendance is an essential job function for all QCTV employees. If unplanned absences are excessive, a doctor's certification may be required. The physician's certification is to state the nature and duration of the illness or injury and verify that the employee is unable to perform the duties and responsibilities of his/her position. A statement attesting to the employee's ability to return to work and perform the essential functions of the job and a description of any work restrictions may also be required before the employee returns to work.

### **Returning to Work After a Medical Absence**

After a medical absence, a physician's statement may be required on the employee's first day back to work, indicating the nature of the illness or medical condition and attesting to the employee's ability to return to work and safely perform the essential functions of the job with or without reasonable accommodation.

Any work restrictions must be stated clearly on the return-to-work form. Employees who have been asked to provide such a statement may not be allowed to return to work until they comply with this provision. Annual leave may be denied for any employee required to provide a doctor's statement until such a statement is provided.

QCTV has the right to obtain a second medical opinion to determine the validity of an employee's worker's compensation or annual leave claim, or to obtain information related to restrictions or an employee's ability to work. QCTV will arrange and pay for an appropriate medical evaluation when it has been required by QCTV.

### **Severance Pay**

Employees leaving QCTV in good standing will receive 100% of their annual leave balance as compensation (applicable taxes will be withheld).

### **Unpaid Leave**

Unpaid leaves may be approved in accordance with QCTV personnel policies. Employees must normally use all accrued leave prior to taking an unpaid leave. If the leave qualifies under Parenting Leave or Family and Medical Leave, the employee may retain a balance of forty (40) hours when going on an unpaid leave. Any exceptions to this policy must be approved by the QCTV Executive Director.

### **Military Leave**

State and federal laws provide protections and benefits to QCTV employees who are called to military service, whether in the reserves or on active duty. Such employees are entitled to a leave of absence without loss of pay, seniority status, efficiency rating, or benefits for the time the employee is engaged in training or active service not exceeding a total of 15 days in any calendar year.

The leave of absence is only in the event the employee returns to employment with QCTV as required upon being relieved from service, or is prevented from returning by physical or mental disability or other cause not the fault of the employee, or is required by the proper authority to continue in military or naval service beyond the fifteen (15) day paid leave of absence. Employees on extended unpaid military leave will receive fifteen (15) days paid leave of absence in each calendar year, not to exceed five years.

Where possible, notice is to be provided to QCTV at least ten (10) working days in advance of the requested leave. If an employee has not yet used his/her fifteen (15) days of paid leave when called to active duty, any unused paid time will be allowed for the active duty time, prior to the unpaid leave of absence.

Employees returning from military service will be reemployed in the job that they would have attained had they not been absent for military service and with the same seniority, status and pay, as well as other rights and benefits determined by seniority. Unpaid military leave will be considered hours worked for the purpose of annual leave accruals.

Eligibility for continuation of insurance coverage for employees on military leave beyond fifteen (15) days will follow the same procedures as for any employee on an unpaid leave of absence.

### **Jury Duty**

Regular full-time and part-time employees will be granted paid leaves of absence for required jury duty. Such employees will be required to turn over any compensation they receive for jury duty, minus mileage reimbursement, to QCTV in order to

receive their regular wages for the period. Time spent on jury duty will not be counted as time worked in computing overtime.

Employees excused or released from jury duty during their regular working hours will report to their regular work duties as soon as reasonably possible or will take accrued annual or compensatory time to make up the difference.

Employees are required to notify their supervisor as soon as possible after receiving notice to report for jury duty. The employee will be responsible for ensuring that a report of time spent on jury duty and pay form is completed by the Clerk of Court so QCTV will be able to determine the amount of compensation due for the period involved.

### **Court Appearances**

Employees will be paid their regular wage to testify in court for QCTV-related business. Any compensation received for court appearances (e.g. subpoena fees) arising out of or in connection with QCTV employment, minus mileage reimbursement, must be turned over to QCTV.

### **Job Related Injury or Illness**

All employees are required to report any job-related illnesses or injuries to their supervisor immediately (no matter how minor). If a supervisor is not available and the nature of injury or illness requires immediate treatment, the employee is to go to the nearest available medical facility for treatment and, as soon as possible, notify his/her supervisor of the action taken. In the case of a serious emergency, 911 should be called.

If the injury is not of an emergency nature, but requires medical attention, the employee will report it to the supervisor and make arrangements for a medical appointment.

Worker's compensation benefits and procedures to return to work will be applied according to applicable state and federal laws.

### **Administrative Leave**

Under special circumstances, an employee may be placed on an administrative leave pending the outcome of an internal or external investigation. The leave may be paid or unpaid, depending on the circumstances, as determined by QCTV Executive Director with the approval of Quad Cities Cable Communication Commission.

### **Adoptive Parents (state law requirement for cities with more than 21 employees)**

Adoptive parents will be given the same opportunities for leave as biological parents (see provisions for Parenting Leave). The leave must be for the purpose of arranging the child's placement or caring for the child after placement. Such leave must begin before or at the time of the child's placement in the adoptive home.

**School Conference Leave (state law requirement for cities with more than 21 employees)**

Any employee who has worked half-time or more for more than twelve (12) consecutive months, may take unpaid leave for up to a total of sixteen (16) hours during any school year to attend school conferences or classroom activities related to the employee's child (under 18 or under 20 and still attending secondary school), provided the conference or classroom activities cannot be scheduled during non-work hours.

**Bone Marrow Donation Leave (state law requirement for cities with more than 20 employees)**

Employees working an average of 20 or more hours per week may take paid leave, not to exceed 40 hours unless agreed to by QCTV, to undergo medical procedures to donate bone marrow. QCTV may require a physician's verification of the purpose and length of the leave requested to donate bone marrow.

**Victim or Witness Leave**

An employee who is subpoenaed or requested by the prosecutor to attend court for the purpose of giving testimony is entitled to reasonable time off from work to attend criminal proceedings related to the victim's case.

**Elections / Voting**

An employee selected to serve as an election judge pursuant to Minnesota law, will be allowed time off without pay for purposes of serving as an election judge, provided that the employee gives QCTV at least ten (10) days written notice.

All employees eligible to vote at a State general election, at an election to fill a vacancy in the office of United States Senator or Representative, or in a Presidential primary, will be allowed time off with pay to vote during the morning of election day. Employees wanting to take advantage of such leave are required to work with their supervisors to avoid coverage issues.

**Regular Leave without Pay**

QCTV Executive Director may authorize leave without pay for up to thirty (30) days. Leave without pay for greater periods may be granted by Quad Cities Cable Communications Commission to a maximum of one (1) year.

Normally employee benefits will not be earned by an employee while on leave without pay. However, QCTV's contribution toward health, short-term disability, long-term disability, accidental death and dismemberment and life insurance may be continued, if approved by the Quad Cities Cable Communications Commission, for leaves of up to ninety (90) days when the leave is for medical reasons and FMLA has been exhausted.



If an employee is on a regular leave without pay and is not working any hours, the employee will not accrue (or be paid for) holidays or annual leave. Employees who are working reduced hours while on this type of leave will receive holiday pay on a prorated basis and will accrue annual leave based on actual hours worked.

Leave without pay hours will not count toward seniority and all accrued annual leave and compensatory time must normally be used before an unpaid leave of absence will be approved.

To qualify for leave without pay, an employee need not have used all annual leave earned unless the leave is for medical reasons. (An employee absent for Parenting Leave is not required to use annual leave.) Leave without pay for purposes other than medical leave or work-related injuries will be at the convenience of QCTV.

Employees returning from a leave without pay for a reason other than a qualified Parenting Leave or FMLA, will be guaranteed return to the original position only for absences of thirty (30) calendar days or less.

Employees receiving leave without pay in excess of thirty (30) calendar days, for reasons other than qualified Parenting Leave or FMLA, are not guaranteed return to their original position. If their original position or a position of similar or lesser status is available, it may be offered at the discretion of QCTV Executive Director subject to approval of Quad Cities Cable Communications Commission.

## **Family and Medical Leave**

### **General**

In accordance with the Family and Medical Leave Act (FMLA) unpaid job protected leave will be granted to all eligible employees (male and female) for up to twelve (12) weeks per twelve (12) month period for any of the following reasons:

1. Birth or placement of a child with the employee for adoption or foster care;
2. To care for a spouse, child or parent who has a serious health condition; or
3. A serious health condition that makes the employee unable to perform the essential functions of the position.

In accordance with the law, the following definitions apply:

"Caring" for someone includes psychological as well as physical care. It also includes acquiring care and sharing care duties.

An eligible "child" is defined as a person under 18 years of age (or a person incapable of self-care because of a physical or mental disability) who is a biological, adopted, foster, or step child, a ward of the employee, or a person with whom the employee is charged with a parent's rights, duties and responsibilities.

An eligible "parent" includes a biological parent or a person who was charged with a parent's rights, duties and responsibilities over the employee when the employee was under the legal age, but doesn't include in-laws.

"Serious health condition" is defined in Federal law, but generally includes incapacity requiring absence from work of more than three (3) days that also involves continuing treatment by a health care provider (includes prenatal care).

### **Eligibility**

An eligible employee is one who has worked for QCTV for a cumulative period of twelve (12) months and at least 1,250 hours during the twelve (12) month period prior to requesting the leave.

### **Length of Leave**

The length of FMLA leave is not to exceed twelve (12) weeks in any twelve (12) month period. The entitlement to FMLA leave for the birth or placement of a child expires twelve (12) months after the birth or placement of that child.

### **Leave Year**

The 12 month period is calculated by measuring twelve months backward from the start date of the employee's last FMLA leave.

### **Notice**

The employee is to give verbal or written notice to his/her supervisor at least thirty (30) days prior to the date on which leave is to begin or if thirty (30) days notice cannot be given as much notice as practical.

If an employee fails to give thirty (30) days notice for a foreseeable leave with no reasonable explanation for the delay, the leave may be denied until thirty (30) days after the employee provides notice. To the extent possible, planned medical treatment should be scheduled so that it will not unduly disrupt QCTV's operations.

### **Medical Certification**

The employee may be required to provide medical certification to support a request for leave because of the serious health condition of a child, spouse, parent or the employee. A "Certification of Physician or Practitioner" form can be obtained from the QCTV Executive Director.

The form is to be completed by the attending physician or practitioner and submitted to QCTV Executive Director within ten (10) days after requested, or as soon as is reasonably practicable.

QCTV may require a second (or third) opinion at QCTV's expense. If required, QCTV will select a health care provider not regularly associated with QCTV.

**Recertification**

Recertification may be required if the employee requests an extension of the original length approved by QCTV or if the employee's circumstances change. Recertification may also be required if there is a question as to the validity of the certification or if the employee is unable to return to work due to the serious health condition.

**Intermittent Leave**

Leave requested because of a serious health condition of either a family member or the employee may be taken intermittently or on a reduced schedule if medically necessary. All requests for intermittent leave will be evaluated on a case-by-case basis.

QCTV may require the employee to transfer temporarily to an alternative position, with equivalent pay and benefits that better accommodates the intermittent leave than the employee's regular position.

**Fitness for Duty Certification**

QCTV may require a medical certificate attesting to the employee's fitness for duty prior to return to work. The fitness for duty report must be based on the particular health condition(s) for which the leave was approved and must address whether the employee can perform the essential functions of his/her regular job.

QCTV Executive Director may consult with a physician or other expert to determine reasonable accommodations for any employee who is a "qualified disabled" employee under the ADA (Americans with Disabilities Act). If a fitness for duty certification is required, QCTV may deny reinstatement until it is provided.

**Job Protection**

Employees returning from Family and Medical Leave will be reinstated in their former position or a position equivalent in pay, benefits and other terms and conditions of employment.

An employee's reinstatement rights are the same as they would have been had the employee not been on leave. Thus, if an employee's position would have been eliminated or an employee would have been terminated but for the leave, the employee would not have the right to be reinstated upon return from leave.

**Effect on Benefits**

An employee granted leave under this policy will continue to be covered under QCTV's group health and dental insurance plan under the same conditions and at the same level of QCTV contribution as would have been provided had they been continuously employed during the leave period. If there are changes in QCTV's contribution levels while the employee is on leave, those changes will take place as if the employee were still on the job. The employee will be required to continue

payment of the employee portion of group insurance coverage. QCTV may choose to continue QCTV's portion if administratively more convenient.

Arrangements for payment of the employee's portion of premiums must be made by the employee with QCTV. If an employee's contribution is more than thirty (30) days late, QCTV may terminate the employee's insurance coverage (subject to COBRA requirements).

### **Use of Accrued Paid Leave or Compensatory Time During Family and Medical Leave**

During the Family and Medical Leave, employees must use accrued annual leave and compensatory time prior to taking an unpaid leave unless their medical condition/injury is covered by worker's compensation or the absence qualifies under the state Parental Leave law (see Parental Leave Policy).

FMLA leave counts as continued service for purposes of retirement and/or pension plans.

### **Records Retention**

Records on FMLA leave will generally be kept with normal payroll records except that any medical record will be maintained separately as a confidential medical record in accordance with the law.

### **Failure to Return from FMLA Leave**

Employees who cannot return from an approved FMLA leave at the end of the approved leave period may request an extension (up to the maximum of twelve (12) weeks allowed under FMLA). If the twelve (12) FMLA weeks have already been used, the employee can request to go on a regular unpaid leave of absence. If approved, before unpaid leave begins the employee must use any accrued compensatory time, or annual leave that remains. If the leave is approved and unpaid, the employee will be required to pay the full cost of all group insurance, as provided under COBRA, in order to continue coverage.

If the unpaid leave of absence is not approved or the employee fails to request additional leave, the employee will be considered to have voluntarily resigned. If circumstances beyond the employee's control prevented the employee from requesting additional leave, a retroactive leave request may be allowed, subject to QCTV Executive Director's approval.

If an employee fails to return from an FMLA leave and is determined to have voluntarily quit as described above, QCTV may seek reimbursement from the employee for the portion of the insurance premiums paid by QCTV on behalf of that employee during the period of leave.

### **Light Duty/Modified Duty Assignment**

This policy is to establish guidelines for temporary assignment of work to temporarily disabled employees who are medically unable to perform their regular work duties. Light duty is evaluated by QCTV Executive Director on a case-by-case basis. This policy does not guarantee assignment to light duty. Any light duty/modified work assignment may be discontinued at any time.

### **SEXUAL HARASSMENT PREVENTION**

#### **General**

QCTV is committed to creating and maintaining a work place free of harassment and discrimination. Such harassment is a violation of Title VII of the Civil Rights Act of 1964 and the Minnesota Human Rights Act.

In keeping with this commitment, QCTV maintains a strict policy prohibiting unlawful harassment, including sexual harassment. This policy prohibits harassment in any form, including verbal and physical harassment.

This policy statement is intended to make all employees sensitive to the matter of sexual harassment, to express QCTV's strong disapproval of unlawful sexual harassment, to advise employees against this behavior and to inform them of their rights and obligations. The most effective way to address any sexual harassment issue is to bring it to the attention of management.

#### **Definitions**

To provide employees with a better understanding of what constitutes sexual harassment, the definition, based on Minnesota Statute § 363.01, subdivision 41, is provided: sexual harassment includes unwelcome sexual advances, requests for sexual favors, sexually motivated physical contact, or other verbal or physical conduct or communication of a sexual nature, when:

- Submitting to the conduct is made either explicitly or implicitly a term or condition of an individual's employment; or
- Submitting to or rejecting the conduct is used as the basis for an employment decision affecting an individual's employment; or
- Such conduct has the purpose or result of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive work environment.

Examples of inappropriate conduct include but are not limited to: unwanted physical contact; unwelcome sexual jokes or comments; sexually explicit posters or pinups; repeated and unwelcome requests for dates or sexual favors; sexual gestures or any indication, expressed or implied, that job security or any other condition of employment depends on submission to or rejection of unwelcome sexual requests or behavior. In summary, sexual harassment is the unwanted, unwelcome and repeated action of an individual against another individual, using sexual overtones as a means of creating stress.

## **Expectations**

QCTV recognizes the need to educate its employees on the subject of sexual harassment and stands committed to providing information and training. All employees are expected to treat each other and the general public with respect and to assist in fostering an environment that is free from unwanted harassment. Violations of this policy may result in discipline, including possible termination. Each situation will be evaluated on a case-by-case basis.

Employees who feel that they have been victims of sexual harassment, or employees who are aware of such harassment, should immediately report their concerns to any of the following:

1. Immediate Supervisor;
2. QCTV Executive Director;
3. Quad Cities Cable Commission member.

In addition to notifying one of the above persons and stating the nature of the harassment, the employee is also encouraged to take the following steps:

1. Make it clear to the harasser that the conduct is unwelcome and document that conversation;
2. Document the occurrences of harassment;
3. Submit the documented complaints to your supervisor, QCTV Executive Director, or any member of the Quad Cities Cable Communications Commission. Employees are strongly encouraged to put the complaint in writing.
4. Document any further harassment or reprisals that occur after the initial complaint is made.

QCTV urges that conduct which is viewed as offensive be reported immediately to allow for corrective action to be taken through education and immediate counseling, if appropriate.

Management has the obligation to provide an environment free of sexual harassment. QCTV is obligated to prevent and correct unlawful harassment in a manner which does not abridge the rights of the accused. To accomplish this task, the cooperation of all employees is required.

QCTV will take action to correct any and all reported harassment to the extent evidence is available to verify the alleged harassment and any related retaliation. All allegations will be investigated. Strict confidentiality is not possible in all cases of sexual harassment as the accused has the right to answer charges made against them; particularly if discipline is a possible outcome. Reasonable efforts will be made to respect the confidentiality of the individuals involved, to the extent possible.

Any employee who makes a false complaint or provides false information during an investigation may be subject to disciplinary action, up to and including termination.

### **Retaliation**

QCTV will not tolerate retaliation or intimidation directed towards anyone who makes a complaint. Retaliation includes, but is not limited to, any form of intimidation, reprisal or harassment. Any individual who retaliates against a person who testifies, assists, or participates in an investigation may be subject to disciplinary action up to and including termination.

## **SEPARATION FROM SERVICE**

### **Resignations**

Employees wishing to leave QCTV service in good standing must provide a written resignation notice to their supervisor, at least ten (10) working days before leaving. Exempt employees must give thirty (30) calendar days notice. The written resignation must state the effective date of the employee's resignation.

Failure to comply with this procedure may be cause for denying the employee's severance pay and any future employment with QCTV.

