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December 2016

2017 OUTLOOK

INSIDE:

Cargill's new trends
in anti-icing

What's hot for
the New Year

Bulletproof vests

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ON THE COVER

WinterPave asphalt anti-freeze, brought to the United States by Cargill Deicing Technology, is an additive that gives traditional asphalt anti-icing properties. By effectively helping to reduce the bonding of ice and snow to the pavement, WinterPave asphalt anti-freeze helps create safer driving conditions, providing tremendous benefits to the general public.





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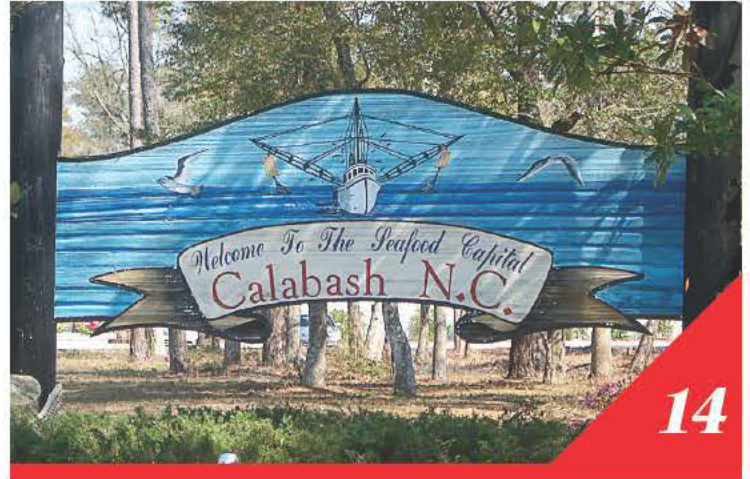
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No crystal ball



Sarah Wright | Editor

SOON 2016 WILL BE ONE FOR THE BOOKS, WRAPPING UP A bizarre election cycle — one I'm sure few could have predicted at the start of the primary season — while leaving plenty of weighted subjects that still need to be addressed by our country as a whole. For many of these concerns, there will be no quick or easy fix.

Two years removed from Ferguson, police shootings continue to grip headlines as have the loss of far too many officers in the line of duty in Dallas, Baton Rouge, Des Moines and other cities throughout our nation. It is easy to get disheartened, especially when the country seems trapped in a cycle.

However, there have been positive notes in 2016. This past July a Black Lives Matter group in Wichita, Kan., opted to hold a cookout with police rather than have a protest. The First Steps Cookout brought together key players from the community, city government and the police department for a fun picnic, which also served as a launching pad for proactive dialogue — one that puts faces to both sides of the conversation in a positive setting. Truthfully, I could not think of a better way to come together to affect lasting change, and perhaps more cities will consider similar methods to begin needed conversations.

Voices in the law enforcement community have also been speaking out, including International Association of Chiefs of Police President Terrence M. Cunningham — who apologized in October for “the actions of the past and the role that our profession has played in society’s historical mistreatment of communities of color” — and others like Lt. Tim McMillan who turned to Facebook to share his experience pulling over an African-American teen, ending in a heartfelt plea: “I truly don’t even care who’s fault it is that young man was so scared to have a police officer at his window. Blame the media, blame bad

cops, blame protestors, or Colin Kaepernick if you want. It doesn’t matter to me who’s to blame. I just wish somebody would fix it.”

Hopefully in 2017, groundwork can continue to be laid to do just that, because in my experience speaking with officers and police chiefs all over the U.S., most are in it because they deeply care for their communities, serving not only as a line of defense but in many other capacities, such as in service and youth organizations where they are cultivating positive interactions between police and the public.

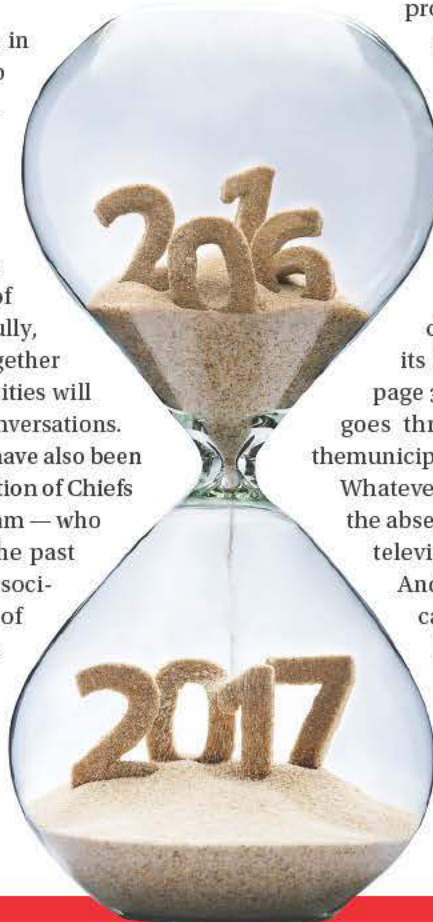
Undoubtedly, 2017 will hold many trends worth watching, and The Municipal will be looking into just a few in this month’s issue.

Cooperative purchasing continues to be on the rise, a trend that is expected to continue into 2017 as cities pool together to get the most bang for their buck. Nowadays cooperative purchasing far exceeds commodities, instead encompassing anything from fire apparatuses to IT services. Writer Denise Fedorow further explores this topic in her article on page 20 and lays out the National Coalition for Public Procurement’s “Roadmap.”

Undoubtedly, we will see the use of bulletproof vests by fire and EMS personnel continuing to grow in 2017. With the seeming increase in shootings, many departments are opting to provide all first responders the same protection offered to police. Writer Anne Meyer Byler relays a few fire departments’ experiences purchasing bulletproof vests in her article on page 24.

Other topics include using YouTube and television to reach a 21st constituency, creating strong ethics programs to deter corruption and misuse of power, steps being taken to lessen the U.S.’s ongoing opioid addiction and more. On the light-hearted side, check out how Bethlehem, Pa., has embraced its history and the title “Christmas City USA” on page 38. The checklist that the city’s electrical bureau goes through each year is amazing — look for it at themunicipal.com.

Whatever 2017 holds, I think we can all be relieved for the absence of political ads in our mailboxes and on our television sets. We’ve all earned a good long break. And hopefully after such a polarizing election, we can find our common ground again and be able to hold civil discourse: We all lose when consumed by an “us vs. them” mentality. Still, it can be hard to forecast how that might be achieved, especially without a crystal ball. But for now, let’s focus on the positives of the season. Happy Holidays, everyone. **M**





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BY DEBBY CAPELA

Freezing rain, hard-pack and black ice are some of the many dangerous winter conditions that plague drivers and pose challenging obstacles for winter maintenance professionals. WinterPave asphalt anti-freeze is a technology developed in Europe that Cargill is bringing to the U.S. after several years of evaluations, adaptation and development.

New anti-icing technology

The WinterPave asphalt anti-freeze product is a proprietary additive that gives traditional asphalt anti-icing properties when mixed directly into the asphalt during production. By adding the anti-icing additive directly into the asphalt wearing surface, municipalities, contractors and the public can experience safer winter roads as well as benefit from fewer chlorides released into the environment when compared to traditional deicing methods.

By effectively helping to reduce the bonding of ice and snow to the pavement, WinterPave asphalt anti-freeze helps create safer driving conditions, providing tremendous benefits to the general public. What's more, municipalities, commercial contractors and others who work to keep roads, bridges and parking areas safe for motorists and pedestrians in the wintertime will experience faster, easier plowing and safer conditions for plow drivers.

Easy, effective installation

Because WinterPave asphalt anti-freeze is mixed directly with asphalt during production, installation and application is easy. Contractors simply complete the installation process just as they would non-treated asphalt.

As an added benefit to contractors and municipalities, adding WinterPave asphalt anti-freeze to traditional asphalt potentially helps extend pavement life and reduce pothole formation. In addition, incorporating WinterPave asphalt anti-freeze to asphalt has no adverse effects on the structural components of the pavement, such as application, performance, durability or skid resistance.

When integrated into the asphalt, replacing 5 percent of the aggregate weight, WinterPave asphalt anti-freeze is used in the wearing surface layer of the road only, which is recommended to be a minimum 1 1/4 inch thick. The anti-icing properties of WinterPave naturally migrate to the surface all season long. What's more, there is no need for wax or seal coatings.

Preventing snowpack with eco-friendly results

WinterPave asphalt anti-freeze helps prevent snowpack and ice from bonding to the pavement at surface temperatures greater than 17 degrees Fahrenheit. This prevents hazardous hard-pack from adhering to the road surface, which delays the formation of dangerous

WinterPave asphalt anti-freeze brings new options for safer winter roads

WinterPave asphalt anti-freeze is a new product from Cargill Deicing Technology. The anti-icing product is specifically designed for helping make safer winter roads an easier process for public works officials and commercial contractors while providing an environmentally friendly option.



LEFT: Helping prevent snowpack and ice from sticking to the roads makes roadways safer. (Photo provided)



WinterPave installation involves the same process as non-treated asphalt. (Photo provided)

slippery conditions. This delayed formation provides a longer margin of time for snowplow drivers to intervene during heavy snowfall, allowing for faster, easier plowing and safer conditions overall.

Environmental benefits of the product result in the reduced need for sodium chloride applications to melt away hard-pack snow and ice. Once introduced to the asphalt mixture, the WinterPave asphalt anti-freeze product allows for slow and continual release of the anti-icing mixture onto the road surface for concentrated, effective results for keeping the roads clear.

A name you can trust

As a trusted resource for deicing and anti-icing solutions, Cargill Deicing Technology is proud to be the exclusive U.S. distributor of WinterPave asphalt anti-freeze. The product is an essential component in the company's offering of deicing and anti-icing products and solutions, including bulk deicers, automated brine-making systems and anti-icing pavement overlays.

Deicing and anti-icing: Comprehensive solutions

Cargill's WinterPave asphalt anti-freeze is another step in the organization's dedicated path of environmental stewardship

and providing superior winter maintenance solutions. Cargill Deicing Technology is committed to providing customers with deicing solutions that save lives, enhance commerce and reduce environmental impact.

Along with WinterPave asphalt anti-freeze, Cargill offers a family of deicing and anti-icing products for the winter maintenance industry, including ClearLane enhanced deicer. Nationally recognized by the U.S. Environmental Protection Agency, ClearLane enhanced deicer is a pretreated sodium chloride made from a patented liquid magnesium chloride formula and mixing process. The granular deicer has earned the EPA's distinguished Safer Choice label, which is only granted to products deemed safer when compared to other chemicals in their class.

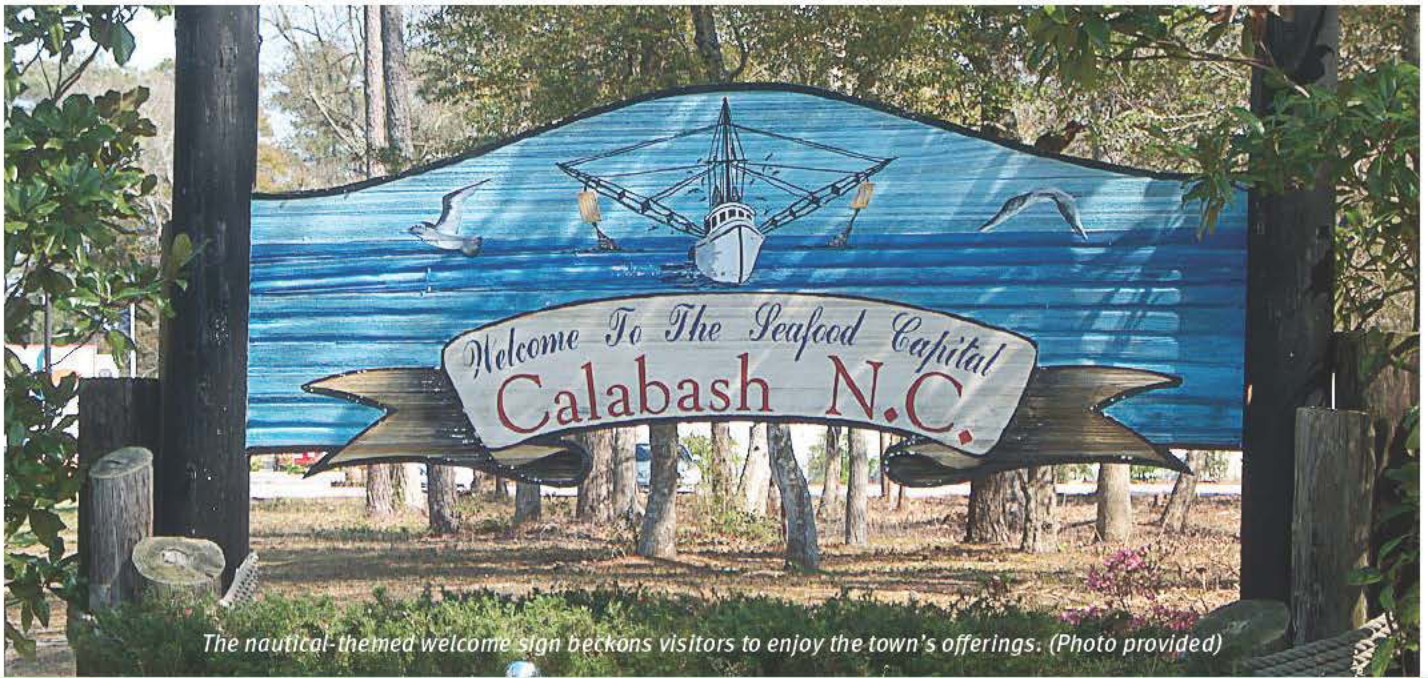
Cargill is recognized as industry leaders by winter maintenance professionals, and the company's AccuBrine automated brine maker NXT-Gen and AccuBatch brine maker set the organization apart. Offering municipalities and contractors sophisticated brine-making technology with user-friendly, touch-of-a-button operations, Cargill's brine makers provide technology for easy in-house brine making that's affordable and accurate for producing large and small volumes of brine. Cargill's AccuBrine blend truck loading and blending system allows winter

maintenance professionals the flexibility to blend custom liquid blends either directly into their truck or storage tank. Working in conjunction with Cargill's brine makers, or with other brine makers alone, this truck loading and blending system provides a state of the art system for blending different anti-icing or pre-wetting liquids.

