

# THE MUNICIPAL

*The Premier Magazine For America's Municipalities*

May 2017

## City & Town Management

### **INSIDE:**

**ICC Teaches  
Tomorrows  
Builders**

### **LIFT-UP**

**Leadership  
Development**



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# BUILDING SAFETY MONTH MAY

INTERNATIONAL CODE COUNCIL



# 2017

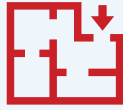
**“Code Officials – Partners in Community Safety and Economic Growth”**



**Week One**  
May 1–7, 2017

**Mentoring the Next Generation of Building Professionals**

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**Week Two**  
May 8–14, 2017

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**Week Three**  
May 15–21, 2017

**Manage the Damage – Preparing for Natural Disasters**

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**Week Four**  
May 22–28, 2017

**Investing in Technology for Safety, Energy & Water Efficiency**

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Building Safety Month is presented by the International Code Council (ICC), a member-focused association dedicated to helping the building safety community and construction industry provide safe, sustainable and resilient construction through the development of codes and standards used in the design, build and compliance process.

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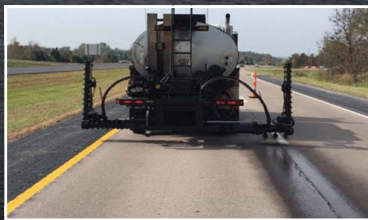
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24



## 18 Focus on City & Town Management



36

**20 Focus on City & Town Management:** *NLC program gives cities and citizens a ‘LIFT-UP’*

**24 Focus on City & Town Management:** *New windows to maintain historic feel, save on energy costs*

**28 Focus on City & Town Management:** *Brooklyn Park gives rebranding a try*

**32 Focus on City & Town Management:** *Leadership development vital to organizational success*

**36 Focus on City & Town Management:** *Community treasures: Keeping masonry buildings around for years to come*

**42 Public Safety:** *In a heartbeat: More police officers are carrying AEDs*

**46 Public Safety:** *Situational awareness: An important component of workplace safety training*

**48 Public Works:** *National Public Works Week May 21-27*

**50 Firefighting & EMS:** *‘EMS Strong – Always in Service’ Theme for 2017 National EMS Week*

**54 Parks & Recreation:** *Bringing seniors in with interactive programs*

**58 Firefighting & EMS:** *The Vial of Life: A plastic tube can save your life*



42

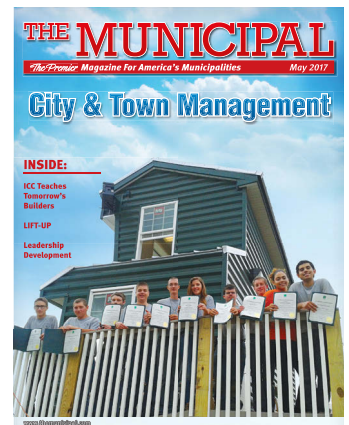


54

Page 24 photo provided; Page 36 photo provided by Compass Project Management; Page 42 photo Shutterstock.com; Page 54 photo provided

### ON THE COVER

International Code Council has piloted its High School Technical Training Program to offer students at technical schools the opportunity to learn what is required to become a construction professional. With the loss of experienced safety professionals, changes in technology and advancements made in building codes, ICC realizes the importance of educating youth so they can enter construction professions directly out of school.



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# Departments



14

## 'Round Barn Capital of the World'

- 10** **Editor's Note:** *Narrowing priorities: Socioeconomic issues come out on top*
- 12** **From the Cover:** *ICC high school program builds a resilient future by training our youth*
- 14** **'World Capitals':** *Rochester, Ind. 'Round Barn Capital of the World'*
- 16** **Know your Founder:** *German & Swiss Settlers: Hohenwald, Tenn.*
- 17** **Memorial Day Tribute**
- 40** **City Profile:** *Sunflowers give Oak Park residents a sense of place*
- 66** **Conference Calendar**
- 68** **Classified Ads**
- 69** **Product Spotlights**
- 70** **News & Notes**
- 74** **Top 10:** *Top 10 American cities for working moms*
- 75** **Advertiser Index**

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# Narrowing priorities: Socioeconomic issues come out on top



Sarah Wright | Editor

**B**OSTON UNIVERSITY ANNUALLY releases its Menino Survey of Mayors through its Initiative on Cities, which “seeks to research, promote and advance the adaptive urban leadership strategies and policies necessary to support cities as dynamic centers of inclusive economic growth and positive development in the 21st century.” The survey itself aims to put a finger to cities’ pulses and determine what mayors are prioritizing, what their citizens are prioritizing, among other aspects of city and town management. The most recent, released January 2017, and third such survey found the more than 100 responding mayors are prioritizing socioeconomic issues, such as poverty, affordability and income disparities.

According to the survey’s executive summary, “Mayors also rank poverty, rather than income equality or the shrinking middle class, as their most pressing economic concern. This focus was shared by both Democrat and Republican mayors, although Democrats were 15 percentage points more likely to be concerned with poverty. Mayors are concerned about economic challenges ranging from unequal transit access to racial wealth gaps, but they are most frequently concerned about the lack of middle class jobs for those without a college degree and a lack of living wage jobs.”