### **Severance Pay**

Employees who leave the employ of QCTV in good standing by retirement or resignation will receive pay for 100% of unused accrued annual leave up to the allowable maximum of 280 hours.

## **DISCIPLINE**

### **General Policy**

Supervisors are responsible for maintaining compliance with QCTV standards of employee conduct. The objective of this policy is to establish a standard disciplinary process for employees of QCTV. QCTV employees will be subject to disciplinary action for failure to fulfill their duties and responsibilities at the level required, including observance of work rules and standards of conduct and applicable QCTV policies.

Discipline will be administered in a non-discriminatory manner. An employee who believes that discipline applied was either unjust or disproportionate to the offense committed may pursue a remedy through the grievance procedures established in QCTV's personnel policies. The supervisor and/or QCTV Executive Director will investigate any allegation on which disciplinary action might be based before any disciplinary action is taken.

### **No Contract Language Established**

This policy is not to be construed as contractual terms and is intended to serve only as a guide for employment discipline.

## **Process**

QCTV may elect to use progressive discipline with any employee. There may be circumstances that warrant deviation from the suggested order or where progressive discipline is not appropriate. Nothing in these personnel policies implies that any QCTV employee has a property right to the job he/she performs.

Documentation of disciplinary action taken will be placed in the employee's personnel file with a copy provided to the employee.

The following are descriptions of the types of disciplinary actions:

### **Oral Reprimand**

This measure will be used where informal discussions with the employee's supervisor have not resolved the matter. All supervisors have the ability to issue oral reprimands without prior approval.

Oral reprimands are normally given for first infractions on minor offenses to clarify expectations and put the employee on notice that the performance or behavior needs to change, and what the change must be. The supervisor will document the oral reprimand including date(s) and a summary of discussion and corrective action needed.

### **Written Reprimand**

A written reprimand is more serious and may follow an oral reprimand when the problem is not corrected or the behavior has not consistently improved in a reasonable period of time. Serious infractions may require skipping either the oral or written reprimand, or both. Written reprimands are issued by the supervisor with prior approval from QCTV Executive Director.

A written reprimand will: (1) state what did happen; (2) state what should have happened; (3) identify the policy, directive or performance expectation that was not followed; (4) provide history, if any, on the issue; (5) state goals, including timetables, and expectations for the future; and (6) indicate consequences of recurrence.

Employees will be given a copy of the reprimand to sign acknowledging its receipt. Employees' signatures do not mean that they agree with the reprimand. Written reprimands will be placed in the employee's personnel file.

### **Suspension With or Without Pay**

QCTV Executive Director may suspend an employee without pay for disciplinary reasons. Suspension without pay may be followed with immediate dismissal as deemed appropriate by QCTV Council, except in the case of veterans. Qualified veterans will not be suspended without pay in conjunction with a termination.



The employee will be notified in writing of the reason for the suspension either prior to the suspension or shortly thereafter. A copy of the letter of suspension will be placed in the employee's personnel file.

An employee may be suspended or placed on involuntary leave of absence pending an investigation of an allegation involving that employee. The leave may be with or without pay depending on a number of factors including the nature of the allegations. If the allegation is proven false after the investigation, the relevant written documents will be removed from the employee's personnel file and the employee will receive any compensation and benefits due had the suspension not taken place.

### **Demotion and/or Transfer**

An employee may be demoted or transferred if attempts at resolving an issue have failed and QCTV Executive Director determines a demotion or transfer to be the best solution to the problem. The employee must be qualified for the position to which they are being demoted or transferred. QCTV Council must approve this action.

### **Salary**

An employee's salary increase may be withheld or the salary may be decreased due to performance deficiencies.

### **Dismissal**

QCTV Executive Director, with the approval of the Quad Cities Cable Communications Commission, may dismiss an employee for substandard work performance, serious misconduct, or behavior not in keeping with QCTV standards.

If the disciplinary action involves the removal of a qualified veteran, the appropriate hearing notice will be provided and all rights will be afforded the veteran in accordance with Minnesota law.

## **GRIEVANCE PROCEDURE**

Any dispute between an employee and QCTV relative to the application, meaning or interpretation of these personnel policies will be settled in the following manner:

Step 1: The employee must present the grievance in writing, stating the nature of the grievance, the facts on which it is based, the provision or provisions of the personnel policies allegedly violated and the remedy requested, to the proper supervisor within twenty-one (21) days after the alleged violation or dispute has occurred. The supervisor will respond to the employee in writing within seven (7) calendar days.

Step 2: If the grievance has not been settled in accordance with Step 1, it must be presented in writing, stating the nature of the grievance, the facts on which it is based, the provision or provisions of the Personnel Policies allegedly violated, and the remedy requested, by the employee to QCTV Executive Director within seven (7) days after the supervisor's response is due. QCTV Executive Director or his/her designee will respond to the employee in writing within seven (7) calendar days. The decision of QCTV Executive Director is final.

### **Waiver**

If a grievance is not presented within the time limits set forth above, it will be considered "waived." If a grievance is not appealed to the next step in the specified time limit or any agreed extension thereof, it will be considered settled on the basis of QCTV's last answer. If QCTV does not answer a grievance or an appeal within the specified time limits, the employee may elect to treat the grievance as denied at that step and immediately appeal the grievance to the next step. The time limit in each step may be extended by mutual agreement of QCTV and the employee without prejudice to either party.

The following actions are not grievable:

1. Performance evaluations;
2. Pay increases or lack thereof; and
3. Merit pay awards.

The above list is not meant to be all inclusive or exhaustive.

### **EMPLOYEE EDUCATION AND TRAINING**

QCTV promotes staff development as an essential, ongoing function needed to maintain and improve cost effective quality service to residents. The purposes for staff development are to ensure that employees develop and maintain the knowledge and skills necessary for effective job performance and to provide employees with an opportunity for job enrichment and mobility.

### **Policy**

QCTV will pay for the costs of an employee's participation in training and attendance at professional conferences, provided that attendance is approved in advance under the following criteria and procedures:

#### **Job-Related Training and Conferences**

The subject matter of the training session or conference is directly job-related and relevant to the performance of the employee's work responsibilities. Responsibilities outlined in the job description, annual work program requirements and training goals and objectives that have been developed for the employee will be considered in determining if the request is job-related.

CLE or similar courses taken by an employee in order to maintain licensing or other professional accreditation will not be eligible for payment under this policy unless

the subject matter relates directly to the employee's duties, even though the employee may be required to maintain such licensing or accreditation as a condition of employment with QCTV.

The supervisor and QCTV Executive Director are responsible for determining job-relatedness and approving or disapproving training and conference attendance.

### **Request for Participation in Training and Conferences**

The request for participation in a training session or conference must be submitted in writing to the employee's supervisor. All requests must include an estimate of the total cost (training session, travel, meals, etc.) and a statement of how the education or training is related to the performance of the employee's work responsibilities with QCTV.

### **Out of State Travel**

Attendance at training or conferences out of state is approved only if the training or conference is not available locally. All requests for out of state travel are reviewed for approval/disapproval by QCTV Executive Director.

### **Compensation for Travel and Training Time**

Time spent traveling to and from, as well as time spent attending a training session or conference, will be compensated in accordance with the federal Fair Labor Standards Act.

Travel and other related training expenses will be reimbursed subject to the employee providing necessary receipts and appropriate documentation.

Expenses for meals, including sales tax and gratuity, will be reimbursed according to this policy. No reimbursement will be made for alcoholic beverages. QCTV uses the per diem rates from [www.gsa.gov/perdiem](http://www.gsa.gov/perdiem)

A full reimbursement, over the maximum defined, may be authorized if a lower cost meal is not available when attending banquets, training sessions, or meetings of professional organizations.

### **Memberships and Dues**

The purpose of memberships to various professional organizations must be directly related to the betterment of the services of QCTV. Normally, one QCTV membership per agency, as determined by QCTV Executive Director is allowed, providing funds are available.

Upon separation of employment, individual memberships remain with QCTV and are transferred to another employee by the supervisor.

### **Tuition Reimbursement**

To be considered for tuition reimbursement the fulltime employee must be in good standing and have been employed by QCTV for at least one year. All requests for tuition reimbursement will be considered on a case-by-case basis by the QCTV Executive Director, with final approval/disapproval provided by the Quad Cities Cable Communications Commission.

Courses taken for credit at an approved educational institution must meet the following criteria to be approved for reimbursement:

- Courses must be directly related to the employee's present position (whether required for a degree program or not); OR
- Courses must be directly related to a reasonable promotional opportunity in the same field of work as present position (whether part of a degree program or not).

QCTV will pay the cost of tuition upon successful completion (C grade or better; "pass" in a pass/fail course) of the approved course. Employees must reimburse QCTV if they voluntarily leave employment within twelve (12) months of receiving tuition reimbursement from QCTV.

### **OUTSIDE EMPLOYMENT**

The potential for conflicts of interest is lessened when individuals employed by QCTV regard QCTV as their primary employment responsibility. All outside employment is to be reported to the employee's immediate supervisor. If a potential conflict exists based on this policy or any other consideration, the supervisor will consult with QCTV Executive Director. Any QCTV employee accepting employment in an outside position that is determined by QCTV Executive Director to be in conflict with the employee's QCTV job will be required to resign from the outside employment or may be subject to discipline up to and including termination.

For the purpose of this policy, outside employment refers to any non-QCTV employment or consulting work for which an employee receives compensation, except for compensation received in conjunction with military service or holding a political office or an appointment to a government board or commission that is compatible with QCTV employment. The following is to be considered when determining if outside employment is acceptable:

- Outside employment must not interfere with a full-time or part-time employee's availability to work.
- Outside employment must not interfere with the employee's ability to fulfill the essential requirements of his/her position.
- The employee must not use QCTV equipment, resources or staff in the course of the outside employment.
- The employee must not violate any QCTV personnel policies as a result of outside employment.

- The employee must not receive compensation from another individual or employer for services performed during hours for which he/she is also being compensated by QCTV. Work performed for others while on approved annual leave or compensatory time is not a violation of policy unless that work creates the appearance of a conflict of interest.
- No employee will work for another employer, or for his/her own business, while using paid annual leave from QCTV for those same hours.

QCTV employees are not permitted to accept outside employment that creates either the appearance of or the potential for a conflict with the development, administration or implementation of policies, programs, services or any other operational aspect of QCTV.

### **DRUG FREE WORKPLACE**

In accordance with Federal Law, QCTV has adopted the following policy on drugs in the workplace:

- A. Employees are expected and required to report to work on time and in appropriate mental and physical condition. It is QCTV's intent and obligation to provide a drug-free, safe and secure work environment.
- B. The unlawful manufacture, distribution, possession, or use of a controlled substance on QCTV property or while conducting QCTV business is absolutely prohibited. Violations of this policy will result in disciplinary action, up to and including termination, and may have legal consequences.
- C. QCTV recognizes drug abuse as a potential health, safety, and security problem. Employees needing help in dealing with such problems are encouraged to use their health insurance plans, as appropriate.
- D. Employees must, as a condition of employment, abide by the terms of this policy and must report any conviction under a criminal drug statute for violations occurring on or off work premises while conducting QCTV business. A report of the conviction must be made within five (5) days after the conviction as required by the Drug-Free Workplace Act of 1988.

### **QCTV DRIVING POLICY**

This policy applies to all employees who drive a vehicle on QCTV business at least once per month, whether driving a city-owned vehicle or their own personal vehicle. It also applies to employees who drive less frequently but whose ability to drive is essential to their job due to the emergency nature of the job. QCTV expects all employees who are required to drive as part of their job to drive safely and legally while on QCTV business and to maintain a good driving record.

QCTV will examine driving records once per year for all employees who are covered by this policy to determine compliance with this policy. Employees who lose their driver's license or receive restrictions on their license are required to notify their immediate supervisor on the first work day after any temporary, pending or permanent action is taken on their license and to keep their supervisor informed of any changes thereafter.

QCTV will determine appropriate action on a case-by-case basis.

### **CELLULAR PHONE USE**

This policy is intended to define acceptable and unacceptable uses of cellular telephones. Its application is to insure that cellular phone usage is consistent with the best interests of QCTV without unnecessary restriction of employees in the conduct of their duties. This policy will be implemented to prevent the improper use or abuse of cellular phones and to ensure that QCTV employees exercise the highest standards of propriety in their use.

#### **General Policy**

A supervisor may authorize an employee to use his/her own personal phone for QCTV business and be provided a taxable stipend to be determined by the QCTV Executive Director. An employee will not be reimbursed for business-related use of a private cell phone without prior authorization from his/her supervisor. Supervisors may also prohibit employees from carrying their own personal cell phones during working hours if it interferes with the performance of their job duties.

#### **Procedures**

It is the objective of QCTV to prevent and correct any abuse or misuse of cellular telephones through the application of this policy. Employees who abuse or misuse such telephones may be subject to disciplinary action.

#### **Responsibility**

QCTV Executive Director, or designee, will have primary responsibility for implementation and coordination of this policy. All supervisors will be responsible for enforcement within their departments.

### **SAFETY**

The health and safety of each employee of QCTV and the prevention of occupational injuries and illnesses are of primary importance to QCTV. To the greatest degree possible, management will maintain an environment free from unnecessary hazards and will establish safety policies and procedures for each department. Adherence to these policies is the responsibility of each employee. Overall administration of this policy is the responsibility of each supervisor.

**Reporting Accidents and Illnesses**

Both Minnesota Worker's Compensation laws and the state and federal Occupational Safety and Health Acts require that all on the job injuries and illnesses be reported as soon as possible by the employee, or on behalf of the injured or ill employee, to his/her supervisor. The employee's immediate supervisor is required to complete a First Report of Injury and any other forms that may be necessary related to an injury or illness on the job.

**Safety Equipment/Gear**

Where safety equipment is required by federal, state, or local rules and regulations, it is a condition of employment that such equipment be worn by the employee.

**Unsafe Behavior**

Supervisors are authorized to send an employee home immediately when the employee's behavior violates QCTV's personnel policies, department policies, or creates a potential health or safety issue for the employee or others.

**QCCCC Agenda Item**  
**5.4 Monthly Stats Report**

**January 9, 2014**

**To:** Commissioners

**From:** Karen George, Executive Director

**Subject:** Statistical Report

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Attached you will find the December program statistical reports.

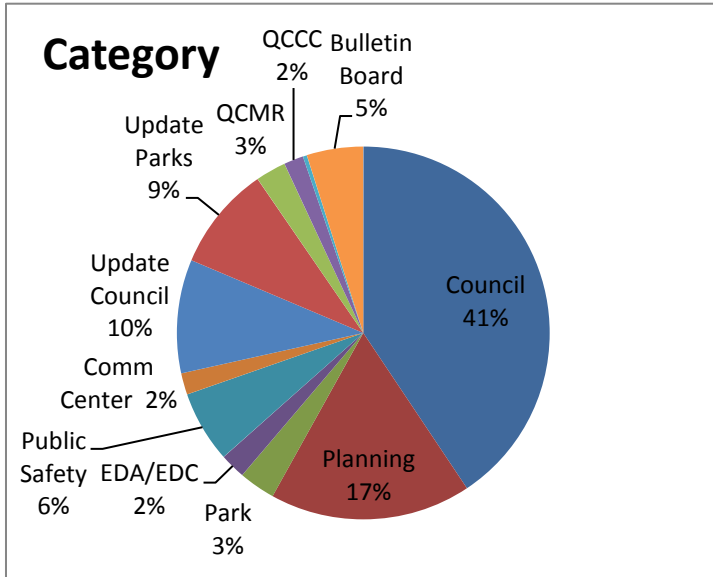
**Action Requested:** None.



# Andover Channel & Web Statistics

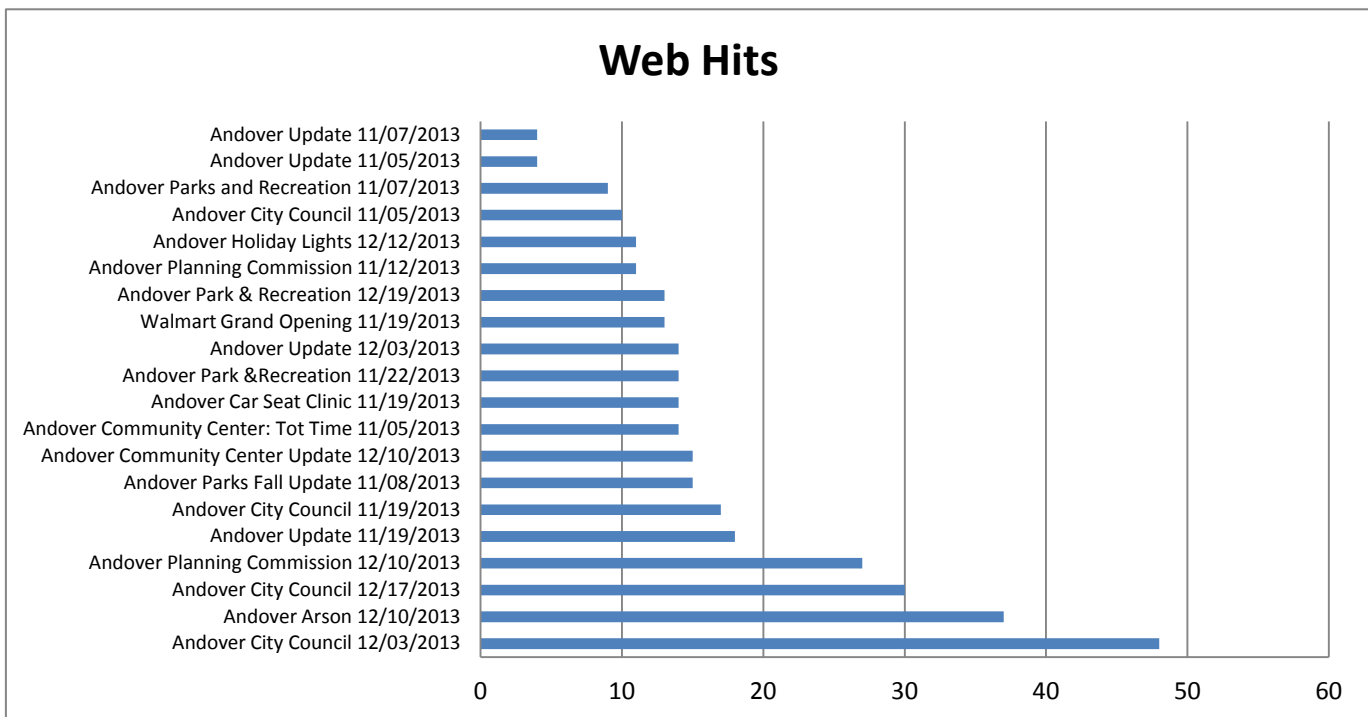
## December 2013

Playback:	Shows:	Bulletin Board:	Web Hits:
Total Runs: 2235	New Shows: 12	Total Hours: 36:28	Total Hits: 338
Total Time: 707:32	New Time: 6:55	Saturation: 4.9%	
Saturation: 95.1%	All Shows: 27		
	All Time: 13:42		