Complementing WinterPave asphalt anti-freeze, Cargill's SafeLane surface overlay product is a patented, epoxy-aggregate pavement surface that is permanently installed on the road surface. The aggregate in the overlay stores, or "holds on to" deicing and anti-icing chemicals, such as brine, that have been applied prior to the storm, and releases the chemicals when needed. This process helps prevent slippery conditions such as frost, black ice and snow pack. The aggregate provides increased year-round traction for motorists, infrastructure protection and overall safer driving conditions and is ideal for bridge decks. 

About the author

Debby Capela is the business development manager for Cargill Deicing Technology. She has worked for Cargill for more than 24 years.



The nautical-themed welcome sign beckons visitors to enjoy the town's offerings. (Photo provided)

Seafood Capital of the World

Calabash, N.C.

by RAY BALOGH | The Municipal

Calabash is:

- A. A gourd first cultivated for use as a water container.
- B. The contour of a river which resembles the gourd.
- C. A method of cooking in which seafood is dipped in a light seasoned batter, cooked golden brown and served hot.
- D. A town on the southern tip of North Carolina known as "The Seafood Capital of the World."
- E. All of the above

The answer is "E. All of the above."

Though there is some disagreement whether the small fishing village of just under 2,000 year-round residents derived its name from the gourd or the river bend, no one can seriously dispute it has merited the appellation as the mecca for its uniquely prepared fresh seafood.



A black-and-white historical photo shows the long-standing role boat rentals have played in the town's commerce. (Photo provided)

Calabash boasts more than 30 seafood restaurants, many situated on the Calabash River, which laces along the town's southern border.

The roster exudes the mom-and-pop intimacy of the seafood dining establishments: Ella's Restaurant, Captain Nance's Seafood, Dockside Seafood House, Captain John's Seafood House, Beck's, Waterfront Seafood Shack and Seafood Hut, to name a few.

The entrees are among the freshest in the world. Diners can sup outside and watch the daily fishing boat crews carry just-caught shrimp, oysters, clams, grouper, flounder and blue crabs onto the restaurant's dock and through the back door.

Hush puppies accompany every meal. Typically made from corn-meal, flour, eggs and sugar, and sometimes chopped onion and sweet



A view of the waterfront of Calabash, which has always been a vital component of the town's economy. (Photo provided)



Dolphin cruises are a staple of tourist attractions. (Photo provided)



Jimmy Durante's famous sign-off "Good-night, Mrs. Calabash— wherever you are" refers to his server at a Calabash seafood restaurant. The photograph is signed to Kathleen, the sister of the famed "Mrs. Calabash." The famous comedian and actor helped put Calabash and its cuisine on the map. (Photo provided)

milk, they are dropped into hot fat, fried to a golden brown and often served as soon as the customers take their seats.

The number of people served is anything but small town. Calabash's seafood eateries dish up more than a million meals a year to locals and tourists drawn to the dinner table by the ubiquitous succulent aroma of its eponymous style of cooking.

"Calabash's biggest industry is tourism," said City Clerk Sue Stuhr. "It is estimated that during peak season 20,000 day trippers visit Calabash. The people come to eat true Calabash-style seafood."

To further mark its brand, the municipality held its inaugural "A Taste of Calabash" festival in April 2016 at its community park, a celebration that received "popular feedback," according to Stuhr.

The event featured seafood samples from 18 participating eateries, along with nonprofit and craft vendors, live entertainment on the beach, children's games and other family-friendly activities. The next festival is slated for Saturday, April 22, 2017.

The precise origin of the local style of cooking is lost to history, but an informal consensus pegs the genesis to the riverside fish camps operated by several families — the Colemans, Becks and Morses — in the 1930s and 1940s. All the families opened seafood restaurants featuring the patented cooking process and forever cemented the town's fame.

Stuhr noted, "Legend has it that in the 1930s fishermen brought in their catch and were met by locals to see what was caught

and what they could buy. Calabash became known for its fine quality fresh shrimp and fish. Most of the fishing crews ate nearby and the smells of fresh fish cooking brought the locals to find out the source of the delicious smells and buy leftovers.

"When a local businessman, Clinton Morse, started serving tubs of deep-fried seafood that had been dipped in a light seasoned batter, cooked gold brown and served hot, Calabash-style seafood came to be, and has been enjoyed ever since."

Lucy Coleman always greeted customers of Beck's Seafood Restaurant with a friendly demeanor and wide smile.

Perhaps the most famous of her patrons was comedian Jimmy Durante, who affectionately referred to her as "Mrs. Calabash." A frequent satisfied diner of the restaurant, Durante told Coleman he would make her famous. From then on, he signed off his weekly television show with the iconic, "Good night, Mrs. Calabash, wherever you are."

As Stuhr is quick to point out, though, Calabash is not just about seafood.

"There are numerous specialty shops featuring gourmet food and boutiques filled with captivating wares as well as local art galleries offering works by local and other artists," she said. "The area is a golfer's paradise, with some 30 golf courses within 30 minutes of the community."

She added, "Beaches lie within minutes of the town, offering outdoor beach activities including watersports, surfing, swimming and beachcombing, deep sea fishing, boat rentals, jet ski rentals, kayaking and more.

"During the summer weeks, the town sponsors a free summer concert series in the community park each Tuesday evening, featuring a lineup of live beach music bands and food vendors in the park that draw a crowd of as many as 1,000 residents and visitors. We also have a spectacular fireworks display each Fourth of July."

Stuhr offered the following advice for other municipalities seeking to thematically differentiate themselves:

"Promote that 'something' that is unique in your community and work to be the very best of its kind. Find a way to make your community appealing to all, but also know your current demographics and make the most of every person that encounters your community, whether they come for a vacation, a day trip or plan to possibly relocate their home or business to your area." ■

For more information, visit www.townofcalabash.net, www.calabashtown.com or www.ncbrunswick.com; or call the Calabash Town Hall at (910) 579-6747.

Henry F. Janes: *Janesville, Wis.*



Even though he founded towns in Iowa and Minnesota named after him, Henry F. Janes never intended Janesville, Wis., to be his namesake.

In 1832, the Black Hawk War, a brief regional conflict between the United States and Native American warriors, came to an end.

The following year, the federal government surveyed the west bank of the Rock River in Wisconsin, and settlers followed the soldiers' tracks to develop the fertile land.

One of those settlers was Janes, who claimed a small tract of land now situated in downtown Janesville.

When in 1836 the territorial legislature established the county seat on his tract, Janes applied for a post office, nominating himself as postmaster and requesting Black Hawk as the name of the settlement.

The U.S. Postmaster General rejected the name, as several towns were already dubbed Black Hawk. As Janes was the applicant, however, the Postmaster General decreed the local office would be known as Janesville.

Janesville started with a log cabin and nine settlers the first winter of its existence. As word of the picturesque riverfront and productive land spread, the town grew at a robust pace.

Janesville grew to 3,000 residents in the next decade, was incorporated in 1853 and boasted nearly 9,000 residents by 1870. The town continued to grow steadily, reaching a population of 22,186 in 1925 with the bulk of immigrants hailing from England, Ireland, Scotland and Wales.

The city now boasts a population of 63,575.

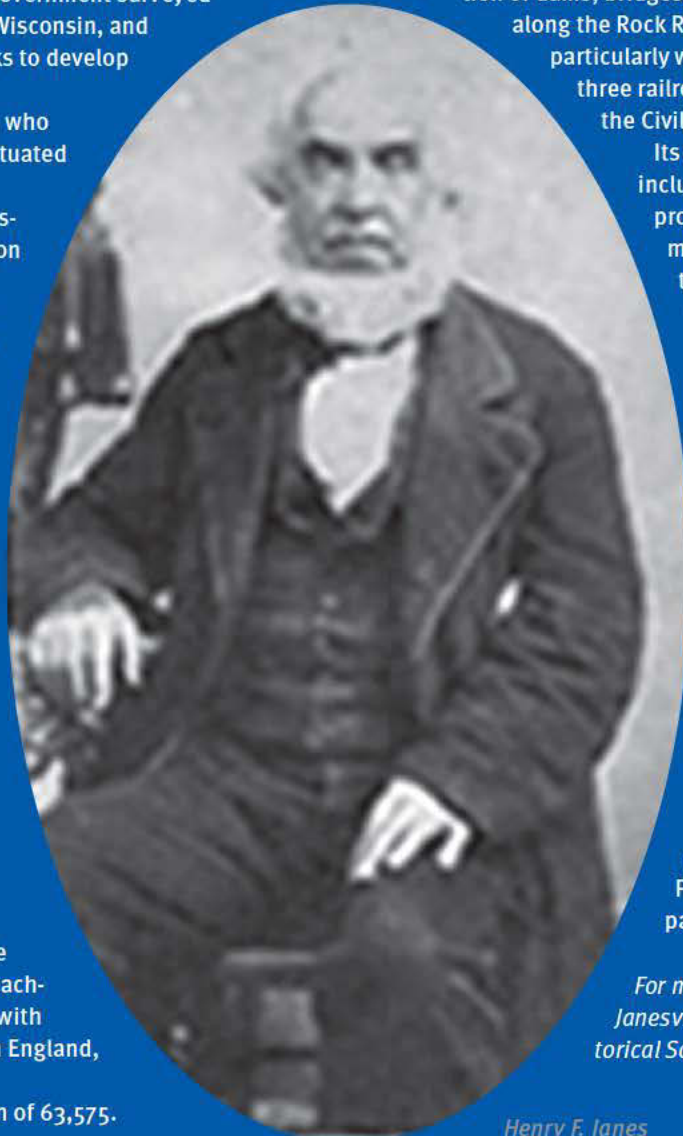
From its beginning, Janesville benefited from the construction of dams, bridges, lumber, grist and woolen mills along the Rock River. The success of agriculture, particularly wheat, and the construction of three railroad lines propelled growth before the Civil War.

Its commercial repertoire has included flour milling; wool and cotton production; cigar, shoe and brick manufacturing; stone quarrying; tobacco warehousing; and agricultural implement manufacturing.

Today, two of its principal employers are General Motors and Parker Pen.

Janesville has been proactive in supplementing its industrial component with aesthetic amenities. In 1920 the local chamber of commerce hired a city planner to develop a park and infrastructure scheme for the city.

Improvements included a thoroughfare system, recreational development of Rock River and preservation of historical homes and buildings. The city is known as "Wisconsin's Park Place" for its 2,000 acres of parks. ■



Henry F. Janes

For more information on the history of Janesville, contact the Rock County Historical Society at (608) 756-4509.

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Focus on:

2017 Outlook



2017
Just Ahead

By The Numbers

840

The number of bulletproof vests the Cincinnati, Ohio, Fire Department is in talks with the mayor to purchase over a period of time.



See story on page 24

1993

The year when the Pennsylvania Municipal League created its cooperative purchasing support program — called L3P — to assist local governments in accessing state contracts.