Channel Up Time 97.34%		
Issues	Percentage	Hours
Scheduling	0	0
File:	0.76%	00:34
Server:	1.9%	13:50
Other:	0	0

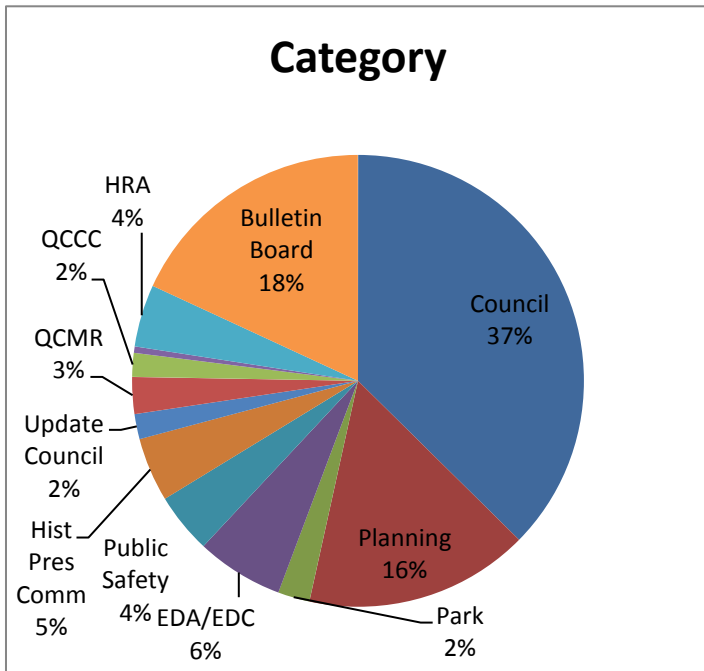
Shared With Multiple Cities		
12/10/2013	Arson Update	0:02:27
12/6/2013	Sheriff Show	0:11:30
11/20/2013	Car Seat Clinic	0:01:39
11/6/2013	Public Safety Talk	0:30:13
11/1/2013	Sheriff Show	0:13:24
12/13/2013	QCMR	0:14:48
11/15/2013	QCMR	0:14:29
12/19/2013	QCCC	0:18:08
11/21/2013	QCCC	0:57:22



# Anoka Channel & Web Statistics

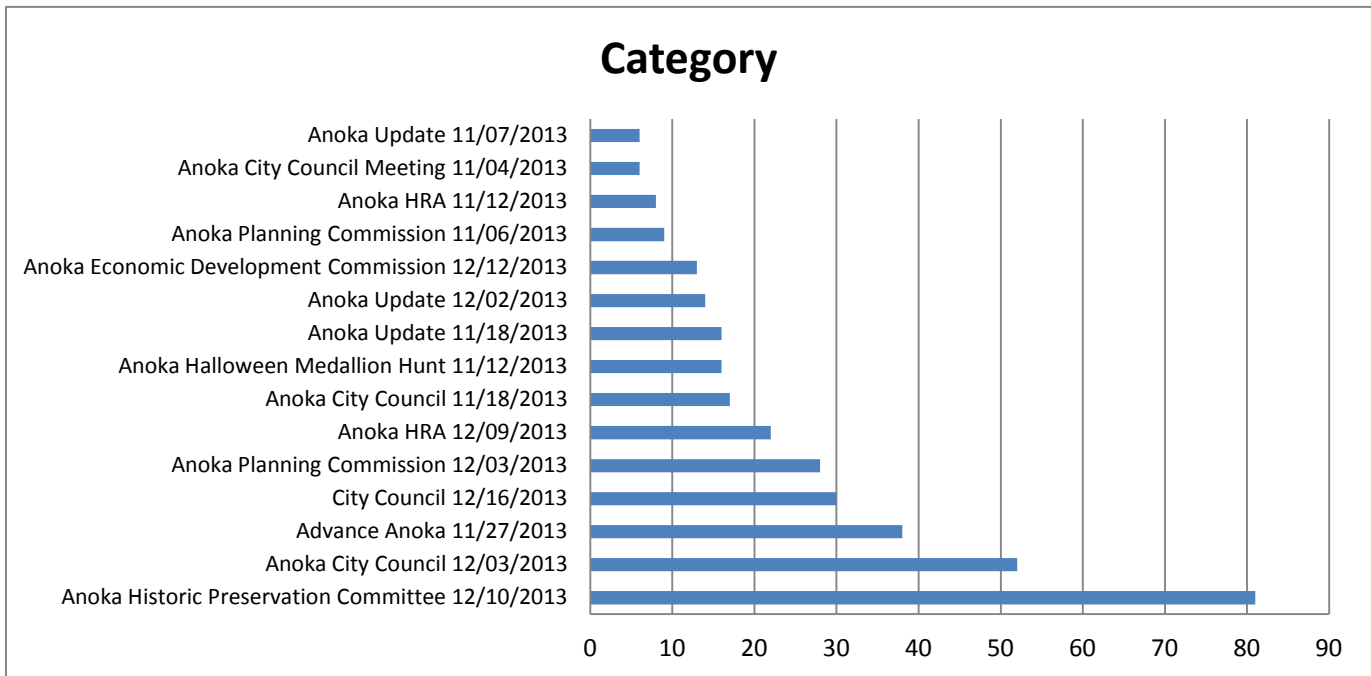
## December 2013

Playback:	Shows:	Bulletin Board:	Web Hits:
Total Runs: 892	New Shows: 11	Total Hours: 134:42	Total Hits: 356
Total Time: 609:18	New Time: 9:48	Saturation: 18.1%	
Saturation: 81.9%	All Shows: 23		
	All Time: 15:46		



Channel Up Time: 97.85%		
Issues	Percentage	Hours
Scheduling:	0	0
File:	0.35%	00:16
Server:	1.8%	13:01
Other:	0	0

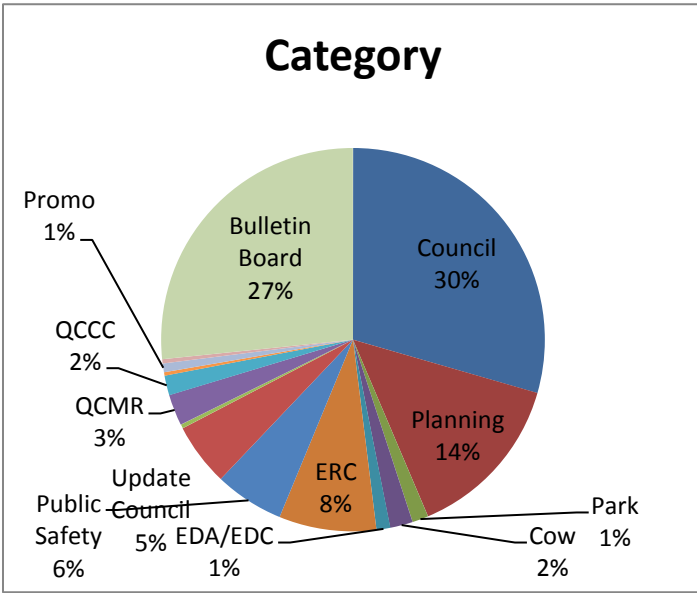
Shared with multiple cities		
12/18/2013	Anoka Champ Fire Brd	0:18:40
12/5/2013	Sheriff Show	0:11:30
11/6/2013	Public Safety Talk	0:30:13
11/1/2013	Sheriff Show	0:13:24
12/13/2013	QCMR	0:14:48
11/15/2013	QCMR	0:14:29
12/19/2013	QCC	0:18:08
11/21/2013	QCC	0:57:22



# Champlin Channel & Web Statistics

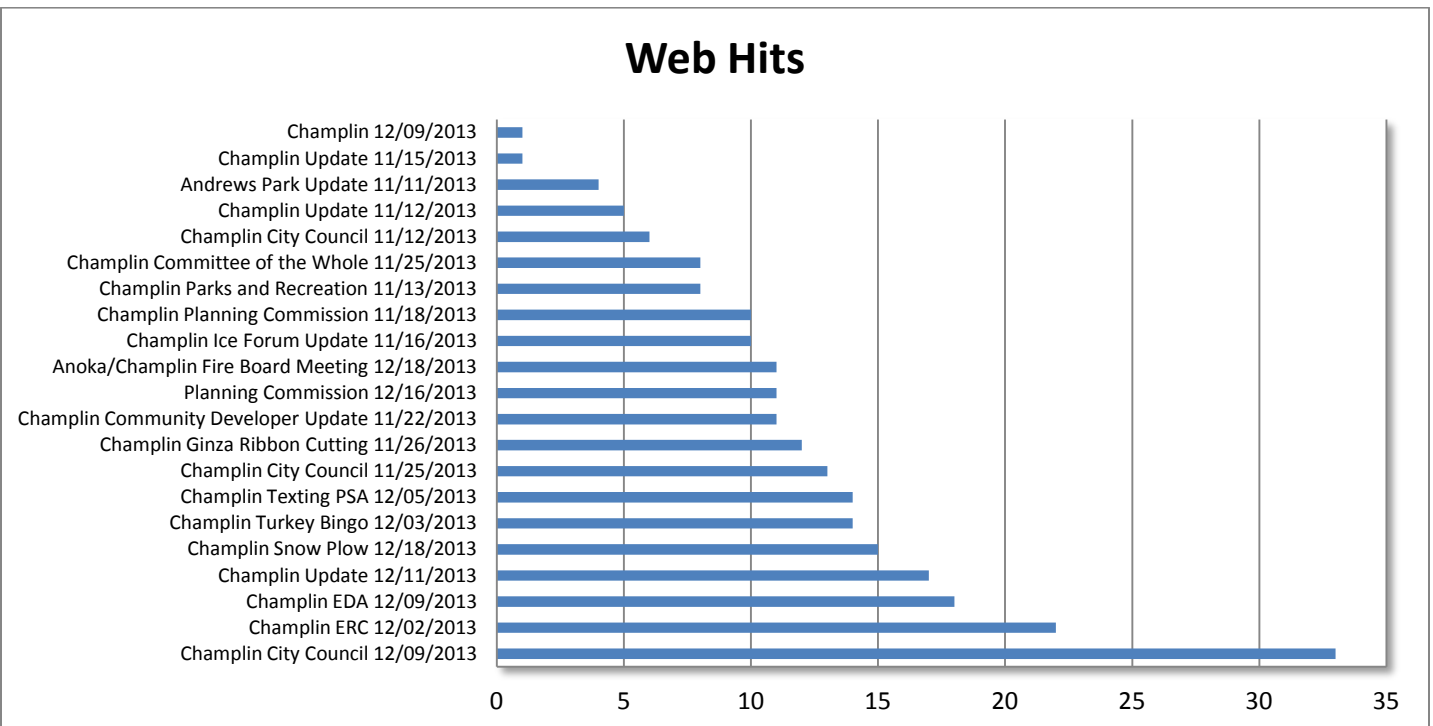
## December 2013

<b>Playback:</b>	<b>Shows:</b>	<b>Bulletin Board:</b>	<b>Web Hits:</b>
Total Runs: 1734	New Shows: 11	Total Hours: 198:06	Total Hits: 244
Total Time: 545:54	New Time: 3:29	Saturation: 26.6%	
Saturation: 73.4%	All Shows: 26		
	All Time: 7:59		



Channel Uptime 97.9 %		
Issues	Percentage	Hours
Scheduling	0	0
File:	0.35%	00:16
Server:	1.75 %	12:38
Other:	0	0

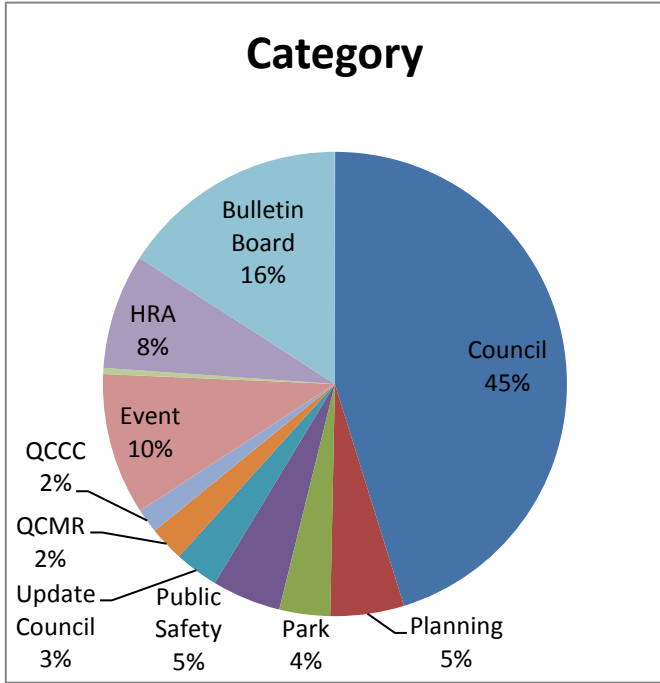
Shared With Multiple Cities		
12/18/2013	Anoka Champ Fire Brd Meet	0:18:40
11/6/2013	Public Safety Talk	0:30:13
12/13/2013	QCMR	0:14:48
11/15/2013	QCMR	0:14:29
12/19/2013	QCC	0:18:08
11/21/2013	QCC	0:57:22



# Ramsey Channel & Web Statistics

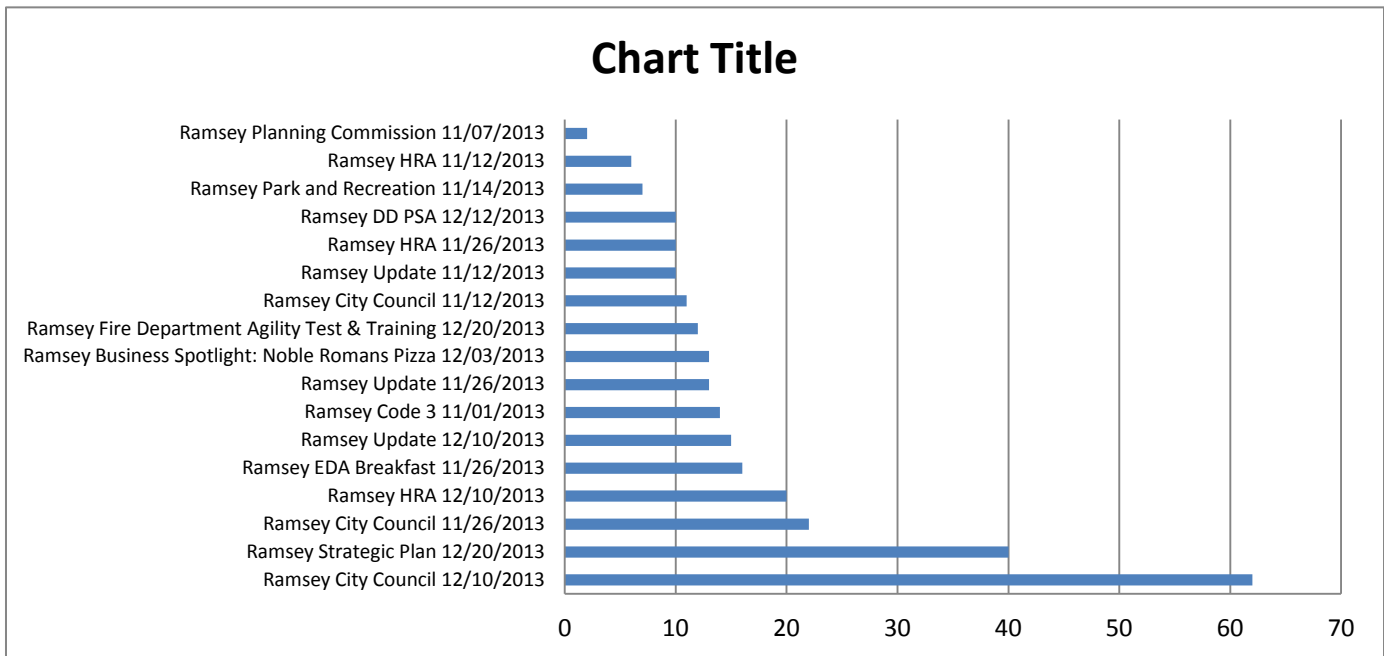
## December 2013

Playback:	Shows:	Bulletin Board:	Web Hits:
Total Runs: 1118	New Shows: 10	Total Hours: 118:14	Total Hits: 283
Total Time: 625:46	New Time: 4:32	Saturation: 15.9%	
Saturation: 84.1%	All Shows: 23		
	All Time: 11:51		



Channel Uptime 98.1%		
Issues	Percentage	Hours
Scheduling	0	0
File:	.034%	00:16
Server:	1.8%	13:17
Other:	0	0

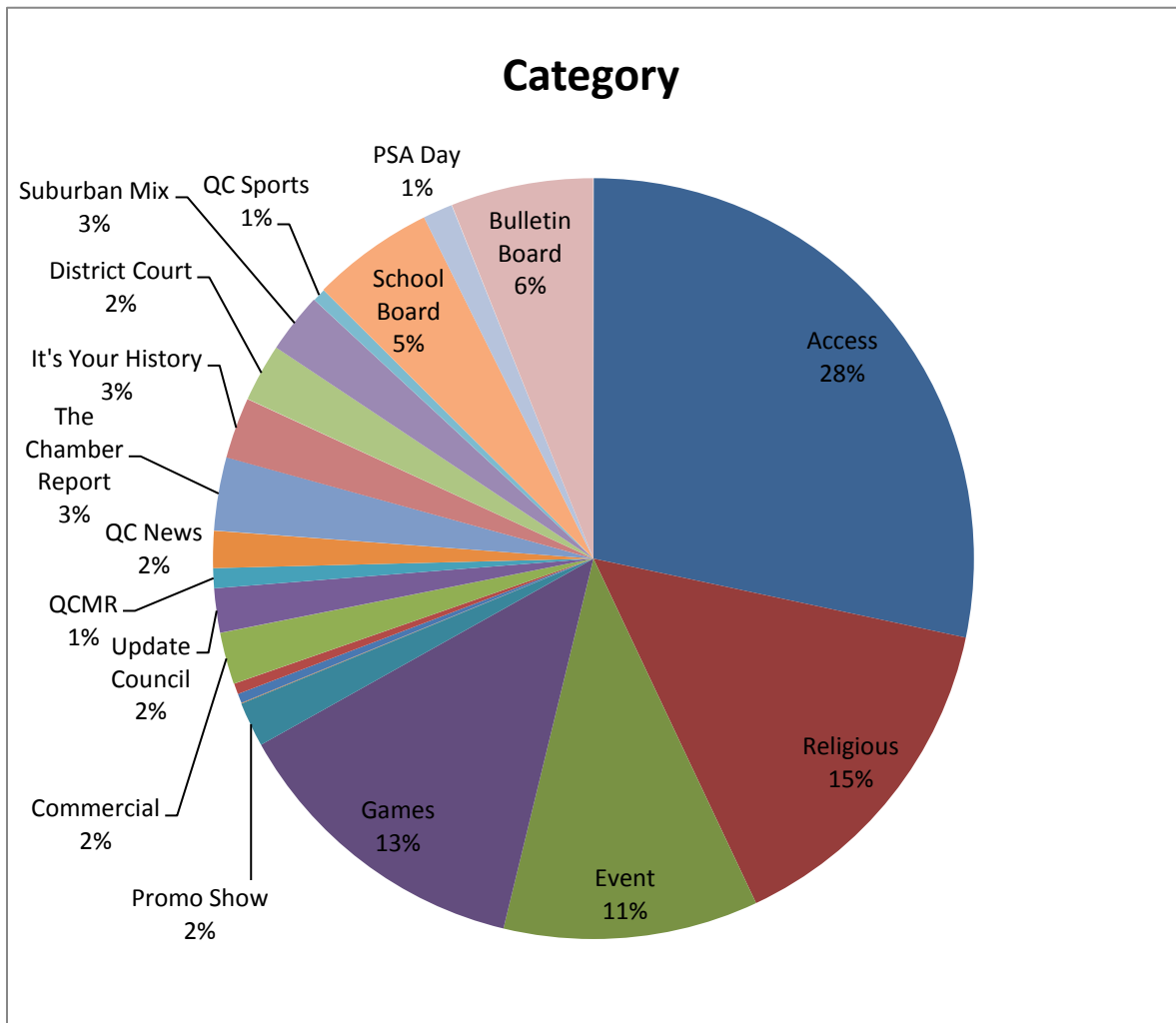
Shared with Multiple Cities		
12/5/2013	Sheriff Show	0:11:30
11/6/2013	Public Safety Talk	0:30:13
11/1/2013	Sheriff Show	0:13:24
12/13/2013	QCMR	0:14:48
11/15/2013	QCMR	0:14:29
12/19/2013	QCCC	0:18:08
11/21/2013	QCCC	0:57:22



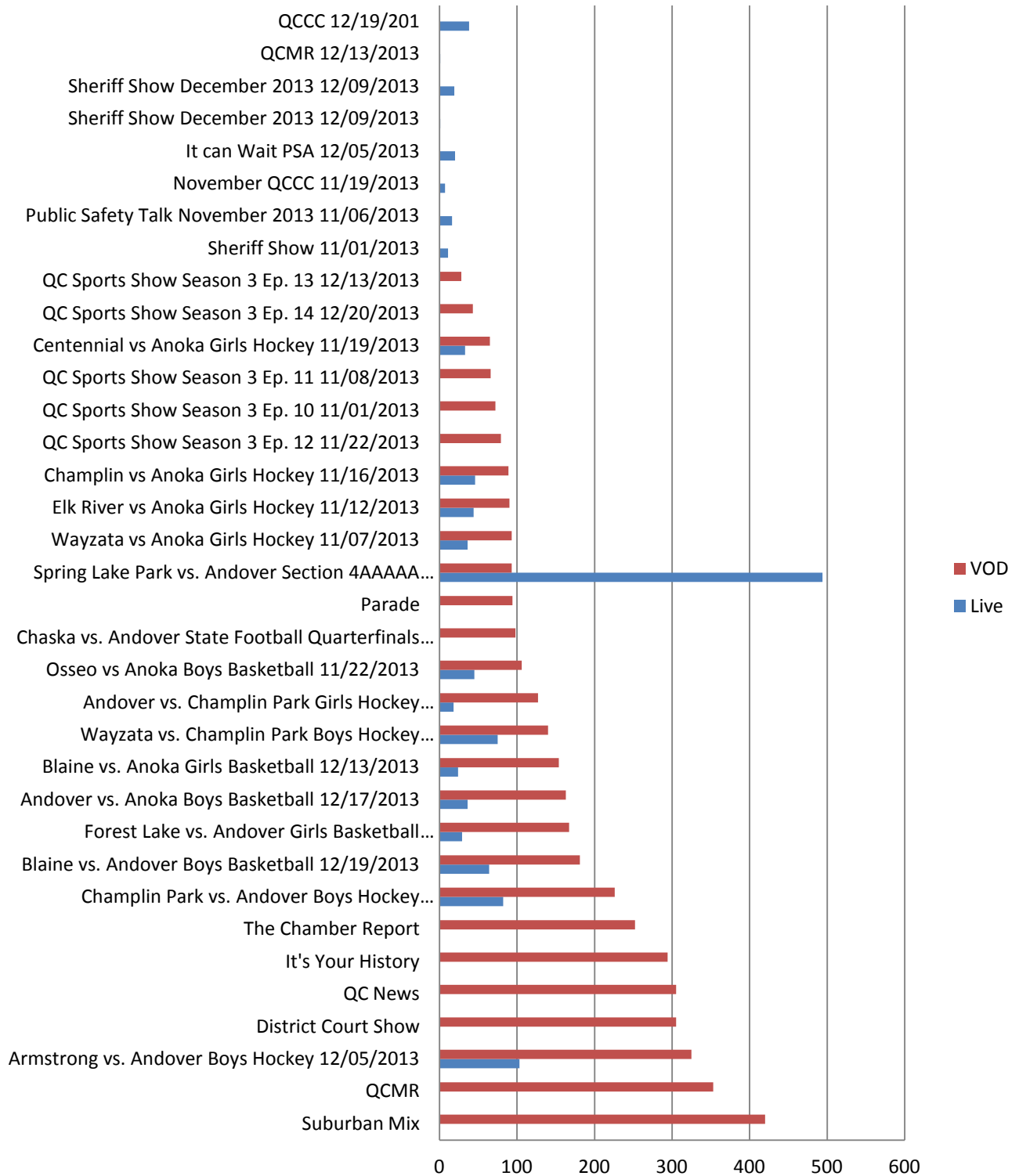
# Community Channel 15 December 2013

<b>Playback:</b>	<b>Shows:</b>	<b>Bulletin Board:</b>	<b>Web Hits:</b>
Total Runs: 2410	New Shows: 106	Total Hours: 55:59	Total VOD Hits: 4428
Total Time: 698:52	New Time: 72:25	Saturation: 6%	Total Live: 1242
Saturation: 94%	All Shows: 182		
	All Time: 107:59		

Channel Uptime 98.6%		
Issues	Percentage	Hours
Scheduling	0	0
File:	1.4%	10:08
Server:	0%	0
Other:	0%	0



# Chart Title

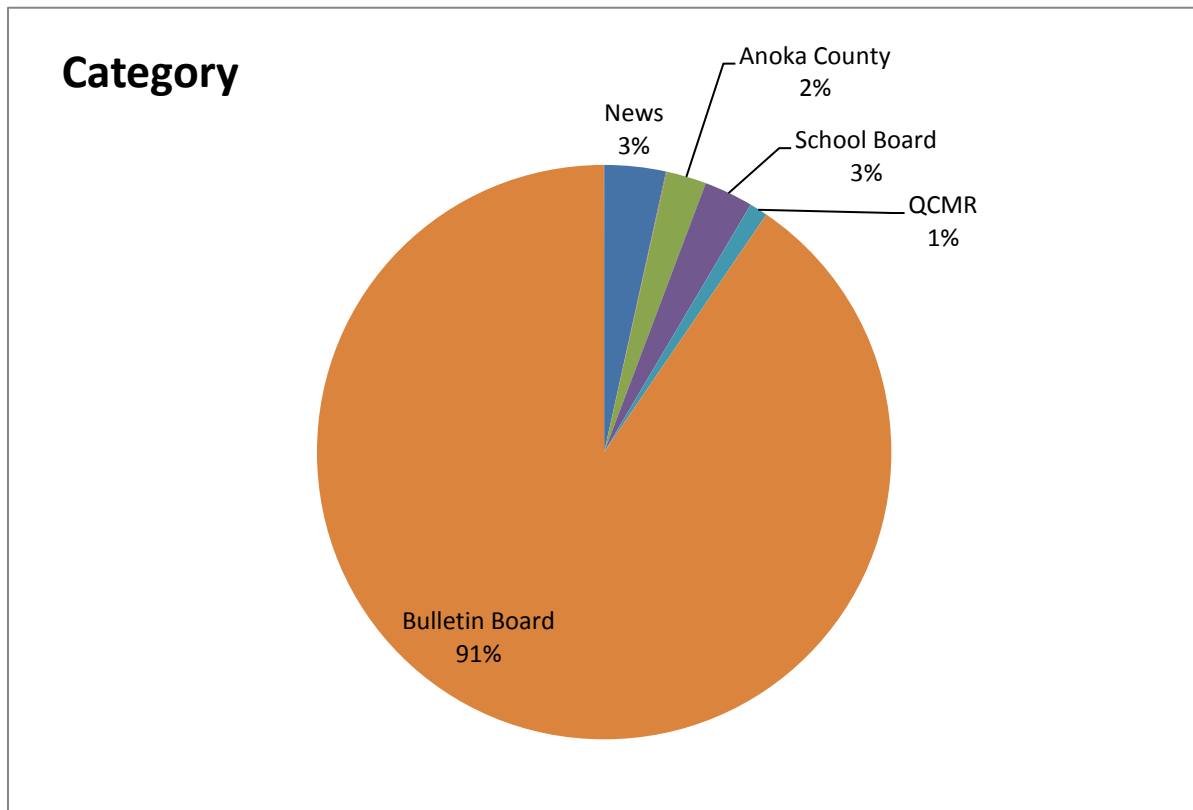


# Community Channel 19

## December 2013

Playback:		Shows:		Bulletin Board:	
Total Runs:	185	New Shows:	9	Total Hours:	650:32
Total Time:	93:28	New Time:	3:41	Saturation:	90.5%
Saturation:	9.5%	All Shows:	14		
		All Time:	8:14		

Channel Uptime 99.44%		
Issues	Percentage	Hours
Scheduling	0	0
File:	0	0
Server:	0.56%	04:00
Other:	0	0



**QCCCC Agenda Item**

**5.5 Programming Reports**

**January 9, 2014**

**To:** Commissioners

**From:** Karen George, Executive Director

**Subject:** Programming Reports (December)

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Programming reports submitted by:  
Government Programming Director Susan Huston  
Sports Director Bruce Chaffee  
Community Affairs/Creative Services Director Terry Lovaas  
Computer Specialist Scott Flynn  
Media Producer Tim Rick

These reports are provided for information on QCTV activities. Please feel free to contact me regarding these reports.

**Action Requested:** None.



## MEMORANDUM

**TO:** QCTV Board of Directors  
**FROM:** Susan Huston, Government Director,  
Quad Cities Community Television  
**DATE:** Thursday, January 09, 2014  
**RE:** December 2013

### **ISD 11 •**

During the month of December, we recorded one school board meeting at the Sandburg building.

We heard from the school district staff in mid-December that they had ordered the equipment that would allow them to program educational channel 18. I understand that the equipment will be installed early February, allowing the school district complete control of their channel.

In January we are scheduled to record two school board meetings.

### **Bulletin Boards •**

Each month we receive requests to create bulletin boards. Our reception staff creates them to promote city meetings and the meeting agendas. City events and public safety announcements are also among the many bulletin boards created each month.

In November, we had a total of 151 bulletin boards that played. There were 22 new community and city event bulletin boards, 68 bulletin board slides containing city agenda information, and 28 that carried over from November to December. We also have 33 bulletin boards that are part of the regular rotation that we don't touch unless there is a change (i.e. new contact information for a councilmember). So we are down about 28 from last month.

### **Staffing Changes •**

Long time employee, Lynnette Bauers has resigned in order to spend more time with her children. Combine this with the recent loss of Taylor Johnson to go to KSTP; staffing meetings has been a challenge.

In November, we hired Leslie Sauer, to job share with Matt Overstreet to cover the School Board meetings and now with the newly created opening of Lynnette Bauers hours, Leslie will also alternate with Matt in Andover and Anoka. During the month of January she will be training primarily in Anoka.

Previously, Matt Overstreet's responsibilities were limited to the school district and the cable commission meetings. Again with the loss of Lynnette Bauers, he will rotate secondary meetings at both Andover and Anoka with Leslie Sauer. His Andover training will be in February.

Recent hire, Alex Nolley, who started in December, will be our primary producer for the city of Andover. I have been introducing Alex around city hall. We also had an opportunity to sit down with the Sheriff and Commander Sommer to discuss the Sheriff Show. Alex is currently full time student at Hennepin Tech in Brooklyn Park.

## **Andover**

During the month of December we had 12 new programs, with a total of 6 hours and 53 minutes.

### *Meetings:*

City Council (12/04)	Park and Recreation Meeting (12/20)
Planning Commission Meeting (12/10)	Cable Commission (12/19)
City Council (12/17)	

### *New Programming:*

1. Council Update
  - Councilmember Tony Howard reviews the December 5 meeting with City Administrator Jim Dickinson.
2. Sheriff Show
  - S.W.A.T. training
  - Dangers of Distracted Driving
  - Public Safety Data System
3. Community Center
4. Arson Update
5. Recycling Holiday Lights
6. Quad Cities Municipal Report: *(featured stories)*
  - Community Center Rental
  - Arson Investigation
7. Council Update
  - Councilmember Julie Trude reviewed the December 17 council meeting

### *What we are working on:*

New Fixit Program	North Suburban Home Improvement Show
Sheriff Show	Community Center Update

## **Anoka**

During the month of December we had 11 new programs, with a total of 9 hours and 46 minutes.

### *Meetings:*

City Council (12/03)

Planning Commission Meeting (12/04)

Housing and Redevelopment (12/09)

Historic Preservation Committee (12/10)

City Council (12/16)

Anoka Champlin Fire Board Meeting  
(12/18)

Cable Commission (12/19)

Economic Development Authority (12/13)

### *New Programming*

#### 1. Council Update

- Councilmember Jeff Weaver came in to review the meeting of December 2

#### 2. Sheriff Show (*featured topics*)

- S.W.A.T. training
- Dangers of Distracted Driving
- Public Safety Data System

#### 3. Quad Cities Municipal Report: (*featured stories*)

- Christmas Tree Lighting Event
- Holiday Light Recycling

### *What we are working on*

Castle Field Update

Parks Department Improvements 2013

Historic Preservation Committee Awards

Senior Center Promo

## Champlin

During the month of December we had 11 new programs, with a total of 3 hours and 28 minutes.

### *Meetings:*

Environmental Resource Commission  
(12/03)  
City Council (12/09)  
Economic Development Authority (12/09)  
Park and Recreation (No)

Planning Commission (12/16)  
Anoka Champlin Fire Board Meeting  
(12/18)  
Cable Commission (12/19)  
City Council (No)

### *New Programming*

1. Turkey Bingo
  - A recap of the family fun event
2. Council Update
  - Mayor ArMand Nelson reviewed the Meeting of December 9
3. Quad Cities Municipal Report: (*featured stories*)
  - Outdoor Skating
  - History Tour
4. Snow Plow
  - A light hearted approach to snow plow safety
5. Champlin Shop with a Cop 2013
  - A heartwarming recap of the Champlin Police Officers shopping local children

### *What we are working on*

Police Station Tour  
Update on the Mill Pond Dam area

Police Ride-a-long  
Park and Recreation Update

## Ramsey

During the month of December we had 10 new programs, with a total of 4 hours and 31 minutes.

### *Meetings:*

Planning Commission (No)

City Council Meeting (12/10)

Housing and Redevelopment Authority  
(12/10)

Park and Recreation Meeting (No)

Cable Commission (12/19)

City Council Meeting (No)

### *New Programming*

1. Business Spotlight

- 

2. Sheriff Show

- S.W.A.T. training
- Dangers of Distracted Driving
- Public Safety Data System

3. Your Council Your Community

- Councilmember's Randy Backous and Chris Riley reviewed Ramsey events

4. Distracted Driving

5. Quad Cities Municipal Report: *(featured stories)*

- First Annual Event of the Christmas Tree Lighting Ceremony
- Christmas Tree Disposal

6. Fire Department Agility Test and Training

- An overview of some skills that firefighters are required to perform

7. Strategic Plan Review

- Mayor Sarah Strommen reviews the city's newly adopted strategic plan

### *What we are working on:*

Ice Skating

Fire Hydrant Snow removal

Ramsey will be changing their "update" format to a bi-monthly magazine style program. The first program will cover several topics such as development updates with Tim Gladhill, Snow plow safety with Grant Reimer, Budgeting overview with Kurt Ulrich, and Park development with Mark Riverblood.