See story on page 20

Opioid Epidemic

78



The number of Americans who die every day from an opioid overdose.

Source: www.nlc.org/build-skills-and-networks/resources/addressing-the-opioid-epidemic



50 percent

The amount of material that can be diverted from landfills if more people participate in Hennepin, Minn.'s organics recycling program

See story on page 32

24/7

The availability of Leeburg, Fla.'s Lake Front TV via streaming on its website. The channel also appears daily to cable television customers throughout Lake County and in The Villages retirement community.



See story on page 26

100 percent



The amount of attention NAFA believes motor vehicle operators should devote to driving, ditching both handheld and hands-free devices in addition to other distractions.

Learn more about NAFA's stance on distracted driving on page 56.

As cooperative purchasing increases, more education needed



By DENISE FEDOROW | The Municipal

Cooperative purchasing practices for municipalities is a growing trend, and as long as this type of procurement keeps saving cities and towns time and money, it is likely here to stay awhile.

Cooperative purchasing was predicted to increase in 2016, and while no quantifiable data on the amount of increase is likely to be available for some time, there are certainly indicators showing that to be the case and that it will continue into 2017.

Crosby Grindle, vice president of National Purchasing Partners Government Division, said because of all the variables and lengths of purchasing standards with municipalities, “it’s way too early to tell as far as numbers go, but what we can say is that general interest and activity of our members and staff with phone calls and questions has increased. Cooperative purchasing continues to generate a lot more interest and activity.”

NPP Gov is a cooperative purchasing organization based in Seattle, Wash., that offers publicly solicited and awarded contracts to

entities nationwide. The contracts are solicited to vendors and awarded by a lead public agency. Membership is free, and there are no minimum purchase requirements to be a member of NPP Gov. All members have access to a broad range of publicly solicited contracts with discounted pricing and customer service is available five days a week. NPP Gov serves government, education, nonprofit, fire and rescue and law enforcement agencies.

Grindle said they see a lot of public safety contracts—fire apparatus and equipment, body cams, etc. “Cooperative purchasing of these types of items has grown,” he said, adding, “Playground equipment is another big one.”

Grindle said a few years ago the National Coalition for Public Procurement was formed

Representatives from NPPGov speak with attendees at the International Association of Chiefs of Police conference in San Diego, Calif., held in October. The NPPGov cooperative assists with cooperative purchasing contracts for government, education, non-profit organizations, fire rescue and law enforcement agencies. (Photo provided)

and was designed to be a vehicle for the cooperative purchasing world. Among other things, he said the NCPP “helps establish best practices, provides education and is an advocate for cooperative purchasing.”

A member of the board of NCPP, Grindle said the organization also keeps abreast of state legislature and any changes in legislature that could affect cooperative purchasing “so that the legislature is open and fair.”

NCPP ‘Roadmap’

Tammy Rimes, marketing consultant for the National Coalition for Public Procurement, recently gave a presentation at the National Institute for Public Procurement conference in Colorado Springs, Colo., and she said cooperative purchasing has “grown



Tammy Rimes, marketing consultant for the National Coalition for Public Procurement as well as procurement consultant and author, gave a presentation at the National Procurement Institute's conference held in Colorado Springs, Colo., in October. Rimes spoke of the growth in cooperative purchasing as well as the need to be more knowledgeable about the industry. Rimes was also a purchasing agent for San Diego, Calif., for many years. (Photo provided)



Duff Erholtz from the National Joint Powers Association spoke at the National Procurement Institute's conference in Colorado Springs, which was held in October. Erholtz, who co-presented with Tammy Rimes of the National Coalition for Public Procurement, shared with attendees creative solutions for the challenges facing procurement professionals. (Photo provided)

exponentially." Rimes, who was a purchasing agent for the city of San Diego, Calif., for many years, understands the challenges cities and towns sometimes face when it comes to procurement.

She said what she is hearing most from procurement agents is "There are so many of them now how do we know what to use?"

As cooperative purchasing increased, so did the number of cooperatives.

"Part of what I've been working on is creating a roadmap of how to evaluate co-ops — it's meant to be 'non-denominational' in that cities, towns, county or state agencies can benefit from the checklist," she said.

"The issue now seems to be a lot of choices, which is not necessarily a bad thing," she added.

Rimes used the analogy of going into her favorite ice cream store and perusing all the choices of flavors and toppings and finally settling on her "usual."

"I tell people to search, look around and then find your favorite to fit your needs," she said.

Rimes stated as part of her presentation, "Having choices should not be overwhelming. Creating a cooperative procurement strategy is the key to leveraging the best value and savings for any organization. Balancing the roles, as well as the politics, contracting laws and resources available to an individual agency helps guide that decision process on when to use a cooperative agreement."

According to Rimes, cooperative purchasing agreements were initially established primarily for commodities, but since the government purchases more than just goods, the cooperatives are responding to those additional needs.

"What's on the horizon for cooperative procurement? The cooperative community is responding with new contracts providing previously unheard of services. Wireless services is a huge opportunity where several cooperatives have created service contracts with most of the nation's leading wireless providers. Construction is another new area in which the cooperative procurement industry is helping government," Rimes told

Due diligence checklist

ProcureSource is another resource for cooperative purchasing. It suggests before deciding on a cooperative contract to ask these questions.

- Will volume pricing advantages be applied to the purchase?
- Are there any fees associated with the use of the contract and if so, are they reasonable and justified?
- Were local and regional vendors offered the opportunity to compete?
- Did the cooperative or lead agency have the expertise, reputation and history of quality contracts?

Visit www.Procuresource.com for information.

those at the conference. "Even the smallest construction projects typically take months to bid and award. And when faced with a leaky roof, damaged building or sidewalk repair, that timeline is just not effective. Job order contracting, which is a well-defined process of implanting task (or job) orders for smaller construction projects, can be quickly implemented through nationally established cooperative agreements."

The road map Rimes created is a free helpful tool for any procurement organization and can be obtained at www.publicprocurementcoalition.org/page/Roadmap.

Municipal leagues

Municipal leagues are another source of information and assistance with cooperative purchasing. Harry Krot, director of marketing and member services with the Pennsylvania Municipal League, said they have 650 participating members in their organization.

Krot has just recently assumed the duties of this position, taking over for Jean Pugh but he has worked with local government for over 20 years. He said they've seen "pretty consistent growth" in cooperative purchasing in Pennsylvania.

The Pennsylvania Municipal League created a cooperative purchasing support program in 1993 called L3P. L3P is a local ▶

public procurement program to assist local governments to access and utilize state contracts. Some of the services L3P provides includes: toll free access to public procurement support, quarterly checklist with contract availability and updates, Pennsylvania Department of General Services website support, legislative review and PML purchasing certificate program.

Krot said a lot of their members use U.S. Communities Cooperative — another national purchasing cooperative. Commodities that are most frequently purchased include road salt, road signs, trucks, etc.

“We’ve seen greater interest over the past year or so in IT services and maintenance equipment — like leaf trimmers, etc.,” he said. “In my experience, public works is the area that’s grown the most in cooperative purchasing.”

In addition to state contracts and purchasing through a national cooperative, “We also have a (regional) council of government — a group of cities joined together — and (among other things) we’ve entered into purchasing contracts as a COG,” he said.


One example he gave was a road salt purchasing agreement that the council of government secured.

As far as trends coming up in purchasing Krot didn’t know of any in the near future, unless there was a change in state requirements as there was for signage a few years ago.

“The standards we have are road salt and stone, vehicles, signage, office supplies and IT services,” he said.



A representative from NPPGov, a cooperative purchasing organization, chats with an attendee at the 2015 National Association of Governmental Purchasing conference in Kansas City. The national cooperative joined forces with the Fire Rescue GPO and the Law Enforcement GPO to better assist those agencies as well as other government, education and nonprofit agencies with their procurement needs. (Photo provided)

Other procurement professionals agree that trends for the coming year places education at the top of the list to help you navigate and discern the best cooperative choice for your city’s needs. 



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Bulletproof vests on rise for all first responders



By ANNE MEYER BYLER | The Municipal

On Dec. 24, 2012, in West Webster, N.Y., four firefighters were injured by bullet wounds and two firefighters died after an ex-convict set his house on fire to lure in first responders. This tragic incident was part of the reason why the Manlius, N.Y., Fire Department decided in August 2016 to provide bulletproof vests for three fire chiefs and all ambulance personnel. “With all the shootings and violence against police, fire and ambulance providers over the years, we decided the time has come to provide additional protection,” Fire Chief Brad Pinsky said.

LEFT: In 2012, four firefighters were injured by bullet wounds and two firefighters died after an ex-convict set his West Webster, N.Y., home on fire to lure in first responders; this has sparked other departments to seek out bulletproof vests. (Shutterstock.com)

LEFT BELOW: In an uncertain world, first responders, including firefighters, fire marshals and EMS, are suiting up with bulletproof vests to have the same protection as police. (Shutterstock.com)



Fire Chief Brad Pinsky, Manlius, N.Y.



Chief Lee Laubach, Allentown, Pa.

“It has been received well, as workers are being provided a safe place to work in light of all the recent violence.”

The bulletproof vests are not worn with the firefighting gear; instead, they are used by those completing investigations, when not yet in gear. The vests cost \$310 per piece for a carrier and steel plates, designed to provide Class 3+ protection—stopping a high-powered rifle. Altogether, the vests weigh 17 pounds, with it being noted that the lighter vests get, the more expensive they are. The Manlius department, which has 12 paid firefighters and medics and 60 volunteers, purchased 12 vests and 13 additional carriers at \$84 per piece. When on duty, fire chiefs and medics have a set of steel plates in their carriers. Meanwhile in a fire situation, fire chiefs take off the vests and change into gear.

The carriers and plates were paid for with Manlius tax dollars. Medics are mandated to wear the vests from the beginning of the call until the patient is loaded in the ambulance. “It has been received well,” said Pinsky, “as workers are being provided a safe place to work in light of all the recent violence.”

In Philadelphia, the 1993 Interest Arbitration Award—issued on Nov. 12, 1993—states in its uniform section that: “The City shall supply bulletproof vests to each paramedic which must be worn on an emergency response.” When asked about current practice, public information officer William

Dixon replied, “In 2016, we have issued one bulletproof vest to a paramedic.” After review a decision was made: “Ballistic Body Armor Vest Policy will be fully implemented for fire service paramedics and fire service emergency medical technicians.”

Allentown, Pa., has purchased bulletproof vests for its fire marshals. This is because they are the ones to enter buildings when people are still around. Other firefighters come on site after the building is emptied of occupants. The fire department owns four vests and began providing them in 2006. Lee Laubach, fire chief, said there was no real incident that sparked the decision to purchase the vests, but since the department has fire marshals entering businesses and residences alone for inspections, complaints and investigations—“situations where you don’t know what’s going on”—it was decided that the fire marshals should have the same protection as police.

The vests add weight to the fire marshals’ uniforms. They make it a little more difficult for the marshals’ 10-hour day shifts and 14-hour night shifts. When they put on the actual firefighting gear, on a more controlled scene with others, they take off the vests.

Allentown’s last vest purchase cost \$900. Laubach puts it in the budget if he knows

about the need ahead of time. If not, something else has to go without, because safety equipment comes first. He said, “The fire marshals need to feel safe when they are doing a job that is so helpful to the community.”

He added, “Some fire marshals carry weapons, but the state of Pennsylvania doesn’t allow fire marshals to carry weapons, just sworn police officers. State police fire marshals can carry weapons.”

Reports from Cincinnati, Ohio, say that the fire department in August was using about 200 expired vests from Cincinnati police. The department has started talking with the mayor about purchasing 840 vests over a period of time that cost about \$1,000 each. The assistant chief, Ron Winston, sent an email to uniformed personnel saying that, though it doesn’t seem that firefighters were being targeted, it’s difficult to identify someone’s intent. “It’s hard to know whether to protect firefighters against bullets or wait to send them in until a scene has been made safe.

Springfield, Mo., Fire Department Executive Secretary Sherree Sanders said, “The pros and cons have been discussed, but for now we have not taken this step” of providing bullet-proof vests to firefighters.

Chief David Hall added, “We have not. I do know that the Willard Fire Protection District does have them, and I think that the Stafford Fire Protection District does, but I am not positive.” This issue is clearly one that has been acted on by some fire departments and is currently under consideration in others. ■

Reaching out to 21st century constituents



by LAUREN CAGGIANO | The Municipal



Taylor Pelfrey
Miss Leesburg

Twenty-first century constituent outreach calls for embracing 21st century technology and tools. The city of Leesburg, Fla., has made waves with connecting with stakeholders through use of its government access public television broadcasts – and YouTube channel – dedicated to Lake County.

Lake Front TV started in 2005 with a concept to bring public television to the area. The channel has since grown tremendously in terms of both programming and popularity among devoted viewers. Shows bring together public affairs and government

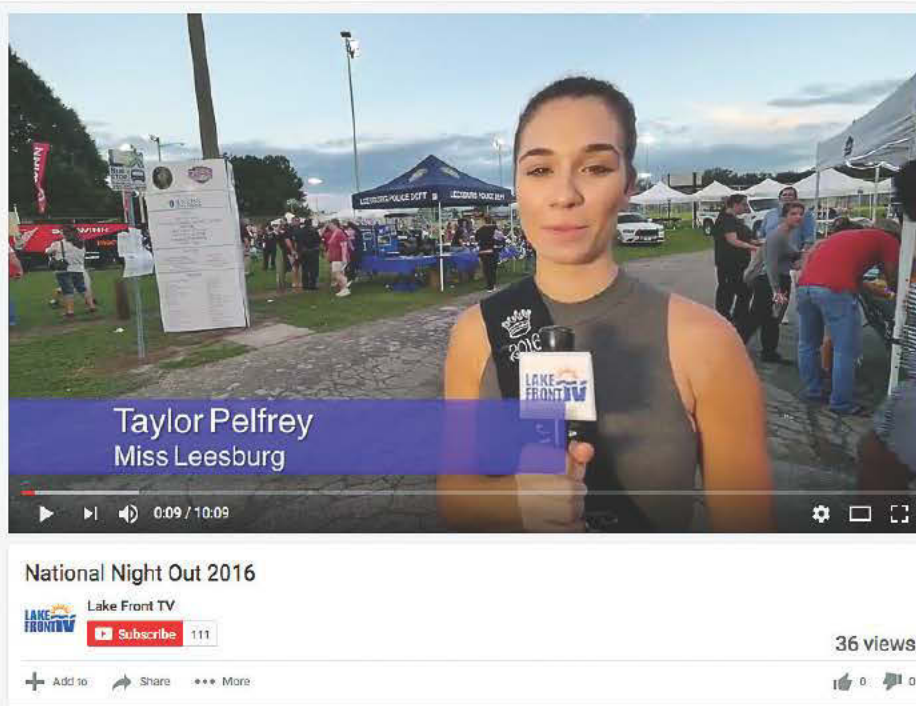
issues with education, health and wellness; sports and fitness; the arts; sports; and local spotlights on the community. “The channel reaches residents and businesses all over Lake County and surrounding areas with simple, unbiased, educational, entertaining

and positive programming with a real hometown feel,” according to lakefronttv.com.

Lake Front TV is operated by the city of Leesburg under a franchise agreement originally reached between local government and cable television companies. Dr. Anna Marie Productions currently heads operations, improving programming and production quality while working to expand Lake Front TV and its shows from Lake County to other parts of Central Florida.

So what does success look like? Consistency and accessibility are two key themes. The channel appears daily to cable television

“We want to make sure we get info out that’s proactive and the right mode of communication.”



LEFT: Miss Leesburg serves as a guest hostess for Lake Front TV, Leesburg’s public access television station. Lake Front TV covers a variety of topics, including public affairs and government issues; education, health and wellness; sports and fitness; the arts; and local spotlights on the community. (Photo provided)

ABOVE: Lake Front TV is very mindful of its residents and their interests, tailoring its broadcasts to them. With the city of Leesburg having its own TV channel, it has been able to get timely and pertinent information directly to the public. (Photo provided)



As part of the “Inside Leesburg” series, city officials are regularly interviewed. (Photo provided)

customers throughout Lake County and into The Villages retirement community on several channels. In addition, their 24/7 programming streams live on the internet from Lake Front TV’s website. Lake Front TV is also available to ROKU media device subscribers across the United States. New episodes premiere weekly and most shows run between 30 minutes to an hour and appear two times during the daytime schedule.

But there’s more to it than just broadcasting regularly and via multiple venues. It’s all about an intentional approach.

“When it comes to public information, outreach or involvement, one important piece is to be proactive,” said Derek Hudson, public information officer with the city of Leesburg.

That means taking the time to get to know residents so that you can proactively know their interests. Demographics are one factor, for example. Hudson said the town, which has a population of about 22,000, has a median age of 40 and skews female. The producers take into account this data when selecting and broadcasting programs.

That due diligence also calls for realizing how they like to communicate — whether that be paper, internet, TV, etc. It’s more of a complementary relationship than a substitute.

“We want to make sure we get info out that’s proactive and the right mode of

communication,” said Hudson. “It doesn’t eliminate face time.”

In general, they try to produce general interest content. In Hudson words, they have the “latitude” to not have to report bad news, like traditional media outlets. There’s also the human element. People like to see their friends and family on the news, which further encourages them to tune in. The end result is “building a brand for us as a town — not just city hall,” he said.

They try to balance this soft news with government-related news and transparency, plus anything related to utilities and economic development.

To that end, Lake Front TV broadcasts segments that educate people about what’s going on in city government. For example, Hudson regularly interviews city officials as part of the “Inside Leesburg” series. They air all city commission meetings on the channel. Recently there was a broadcast about a successful campaign to encourage utility customers to cut back on their electricity usage. The city government serves customers with electric, gas, water, wastewater and fiber-optic public utilities. Another example was the coverage of the installation a new water treatment facility in September. Lake Front TV has proven to be an effective channel to communicate those items of public interest.

Speaking of public interest, Hudson said Lake Front TV is a boon to local media outlets because of the niche factor.

“You can send out news releases all the day, but the news media has limited time and space,” he said. “By having our own TV channel and social media piece, we don’t have to depend on the news media to get timely and pertinent information out to the public.”

For more information about Lake Front TV and its YouTube channel, visit <http://lakefronttv.com>.

Ethics programs and culture create a supportive and outgoing work atmosphere

by ELISA WALKER | The Municipal

ETHICS OFFICERS PROVIDE POSITIVE results and benefits for every municipality, no matter how large or how small. Cities that have invested in ethics officers have reported many positive results such as maintaining the trust of the citizens, avoiding scandalous issues and combatting any potential corruption. Typically cities experience a scandal before they realize how critical it is to have an ethics officer, which leaves them scrambling for a support in ethics to operate damage control.

Some municipalities took initiative before a scandal, such as Philadelphia, Pa., Chief of Ethics Mary McDaniel who had been assigned by the president of the city council years ago to make sure that the members understood the law and had a reliable source to go to for questions or advice. McDaniel commented that nobody truly liked the idea of an ethics watchdog at the beginning, but as time passed and she remained in the position for years, they liked her and respected what she did.

"I think they see it as a value to have someone they trust and ask advice from, from someone who is knowledgeable in what the rules are," McDaniel said. "When you have an ethics officer, it's an added benefit. You can look at the situation and it may be one where



A citywide ethics training meeting takes place for Jacksonville's elected officials to ensure that they are thoroughly trained. (Photo provided)

you say, 'It's not against the law, but I don't think that's a good idea and here's why.'"

Associate Ethics Officer of Atlanta, Ga., Jabu Sengova explained that Atlanta has experienced positive changes after coming out of corruption and misconduct 14 years ago. "Atlanta is a clear example of what happens when there isn't an officer or ethics program. Municipalities will wait until a scandal erupts before creating an ethics program.

"It may require resources that you may not be able to afford, but it may cost even more down the road," Sengova continued. "Whether it's theft, reputation, goodwill of the employees or the citizens' trust, you need an ethics program to show the citizens that you're taking responsibility and using the resources in an efficient way. I'm seeing an overwhelming need for ethics programs throughout the country, and it's not going anywhere."



*Chief of Ethics
Mary McDaniel from
Philadelphia, Pa.*



*Associate
Ethics Officer
Jabu Sengova
from Atlanta, Ga.*



*Ethics Officer
Carla Miller from
Jacksonville, Fla.*



Mayor Lenny Curry of Jacksonville meets with the Department Ethics Officers and its independent authorities. (Photo provided)



The Jacksonville Ethics Commission meets to discuss important matters. (Photo provided)

Training

Atlanta appointed the first ethics officer, Ginny Looney, in 2002 after a scandal. Looney was responsible for building the ethics program and culture from the ground up. While there is no formalized training program, there are yearly informative conferences, like Council on Governmental Ethics Laws and Society of Corporate Compliance and Ethics, that officers and commissioners can attend to talk to other municipalities and share information. Ethics programs are not receiving enough funding to enforce efficient training.

"I had to research ethics programs throughout the country to gain information," Sengova said. "Organizations like COGEL and SCCE offer its members information and resources."

Some officers have years of experience by working as police officers and lawyers specializing in ethics and law, like McDaniel. "The way the ordinance is written here, they train people on what the laws are and what they say. Officers are here for the people who try to do the right thing. We look out for them. You'll always have the 5 percent who will do bad things regardless, but a lot of people don't realize what they're doing is wrong when they really just want to do the right thing."

"It's an emerging field," said Ethics Officer Carla Miller from Jacksonville, Fla. "There isn't a step-by-step program. Most cities handle the technical and legal questions. We're talking about developing a new type of program for ethics officers that doesn't just focus on the law, but on ethics. It's a big topic."

Miller continued, "It's more of a philosophical investment. You want to be on the preventative end. You have to be committed to prevent things from happening. Most offenses are people misunderstanding the law and not intentionally doing things to be bad."

There is hope that the training expands to include situational and factual scenario training that could create an intensive training course.

Commissions versus officers

Ethics officers typically act informally, making themselves available to questions from anyone they oversee or work with. The purpose of an ethics officer is to be on the front lines of municipalities, ensuring that everyone is following the rules and nipping any nonsense in the bud. While ethics programs are slowly appearing across states, more have focused on ethics commissions rather than ethics officers who incorporate an ethical culture.



Ethics Officer Carla Miller meets with directors of other Florida ethics programs, including those from Miami Dade, Palm Beach, Sarasota and Broward County. (Photo provided)

"I would say that they could not be effective without the guidance of an ethics officer," commented Sengova.

McDaniel shared that Philadelphia started out with a state-regulated ethics board, but soon cities were creating their own programs. "Typically people on the commission have no education over the situations that ethics officers face. People are afraid to go to the ethics board for opinions and advice. They think it puts a target on their back. They don't feel that way with me."

"An ethics commission cannot operate effectively alone because it only hears cases of violation and complaints, which doesn't actually prevent the issues," Miller stated. "Ethics officers avoid the confusion and misinterpretation when the issues are brought forth. Officers get at the front end of situations and educate people so they don't fall into typical scenarios that get people into trouble."

Creating an effective ethics program and culture

For a successful ethics program and culture, proper funding is recommended. Volunteer-based commissions and officers are not ▶

unheard of, but they do not always have the proper skill set that is critical for these positions. Volunteers are often divided between their full-time jobs, their lives and their volunteering position. The basic essential parts of a program are to have a hotline, inspector general, ethics code, ethics commission, ethics officer(s) and a strict no tolerance enforcement policy.

“Cities say they have an ethics program but they only have one part,” explained Miller. “If you don’t have all the parts working together, it breaks down. Until you put in the essential pieces, you are not protecting citizens. You’re floundering. You don’t just sort it out when something happens. People lose jobs and are looked at as bad guys all because you didn’t have an effective prevention program.

“Every county should have an ethics officer,” Miller continued. “A small city could have someone in the HR and legal department. Small cities can also have employees double as ethics officers since there isn’t as big of a range to cover.”

“I would recommend an ethics program to other municipalities if they can afford it,” McDaniel agreed. “It’s important to invest in someone who supports the ethical part of local government. You want someone with pretty good working knowledge and practicalities of how the government works so you can give good advice.”

“We still have a lot of work to do,” Sengova said of Atlanta. “We have to make sure we’re not complacent. We have to make sure we’re doing effective training and that our enforcement program is very serious. We have to be diligent and consistent.” **M**



Pictured are the awards that are given to the Atlanta city departments, boards and commissions who achieved 100 percent compliance with the city’s financial disclosure filing requirements. (Photo provided)

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Cooked meat, eggs, dairy, baked goods, fruit, vegetables, coffee grounds, coffee filters, pizza boxes, tea bags, paper plates, napkins, paper towels, paper cups and egg cartons are some of the items accepted for organics recycling. (Photo provided)

Organic waste as the next step in recycling

By NICHOLETTE HODGSON | The Municipal

When someone mentions recycling, one normally thinks of paper, plastic, cardboard and aluminum. But what about organics recycling? This seems to be the next step in recycling when attempting to decrease the amount of waste being sent to landfills. There are a variety of options but the two most prevalent thus far are city or county collection centers or curbside pickup.