# January 2014 Government

Monday	Tuesday	Wednesday	Thursday
		<b>1</b> <b>New Years</b>	<b>2</b> <i>cancelled</i> Andover P & R
<b>6</b> 7:00 Anoka City Council & Leslie <i>Cancelled</i> Champlin ERC	<b>7</b> 7:00 pm Andover City Council & Alex 7:00 pm Anoka Planning Commission <i>Cancelled</i> Champlin Park & Rec	<b>8</b>	<b>9</b> 7:00 pm Ramsey Board of Adj/Planning Comm <i>Off-camera</i> Ramsey P & R 10:00am Anoka Update 11:00am Andover Update
<b>13</b> 6:30pm District 11 School Board Mtg. 5:00pm Anoka HRA 6:00pm Champlin EDA mtg. 7:00pm Champlin City Council	<b>14</b> 7:00pm Ramsey City Council & HRA <i>cancelled</i> Andover Planning Commission	<b>15</b> 5:30pm Champlin Update	<b>16</b> 7:00pm Andover P & R 10am Cable Commission
<b>20</b> <b>Martin Luther King Day</b>	<b>21</b> 7:00 pm Andover City Council 7:00pm Anoka City Council 7:00pm Champlin Planning Commission	<b>22</b>	<b>23</b> 9:00am Andover Update 10:00am Anoka Update
<b>27</b> 6:30pm District 11 School Board Mtg. 6:00pm Champlin COW mtg. 7:00pm Champlin City Council	<b>28</b> 7:00pm Ramsey City Council & HRA	<b>29</b> 11:00am Champlin Update	<b>30</b> 1/8/2014 1:45 PM

TO: Board of Directors  
FROM: Bruce Chaffee, Sports Director  
DATE: January 7, 2014

Happy New Year everyone! As I write this month's report we are in the middle of our deep freeze. I hope all your vehicles started this morning.

**Programming Totals (December):**

- 1 - Girls Hockey Game
- 2 - Girls Basketball Games
- 2 - Boys Hockey Games
- 2 - Boys Basketball Games

**Totals Hours of New Programming (December):**

11.9 hours of new programming.

With Christmas and New Year's falling on a Wednesday, the sports' calendar had an extended vacation from any action. That is why the number of new programs for December is a little down compared to the past. Teams either took time off or travelled on road trips to tournaments outside of our area. Now that January has arrived, QCTV Sports is back up to full production. Or has it?

As I stated earlier, we are in the middle of a cold stretch. School closings for Monday, January 6 and Tuesday, January 7 have also included extra-curricular activities. No games. Kind of reminds me of all the bad weather and cancellations of games from this past spring. Make-up dates have yet to be posted, so I'll have to wait and see if the QCTV game will be re-scheduled for broadcast. The weather is turning towards the better and I'm sure we are good to go for the rest of the week and hopefully the year.

During my down time, I was able to install some new equipment into the production van. I will do my best to explain the changes made and the reasons why. Please refer to the picture display for help.

Currently, the production van uses the Stream Z encoder for our main production recording device. However, DVC Pro decks and DVC Pro tapes are used for instant replay and for programming backup. The production van is the only work station at QCTV that still uses DVC Pro decks and DVC Pro tapes during its productions.

In a typical year, the production van records over 100 events and out of those events we may have only 2 or 3 failures during the year. But, when that does happen we need to go to the backup tape for the final production. Simple enough. The playback center does not have a DVC Pro deck to play back the tape of the production. So, I have to take that tape and use a replay deck in the van to re-record the broadcast on the Stream Z. When it's done recording, in real time, I can now transfer that new file back to the server for playback, a process that adds an extra 2-4 hours to a production. Needless to say, I hate when the first copy fails.

But now, instead of tape, I have replaced our programming backup DVC Pro deck with the Blackmagic HyperDeck Pro Studio Pro Recorder. This device is a narrow, one rack space unit that records in 10 bit uncompressed video that we can transfer its files to the QC server in case of Stream Z failure, a process that will take only an extra 15-30 minutes. Much better.

Next on the list is the replacement of the small, triple monitors for replay. As you can see, the space needed for the DVC Pro decks limited the screen size for replay monitors. The old setup had three 5" screens to view the corresponding DVC Pro decks to determine the replay needed during live production. Not ideal for the operator. But with the removal of the backup DVC Pro deck, enough space was created for an upgrade to four 8" monitors. Now the replay operator doesn't have to squint to see the action.

Why 4? The van never had a dedicated monitor for the backup recorder, now it does. In video, you never assume. I always want a monitor on all recording devices to be confident I am recording.

Finally, with the removal of the DVC Pro deck I was able to rearrange some equipment for better work flow. As a director, I monitor many devices at once so having them positioned properly is very important. The old set up had the Vector/Waveform below the RCU units. Not ideal. The Vector/Waveform is used to tech camera color quality, brightness, saturations, black levels, etc. All those qualities needed for good camera video. The Remote Control Units or RCU is used to control each individual camera so the director can remotely tech each camera settings according to what the Vector/Waveform displays. Having the Vector/Waveform above the RCU makes it easier to tech cameras during productions.



Old Set Up



DVC Pro Deck

Triple Monitors

RCUs

Vector/Waveform  
Encoder Monitor

New Set Up



Black Magic HyperDeck  
Studio Pro Recorder

Vector/Waveform  
Encoder Monitor

Blackmagic SmartView  
Duo 8" Monitors

RCUs

# Sports Production Schedule

## January 2014

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday																																																																																						
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# Sports Production Schedule

## February 2014

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## MEMORANDUM

**TO:** Commission Directors  
**FROM:** Terry W. Lovaas, Community Affairs Director / Creative Services Director  
**DATE:** January 16, 2014

### **Community Affairs**

#### **Ongoing programming:**

<i>The History Show</i>	History of Ham Lake (repeat)
<i>The District Court Show</i>	Mentally Ill People within the Criminal System
<i>The Chamber Report</i>	Preparing for 2014 / Gala / Member Profiles
<i>Suburban Mix</i>	Health & Fitness / Yoga / Pilates / Nutrition
<i>QC NEWS</i>	2 new episodes* (see note below)
<i>Updates</i>	Updates were produced for Anoka (1), Andover (1), Champlin (1)

\*Because of the holidays (and the lack of regular stories), *QC News* took a slightly different approach to creating an episode. We took a look back at all the community-based programming we did in 2013. I wrote the "Year in Review" script and hosted the show. James Reynolds searched through our archives, found all the necessary clips and edited a very nice 30:00 program. I hope you all take the time to watch *QC News* "Year in Review" and remember all the informative, entertaining programming that Community Affairs produced last year.

#### **Programming Totals:**

We produced 10 new programs for a total of 8 hours.

#### **December 2013 Community Events:**

December 10 <sup>th</sup>	Anoka	Orchestra Concert
December 17 <sup>th</sup>	Andover	Choir Concert

#### **January 2014 Community Events:**

PSA Day (Ramsey)	January 22nd
State of the Markets	January 28th

### **Creative Services**

#### **Ad Sales:**

We currently do not have any commercial clients running in winter sports.

We have completed (or are very close to completing) the videos for ERC. I will invoice Bruce Bomier for (approximately) \$4,000.

# MEMORANDUM

TO: QCTV Board of Directors  
FROM: Scott Flynn, Head Tech  
DATE: January 8, 2014

## **Projects and Events**

QCTV is now starting to send the video recordings of the meetings from City Halls to QCTV over the internet. This saves from staff shuttling back the digital recording right after the meeting. The process has been made mostly automatic, requiring the producer to double click a "send to QCTV" button. After the transfer is complete, it sits waiting in the video server at QCTV to be scheduled in.

The tech department has begun some website upgrades for the new year. The result so far has been very clean, sharp look. You will start to see some changes to the look and some of the features so be sure to visit often: <http://www.qctv.org>.

## **Playback Channel Uptime**

Channel uptime this month is at 97.34% to 99.44%. You will find this information in the channel statistics included in your packet.

## **City/District Tech Services Report**

Only two issues have been logged for the month of December.

On December 3, It was found at Andover the internet was not working during an equipment check. The modem required a reboot.

Also on December 3, the internet was found very slow at Anoka. Comcast was contacted and a replacement modem was installed.

## **Tech Department Work Stats**

Attached to the end of this report is the Tech Department Work Stats for December 2013. This month, the tech department had 34% for community, 14% for government related support, 1% for sports and 51% for organization wide support. By category, the majority of work was tech related at 38% followed by playback related at 22%.

## **Web Statistics**

The qctv.org website had 268,854 total hits for pages and videos for the month of December. With our web streaming, the top three spots for government hits was taken by Anoka with over 80 hits for the Historic Preservation Committee of 12/10, over 60 hits for the 12/10 Ramsey City Council Meeting and 33 hits for the 12/9 Champlin City Council Meeting. Suburban Mix had over 400 hits.

Complete web streaming statistics are attached to your packet.

### **Social Media Promotions**

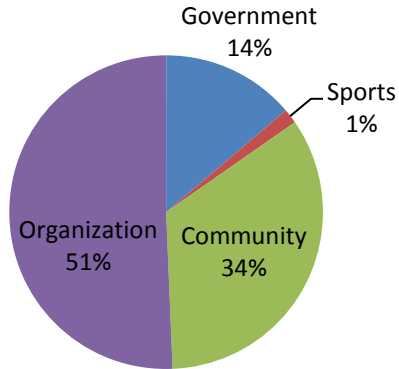
With the changes in staff for the Tech Department. we have been training in department heads to post on Twitter, Facebook, and YouTube to alert the community of new and interesting videos, features, and happenings that their departments have been working on.

Currently there are 184 followers on @qctv Twitter account, up 2 since last month. QCTV also has a twitter account for community bulletins. Currently our @qctvbb twitter account is at 100 followers. On Facebook, we are up 1 like, bringing our total followers to 215. QCTV YouTube account had 278 minutes of view time and 152 total views. QCTVsports YouTube account had 1,053 minutes of view time and 412 total views.

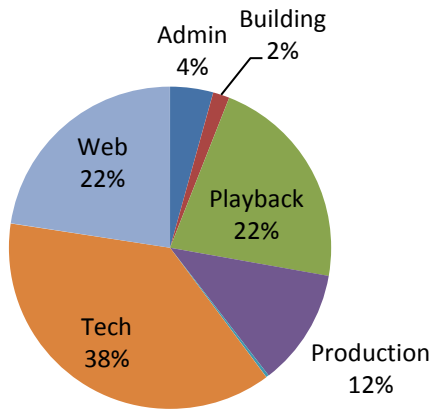
# Tech Department Work Stats

December 2013

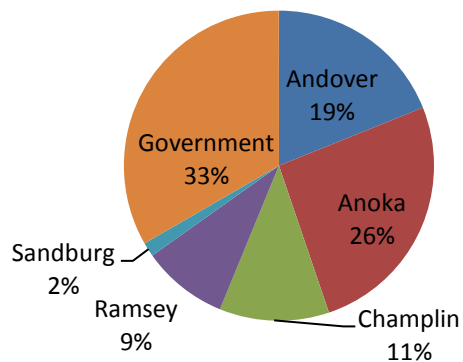
## By Department



## By Category



## Government Breakdown



## MEMORANDUM

To: Board of Directors  
From: Tim Rick, Media Producer  
Date: January 6, 2014

The bulk of this report will be on the QCTV graphics I've recently finished, am working on and will soon be starting. I'm in the process of working on the following six items.

- 1) Design and create new 10' set piece for the city of Ramsey
- 2) Establish a clear "rules for QCTV content" agreement
- 3) Contact winter sports head coaches to gauge interest in an end of the year highlight video
- 4) Design and create new 10' set pieces for the cities of
- 5) New District Court & new The Chamber Show opens

I'm currently in the process of designing a new 10' set piece of the city of Ramsey. At this point, I'm gathering a larger variety of photographs from which I can use to create the artwork. Once designed it will be printed and then available for QC productions. Once the city of Ramsey is complete I will begin work on the other three cities. Ideally each city would have a similar large set option to be either used in the studio or on location. I'm also working on defining rules for users using QCTV content. Licensing agreements when used for profit specifically. This was discussed when the issue of allowing another party to produce a high school sports highlight video using game footage from our productions.

This leads me into my next item, which is contacting winter sports head coach about producing their end of the year highlight videos. There has been a large number of first year coaches, so I hope to introduce myself to them and let them know about this great product. The last two items on the list are new opens for two of our shows that I'm hoping to start and finish very soon.

Here is a list of some projects I've completed since my last report:

- 1) Design and create new generic QCTV pop up display
- 2) Compress videos for Telly Awards entry
- 3) Customer transfers

I'll discuss briefly what I've completed since my last report. A new generic QCTV pop up is created and ready to bring to the Fastsigns for printing. Since we do not have an immediate shoot where the display would be used, we'll wait on printing it until I've finished creating the new 10' set piece for the city of Ramsey. Then both files will be dropped off. A number of QCTV produced videos were entered for the Telly Awards, I helped reformat the videos to the correct size and file type for entry. And prior to Christmas I was busy finishing up a few customer transfer orders. I've continued my duties as the Studio Manager. This includes setting up the studio prior to shoots and helping out when needed. And I've been working on transfer orders as they come in.

Tim Rick  
QCTV Media Producer



# 2014 PREDICTIONS: MORE, BETTER, FASTER

LOOKING AHEAD TO NEXT YEAR'S BIG INDUSTRY ISSUES

By: MCN Staff Dec 23 2013 - 12:00am

LOOKING AHEAD TO NEXT YEAR'S BIG INDUSTRY ISSUES



With 2013 about to fade into memory and the pace of change in the cable TV industry moving at warp speed, it's a prudent thing to look ahead. But looking ahead just won't cut it anymore. The smartest players try to see around the bend before anyone else catches on. And the only way to predict anything with authority is to intimately know the relevant issues.

With that spirit in mind, the beat reporters of *Multichannel News* asked the brightest minds in the business what was on their radar for 2014. Their responses and our analysis on the most critical issues facing the television industry follow.

## 1 MORE SCRIPTED SHOWS

**More reality-based cable networks and online streaming-content providers will aggressively jump into the scripted-series arena in 2014.** The ratings success of cable's scripted comedy, drama and movie series in 2013 — to date, nine of the top 10 most-watched cable shows during the year were scripted dramas or comedies, according to a Turner analysis of Nielsen data — will drive more networks to launch original fictional shows.

While networks can still perform well with mostly reality-themed programming, cable executives say that a successful scripted program can significantly propel a programmer's brand both among viewers and critics.

"Scripted content actually redefined us — we became that week-after-week appointment television outlet that viewers were seeking," Crown Media Family Networks CEO Bill Abbott said. After successfully launching its first-ever scripted series, *Cedar Cove*, this year, Crown's Hallmark Channel will launch two more scripted dramas shows in 2014, *When Calls the Heart* and *Signed, Sealed, Delivered*.

Bravo, WE tv, Discovery Channel and E! have already announced their first respective scripted projects that will launch over the next 18 months. In 2013, cable networks like History (*Vikings*), Science (*The Challenger Disaster*) and National Geographic Channel (*Killing Lincoln*, *Killing Kennedy*) — as well as over-the-top players like Amazon (*Alpha House*) — launched scripted fare for the first time in 2013 to big ratings numbers and, in some cases, TV awards recognition.

Nat Geo's *Killing Kennedy*, which drew a network-record 3.4 million viewers for its Nov. 10 bow, recently garnered a Golden Globe nomination.

While not with its first scripted series, online content streaming service Netflix established itself as a programming force with the 2013 premieres of drama series *House of Cards* — which this past September won the first Emmy Award for an online content provider — and dramedy *Orange Is the New Black*, which recently garnered both Golden Globe and Screen Writers Guild Award nominations.

Science Channel, Hallmark and Amazon are expected to roll out additional scripted fare in 2014 to add to a cornucopia of quality scripted shows already offered by a variety of cable networks such as USA Network, FX, AMC and TNT, as well as over-the-top content distributors Crackle, Hulu and Netflix.

— *R. Thomas Umstead*

## **2 BIG DEALS AHEAD**

**After a long drought, 2014 could finally become what Wall Street has been anticipating ever since the consolidation craze of the late 1990s — The Year of the Deal.** Charter Communications, which made initial overtures to Time Warner Cable in June, set off an unprecedented run in cable stocks in 2013 as investors predicted an industry-wide consolidation effort to combat high programming costs and competition.

As of press time, no formal offers had been made — Charter was expected to make a “bear hug” offer valuing the larger TWC at about \$65 billion as early as last week — but most analysts are anticipating a flurry of M&A activity next year.

“If and when we get a Charter deal, the question is, what we will see next?” MoffettNathanson principal and senior analyst Craig Moffett said. “I suspect we’ll see some smaller deals for privately-held cable operators next year as well. As programming pressures mount, it gets harder and harder to stay independent.”

While Charter has grabbed all the headlines, toward the end of the year it appeared that programmers were also testing the M&A waters after reports surfaced that Discovery Communications was mulling a takeover of Scripps Networks Interactive, parent of such cable programming stalwarts as Food Network and HGTV.

While no formal offer had been made — and after a one-day 8% rise in Scripps shares, the initial enthusiasm appeared to wane — Sanford Bernstein media analyst Todd Juenger wrote last week that even if a Scripps deal doesn’t get done, it could highlight the need for an international strategy.

Pivotal Research Group principal and senior media & communications analyst Jeff Wlodarczak also said consolidation would be the biggest development in 2014, but outside of a large distribution deal, he said he expects some other big industry questions to be at last partially answered in 2014.

That includes getting more clarity regarding Dish Network chairman Charlie Ergen’s plans for the vast amounts of wireless spectrum he has been hoarding over the past several years. According to Wlodarczak, Ergen could use that spectrum either as a wedge to get a merger deal with rival satellite-TV giant DirecTV by promising to create a legitimate wireless competitor, or he could lease out the frequencies before an eventual sale.

Wlodarczak also believes that in the coming year, an even larger percentage of cable operators will convert their systems to all-digital, resulting in faster data speeds, expanded HD offerings and reduced piracy. Moreover, a shift to all-digital could help MSOs take some video share from satellite, causing “video subs to come in better than expected.”

— *Mike Farrell*

## **3 NO BIG LAWS FROM D.C., BUT FCC WILL BE TESTED**

**If proposed cable mega-mergers materialize, it will provide a test bed for new Federal Communications Commission chairman Tom Wheeler’s regulatory mantra of “competition, competition, competition.”** That mentality will drive Wheeler’s vision of the government’s role in ensuring an open and interconnected Internet.

Wheeler has signaled there is no rush to close the docket on reclassifying Internet access under Title II common-carrier regulations. That could mean trying to recraft an Open Internet order if it is remanded back to the FCC.

But that would be a highly contentious process that could siphon off resources and energy from the main task at hand — the broadcast-TV spectrum incentive auctions that will likely be his defining issue. A more likely scenario would be to launch a likely lengthy process of reconsideration, depending on what the court says.

Like his predecessor, Julius Genachowski, Wheeler recognizes that user-based Internet pricing is part of a cable operator's basic business model — as long as operators don't use their size and technology to quell the voices or slow the speeds of competing services.