Meghan Baldwin, Solid Waste facility manager in Wake County, N.C., stated they began a pilot program utilizing drop-off collection centers for organics recycling last August at two locations and have since expanded to four locations at select waste and recycling drop-off facilities. It is a voluntary program open to residents only and paid for through annual solid waste household fees and money generated from the sale of recyclable materials. They currently contract Smart Recycling to provide collection containers as well as weekly pickup at the facilities. It is then taken to their local composting company, McGill Environmental Systems, where they use forced aeration to



ABOVE: A line of organic compostable bins at one of four drop off facilities in Wake County, N.C., wait to be filled. The program did so well within the first year it doubled the number of locations, creating opportunities for other parts of the county to recycle food waste. (Photo provided)

ABOVE RIGHT: A Minneapolis, Minn., family gave one reason for being so enthusiastic about organic waste recycling: "We participate in organics recycling to reduce greenhouse gas emissions that contribute to global warming." (Photo provided by Hennepin County)



process the organics and after biodegradation has taken place, the compost is blended with specialty, soil products and sold to home improvement stores and commercial landscaping companies.

When the program first began, residents were given waste caddies to aid in storing and transporting the food scraps, which also encouraged participation in the program. The greatest difficulty that manifested was plastic bag contamination. Residents will bring their organic waste in plastic bags and then throw the plastic bag into the container as well.

While Baldwin states "they have received a positive response from the community about the program" so far they continue to perform regular on-site outreach to residents. Wake County's numbers speak for themselves since currently, with just four drop-off organic recycling locations, they "are diverting 1,200 pounds of food waste per month at each site."

Up the east coast in New York City, the Department of Sanitation began funding for the New York City Compost Project in 1993. The city council also recently passed a law requiring the Department of Sanitation to pilot programs to test organics collection. Through this program, houses and small buildings of 10 or fewer units within pilot organics recycling areas automatically receive the service once or twice a week while larger buildings, schools and nonprofit agencies are able to request the service. While a number of the challenges emerged, such as citizens thinking the separation of organics will prove too difficult and a fear of odor or rodents and bugs, New York officials believe this program will reduce the presence of pests and rodents by storing the organic waste in specialized rodent-resistant bins. The city continues to offer education and outreach and is hearing good reports from respondents to surveys about the pilot program with nearly 70 percent stating they are somewhat or very satisfied.

The Swift County, Minn., waste facility is specifically designed for composting and recycling separate wastes and operates most efficiently when residents properly separate them into recyclables, compostables and non-processibles. The county offers free curbside pickup of recyclable material, which is coordinated with the collection of compostables and non-processibles. However, if a resident does not comply with proper separation, then the commercial haulers are told to leave any of the improperly sorted waste.

If this continues, the resident can even receive a written note of noncompliance.

Hennepin County, Minn., offers three different methods of organics collection, according to Ben Knudson, with the Hennepin County Environment and Energy Department. Two methods involve separating organic wastes and placing them either in their own separate container or in the same container as yard waste. The third method available is using blue organics bags from Randy's Environmental Services. Filled blue organics bags are then placed into the trash container, and Randy's separates them all out once they reach its facility. Cities tend to oversee the programs and most have organized collection for recycling.

In Minneapolis, Minn., a resident signs up for the service, receives a green cart and compostable bag, and the organics are collected weekly. All residents pay as part of their waste collection service so there is no additional cost. Some challenges the county has faced are residents being unfamiliar with organics recycling and believing they do not actually produce that much organic waste on top of thinking the setup and separation is too complicated. Knudson believes educating people on what constitutes organic waste and the fact that one-quarter to one-third of all waste is organic has been helpful in encouraging participation.

He stated, "Those who do participate are enthusiastic." He added participants claim it's easier than they thought it would be, and it results in significantly less trash. ▶

Knudson believes the key to furthering the organic recycling trend is building new habits and making it the norm. Hennepin County has attempted to refine its message in order to increase participation and get people to simply consider it an extension of recycling and realize that the organics program can divert 50 percent more material. He also believes organic recycling is easier if it is done with city contracts because collection is then available citywide.

The city council of Martinez, Calif., implemented an organics recycling program at the beginning of this year for both residential and commercial collection. Residents were offered free organic pails when the program began; they then dispose of organics and food waste in the same green cart in which they place yard waste. It is collected weekly on the same day as recycling and waste. Suggestions for keeping the cart clean are to line it with compostable liners, newspaper or even paper towels.

Organic waste is then taken to an industrial composting facility in Richmond, Calif., where materials are broken down in to reusable compost. As an added bonus residents are able to receive one cubic yard of compost free each year with giveaways beginning in October as part of the "Reuse Roundup" event. The commercial collection service began on April 1. The city council's goals were to decrease the amount of greenhouse gas emissions since organic waste is such a large contributor and prevent yard debris from being used as landfill cover. **M**

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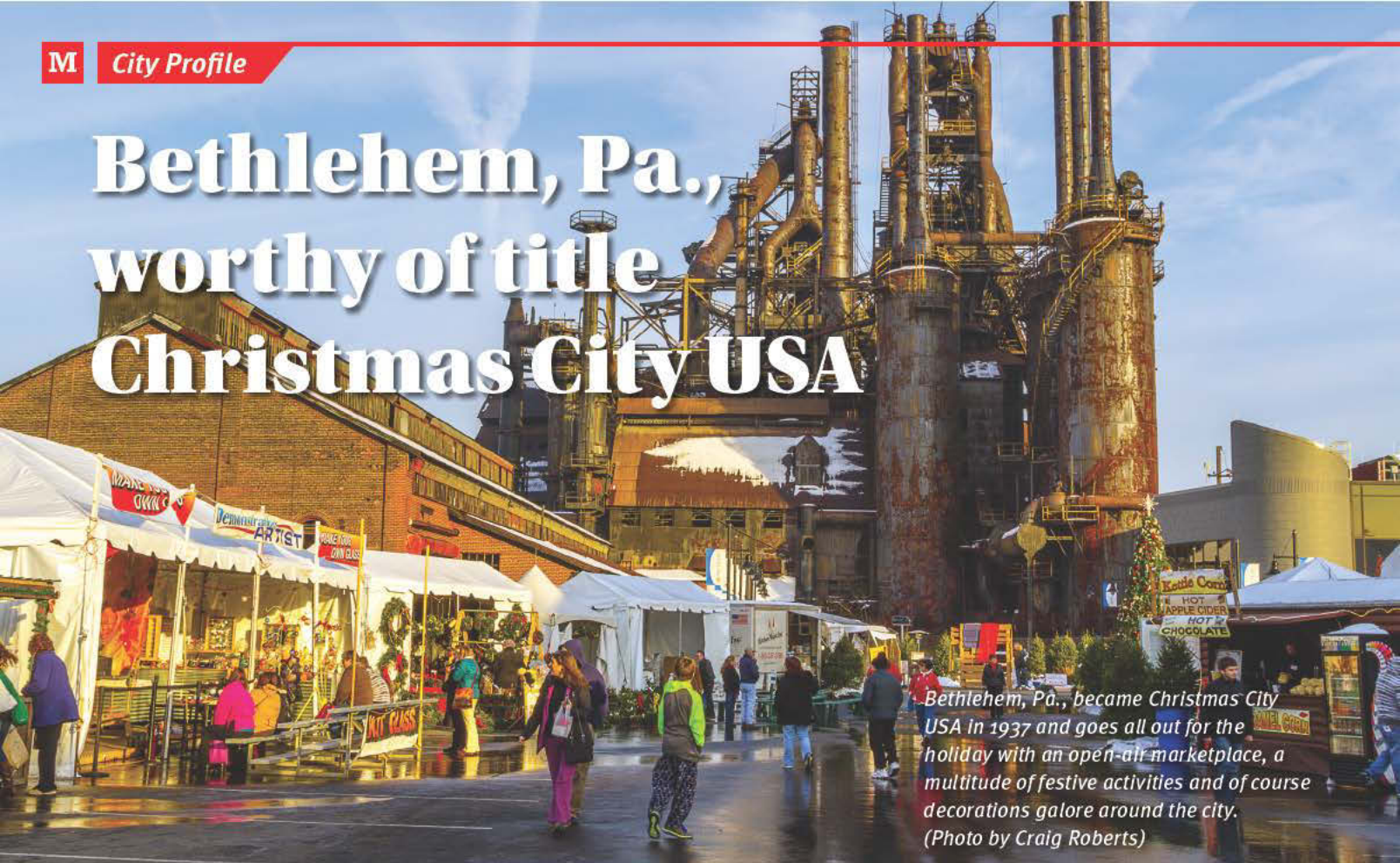
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Bethlehem, Pa., worthy of title Christmas City USA



Bethlehem, Pa., became Christmas City USA in 1937 and goes all out for the holiday with an open-air marketplace, a multitude of festive activities and of course decorations galore around the city. (Photo by Craig Roberts)

By ANNE MEYER BYLER | The Municipal

THE MORAVIANS WOULD BE FAMILIAR with some parts of Bethlehem today but would be very surprised to see some of what has developed as Bethlehem has lived into its name as the “Christmas City.” Parts of the old city still remain, as do horse-drawn carriage rides. The historic downtown of Bethlehem has continued to protect certain historical buildings—some of them now museums. Indeed one of the museums is the Moravian Museum of Bethlehem. Many efforts focus on this area of town.

The Historic Bethlehem Museums & Sites is a nonprofit that runs the Historic Bethlehem Visitor Center and Goundie House, a historic house connected to the visitor center. They offer carriage rides around Christmas and some of their museums have a Christmas focus.

According to the website, another group, the Historic Bethlehem Partnership, has “Christmas walking tours, bus tours and carriage rides to give visitors a historic experience. The costumed guides will lead the way

to their museums that are decorated as they would have been when the Moravians first inhabited the area in the 1700s and 1800s.”

In the 1960s, a Citizens Christmas City Committee, which is a part of the chamber of commerce, began in order to help improve the Christmastide view of Bethlehem and help with the associated costs. Every year, the committee continues to raise \$15,000, with efforts such as the Christmas City Seal, to help purchase the trees that will be lit during the Christmas season. These trees will be decked out in white LED lights in the Historic Moravian District and colored LED lights in the South Side Arts District.

The Downtown Bethlehem Association holds Christmas-themed events in the downtown historical district. Tim Brooks is manager of the DBA, a membership organization. Businesses in the central business district take part. Brooks said, “Proceeds from events go to enhancing the downtown historical district.”

The Christmas City Village is one DBA event—an outdoor handcrafted items

festival modeled after a German outdoor market with up to 35 wooden stalls. This is held weekends from Nov. 18–Dec. 18.

Another event is held nightly as well starting Dec. 1: the live advent calendar. A DBA member sponsors each night. At 5 p.m. there is some short entertainment—a singer, storyteller, etc.—and then the business member provides a treat to those present. The advent calendar sheet shows what businesses sponsor which nights. This information is also shared through social media.

The DBA also runs a Holiday Cocktail Trail, which was held Nov. 19 this year. Various DBA members create their own holiday cocktail. About 500 passports are sold with a map to the different participating businesses.

Chriskindlemarkt is modeled after Europe’s open-air holiday marketplaces and offers arts and crafts. ArtsQuest’s Christkindlmarkt Bethlehem is the holiday market that takes place at SteelStacks—the city’s former Bethlehem Steel site—on the south side of the city. It now offers arts



Bethlehem's electrical bureau starts decorating during the last week in September, completing a long list that includes putting up lights, Christmas trees and more. The bureau wraps up its decorating by Thanksgiving, in time for the lighting ceremony that occurs on Black Friday. (Provided by the city of Bethlehem)

Bethlehem, Pa.'s Christkindlemarkt is modeled after Europe's open-air holiday marketplaces and offers arts and crafts. Last year, a record 64,600 people attended the holiday marketplace during its five-week run. (Photo by Craig Roberts)

and cultural events year-round and in the weeks leading up to Christmas.

Mark Demko from ArtsQuest said, "This year Christkindlmarkt is enhancing the holiday experience for guests by expanding from two to four tents, resulting in a record number of vendors at the event (up to 160). Each tent will have its own unique holiday theme." The large heated tents enclose vendors who offer a wide variety of items: edible and wearable items, Christmas ornaments, nutcrackers and artwork. Entertainment for the children includes visits by St. Nick.

Last year, a record 64,600 people attended the holiday marketplace during its five-week run. In 2006, Travel and Leisure magazine named Christkindlmarkt one of the top holiday markets in the entire world. Demko added, "ArtsQuest has more than 2,000 volunteers who lend a hand throughout the year, including about 600 during the holiday season. As a nonprofit, our volunteers are essential to everything that we do—the reality is that without their support we would only be able to present a fraction of the programs and events that we now offer throughout the year."

The city's electrical bureau is a main player in Bethlehem's Christmas traditions, starting to decorate the last week in September. The bureau's staff put up all the 500 5-foot



ArtsQuest's Christkindlmarkt Bethlehem is the holiday market that takes place at Steel-Stacks—the city's former Bethlehem Steel site—on the south side of the city. It now offers arts and cultural events year-round and in the weeks leading up to Christmas. (Photo by Craig Roberts)

Christmas trees with lights on traffic signal poles and on the light poles on the three bridges. White lights decorate the trees on the north, which is the historical side, while multi-colored lights are placed on the south side of the river. The bureau's other decorating tasks include the large trees at city hall and elsewhere, plus putting up the six sets of

electrical advent candles, which are 10 feet in diameter and 12 feet tall with neon flames that illuminate with the advent calendar. **M**

Visit themunicipal.com to see the checklist that Bethlehem's electrical bureau completes each year to make Christmas happen.

Christmas parades draw people to town



By BARB SIEMINSKI | The Municipal

After the groaning board's turkey, oyster stuffing and cranberries are long gone, there is already another delightful event to look forward to — if you're lucky enough to live in a town that features an enthusiastic Christmas parade!

Some cities have been very successful in holding these unique parades, such as Kaukauna, Wis. — population 15,725 — and Paducah, Ky. — population 25,018.

Jeffrey Malloy, Certified Parks & Recreation Professional and recreation director of the city of Kaukauna, is proud of the fact that this year is the city's 28th year with the parade.

"The parade used to be run by the local Jaycees organization, but when they disbanded, my predecessor, Gary Landreman, stepped forward and took on the event-planning duties," said Malloy.

"This will be my eighth year facilitating the parade. I work with the police department, fire department and streets and parks department, all from our organization. We coordinate the use of volunteers, street closures, parade staging and concluding event. Our department takes care of the advertising of the event and the solicitation of participants. We bring in Santa Claus to ride on the back of a fire engine at the end of the parade. We also provide cookies and hot chocolate while parade participants visit with Santa after the parade."

Malloy added, "We also provide a trophy for the top three entries as determined by a super-secret panel of judges. I set up a staging area and coordinate all of the parade entries with the help of volunteer staff. It is my honor to start the parade each year."

Asked about the economic impact of the December parade, Malloy said that they had never officially measured it.

"Many of the businesses along the route actually close during the parade and join their patrons in participating or watching the parade," said Malloy, adding that the event was truly a community parade, which was their focus and priority.

"Our entries are all local businesses, churches and other civic organizations. It costs nothing to participate and we also do not pay for entries. That is with one exception. We donate \$400 to the high school band to assist with their bussing. We do very little marketing outside of our own community, and our mayor and common council walk in the parade prior to their meeting for that night."

The parade is always scheduled at 6 p.m. on the first Tuesday in December, and this year's event is on Dec. 6.



Kaukauna's Christmas parade features a host of local businesses, churches and other civic organizations that participate. The city does donate \$400 to the high school band to assist with their bussing to be able to participate. (Photo provided by Kaukauna, Wis.)



Planning for the Paducah, Ky., Christmas Parade actually begins in early summer with deciding the parade theme. This year's theme will be "Pictures of Paducah at Christmastime." (Photo provided by Paducah, Ky.)



The Christmas parade in Kaukauna, Wis., is a group effort between the city's police department, fire department, and streets and parks department, plus volunteers. (Photo provided by Kaukauna, Wis.)



The Paducah Christmas Parade draws thousands of people downtown, especially when paired with the Candy Cane Hunt and Ugly Sweater Run. (Photo provided by Paducah, Ky.)

The challenges of putting together something of this magnitude are time-consuming for the Electric City—one of Kaukauna's nicknames, thanks to its own municipally run hydroelectricity plant.

"Closing streets, one of which is a state highway, comes with obvious challenges," said Malloy, "but our streets and parks and police departments do a great job of making this happen for us.

He added, "Staging 100-plus entries within small side streets and getting participants in and out safely is also a challenge. I think one thing we do really well is communicate effectively. We put together great information, including a color-coded parade route and staging area map, that is mailed and emailed to the registered participants. Everything is also on our website and easily accessible to everyone."

Kaukauna, according to Malloy, has had great weather for almost all of its parades, and, "we have never cancelled, which is something that makes us very proud of our participants and spectators."

Kaukauna also has the Electric City Christmas Parade Theme Contest for kids grades K-8, with the winner getting to ride with Santa on the Kaukauna Fire Department's ladder truck in the parade.

For Molly Tomasallo, special events coordinator of the city of Paducah, challenges for her city's Christmas parade, held promptly at 5 p.m. on the first Saturday in December, are minimal.

"Our parade is always the first Saturday in December, and we have to coordinate with

the railroad to make sure we don't cross paths with their train routes/schedule," said Tomasallo. "We coordinate with the police department and public works to shut down the intersections, including state highways and Third and Fourth streets. The biggest challenge we face is the weather, unpredictable from year to year.

Tomasallo noted, "We've only had to cancel the Christmas parade once that I know about and that was in 2013 when we had several inches of ice dumped on us the week prior to the parade. Although many of the streets were clear, the sidewalks along the parade route were still very icy. For the safety of our citizens, we postponed the parade that year to the second Saturday. Weather can keep parade participants indoors as well. Even if we hold the parade if the temperatures are colder, or if there's any rain or snow, many of our parade lineup will back out the day of and then we have to adjust the lineup accordingly."

Planning for the Paducah Christmas Parade actually begins in early summer with deciding the parade theme, said Tomasallo, who loves watching creative energy come together in the production of the floats and the participants—and then watching an appreciative public line the streets.

"Once the theme is decided, we update applications, rules and put in our public assemblies permit request. This is usually all completed by the middle of September. The parade route is always the same. Once we reach the application deadline, we begin sorting through the applications and assigning

them numbers for the parade lineup. We do try to distance bands, musicians, dance groups, etc. evenly throughout the lineup so they are not all grouped together.

"We hold a parade meeting for all participants a week prior to the event to go over lineup, entry and exit, where to park and to answer any questions. We also recruit judges for our float and performance contests. The day of the event, parks staff, city staff and other volunteers arrive early, set up barricades, set out numbers for the lineup and work together to keep traffic out of the marshaling area while we help floats line up for the parade, which usually lasts between 45 minutes to 1.5 hours, depending on the number of floats we have in the parade."

According to Matt Cherry, manager of Hoopers Outdoor Center in Paducah, his store opens early each year on the date of the parade.

"The parade brings quite a bit of people downtown who normally do not come to downtown Paducah," said Cherry. "This is a wonderful chance to showcase all of the locally owned businesses that are located downtown."

Tomasallo agreed, adding that "thousands" of people come downtown during the occasion. "We also partner a couple of events with the parade, the Candy Cane Hunt and the Ugly Sweater Run. The combination of these three events brings people down as early as noon and keeps them downtown through the parade in the evening." 

Treating the nation's opioid addiction

Opioids are medications that reduce pain by reducing the intensity of pain signals in the brain. They can be derived naturally from plants, such as morphine and heroin, or produced synthetically, like fentanyl. Many of the opioids that are abused, like oxycodone and hydrocodone, are prescribed by a physician to treat chronic pain. (Shutterstock.com)

by JOHN DAVID THACKER | The Municipal

At 3:30 p.m. on Aug. 15, the Cabell County 911 dispatch received a report of a heroin overdose. This is not uncommon in Huntington, W.Va. According to the Centers for Disease Control and Prevention, West Virginia has the highest rates of drug overdose deaths in the nation. But then a second call came in. And then another. And another. By 9 p.m. that night, EMS personnel had successfully treated 26 people for heroin overdoses — more than the county usually sees in a week.

Although this was an extreme case, West Virginia and Huntington are not alone. The abuse of opioids is at an all-time high across the country, and drug overdose has become the leading cause of accidental death in the U.S., leading some public health officials to call it an “epidemic.”

In January 2016, the CDC published a report, “Increases in Drug and Opioid Overdose Deaths — United States, 2000-14,” describing the extent of the problem. In 2014, 47,055 people in the United States died from a drug overdose. Sixty-one percent of those overdoses involved an opioid, including

heroin and prescription painkillers like oxycodone and hydrocodone. The drug overdose death rate more than doubled from 2000 to 2014, from 6.2 per 100,000 persons in 2000 to 14.7 per 100,000 in 2014. In 2014, drug overdoses killed more people than car crashes.

While a small percentage of people suffer from opioid addiction, the social costs affect everyone. A 2011 study published in *Pain Medicine*, “Societal Costs of Prescription Opioid Abuse, Dependence and Misuse in the United States,” estimated that prescription drug abuse cost the country \$55.7 billion in 2007.

In the face of this crisis, cities, counties and states are implementing a number of strategies for treating opioid addiction and alleviating the social consequences of drug abuse. The National League of Cities and National Association of Counties have formed the City-County National Task Force on the Opioid Epidemic to examine the issue and make recommendations for reducing the harm of drug addiction. A few of their recommendations are below.

Treat addiction as a public health issue, not a crime

“Addiction is an illness,” said James Brooks, director of City Solutions and Applied Research for NLC. “That illness and the behaviors that are connected to addiction sometimes lead to criminal behavior. But the underlying issue that we need to solve is not the behavior, but the addiction. Addiction is a physical illness, and it’s something that can be treated.”

Drug courts are one way that the judicial system is working with law enforcement



While a small percentage of people suffer from opioid addiction, the social costs affect everyone. A 2011 study published in *Pain Medicine*, “Societal Costs of Prescription Opioid Abuse, Dependence, and Misuse in the United States,” estimated that prescription drug abuse cost the country \$55.7 billion in 2007 of that, \$25.6 billion was lost earnings and compensation in the workplace. Excess healthcare costs totaled \$23.7 billion. And \$5.1 billion was spent on correctional facilities and policing. (bakdc/Shutterstock.com)



If injected in time, naloxone can reverse the effects of an overdose and save lives. The medication is carried by emergency medical personnel and, increasingly, by police officers, who may be called to respond to the scene of an overdose. (PureRadiancPhoto/Shutterstock.com)

and medical professionals to get at the root of drug-related crime. Instead of prosecuting someone for a drug-related offense, the court can choose to suspend prosecution on the condition that the person charged completes an addiction rehabilitation program. By treating the root addiction, drug courts seek to put an end to the cycle of arrest, incarceration and recidivism.

The first drug court in the U.S. was held in 1989. Today there are nearly 3,000 of them operating across the country.

Increase access to naloxone

Naloxone is a drug that can block the effects of opioids. If injected in time, naloxone can reverse the effects of an overdose and save lives. The medication is carried by emergency medical personnel and, increasingly, by police officers, who may be called to respond to the

scene of an overdose. The medication is also available in an automatic injector and can be prescribed by a doctor for use by family members or caregivers of patients on high doses of opioids and others at risk of an overdose.

While naloxone does not treat addiction, cities that equip police officers and EMS personnel with the medication may reduce the number of deaths from opioid overdose. In 2015, the state of Connecticut passed a law that allows certified pharmacists to prescribe and dispense naloxone to anyone who requests it, as well as instruct them in its use. Increasing the availability of naloxone and training people to use it properly in an overdose may save lives.

The U.S. Communities Government Purchasing Alliance is making this life-saving medication available to cities at a discounted price.

Remove barriers to clean syringe programs

Those who crush and inject prescription painkillers to attain a high often share their needles and syringes with others. This unsanitary practice can spread infections such as Hepatitis C and HIV/AIDS. A rise in opioid abuse in a community is often accompanied by an increase in these infectious diseases. In 2014, Scott County, Ind., experienced a sharp spike in new HIV infections. Public health officials attributed the increase to the abuse of intravenous drugs and the sharing of needles.