While the agency is deeply engaged in the net neutrality debate, one thing it won't have to consider is the implementation of a big new telecommunications law. Still, the House Republicans' planned telecom rewrite marathon will "create big business because nobody can afford to ignore it," one cable lobbyist said. The telecom law rewrite is billed as including a series of hearings and white papers stretching throughout 2014, with the heavy lifting coming in 2015.

House Communications Subcommittee Chairman Greg Walden (R-Ore.) signaled that a rewrite of the telecom law, not the renewal of the Satellite Television Extension and Localism Act (STELA), was where thorny issues like retransmission consent would be taken up, which could kick retrans reform on the Hill down the road.

Wheeler could tackle retrans issues, either by revisiting the FCC's more-than-two-year-old retrans reform proposals, or through changes to media ownership rules or via merger conditions on the TV station deals that involve shared-services arrangements. He signaled at his confirmation hearing that he didn't like it "when consumers are held hostage over corporate disputes."

Wheeler has already signaled with a January agenda item that he is ready to tackle the transition to IPv6, the latest iteration of the Internet protocol, with help from other federal agencies. Look for real-world IP transition trials, with consumer-oriented issues like interconnection and access top of mind.

— John Eggerton

#### **4 TECH ADVANCES WILL CREATE NEW RIVALS — AND NEW WEAPONS**

**A virtual MSO will rise.** Although Intel Media has apparently hoisted the white flag as it attempts to sell the assets of "OnCue," the platform it was set to use to launch a subscription pay TV service that could be delivered over-the-top, don't expect the notion of the "virtual" MSO to fade away in 2014.

If anything, expect this budding segment of the industry to show signs of blossoming as other players secure the distribution rights required to deliver a compelling over-the-top subscription TV offering. But instead of requiring dedicated hardware, as was to be the case with Intel's offering, expect a successful virtual MSO to focus on apps and a bring-your-own device model that will take advantage of the growing use of smart TVs, tablets, and specialized streaming devices that pipe content directly to the big screen.

But who will be first? Google and Sony are among the most likely candidates, as they have the cash to pull it off and they both know their way around the content distribution business, a component that was lacking in Intel Media's strategy. Verizon Communications, said to be a leading candidate for landing the OnCue assets, is the wild card of the bunch. Word is that its interest in OnCue is not about helping it become a virtual MSO right away, but instead to help it accelerate a product roadmap that will enable it to keep stride with Comcast's cloud-fed X1 platform.

**Look for Netflix to launch on cable — and vice versa.** Expect 2014 to shape up as the first year in which Netflix gains entry on a set-top box leased out by a U.S. cable operator, enabling the over-the-top video streamer to repeat the feat it's been able to achieve with Virgin Media in the U.K., and with ComHem in Sweden. Although major operators such as Comcast and Time Warner Cable will likely remain resistant to the idea, expect at least one of TiVo's U.S. cable partners — RCN, Suddenlink Communications, and Mediacom Communications, among them — to offer access to Netflix on leased devices.

**All the while, cable operators will be boosting speeds.** Now that CableLabs has polished off the product specs for DOCSIS 3.1, a platform that will give cable the potential to deliver multi-Gigabit speeds over hybrid fiber/coax plant, expect the first signs of deployment to emerge before the end of 2014. Cable put DOCSIS 3.1 on a fast track, completing the specs 40% faster than its predecessors, and putting vendors in position to push forward on the product front.

— *Jeff Baumgartner*

### **5 SPORTS FEES KEEP CLIMBING (BUT RSNs SEE LIMITS)**

**Even though its combined \$930 million in rights deals with ESPN/ABC and TNT won't expire until after the 2015-16 season, new National Basketball Association commissioner Adam Silver, David Stern's successor, will make a splash with new national contracts.** And the value of those deals will likely escalate significantly beyond the game's Nielsen growth over the past decade.

Fox will be looking to add key product for its fledgling cable network Fox Sports 1, and the scarcity of other major rights will drive prices significantly higher well into the next decade.

Given myriad affiliate problems at Comcast SportsNet Houston and DirecTV's not offering the Pac-12 Networks, the days of programmers hitting home runs right out of the gate with new sports networks are over.

Expect Time Warner Cable, which succeeded in launching a pair of Los Angeles Lakers-centric regional sports networks to full distribution, to encounter carriage problems with SportsNet LA, which will throw out the first pitch on Dodgers games with the start of the 2014 baseball season. The new entrant is reportedly seeking an estimated \$5 in monthly subscriber fees.

For its part, ESPN, which experienced early problems with the University of Texas' Longhorn Network, will be peddling the SEC Network ahead of its August debut. Does ESPN have the clout to convince distributors that the king of college football — Auburn is seeking an eighth consecutive national title for the conference — is worth carrying beyond its 11-state footprint?

All of the NFL's new TV deals — a combined, seasonal payment of \$4.95 billion from CBS (\$1 billion), NBC (\$950 million) Fox (\$1.1 billion) and ESPN \$1.9 billion — begin with the 2014 campaign, while DirecTV's exclusive contract for the out-of-market "NFL Sunday Ticket" expires after next season. The NFL and DirecTV, expected to retain the package, were in negotiations at press time late last week.

The Winter Olympics and the World Cup — the globe's biggest sporting events — will take place in Sochi, Russia and Brazil, respectively. NBC Sports Group has already raked in more than \$800 million in national ad sales, a record for the Winter quadrennial, while authenticated streaming marks are sure to fall quicker than Lindsay Vonn in the downhill. The ratings may take silver compared to the gold of Vancouver's more favorable time zone in 2010.

Conversely, viewership for the 2014 FIFA World Cup — the last for U.S. rightsholders ESPN and Univision — figures to benefit from late-afternoon and early-evening (ET) telecasts from Brazil, versus the morning matches from South Africa in 2010. The Sunday, June 22, match between the U.S., which will be hard-pressed to escape its Group of Death, and Cristiano Ronaldo-led Portugal on ABC will serve up a

huge soccer audience, while Univision will score *gigante* with Mexico's June 17 encounter with the host nation.

— *Mike Reynolds*

Multi Channel News – December 23, 2013

# Cable Stocks: Up, Up and Away

DEAL CHATTER DRIVES MSO SHARES TO NEW HEIGHTS

By: MIKE FARRELL Dec 23 2013 - 12:00am

DEAL CHATTER DRIVES MSO SHARES TO NEW HEIGHTS

Consolidation speculation helped drive cable stocks to nearly unprecedented levels in 2013, up more than 40% for a second straight year and the fourth consecutive year of positive growth for the sector.

Shares in publicly traded cable operators — Charter Communications, Time Warner Cable, Comcast and Cablevision Systems — were up a combined 46.8% between Dec. 31, 2012 and Dec. 18. That's building on a 42.3% rise in 2012, a 4.5% uptick in 2011 and a 38.8% increase in 2010.

Charter led the sector with a 71% increase in its stock price from \$70.24 per share to \$130.34 each on Dec. 18. Charter, which received a \$2.6 billion investment from Liberty Media in March, has been making overtures to Time Warner Cable since June.

## **'BEAR HUG' COMING?**

As of press time, Charter was expected to make a "bear hug" offer for TWC at around \$130 per share, which would value it in the \$60 billion to \$65 billion range.

Aside from TWC — which was up 38.3% in 2013 — other MSOs have also benefited from consolidation talk. Comcast, which has been said to be considering launching a joint offer for TWC with Charter or another MSO, saw its shares rise 34.6% during the year. Even Cablevision, which has been plagued by negative growth issues, experienced a 10.2% rise in its stock price in 2013.

The thirst for a big deal has been the main driver for the stocks this year, analysts conceded, though they added that cable operators are also fundamentally sound. At least half the sector is expected to see revenue and cash-flow growth in the mid to high single digits for the full year.

Some would also argue that the overall growth in the stock market has also helped cable shares along during the year: For example, the Dow Jones Industrial Average was up about 25% as of Dec. 17 and the Standard & Poor's 500 Index was up about 30%.

MoffettNathanson principal and senior analyst Craig Moffett was also cautious about the future. While he did not expect a major correction in 2014, mainly because cable valuations are in line with the rest of the market — estimated by some to be about 6.5 times 2014 core cable cash flow — he also did not expect another period of big gains for the sector.

"Unlike just a few years ago, when everyone hated cable stocks, the sector is now relatively well-loved, and that makes it much harder to see where the incremental buyer of these stocks is going to come from," Moffett said.

But the analyst also feared that the deal frenzy could cloud investor judgment in the long term.

"There are reasons to be a bit more cautious than in prior years," Moffett said. "My fear is that investors have lost sight of fundamentals in the chase for M&A."

Pivotal Research Group principal and senior media and communications analyst Jeff Wlodarczak also was optimistic about the coming year, mainly because he sees organic growth in the sector as more and more MSOs go all-digital.

"While you could see a pullback in TWC if a deal does not happen, I see a good year for cable in 2014," Wlodarczak said. "Cable has pricing power in data, many operators (Charter and increasingly TWC) are

just starting to see the benefits of going all-digital, business is a huge opportunity with a long runway growth, advertising should be a nice contributor in 2014 and operators are throwing off a good amount of free cash flow and deploying that into aggressive capital returns.”

ISI Group analysts Vijay Jayant and David Joyce also noted the benefits of going all-digital, adding that it has helped Comcast roll out new services quicker and reduce churn.

### ***SATELLITE UPTICK***

Satellite stocks were also up about 41% for the year, with DirecTV up 32.6% to \$66.39 from \$50.16 and Dish Network climbing more than 50% to \$55.29 per share from \$36.40 as investors guessed what chairman Charlie Ergen could do with the \$3 billion in wireless spectrum he has amassed for the past several years.

“For, Dish it is all about the spectrum value he [Ergen] is building and the U.S. business being more resilient than people think, while at DirecTV it is [about] the Latin American turnaround,” Wlodarczak said.

Multi Channel News – December 23, 2013



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BY MIKE FARRELL

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## A Rising Tide

Consolidation speculation helped drive cable stocks up nearly 47% in 2013, the fourth straight year of increases in the sector:

	12/31/12	12/18/13	% CHANGE
Charter	\$76.24	\$130.34	71%
TWC	\$97.19	\$134.39	38.3%
Comcast	\$37.36	\$50.27	34.6%
Cablevision	\$14.94	\$16.46	10.2%
<b>Total:</b>	<b>\$225.73</b>	<b>\$331.46</b>	<b>46.8%</b>

SOURCES: NASDAQ website, Multichannel News research

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But the analyst also feared that the deal frenzy could cloud investor judgment in the long term.



# Multichannel News Index (MNI) 939.29 -2.99 (WEEKLY)

-0.32%

	Price 12/18	Price 12/11	Weekly % Change	Month Ago	Year Ago	52-Week High	52-Week Low		Price 12/18	Price 12/11	Weekly % Change	Month Ago	Year Ago	52-Week High	52-Week Low
<b>MSOs</b>								<b>EQUIPMENT VENDORS</b>							
Cablevision	16.48	16.22	1.60%	14.90	15.06	20.16	13.62	Arris Group	22.16	21.51	3.02%	18.00	14.58	22.48	14.07
Charter	130.34	130.82	-0.37%	129.54	74.14	144.02	128.65	Broadcom	28.60	28.68	-0.30%	26.63	33.47	37.85	23.25
Comcast	48.32	47.12	2.55%	46.34	36.66	48.78	34.95	Cisco	21.00	20.88	0.57%	21.29	20.38	26.49	19.31
Comcast (special)	50.27	48.66	3.31%	47.38	38.05	50.75	36.30	Concurrent	7.67	7.72	-0.65%	7.37	5.95	8.95	5.09
Liberty Global	84.71	84.67	0.05%	79.87	#VALUE	86.82	68.83	EchoStar	46.98	48.72	-3.57%	49.77	34.37	51.60	32.55
Rogers	44.39	45.01	-1.38%	45.16	45.26	51.98	38.32	Entropic	4.59	4.77	-3.77%	4.76	5.40	5.82	3.57
Shaw	23.58	23.52	0.26%	23.38	22.92	25.46	21.32	Harmonic	6.88	6.96	-1.15%	7.29	4.98	8.25	4.62
Time Warner Cable	134.49	131.50	2.27%	121.53	96.27	139.85	132.21	Intel	25.15	24.42	2.99%	24.60	20.96	25.98	20.10
<b>TOTAL</b>	<b>↑ 1,927.41</b>	<b>1,882.23</b>	<b>2.40%</b>	<b>822.42</b>	<b>1,492.60</b>	<b>1,998.13</b>	<b>1,444.74</b>	LM Ericsson Telephone	11.76	11.90	-1.18%	12.49	10.08	14.22	11.61
<b>PROGRAMMERS</b>								<b>TELCOs</b>							
AMC Networks	62.69	64.98	-3.52%	64.00	50.60	73.39	48.41	AT&T	34.38	33.95	1.27%	35.60	34.34	39.00	32.76
CBS	59.79	58.44	2.31%	59.60	36.40	61.08	35.37	Sprint (H)	8.95	8.11	10.36%	7.64	5.53	8.99	5.15
Crown Media Holdings	3.38	3.34	1.20%	3.12	1.87	3.41	1.66	Verizon	48.47	48.49	-0.04%	50.76	43.87	54.31	41.50
Discovery	86.29	84.53	2.08%	85.42	63.61	89.58	61.46	<b>TOTAL</b>	<b>↑ 635.15</b>	<b>630.78</b>	<b>0.69%</b>	<b>660.95</b>	<b>608.74</b>	<b>711.08</b>	<b>581.82</b>
Disney (H)	72.20	70.52	2.38%	69.50	50.22	72.20	48.80	<b>SATELLITE TV</b>							
21st Century Fox	33.46	32.69	2.36%	33.75	25.49	35.44	21.62	DirecTV Group (H)	66.49	66.92	-0.64%	65.04	51.84	68.86	47.71
HSN	61.44	59.75	2.83%	57.63	55.01	65.00	49.14	Dish Network	55.29	53.76	2.85%	50.58	35.79	55.46	33.79
Liberty Interactive	28.40	27.22	4.34%	27.93	19.66	28.65	18.87	<b>TOTAL</b>	<b>↑ 1,811.01</b>	<b>1,806.79</b>	<b>0.23%</b>	<b>1,741.93</b>	<b>2,029.08</b>	<b>2,149.87</b>	<b>1,238.16</b>
Liberty Media	145.55	147.81	-1.53%	147.50	#VALUE	159.33	101.00	<b>SOURCE:</b> Financial Content <b>NOTE:</b> The Multichannel Multimedia Index measures the combined prices of stocks listed on this page, weighted by market capitalization. S&P tracks the Standard & Poor's 500 stock index.							
Madison Square Garden	54.90	55.16	-0.47%	56.21	44.79	63.44	43.36								
Scripps Networks Interactive (H)	82.91	81.00	2.36%	74.70	59.20	85.73	55.88								
Starz	27.53	27.43	0.36%	28.60	#VALUE	30.72	12.84								
Time Warner Inc.	67.60	66.42	1.78%	66.85	48.15	70.77	46.70								
ValueVision Media	6.77	6.22	8.84%	5.26	1.73	6.82	1.68								
Viacom	83.55	81.03	3.11%	79.54	53.80	86.06	51.67								
WWE	15.11	14.17	6.63%	13.60	8.14	15.47	14.97								
<b>TOTAL</b>	<b>↑ 1,422.98</b>	<b>1,390.68</b>	<b>2.32%</b>	<b>1,391.30</b>	<b>1,106.64</b>	<b>1,460.48</b>	<b>1,074.41</b>								

**TOP 5 PERCENTAGE GAINERS:** **TOP 5 PERCENTAGE LOSERS:**

Sprint	10.36%
ValueVision Media	8.84%
WWE	6.63%
SeaChange	4.86%
Liberty Interactive	4.34%

Entropic	-3.77%
EchoStar	-3.57%
AMC Networks	-3.52%
Microsoft	-2.74%
Liberty Media	-1.53%

**TIP SHEET**

**ANALYST: TWC SHOULDN'T RUSH TO SELL**

BTIG Research analyst Rich Greenfield raised his price target on Time Warner Cable to \$160 per share last week, adding in a note to clients that the second-largest MSO shouldn't rush to sell. While investors waited for a "bear hug" offer for the cable giant from smaller Charter Communications last week, Greenfield reiterated his "buy" rating on the stock and wrote that although the company has had operational challenges this year, "we expect performance to improve meaningfully in 2014."

**NIELSEN: MORE OF THE SAME**

Sanford Bernstein media analyst Todd Juenger noted that at its recent investor day, measurement giant Nielsen stuck to its knitting, offering forecasts for mid-single-digit revenue growth despite an anticipated windfall from digital measurement. Juenger cautioned against interpreting those predictions as too conservative, noting that he took that stance regarding its 2013 revenue guidance, "and yet they will miss it (for the second year in a row)."

**MARKET INDEX COMPARISON**

	12/18	12/4	% Week	Month Ago	Year Ago
MNI	939.29	931.30	0.86% ↓	936.32	788.46
S&P 500	1,810.65	1,782.22	1.60% ↓	1,791.53	1,446.79
DJIA	16,167.97	15,843.53	2.05% ↓	15,976.02	13,350.96
NASDAQ	4,070.06	4,003.81	1.65% ↓	3,949.07	3,054.53



# Comcast Expands Its Silicon Valley Presence

INNOVATION CENTER SEEKS PARTNERS  
By: JEFF BAUMGARTNER Dec 23 2013 - 12:00am  
INNOVATION CENTER SEEKS PARTNERS

Comcast has a clear message for the Silicon Valley and its rich base of entrepreneurs, engineering talent and technology startups: We are here, and we want to work with you.

That was a key aim of an open house put on Dec. 10 at Comcast's 70,000-square-foot Silicon Valley Innovation Center, which has grown from 60 employees when it launched in 2011 to one that now employs about 250 engineers.

In addition to christening the expansion, the event was also put on to signal to the area that the facility has "shifted our charter" from being a facility that focuses on creating new products to one that is likewise eager to strike up partnerships with third parties that can collaborate on the development of new products and services, Comcast Silicon Valley general manager Justin Miller said.

## ***PARTNERS WANTED***

"It's important to us to get out there and to start talking with other companies that have a lot to add to the ecosystem," said Miller, who joined Comcast more than four years ago, initially to run Plaxo, the social contact service that the operator acquired in 2008. "A big part [of the event] was to showcase the work we've been doing and to get the word out that we are looking for more partners."