Needle exchange programs collect used syringes and provide free, sterile, one-time-use syringes. Although needle exchange programs can reduce sharing and protect the broader community from exposure to infection, they remain politically controversial, ►

Task force to release recommendations

The City-County National Task Force on the Opioid Epidemic is releasing a formal report and recommendations after the election, mid-November, in regards to substance abuse. Look for the link to appear at <http://www.nlc.org/>

[build-skills-and-networks/resources/addressing-the-opioid-epidemic](#). The Municipal will also post a link to the report on its website, themunicipal.com, when it becomes available.

with opponents claiming that they enable drug abuse. They are illegal in many states, and people in possession of syringes without a prescription can be arrested for possession of drug paraphernalia. Needle exchanges were illegal in Indiana at the time of the HIV outbreak, but in March of 2015, faced with a public health emergency, Governor Mike Pence issued an executive order allowing a temporary needle exchange in Scott County. The result was that the spread of HIV in the county dropped dramatically. From November 2014 to August 2015, 181 people in the county tested positive for HIV. In September and October of 2015, that number was zero.

There is a growing acceptance of syringe exchanges in the country. Earlier this year, Congress ended a decades-old ban on federal funding for needle exchange programs. Indiana now allows needle exchanges to operate in some counties when a public health emergency has been declared.

The task force has identified clean syringe programs as one approach to reducing the harm caused by opioid abuse. "The recommendations that come from the task force suggest that needle exchanges — clean syringe programs — are an absolute useful opportunity to advance disease control," said Brooks. "We will come out and suggest it as a way to protect against outbreaks of HIV and Hepatitis."

As the nation wrestles with widespread opioid abuse and addiction, governments, nonprofit organizations and healthcare providers are finding ways to work together to reduce the harm to the local community.



Needle exchange programs collect used syringes and provide free, sterile, one-time-use syringes. Although needle exchange programs can reduce sharing and protect the broader community from exposure to infection, they remain politically controversial, with opponents claiming that they enable drug abuse. (Shutterstock.com)

"I think there is a significant role for the local elected officials, both city and county, as the community leaders, to really lead in this crisis," Brooks said. "They are looking at this epidemic of opioids one life at a time, beyond the statistics, and so they are committed to doing something useful." ■

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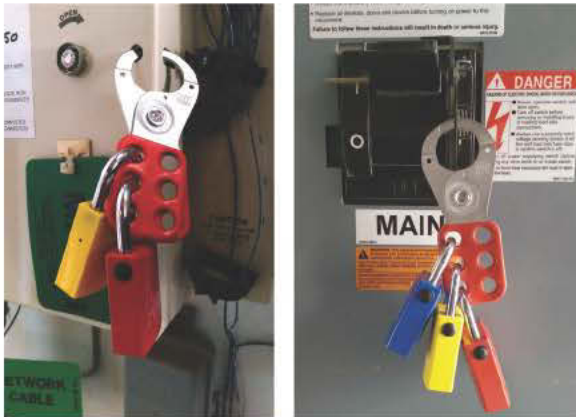
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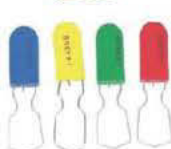
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The writing on the wall: How communities cope with the problem of graffiti

By JULIE YOUNG | The Municipal

NO MATTER HOW SAFE A CITY OR town may be, at one time or another, nearly every municipality has had to deal with the issue of graffiti—a wide range of markings, symbols, etchings and other depictions that deface public and private property. These incidents are particularly troublesome for communities for several reasons. They are rarely reported at the time of occurrence. Those responsible are rarely caught red-handed, and the incidents send a direct message to citizens that their leadership might be unable to deter crime in the area or protect them effectively. Not only that, but graffiti is a problem that costs the U.S. \$12 billion annually in cleanup, according to the Center for Problem-Oriented Policing.

So how can communities address the mess and paint a better picture where graffiti is concerned? As it turns out, the solution is as varied as the writing on the wall.

A picture is worth thousands of dollars

Experts say there are four primary types of graffiti that plague city streets. Gang graffiti is meant to send a message. It is used to mark territory and to communicate threats to rival gangs. Tagger graffiti is the most broad and can range from quick hits to highly detailed “street art.” Conventional graffiti is the most common and tend to be isolated, spontaneous events that are typically thrown up to youthful exuberance. And finally, there is ideological graffiti, which may contain racial and ethnic slurs as well as political messages; this category is also referred to as “hate graffiti.”

It is a problem that contributes to or leads to other types of crimes including, loitering, littering, shoplifting, acts of violence and escalated property damage. The most



Experts say there are four primary types of graffiti that plague city streets: gang-related graffiti, tagger graffiti, conventional graffiti and ideological graffiti. For many, graffiti fulfills a number of psychological needs, such as the thrill of getting away with something, the element of risk involved and a sense of being in control of a situation. (Shutterstock.com)

prominent targets for graffiti are signs, bridges, overpasses, railroad cars and other easy-to-reach locations that are typically light in color, large and unencumbered by featured such as windows and doors.

POP says in order to combat graffiti, it's important to understand the motive for why these “artists” do it. There are several, but money isn't one of them. Unlike drug dealing, prostitution or robbery, there is no financial gain in graffiti. It does fulfill a number of psychological needs though, such as the thrill of getting away with something, the element of risk involved and a sense of being in control

of a situation; however, for communities, these senseless acts of carelessness cost a lot to curtail and control.

Dana Muscott, deputy city manager of Bay City, Mich., said the cost and effort to deter graffiti is dependent on several factors: How many incidents there are each year, the type of graffiti a municipality typically has, how much damage is done, where it is located, what materials were used and whether or not the offenders were caught.

“Graffiti is not a huge issue here so I am not sure of an exact number, but an educated guess would be that we have around 20 to



Pressure washers, sandblasters and lasers are among the methods used to remove graffiti. In some cases, however, cities might have to be satisfied with merely reducing the markings to an unrecognizable fade. (ppl/Shutterstock.com)

On average, graffiti is a problem that costs the U.S. \$12 billion annually in cleanup, according to the Center for Problem-Oriented Policing. (Photo by Jodi Marlin)

25 reported incidents a year,” she said, noting that the cleanup costs are hard to estimate. “Different solutions are needed for the different paints that are used. If a suspect is found, then restitution is made.”

Getting creative

In some communities, such as Cambridge, Mass., “graffiti fighters” in the public works department are given a tool kit for removing damage. This kit may include touch-up paint, solvents, cleaners, trash bags, safety gear and other tools necessary for taking corrective action. It’s a pretty common method, but it’s hardly a simple one. According to the department’s website, graffiti removal is hardly a “wipe on, wipe off” affair, especially when it involves rough surfaces or paint that has been there for an extended period of time. Sometimes, the best thing they can do is to reduce the markings to an unrecognizable fade even if it doesn’t get rid of it completely. “Rapid response is the key, and this is only possible if the job is made as easy and as automatic as possible,” it states.

Yes, paints and solvents can do the trick, especially if the damage is minimal and can be found quickly, but there are still problems with this time-consuming methodology. In areas where graffiti is more prevalent or where community leaders have a tough time keeping up with the damage, then other systems must be considered. Sandblasters help get rid of the paint; however, this method also results in airborne particles that have respiratory and biological repercussions. Another option includes lasers, which have been shown to be effective, but very expensive.


For many small- to mid-sized municipalities, the best solution to graffiti is not in the cleanup of the vandalism but in preventing it to begin with. This may include increasing patrols in neighborhoods known for being graffiti “hot spots” or installing better lighting in areas since graffiti artists tend to work in the dark. Contractors and engineers can thwart vandals by using materials that are less attractive to offenders or easy to clean when rare incidents occur. Some cities



A city worker uses hot water and paint remover to eliminate graffiti from a sidewalk. The quicker graffiti can be addressed, the easier it is to remove. (mikeledray/Shutterstock.com)

conduct publicity campaigns to encourage neighborhood beautification or public mural projects that allow those with a creative flair to channel their talents in an appropriate way. After all, when someone helps to create something, they usually tend to keep it looking nice.

As for Bay City, in August officials announced plans to install security cameras in order to monitor neighborhood activity, deter crime and catch offenders. Muscott says these cameras will be installed over the next few years and should help to diffuse incidents of graffiti, vandalism and even some altercations.

“When someone knows there is a camera around, hopefully all crime incidents go down,” she said. “Bay City isn’t really a high crime city, but the cameras are just another layer of protection to help our residents and visitors feel safe.” 

Pine Bluff digs trenchless sewage system improvements

by AJ HUGHES | The Municipal



What happens if a sewage system is not maintained? Sewer company customers would probably prefer to read the answer to that question rather than experience it. Deterioration can cause leaking pipes and seepage of raw sewage, said Pine Bluff Wastewater Utility general manager Ken Johnson.

THAT'S WHY THE CITY OF PINE Bluff, Ark., embarked on a major sewage rehabilitation project in June. Improvements to the approximately 100-year-old system — due, as of press time, to be completed in November — involve cured-in-place pipe technology and rehabilitation of decrepit manholes. Cutting-edge methods will allow all enhancements to take place without any excavating. The total cost for the project is budgeted at just over \$500,000.

Cured-in-place pipe technology is a common method for repairing underground pipes, and one of its major advantages is that no trenches need to be dug. Like a surgeon inserting a stent into a diseased vein by way of the groin, a utilities worker inserts a felt tube saturated with resin into a weak pipe via manhole access. Once this liner is installed and in place, applied pressure — using air or water — swells the liner to fit nicely within the confines of the old pipe.

“We enter through the manhole and exit through the manhole, leaving the lining inside,” said David Poe, technical services supervisor with Pine Bluff Wastewater Utility.

CIPP technology debuted in 1971 in London, England. Eric Wood, the first person to utilize such an approach, dubbed it “insitu form,” which is Latin for “form in place.” Wood received a patent for CIPP technology in 1977—the approach was later made available for commercial use by Insituform Technologies. This Hammond, La.-based company

The city of Pine Bluff is inserting 10,329 linear feet of CIPP liners in pipes needing some help in its approximately 100-year-old system. The total project is budgeted at just over \$500,000. (Photo courtesy David Poe/Pine Bluff Wastewater Utility)



No. 1: Pine Bluff Wastewater Utility employees work to improve the city's sewage system infrastructure through enhancements to manholes and underground pipes. (Photo courtesy David Poe/Pine Bluff Wastewater Utility)

Cured-in-place pipe technology utilizes a felt tube saturated with resin, which is inserted into a weak pipe via manhole access. Once this liner is installed and in place, applied pressure—using air or water—swells the liner to fit nicely within the confines of the old pipe. (Photo courtesy David Poe/Pine Bluff Wastewater Utility)

was contracted by the city of Pine Bluff to insert 10,329 linear feet of CIPP liners in pipes needing some help.

To date, Insituform has put in place more than 100 million linear feet of CIPP lines around the world. Other client sites have included the San Diego Airport; Macon, Ga.; Phoenix, Ariz.; and Montreal, Canada.

Per Johnson, the money and time spent in revitalizing these underground pipes are well worth it; in fact, he expects the treated pipes to benefit from 60 years of added life.

Pipes aren't the only sewage system components getting a boost: Manholes are also benefiting from a functional face-lift. Suncoast Infrastructure, headquartered in Florence, Miss., is spraying a three-part polyurethane material in about 20 of the city's manholes. Many of the manholes in Pine Bluff, said Poe, are made from brick and are growing old—thus, part of their structure has turned to dust.

These rehabilitated manholes will keep water from incidentally entering the sewage lines, and the rehabbed pipes will keep raw sewage from seeping up onto streets, or into homes and businesses.

"We're taking a proactive approach," Johnson said. "It's important for upkeep and maintenance."

The work is not without challenges. Since no actual digging is taking place, Pine Bluff Wastewater Utility is having to rely on maps and data to locate underground pipes, some of which are positioned underneath houses and other types of buildings. To disrupt people's normal routines as little as possible, those involved with the project often work during early mornings and late nights.

And like bridge and highway maintenance, sewage system upkeep is never actually finished.

"It's a long-term process," said Poe.

Another impetus for having a healthy sewage system, said Johnson, is the need to adhere to Clean Water Act regulations. This piece of legislation, enacted in 1972, initiated the National Pollutant Discharge Elimination System, a method of regulating and issuing permits regarding water pollution point sources; these include municipal

sewage systems. Without an NPDES permit, no point source may emit water pollutants that wind up in surface waters. Leaky underground pipes in Pine Bluff certainly would not qualify for NPDES approval.

Even without meeting regulatory standards, Johnson wants to keep his customers happy with a well-functioning sewage infrastructure.

"These enhancements come with a major benefit to city residents," he said.

An additional reason for Pine Bluff to keep sewage where it belongs is the city's proximity to numerous important bodies of water. Bayou Bartholomew, the world's longest bayou, begins northwest of Pine Bluff and empties 364 miles away into the Ouachita River in Louisiana. The bayou is also recognized as the second-most diverse stream on the continent, as it's home to more than 100 species of aquatic life. Other nearby lakes and rivers are Lake Klinghoffer, the Arkansas River and Lake Pine Bluff.