At the event, Comcast showed some of the handiwork that has resulted from those collaborations, presenting demos with Altia Systems (a maker of video telepresence products), the California Telehealth Network, and Twitter, which has served as the launching pad for SEEiT, a platform that uses social media to promote shows and to enable Comcast subs to tune to a channel, set a DVR recording, or fire up a TV Everywhere app directly from a Twitter "card."

Miller said Comcast Silicon Valley is currently focused on drumming up third party interest in the MSO's IP-capable X1 platform, which currently supports apps from outsiders such as Pandora and Facebook.

By way of example, Comcast is in talks with Thuuz about bringing its sports app to the X1 platform, Miller said. Thuuz taps data from Twitter, Stats Inc. and other sources to determine the "excitement value" of live sporting events based on a 0-100 scale. Once integrated at the set-top level, customers could tune directly to a sporting event being touted by Thuuz.

## ***TALENT SPOTTING***

Comcast also used the event to help it with its recruiting in a hyper-competitive region. "I've been in Silicon Valley for 20 years and it has always been a fight for top talent," whether the market is booming or busting, Miller said.

Comcast isn't the only cable-focused firm to plant its flag in the area. CableLabs, the MSO-backed R&D consortium, opened a 17,000 square-foot Innovation Office and Lab on Oct. 28.

Multi Channel News – December 23, 2013

# Comcast Eyes Bigger VOD Content Payoff

BUT COULD C3 AD LOADS DRIVE VIEWERS AWAY?

By: JEFF BAUMGARTNER Dec 09 2013 - 12:00am

BUT COULD C3 AD LOADS DRIVE VIEWERS AWAY?

Hoping to unlock more dollars for ad-supported video-on-demand TV fare and improve the measurement of “binge” viewing of time-shifted content, Comcast has hooked up with Nielsen on small technical trials that will insert C3 ad loads into the most recently aired shows as well as into previous TV season episodes.

While this Nielsen-measured approach, dubbed On Demand Commercial Ratings, would likewise look to curtail DVR adskipping, analysts and advertising industry experts wonder if ODCR’s sizable ad load, coupled with fast-forward disablement, might have the opposite effect and cause some consumers to flee to other alternatives.

From Comcast’s perspective, ODCR, which will rely on a mix of dynamic ad insertion and Niensanctioned measurement, has the potential to not only drive VOD usage and expand the amount of series that are offered on its VOD platform, but also translate into stronger live TV ratings.

## ‘YOU’RE SELLING A SERIES’

“The idea is pretty profound because it would then mean you’re not selling an episode; you’re selling a series,” Matt Strauss, Comcast’s senior vice president and general manager, video services, told *Multichannel News* in an interview.

ODCR, he added, could then provide a means to monetize those older episodes that are being viewed in the C3 window (the first three days after a show originally airs) but have not typically been given C3 credit.

Based on early pilot work, Comcast believes ODCR could be ready for a commercial rollout in 2014.

Comcast, Nielsen and NBCUniversal conducted a technical trial in Philadelphia and Boston over the summer that involved three TV series: E!’s *Keeping Up With the Kardashians* and USA Network’s *Burn Notice* and *Psych*. Strauss stressed that the pilot was small (just 10 Nielsen employee homes) so it would not affect ratings.

Comcast said the initial trials showed that it could not only insert the C3 ad load into new and prior episodes of the series, but perhaps more importantly, that Nielsen could measure it.

Comcast, Nielsen and ABC are now conducting ODCR tests, among other next steps. CBS, which just inked an expanded VOD deal with Comcast, is considering an ODCR test run.

“We’re definitely interested” in doing an ODCR trial, David Poltrack, chief research officer of CBS, said. “With the DVR, you put the control in the hands of the consumer, but with VOD you give them the same benefit but you’re controlling it ... VOD should have always been an adsupported alternative.”

But some ad-industry and video experts don’t necessarily agree with this proposed approach.

Tim Hanlon, founder and CEO of The Vertere Group, said programmers will be tempted to replicate their live, linear ad loads into time-shifted offerings, but doing so “will be a huge mistake.” He questioned whether viewers would tolerate the 22 to 23 minutes of non-programming material that is typically packed into a 60-minute show. Programmers, he said, would be better off limiting commercials to one spot per break and perhaps charging “more for such uncluttered environments.”

## ***VOD: NOT IN A VACUUM***

Colin Dixon, chief analyst and founder of nScreenMedia, said he likes ODCR's "single buy" ideology, because it takes some of the back-breaking elements out of the ad sales equation. But he also believes it's challenged because cable VOD "no longer exists in a vacuum," as consumers use DVRs (and their ad-skipping capabilities) and subscribe to over-the-top options that allow them to binge out. "If they're planning on putting a bunch of previous seasons up for VOD and insert the ad load, boy, does that give you an incentive to check Netflix first," Dixon said. " But if you're not with Netflix and experimenting with the VOD system, you'll love this."

Strauss said the idea of ODCR is emerging amid positive VOD trends, noting that about 40% of Comcast's monthly set-top VOD usage involves TV-series bingeing.

Comcast also believes that ODCR can take advantage of the symbiotic relationship between live TV and VOD. Providing consumers with the ability to binge on a TV series using VOD can not only expand the audience for a show but also boost viewership ratings for future live linear broadcasts.

"A lot of times shows don't pick up steam until the third or fourth episode," Strauss said. "By moving to full season, you now have the ability for customers to catch up."

Multi Channel News December 9, 2013

# Comcast Is Gearing Up For IP Video-Ad Insertion

THIS TECHNOLOGY WILL HELP SPLICE SPOTS INTO MOBILE DEVICES, CONSOLES

By: JEFF BAUMGARTNER Dec 09 2013 - 12:00am

THIS TECHNOLOGY WILL HELP SPLICE SPOTS INTO MOBILE DEVICES, CONSOLES

After ratcheting up its ability to dynamically insert ads into live and on-demand video sent to legacy set-top boxes, Comcast has since turned its attention to repeating the feat on Internet protocol-connected tablets, smart TVs, smartphones, gaming consoles, and a new generation of gateways and set-tops.

Comcast on Sunday (Dec. 8) announced that it is using a dynamic ad-routing platform from Denver-based company This Technology to help it accelerate, streamline and scale up its DAI capabilities for the IP world and on devices capable of receiving that video both in the home or on the go.

The system, which also aims to preserve the ad model as video shifts to Internet protocol-based delivery, routes the ads and identifies placement opportunities on those video streams.

This Technology CEO Jeff Sherwin said the system provides Comcast with a key abstraction layer, giving the MSO the ability to integrate with ad campaign managers from a variety of vendors (BlackArrow, Nagra/OpenTV, Harris Broadcast, FreeWheel and Google's DoubleClick are among the suppliers in that market) while also avoiding the headache of repeating the development cycle for individual IP video platforms.

Establishing openness on the ad-campaign management side is important, Sherwin said, because operators want to avoid vendor lock on their internal advanced advertising systems while still being able to plug into IPbased DAI systems used by individual programmers. Because campaign-management products are not core to This Technology, the company is "incentivized to do integrations," Sherwin said.

Comcast has already begun to deploy This Technology's platform in support of various authenticated TV Everywhere offerings, including its recently updated Xfinity TV Go app, which currently supports 35 live-TV channels, its Web browser-based apps and its managed IP-video app for the Microsoft Xbox 360 console.

The multiyear agreement calls for This Technology to support Comcast's existing IP-video platforms and to extend that support to others, Denise MacDonell, This Technology's vice president of product management, said.

The multiyear IP-ad deal with Comcast is a sizable one for This Technology, though financial terms were not disclosed. This Technology, founded in 2006, has raised \$7.5 million so far. Its other announced customers include Verizon Communications, NBCUniversal and ABC.

Multi Channel News December 9, 2013

# Comcast Pitches Prepaid to Detroit

By: JEFF BAUMGARTNER Dec 23 2013 - 12:00am

In a sign its prepaid trials are expanding, Comcast recently began to sell its pay-as-you-go Internet and TV products in the Detroit area, following up initial prepaid retail efforts in Philadelphia, Delaware and New Jersey.

Comcast offers its prepaid Internet product in most markets now, limiting availability to customers who do not already get services from the operator or otherwise do not qualify for any of its postpaid products. Detroit is the only market where Comcast is testing prepaid TV.

Comcast declined to comment on its latest round of retail activity, but according to a Web page dedicated to its prepaid products, the operator recently added a retail component in the Detroit area.

Employees at two Detroit-area retail outlets also confirmed they have been selling both Comcast's prepaid Internet and TV products in recent weeks. Comcast has also set up a phone number (855-75-PREPAID) to take and fulfill orders.

An employee at Boulevard Check Cashers in Detroit who did not want to be identified by name said Comcast's prepaid products are growing in popularity, but noted that the Internet offering is the hotter seller. "There's a pretty good market for it over here," he said of Comcast's prepaid lineup.

Both products share pricing similarities. Comcast's TV offering features a \$69.95 starter kit that includes a digital transport adapter, remote control and 30 days of video service featuring more than 35 channels (but no ESPN).

Customers can refill service for seven days for \$15 or 30 days for \$45. The Internet service includes a \$69.95 starter kit with a DOCSIS 3.0 modem and 30 days of service, and offers refills for \$15 for seven days or \$45 for 30 days. Speeds are limited to 3 Mbps downstream and 768 Kbps upstream.

Cable's interest in prepaid follows a successful track record in the mobile world, which saw pay-as-you-go services take off as subscriber levels for post-paid products started slowing down.

In addition to reaching customers who can't qualify for a post-paid product, these new prepaid offerings can also help operators reach into an untapped market, IBB Consulting principal David Noonan said. "The overall idea is to add to your base without cannibalizing your existing [base]."

Comcast has not yet released any subscriber figures for the trials.

Multi Channel News – December 23, 2013



Comcast, the United States' largest cable company, is retooling to become more like the firms it is battling against for the attention of couch potatoes.



Illustration by MARK BOSWELL • mboswell@startribune.com

# Thinking outside the set-top box

THE ECONOMIST

When Comcast Corp., the United States' largest cable operator, took a stake in NBCUniversal in 2009, "30 Rock," a popular NBC comedy, wove the deal into its plot. The program's characters came under the thumb of a new corporate parent, "Kabletown," which introduced innovations like moving customer services to a part of India with no phones in order to "provide the same level of service at zero cost."

Comcast employees can take a joke. Last month, at a gathering to celebrate Comcast's 50th anniversary, they showed a clip of the show, to the amusement of the firm's real employees. A sense of humor is a sign of confidence.



**« TELEVISION IS GOING TO CHANGE MORE IN THE NEXT FIVE YEARS THAN IT HAS IN THE LAST 50. »**

Brian Roberts, executive of Comcast

Thanks to the \$28 billion it spent to acquire NBCU, Comcast is the world's largest media firm, with a market capitalization of about \$128 billion. NBCU gave Comcast control of a range of new "content," including broadcast and cable networks, a Hollywood studio and a theme-park business.

Comcast is also the nation's most powerful media business, because it controls what people watch and the pipes that deliver it. In its efforts to retain that position it is having to adapt to the new ways that people want to watch TV and consume

entertainment that smaller rivals are pioneering.

The cable business has changed dramatically since Ralph Roberts purchased a small cable system in Mississippi in 1963. Today his son, Brian, runs a firm operating in a vast and mature business; nearly 86 percent of U.S. households subscribe to pay TV. This has forced Comcast and other cable firms to increase revenue by raising prices rather than by chasing new viewers. But not every viewer will tolerate high prices. The

Comcast continues on D3 ►



# Thinking outside the set-top box

## ◀ COMCAST FROM D1

proportion of households with pay-TV has fallen slightly since 2010 as some have “cut the cord.” Comcast now has 21.6 million subscribers, 1.6 percent fewer than a year ago.

Comcast is the largest cable and high-speed Internet service provider in Minnesota, with about 2,000 employees. Besides its consumer cable TV, Internet and telephone services, Comcast's Twin Cities operations in St. Paul provide other consumer services, including the X1 cloud-based video service, portable TV Everywhere offering and Xfinity Home security and management service.

In addition, the company provides business services in the Twin Cities that include corporate phone, Internet and video offerings and its Upware cloud-based business software.

Citing competitive concerns, Comcast declined to say how many consumers or businesses subscribe to these services. It said that its network passes more than 1.1 million homes in the Twin Cities.

In addition to cord-cutters, Comcast and other cable providers must defend their turf from a pack of new entrants. These include telecom firms such as Verizon and AT&T, which offer pay-TV and fast broadband, and firms that stream video over the Internet, such as Netflix and Amazon. These companies have not killed cable, but they have helped to shape the way people want to watch programs: increasingly, on mobile devices and at a time of their choosing.

Netflix is popular with the young. Around 20 percent of households headed by people under 25 do not have a television but watch programs on other devices, such as laptops and tablets. If Netflix were a

cable channel, its subscription revenue in 2013 would put it third in the United States behind ESPN and HBO, according to MoffettNathanson, a research firm.

Comcast has responded by trying to resemble the firms that could unseat it, offering more interactivity, personalization and portability.

“Television is going to change more in the next five years than it has in the last 50,” said Brian Roberts. Comcast executives talk about “apps” for the television and rolling out innovations every three to six months. The firm is paying particular attention to its user “interface” or what, until recently, was called a TV guide. Comcast's is now arranged not numerically by channel, but alphabetically by program, by network and type of content. Couch potatoes even less inclined to click through a menu can download an app to their iPhone and shout commands at it to locate shows.

Comcast's new set-top box is “cloud-based,” adding to the potential for flexibility: Films and programs stored in the cloud can be watched on any device. It tracks viewing history and recommends programs accordingly, much like Netflix. Comcast has made it easier for TV-watchers to find their way to full seasons of episodes that are available on-demand so people can “binge” on shows.

Other pay-TV providers are experimenting with new features, and some have approached Comcast to license its technology. One popular idea is “TV Everywhere,” which makes it possible for pay-TV subscribers to watch live and on-demand programs on their mobile devices wherever they like. It has started slowly but is taking off as more content owners agree to license

the digital rights to their programs. Tools like this may help Comcast and its rivals justify their high prices and convince people to stick with their television package.

Giving customers more products to keep them around for longer is an old tactic. Cable companies have long offered “bundles” of broadband, television and phone line. Comcast is going much further with its home-services business, which includes alarm systems, baby monitoring and temperature control.

And it is bringing in partners. In October Comcast teamed up with Twitter to allow its subscribers to find or record programs that are being tweeted about. Like its competitors it is also testing smaller, cheaper packages of television channels and broadband, to appeal to cost-conscious youngsters.

The greatest change for

Comcast is the reorientation of its business toward broadband. By next year Comcast may well have more subscribers to its broadband services than for television. Those who eschew pay-TV will still need an Internet package, and cable could pick up customers from satellite operators, whose Internet speeds are slower.

“Ironically, content going to the Internet gives cable companies that monopoly power back to a certain extent, because you don't have competition in broadband to the extent you have it in video,” says Kannan Venkateshwar of Barclays, a bank.

Comcast and other cable companies are experimenting more with “usage-based pricing,” charging more for heavy data consumption.

Staff writer Steve Alexander contributed to this report.



# FCC's Wheeler Delivers In Debut as Toastmaster

By: John Eggerton Dec 09 2013 - 12:00am

WASHINGTON — “A home run” is how one attendee rated new **Federal Communications Commission** chairman **Tom Wheeler**'s turn on the dais at the 27th annual **Federal Communications Bar Association Chairman's Dinner** at the Washington Hilton Hotel last Thursday night (Dec. 5), adding, “I don't know how he could have done any better.”

The over/under going into the speech was that it might be “over” on the serious and “under” on the funny. It was neither. The chairman historically roasts the industry with a series of one-liners, often with visual aids, and Wheeler did not disappoint.

## ***RIFFS AND TIPS***

He riffed on his age (he is a grandfather), the fact that he is not a lawyer and his lobbying background as head of both the wireless and cable trade associations.

In fact, he said, he is the first chairman to have lobbied most of his staff . “And do you know why I hired them? Because they never gave me what I wanted.”

When people ask why he has such a fascination with the Civil War, Wheeler said he didn't know how to respond, adding, “Maybe you just had to be there.”

The dinner was certainly a “had to be there” event for Washington lawyers and lobbyists getting a read on the new chairman.

Wheeler provided those lawyers with some tips on how to lobby him, given that he once sat on their side of the table.

Those tips mostly came down to praising his books, quoting from his books, citing Ohio State football victories instead of cases like *FCC v. Pacifica*, using Civil War metaphors, and “oohing and aahing” over his grandchildren, preferably asking to see pictures without prompting.

In fact, the video screens that ringed the room were often graced with shots of his three grandchildren, and attendees were urged to ooh and aah liberally. They did, once they got the idea.

“I'm not saying oohing and aahing over the grandchildren will get you the spectrum policy you want,” he said. “But it couldn't hurt.”

Wheeler said quoting from his book was good, but bringing in a box of books to autograph was “too much.”

He was an equal-opportunity skewerer, taking shots at the cable, and wireless and broadcasting industries.

## ***ON SENATOR CRUZ***

The biggest cable groaner was probably when he talked about his nomination being held up by Sen. Ted Cruz (R-Texas): “People have asked me: What was it like to be at the mercy of one individual's whims? To effectively be taken hostage and your life put on hold for what seems like an eternity? Think cable service call.”

He peered out at the audience, asking, “Where is the **NCTA** table?” And then, “How are the programmers and cable operators getting along?” The National Cable & Telecommunications Association has had to

keep its powder pretty dry on carriage and programming- cost issues, given it has members on both sides of the debate.

Following the audible groans from the cable section of the room, Wheeler added, "I guess I should apologize ... But I won't."

Saying he was actually young once, Wheeler played a **C-SPAN** clip from a **Women in Cable** salute to him while he was head of the NCTA, showing a young, Mark Spitz-like Wheeler (the screen briefly flashed a Ron Burgundy photo) being sung to by a trio of pom-pom waving, baton twirling "Tom-ettes" shouting "Tommy, Tommy you're so fine." He indicated it had taken "years of therapy" to get over that "memorable" evening.

Wheeler had the phone companies' ears burning as well.

"*The New York Times* reported last month that the CIA was paying AT&T \$10 million a year for phone data," Wheeler said. "I know that AT&T is making shared data plans mandatory, but come on."

Wheeler also alluded to the issue of whether bidding conditions should promote the participation of **T-Mobile** and **Sprint** in the incentive auctions and potentially limit the spectrum aggregation by **AT&T** and **Verizon**: "We have a good supply of wine here tonight, but it's a limited supply. So, AT&T and Verizon, I'm going to have to ask you to limit yourselves. T-Mobile and Sprint, go at it guys."

He added, "Would you show up and buy something?"

Broadcasters took a licking over suggestions they might have to move to a cable-only model if over-the-top providers don't have to pay for their content. "Aereo has been in the news a lot," Wheeler said. "It has rankled broadcasters, who are now threatening to stop broadcasting their content and move to cable. And here I thought we had to pay them to do that."

### **LAWYER JOKES, OF COURSE**

It was a roomful of lawyers, so, of course Wheeler had lawyer jokes. Wheeler said he had always been "jealous of those who could use their legal sheepskin as air cover," because saying " 'I'm a lawyer' is so much better than describing it by what you really do."

Wheeler pointed out that upon his arrival at the FCC, he had christened it the Federal Optimism Agency and said he would extend that sunny, positive attitude to his dealings with all the FCC stakeholders "until some SOB sues us in some B.S. lawsuit."

Then there was the one about White House deputy chief technology officer **Tom Power**, who had worked during the government shutdown as a bartender. Wheeler said he had to clear it with ethics, and the only stipulation was he could not take tips from telecom lawyers. "That was easy," Wheeler quipped.

Even former chairmen (and chairwomen) were fair game.

In fact, in a nod to former acting chairwoman **Mignon Clyburn**, it was she who stepped up to the podium, to cheers and lengthy applause, when Wheeler was introduced at the beginning of the night. "The mayor of Toronto and **Tom Wheeler** walked into a bar," Clyburn deadpanned. "I'm not making a joke, I'm just telling you where Tom was."

"Jokes about being the first female chair are even funnier when Tom tells them," she added.

Wheeler took a gentle shot at former chairman **Julius Genachowski**, who joined a think tank after exiting the commission, a fairly common move: "At my age, many people are saying this will be my last gig. Are you crazy? I'm that close to being a senior fellow at the **Aspen Institute**."

Then it was **Reed Hundt**'s turn. "He's leading the charge to get the **Redskins** to change their name," Wheeler said. "I'm sure that Reed and Skins owner **Dan Snyder** will be able to work something out. Both men are so well-known for their humility and flexibility."

Wheeler said he sat down in the cafeteria with a couple of staffers and drew blank stares when he introduced himself as Tom Wheeler, and the same when he said he was the new chairman. Turns out, they were from across the street at **Immigration** and **Customs** and just came over for the food. "Think about what I just said for a second," Wheeler said. "There are actually people who come to The Portals [FCC headquarters] for the food. That's like going to [NCTA president and former FCC chairman] **Michael Powell** for hair care tips."

### ***SOME SERIOUS NOTES***

Wheeler ended on a serious note, talking about the death of **Nelson Mandela**. "We can all pray that someday we could have the principles, the vision, the courage of Nelson Mandela."

The dinner hosted a record 1,600 people and raised more than \$44,000 for FCBA scholarships and other programs, according to FCBA president **Joe Di Scipio**.

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# NCTA on Retrans: It's Comcastic

By: JOHN EGGERTON Dec 23 2013 - 12:00am

WASHINGTON — When National Cable & Telecommunications Association president Michael Powell recently said the group supported a fresh look at retransmission-consent reform and other outdated regulations, it drew some attention given the trade group's history of treading cautiously on the issue.

The move wasn't a seismic shift, but it was clearly an indication that the association, at the urging of the board, was getting off the sidelines and into the retrans game, if only focused on surgical strikes rather than scrapping the whole regime.

For example, the NCTA will most likely take aim at the basic tier, which includes broadcast TV stations. Some industry watchers feared pushback from cable operators with programming interests, whose differing views from other operator members accounts for the finessed retrans answers that are a long NCTA tradition.

The American Television Alliance, which boasts a number of NCTA members, has been taking the point on retrans, including the tough rhetoric and unalloyed support for reform bills.

The NCTA's move was a recognition that its constituency is cable operators and programmers, and that while some of those operators have broadcast interests, they have their own association — the National Association of Broadcasters — to represent them.

And while some industry watchers were suggesting the NCTA's move from the sidelines could signal a fracture in the association, similar to the 39% ownership cap issue that divided the NAB in the 1990s, Comcast countered with a vote of confidence.

Comcast, the largest NCTA member and one with TV-station holdings benefiting from the current retrans system, essentially gave its OK — more like conceding the political reality — to the NCTA's more active role, while making the point that broadcasters needed to be able to invest in content.

In a statement last week, spokeswoman Sena Fitzmaurice said: "Comcast/NBCUniversal and NCTA are aligned in our publicpolicy approaches.

"While there may sometimes be different public-policy approaches on particular issues between programmer and operator members of NCTA, all of NCTA's members share a strong interest in growing the overall cable ecosystem."

Fitzmaurice added that one of their mutual objectives was "ensuring that broadcasters remain incented to make future investments in content."

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# Telecom Reboot

Divided Congress Will Need To Unite To Update Aging Laws

By: John Eggerton Dec 09 2013 - 12:00am

Divided Congress Will Need To Unite To Update Aging Laws



WASHINGTON — As if the current Congress didn't need another symbol of its behind-the-curve thinking, it has only been four months since the House voted to repeal the FCC's annual report to Congress on the telegraph.

Repeat. The telegraph.

The change was made to consolidate the Federal Communications Commission's reporting system, but the act is a much more meaningful symbol for a communications policy regime still stuck in a past of limited competition and ancient delivery systems. Plus, the Senate has yet to act, so the telegraph report obligation is still on the books.

The pace of change in the telecommunications world today is unprecedented. Competition is rampant, delivery mechanisms are morphing and broadband is reaching into every facet of life, yet the current architecture of laws and rules governing their growth are so outdated as to be laughable were the consequences less serious. There exists a wide chasm between the current 20-year-old set of laws and the industries they rule.

## ***CALLS FOR REFORM***

And despite the fact there is widespread agreement that an overhaul is warranted, Washington politicians to date have not had either the political will, or the way, to get it done. At stake is nothing short of the future of communications in America.

To be sure, it is an incredibly important yet virtually impossible task. The last big overhaul came in 1996, but did not anticipate the disruption that the Internet of things would cause to the order of things.

"The marketplace and technological changes that have occurred since the last major revision of the Communications Act in 1996 have rendered existing law and policy woefully outdated, if not obsolete," Randolph May, president of the Free State Foundation and a longtime proponent for updating telecom laws, said. May is a former FCC attorney.

Passing comprehensive legislation in this Congress is a long shot, given the poisonous partisanship over other issues — see the debt ceiling, Obamacare and the deficit — as well as the traditional divide over how much the government should be regulating communications in the first place.

"While a comprehensive rewrite of the act is sorely needed, such a monumental task is unlikely to be accomplished for several years," former FCC commissioner Robert McDowell said.

But if Washington can't get a handle on updating communications regulations now, it has an exponentially decreasing shot at getting it right as those targets are advanced relentlessly by technology and consumer expectations.

### ***GOP INITIATIVE***

Last week, the leaders of the House Energy & Commerce Committee, accompanied by McDowell, announced their intention to wade into a rewrite, but introducing a bill and getting one passed are two very different things.

The leaders signaled that the rewrite would not happen until at least 2015, after a series of hearings and white papers and public input via a new Twitter hashtag, #CommActUpdate. But there were no Democrats at the announcement, and the dean of the Congress, Rep. John Dingell (D-Mich.), weighed in with a cautionary note about hoping it would be a bipartisan effort and not simply change for change's sake.

Because the risks of inaction have never been so high, industry players were lining up with good wishes for the effort.

Cable operators, broadcasters and phone companies were saluting the idea, but a revamp appears years in the making, if it ever bears fruit — which might as well be millennia when measured in Internet time. And Republicans and Democrats tend to agree on the need for change, but not on the path forward.

Republicans generally want to remove old regulations to match the freedom of new delivery systems, while Democrats want to level the playing field by carrying over what they see as key regulations — such as access and interconnection — to new models.

### ***BILLIONS IN PLAY***

Billions of dollars in investment are at stake as cable MSOs, broadcasters, satellite companies, over-the-top distributors and others try to figure out where to place their next bets.

Twenty years ago, communications-law reform was about video. Now, with the advent of broadband and the seeming inexorable move to a virtual world, it is about everything.

So, at a time when legislators working together has never been more important to the future of video and data distribution, lawmakers have never seemed so far apart or incapable of concerted action.

The last big overhaul of communications policy came in the 1996 Act, and the Cable Act of 1992 was a galaxy far, far away when it comes to reflecting the competitive marketplace.

### ***BARRIERS ARE FALLING***

Technology is already knocking down barriers, while Washington watches from the sidelines. Tablets are now TVs; gaming systems are video players; and cable operators are ISPs, phone companies and security companies.

The FCC has been regulating like it's 1999, and the result is no party — and no parity. Like services that are getting more alike every day are subject to regulations that draw distinctions without differences, adopted when Google was the sound a baby made. Google is all grown up now, with \$60 billion in revenue.

Congress continues to make noises about major video legislation. Sen. John McCain (R-Ariz.) offered up a bill earlier this year on the issues of a la carte and online. Sen. Jay Rockefeller (D-W.Va.) introduced his own video reform bill that at first blush would appear to insert over-the-top video into the satellite silo.

Neither measure is necessarily the reform cable operators are looking for. But even if they were, they would have little chance of passage.

There are also bills to address questions about taxation when goods and services are traded over the Internet, on cybersecurity and on privacy protections. The Congress knows it must deal with these key issues, but mostly what it has done so far is talk about how important they are then fail to pass legislation.

One place where some reform is possible is via the Satellite Television Extension and Localism Act (STELA), which has to pass at the end of 2014 or it will sunset. That could be a venue for making changes to the retransmission-consent regime, another law that dates from when cable operators had no major competitor in pay TV distribution.

A reauthorization of the law, which governs the terms under which direct-broadcast satellite providers may carry local broadcast-TV stations, could bring changes to the definition of good-faith bargaining, as well as to what out-of-market programming can be imported by pay TV providers. But it's unlikely legislators will be able to come to agreement on more than a fairly clean renewal of the current law.

In announcing the Communications Act reboot last week, Rep. Greg Walden (R-Ore.) — himself a former broadcaster — signaled that retrans would be addressed in that measure, rather than in the STELA reauthorization. The 2015-targeted reboot would also move contentious video issues out of an election year.

In an effort to keep out of Internet content regulation while ensuring access, the FCC has drawn a distinction between Internet-service providers — cable and otherwise — which cannot discriminate in provision of access to legal content, and website and search-engine operators, which face no such restrictions.

The discrimination issue came into focus this fall, when CBS blocked Time Warner Cable broadband subscribers from watching streaming episodes of network shows during a retransmission-consent battle over the broadcaster's TV stations.

Given the power of companies like Google to control access to content via their search engines, the FCC may need to revisit that disparity. That would then become an issue of regulating Internet content, something FCC chairman Tom Wheeler emphasized last week was off the table, beyond preventing child pornography and making sure emergency phone calls get through.

In any event, either the FCC or the Congress will have to decide whether online video distributors qualify for the same rights and responsibilities as traditional multichannel video programming distributors (MVPDs).

Reform is most likely to come in bite-sized chunks. For example, the FCC reform bill with the best chance of passing in the Congress this year is one that combines a number of FCC reports into a single biennial package — getting rid of that report on the telegraph in the process.

Another bill — which would apply “shot-clock” deadlines to FCC proceedings and cost-benefit analysis to both current and future regulations — is supported by Republicans but pilloried by Democrats. And so it goes.

### ***NO NEED TO WAIT***

McDowell, who backs the rewrite, said the FCC doesn't have to wait for Congress to agree — which would likely feel like waiting for Godot.

“In the meantime, what can be done to mitigate the market distortions of the obsolete Acts of 1934, 1992, 1996, etc.?” he asked. “All on its own, the FCC could initiate an audit of all its rules with an eye toward creating an atmosphere that enhances private sector investment, competition and innovation.

“Working within its existing statutory authority, the commission could prune back potentially scores of counterproductive rules,” McDowell said.

Neither the FCC nor Congress are lacking in advice on what needs to happen.

Scott Cleland, president of Precursor LLC and a former communications policy adviser in the George H.W. Bush administration, points out that “the cloud” has created an omnidirectional free-for-all in which everyone can buy or build systems for delivering any virtual product or service.

“Just like the wisdom that one cannot make a silk purse from a sow’s ear, one cannot make ‘modern’ FCC policy from obsolete communications law,” Cleland said.

## TAKEAWAY

The rapidly changing telecom industry is clamoring for an update of federal rules, but the size of the challenge and the political gulf in Washington remain obstacles to critical reforms.

## WHY NEW LAW IS NEEDED

WASHINGTON — Here are some reasons why Congress needs to put down the hammers and tongs and pick up the pruning shears long enough to help bring the communications regulatory system into the 21st century:

**Competition.** When the Cable Act was passed in 1992, the satellite bird was a fledgling, there was no telco TV, broadcasters did not have multiple digital channels of programming competing for product and there were only 30 million to 40 million people online worldwide in what was primarily a dialup, Netscape world.

The 1996 Telecommunications Act was the first major rewrite since the original 1934 Act, and focused on promoting phone competition in the wake of the breakup of the Bell System monopolies.

While Sen. Ed Markey (D-Mass.) has pointed out that the breakup worked and that broadband has flourished, there are regulatory issues the 1996 act did not contemplate, such as access to Internet-protocol delivered, rather than circuit-switched, phone and data service.

**Regulatory certainty.** Industry wants it and regulators profess to provide it. But the rise of the Internet has brought with it a thicket of thorny issues that will need to be resolved. That means deciding which regulations should or shouldn’t apply to Internet-protocol delivered communications, such as cable telephony and over-the-top video.

**Copyright.** Online distribution has muddied the picture, helped by differing court opinions. As Viacom pointed out to the Supreme Court in attacking TV-station streaming service Aereo, “The absence of nationwide, uniform rules governing the public performance right in online streaming transmissions has created, and will continue to create, substantial uncertainty in the marketplace.”

A recently released study of government figures by the International Intellectual Property Alliance puts the value of core copyright industries — TV, movies, music and soft ware — at representing over \$1 trillion annually, or about 6.5% of GDP. Reauthorization of the Satellite Television Extension and Localization Act (see above) is the most likely vehicle for dealing with copyright issues in the Congress, but, again, that would depend on getting both the House and Senate to agree on any changes.



**The Internet of things.** Privacy, security and piracy are big issues with video and distributors of online content. But broadband is now also about nuclear power, national security, health care, online commerce and virtually everything else that touches daily life. Trying to find the right balance for government oversight of the critical infrastructure of online work and play could very literally be a matter of life and death.

**The advertising of things.** Advertisers need to know what information they can collect from whom online, via smart TVs, tablet, phones and set-tops. Technology has outstripped the privacy protections consumers want. For example, Google last month settled with state attorneys general for \$17 million over allegations that the Web titan rewrote its code to bypass default settings in Apple's Safari browser preventing third-party cookies.

**Privacy.** The Electronic Communications Privacy Act was written a quarter of a century ago. The Internet has radically changed the expectations of privacy and the ability to protect it. There are bills currently on the Hill that would protect ISPs from warrantless searches of email and other online communications, and companies like Google and Twitter and groups including the ACLU and Americans for Tax Reform are pushing passage. But nothing has reached the president's desk.

**Internet protocol.** Either Congress or the FCC will need to let industry players know about the new rules, or lack of them, on IP-delivered services. FCC chairman Tom Wheeler has said he expects to vote in January on IP transition tests as part of a regulatory framework for IP. Wheeler has already advocated for setting a deadline of 2018 for the transition from traditional circuit-switched telecom when he was head of the FCC's technological advisory council.

— *John Eggerton*

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# Wheeler Not Afraid to Regulate

FCC CHAIRMAN VOWS TO ENSURE COMPETITION, OPEN INTERNET

By: JOHN EGGERTON Dec 09 2013 - 12:00am

FCC CHAIRMAN VOWS TO ENSURE COMPETITION, OPEN INTERNET

WASHINGTON — In his first major policy speech as chairman of the Federal Communications Commission, Tom Wheeler last week signaled he would not be afraid to regulate to ensure competitive markets or an open Internet.

He also suggested he might be willing to structure the spectrum incentive auction so that it limited the amount of bandwidth any one company could own in a market and that, like his predecessor, Julius Genachowski, he was not opposed to usage-based-pricing, but would be monitoring it.

Wheeler drew a distinction between regulating the Internet, which he said was off the table, and regulation to ensure the Internet remained the open, interconnected, accessible vehicle for what he has called the fourth network revolution.

He said the FCC's role was to be the public's representative in that revolution.

"The Internet is not a law-free zone," Wheeler said. "It depends upon standards of conduct. And it depends upon the ability of the government to intervene in the event of aggravated circumstances."

But he said that was not a call to regulate the Internet. "Let me be clear: 'Regulating the Internet' is a nonstarter," he said. "What the Internet does is an activity in which policymakers should be extremely circumspect. The United States' policy strongly favors Internet freedom, limiting government involvement to overriding purposes such as the completion of 911 calls or the ban on child pornography."

Or ensuring access. "Assuring that the Internet exists, however, as a collection of open, interconnected entities is an appropriate activity for the people's representatives," the chairman added.

Wheeler said his time in the private sector — he is a former venture capitalist as well as an association head — had taught him the value of competition. That means protecting it, but also promoting it.

"When competition does not produce adequate outcomes in the circumstance of significant, persisting market power ... I will not hesitate to invoke the full authority granted to us by Congress to protect competition," he said.

Paul Gallant, an analyst with Guggenheim Partners, found those last comments "vaguely ominous" and offered a couple of possible interpretations in a memo to investors:

(1) "Title II for wireline broadband. Wireline broadband is clearly less competitive than wireless, and Mr. Wheeler stressed that less competitive markets are at greater risk of regulation.

(2) "Content companies — channel bundling and/or retransmission consent. Again, Mr. Wheeler's reference was not specific. But given the relative power of content over distribution and Mr. Wheeler's concern with 'significant, persistent market power,' we would not rule out an FCC interest in examining whether content's leverage can/should be limited in some way."

Wheeler also outlined his view of the impact of broadband as the new network du jour in an eBook he released last week, *Net Effects: The Past, Present, and Future Impact of Our Networks*.

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