Indeed, municipal wastewater management and associated required systems maintenance procedures extend far beyond city, state and even country. It is such an important global issue that the United Nations has issued guidelines for municipalities in handling their wastewater, which are viewable at https://esa.un.org/iys/docs/san_lib_docs/guidelines_on_municipal_wastewater_english.pdf.

"Do not restrict water supply and sanitation to taps and toilets," the guidelines read. "A holistic approach to water supply and sanitation should be adopted. This incorporates not only the provision of household services, but various other components of water resource management, including protection of the resource that provides the water, wastewater collection, treatment, reuse and reallocation to the natural environment. Addressing the environmental dimensions mitigates direct and indirect impacts on human and ecosystem health."

The city of Pine Bluff is doing its part. Data from Pine Bluff Wastewater Utility reveals that the average Pine Bluff household uses 350 gallons of water daily. Annually, the company treats more than 5 billion gallons of wastewater. The utility company puts to use 400 miles of wastewater pipes and operates more than 40 pumping stations. ■

For a complete list of all upcoming events, visit themunicipal.com/events.

To list your upcoming conference or seminar in The Municipal at no charge, call (800) 733-4111, ext. 2307, or email the information to swright@the-papers.com.

DECEMBER

Dec. 6-8 Groundwater Week
Westgate Las Vegas Resort & Casino, Las Vegas, Nev.
groundwaterexpo.com

Dec. 13-15 2016 International Association of EMS Chiefs Leadership Summit and Annual National Healthcare Coalition Preparedness Conference
Washington Hilton Hotel, Washington, D.C.
iaemsc.org

Dec. 13-15 Power-Gen International Conference 2016
Orange County Convention Center, Orlando, Fla.
.power-gen.com

JANUARY

Jan. 10-12, 2017 Northern Green Trade Show
Minneapolis Convention Center, Minneapolis, Minn.
northerngreen.org

Jan. 10-12 Landscape Ontario Congress
Toronto Congress Centre, Toronto, Ontario, Canada
locongress.com

Jan. 15-20 National Recreation and Park Association Event Management School
Oglebay Resort and Conference Center, Wheeling, W.Va.
nrpa.org/event-school

Jan. 16-18 Fire Department Safety Officers Association
Wyndham Orlando Resort, Orlando, Fla.
.fdsoa.org

JANUARY

Jan. 17-19 U.S. Conference of Mayors 85th Winter Meeting
Washington, D.C.
usmayors.org/meetings

Jan. 17-20 2017 World of Concrete
Las Vegas Convention Center, Las Vegas, Nev.
worldofconcrete.com

Jan. 17-21 Fire Rescue East
Daytona Beach Ocean Center, Daytona Beach, Fla.
ffca.org/fire-rescue-east

Jan. 18-20 Indiana Parks and Recreation Association Conference & Expo
Crowne Plaza at Union Station, Indianapolis, Ind.
inpra.evrconnect.com/conference

Jan. 18-20 Fire Department Safety Officers Association 2017 Apparatus Symposium and Safety Forum
Wyndham Orlando Resort, Orlando, Fla.
fdsoa.org

Jan. 20-21 Piedmont Fire Expo
Twin City Quarters/Benton Convention Center, Winston-Salem, N.C.
forsythcountyfire-rescue.com/expo.php

Jan. 20-25 American Correctional Association 2017 Winter Conference
Henry B. Gonzalez Convention Center, San Antonio, Texas
aca.org

JANUARY

Jan. 23-26 Heavy Duty Aftermarket Week 2017
The Mirage, Las Vegas, Nev.
hdaw.org

Jan. 31-Feb. 2 Underground Construction Technology International Conference and Exhibition
Fort Worth Convention Center, Fort Worth, Texas
uctonline.com

Jan. 31-Feb. 2 Utility Products Conference and Exposition
San Diego Convention Center, San Diego, Calif.
utilityproductsexpo.com/index/future-event-dates.html

FEBRUARY

Feb. 13-16 11th Annual ARFF Training Alliance ARFF Chiefs & Leadership School
Rio Suites, Las Vegas, Nev.
arffwg.org

Feb. 22-25 WWETT
Indiana Convention Center, Indianapolis, Ind.
wwettshow.com

Feb. 23-25 EMS Today/ The JEMS Conference and Exposition
Calvin L. Rampton Salt Palace Convention Center, Salt Lake City, Utah
emstoday.com

Feb. 26-March 1 Disaster Recovery Institute 2017
Golden Nugget, Las Vegas, Nev.
driconference.org

FEBRUARY

Feb. 27-March 2 Technology and Maintenance Council Annual Meeting and Transportation Technology Exhibition
Music City Center, Nashville, Tenn.
trucking.org

MARCH

March 4-6 National Utility Contractors Association National Convention
Las Vegas, Nev.
nuca.com/convention

March 7-10 Missouri Park and Recreation Association Conference
Hilton Promenade at Branson Landing, Branson, Mo.
mopark.org

March 11-16 Congressional City Conference 2017
Washington, D.C.
ccc.nlc.org

March 12-17 Facility Managers' Revenue Development and Management School
Oglebay Resort & Conference Center, Wheeling, W.Va.
revenueschool.org

March 13-15 Mid-South Transportation and Parking Association Annual Spring Conference and Trade Show
Crowne Plaza, Knoxville, Tenn.
www.mstpa.org/annual-conference.html



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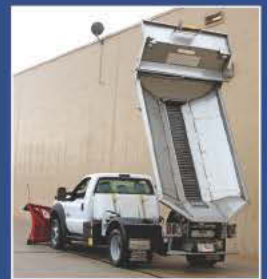
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Fleet association takes hardline approach to distracted driving



Phillip E. Russo | Guest columnist
CEO,
NAFA

AT FIRST GLANCE, ONE MIGHT THINK NAFA FLEET MANAGEMENT Association's position on distracted driving to be extreme. According to the Association's Chief Executive Officer Phillip E. Russo, CAE, it had to be.

"(NAFA) needed to be very clear about where we stood. There's so much evidence pointing to the effects personal electronic devices have on a driver's abilities to focus," said Russo. "Cellphone conversation is a cognitive disruption, and the manner in which that occurs — handheld phone, hands-free phone — is irrelevant."

The association believes that operators of motor vehicles should devote 100 percent of their attention to operating the vehicle. Because a driver's use of a personal electronic device, such as a cellular phone, while driving can lead to visual, manual, cognitive and/or other distraction, NAFA believes that such use should be eliminated. Further, NAFA endorses and supports The National Safety Council recommendation that employers implement policies that prohibit use of both hands-free and handheld devices while driving and that those policies apply to all employees.

"People are aware of the tragic consequences of driving while intoxicated," said David Thompsen, CAFM, chair of NAFA's Safety Council. "NAFA was involved with that in the past, and there were other organizations directly involved in the effort like Mothers Against Drunk Driving. A convincing argument has been made and organizations routinely put into policy severe consequences if their employees drive while intoxicated.

"In many studies, reaction times, vehicle control and the ability to react and drive defensively are found to be affected through distracted driving as much as having a blood-alcohol percentage of 0.08. NAFA believes distracted driving requires a response commensurate to what exists for DWI as driver capacity is undermined in the same way."

"NAFA's policy had to be uncompromising and have 'teeth' so there would never be a question about where we stood," Russo said. The policy prohibits employees, contractors and volunteers from using NAFA-owned or provided personal electronic devices while driving any vehicle; and from their use of any personal electronic device while operating a vehicle leased or provided by, or the cost of which is being reimbursed by, NAFA.

Also, the policy prohibits their use of any personal electronic device to conduct or discuss NAFA business while operating any motor vehicle. NAFA regards violation of this policy as a serious matter that will result in disciplinary action against an employee, up to and including dismissal. In addition, NAFA's policy encourages its employees never to use any personal electronic device for any reason while operating any motor vehicle.

"There's a reason why the policy is an all-inclusive statement affecting everyone the association works with, from the CEO on down," Thompsen said. "I know a company that had it in its policy that if you wanted to use your phone out on the road, you had to pull off into a safe zone and call from there ... a perfectly reasonable position. Well, employees soon saw the CEO driving around and talking on the phone, completely undermining the policy."

That's not the case with NAFA, Russo explained. He, too, as CEO, is beholden to the policy. "In my position, I am always 'on call' so to speak and have to be able to speak with NAFA's leadership at a moment's notice. Regardless, when I am driving, anyone who calls gets my 'away' message, which says I'm in transit and will not respond until I'm stopped and can safely return their call. This policy also carries over to our contractors and volunteers, so they recognize it when they hear it. No one has ever questioned it, which is a phenomenal signal to me. They get it."

Extending this mission, NAFA also featured a "distracted driving pledge" during the 2016 Institute & Expo in Austin, Texas. The pledge encouraged all attendees to sign on to a promise to turn off devices before driving.

Thompsen added, "One of the big problems is that almost every company, municipality and organization looks at the 'risk versus efficiency' calculation




NAFA has prohibited the use of any personal electronic device to conduct or discuss NAFA business while operating any motor vehicle; it is a policy the association hopes other organizations will adopt.



In 2014, 3,179 people were killed, and 431,000 were injured in motor vehicle crashes involving distracted drivers, according to statistics available at www.distraction.gov.

workmen's comp goes up; and more tax dollars are required, a real-world cost is attached to that assumed risk."

"I believe that example is influential," Russo said. "If you are mandated to wear a seat belt as an employee, you're more likely to carry over that behavior in your personal life. We at NAFA want to see this happen with distracted driving. We hope our example and the examples of other responsible organizations and fleets carry over to individuals, who then will carry the message on to their loved ones. That's where this epidemic will see positive change." 

NAFA's Distracted Driving Position Statement is available for download at: <http://www.nafa.org/download.php?f=719>

differently. I'll give you an example. A vehicle breaks down out in the field and a mechanic is dispatched to bring them back. While they're traveling, the stranded driver is able to get the vehicle running, so they're not there anymore. The dispatcher could call the mechanic on his phone and cancel, but the phone is off, so that mechanic won't know until he arrives that he's no longer necessary. From a distance that looks like lost productivity.

"(NAFA's) Safety Council wants to show the consequences of accepting the risk in favor of efficiency. Not all organizations have bought into this reality yet, but as crashes, violations and liability increase;

NAFA Chief Executive Officer Phillip E. Russo, CAE, has been with the fleet organization for over 25 years, becoming executive director in 2005. Russo became NAFA's first CEO in 2014. Russo has been integral to association successes, such as the creation of NAFA's Sustainable Fleet Accreditation Program and training; efforts to expand fleet education via the "unbundled" fleet training certificate modules; and NAFA's bylaws amendments in 2016 expanding opportunities for all fleet professionals within the organization.

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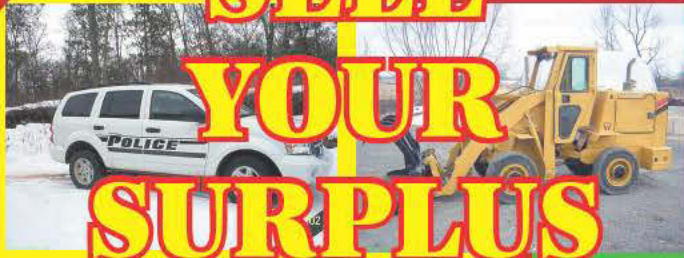
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The best mid-sized U.S. cities for public transit

In September, Redfin, the next-generation of real estate brokerage, released its ranking of the top ten mid-sized U.S. cities for public transit. Cambridge, Mass., came out on top with a Transit Score of 72.3 out of 100, earning the

description of “excellent transportation,” which means that public transit is convenient for most trips. Jersey City, N.J., also falls into the “excellent” category while the remaining eight cities within the 50 to 69 point range fall into the “good transit with many nearby public transportation options.”

With the exception of Buffalo, all of the cities highlighted in the report are connected to the public transportation system(s) of major cities nearby.

The Transit Score algorithm calculates a score by summing the relative usefulness of public transit—bus, subway, light rail, ferry, etc.—routes near a given location. Usefulness is defined as the distance to the nearest stop on the route, the frequency of the route and type of route—with twice as much weight given to heavy/light rail than to bus service. Transit Score is based on data publish in General Transit Feed Specification format by transit agencies across the country.



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72.3



#2
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70




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Newark
N.J.
64.9



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Arlington
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58




#5
Berkeley
Calif.
64.9



#6
E. Los Angeles
Calif.
55.6



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Alexandria
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55.4



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Yonkers
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53.4



#9
Buffalo
N.Y.
50.4



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Inglewood
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