Such priorities can be seen in headlines across the country. This past March, Albany,

N.Y., Mayor Kathy Sheehan announced a \$1.5 million state grant would go to fighting poverty in her city; this included partnering with local nonprofit, CARES Inc., to form a plan to reduce and end poverty. In South Bend, Ind., Rebuilding Together — a nonprofit, community-based partnership of volunteers from local government, businesses and other nonprofits — is rehabilitating homes of low-income homeowners and improving neighborhoods. South Bend Mayor Pete Buttigieg was on hand in March when a homeowner found out her home would be next for a series of major repairs.

Another concern that resonates in this issue of *The Municipal* is the U.S.’s aging population and the retirement of baby boomers, which promises gaps within the governmental workforce. Succession planning helps alleviate such concerns by prepping individuals to step into vacant positions. Taking advantage of leadership development opportunities also helps. Barb Sieminski highlights the International City/County Management Association’s efforts to provide leadership development opportunities and cities that have launched their own in her article on page 32.

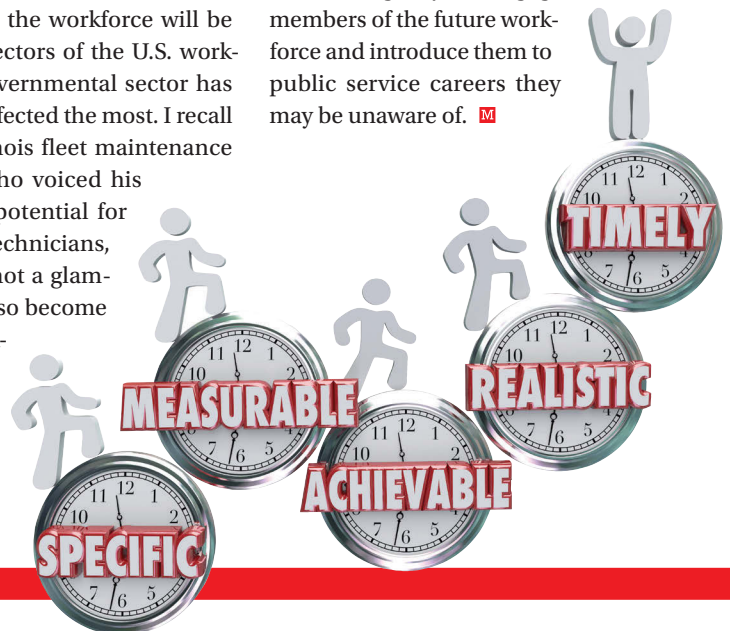
While this shift in the workforce will be impacting several sectors of the U.S. workforce, the public/governmental sector has the potential to be affected the most. I recall speaking with a Illinois fleet maintenance manager in 2014, who voiced his concern about the potential for a shortage of fleet technicians, noting for kids, it’s not a glamorous job. Pay can also become a factor in new workers choosing private sector jobs versus those in the public sector. However,

some cities are taking steps to attract the next generation of workers to technical careers by engaging them through programs. The fleet maintenance manager, along with his city, Kewanee, Ill., had created an apprentice program to do just that.

And it’s not only cities doing this. Our cover article highlights the International Code Council’s efforts to educate students at technical schools through its high school technical training program in order to fill workforce gaps in construction professions. With a combination of cities and organizations stepping up to the plate, perhaps students can receive valuable experience and easily transition from school to a career, preventing voids before they become apparent.

Other subjects covered in our “City & Town Management” themed issue include Brooklyn Park, Minn.’s, efforts to rebrand itself; the National League of Cities’ LIFT-UP pilot project; keeping the historic buildings that fall under your city’s wheelhouse in good health; among others.

So maybe this May focus on ways to cultivate and encourage leadership within your organization’s different departments while also finding ways to engage members of the future workforce and introduce them to public service careers they may be unaware of. **M**





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# CONSTRUCTION ZONE

By 



## ICC high school program builds a resilient future by training our youth

**Resiliency is the ability to spring back; to recover readily from adversity. Our communities have come back from natural disasters and economic challenges, but how will we recover from the mass retirement of skilled construction professionals and safety code officials already underway?**

A 2014 survey of code enforcement professionals found that during the next 15 years, a loss of 80 percent of the existing workforce is expected, with more than 30 percent planning to retire within five years of the survey — by 2019. Such a massive exodus of public safety professionals could have a serious impact on communities.

### Where do we start?

The International Code Council realizes that with the loss of so many experienced safety professionals, changes in technology and advancements made in building safety codes, it is more important than ever to have a code-knowledgeable workforce ready to enter construction professions directly out of school.

In 2009, ICC piloted its High School Technical Training Program to offer students at technical schools the opportunity to learn what is required to become a construction professional. By pairing practical hands-on construction techniques with classroom lessons on the requirements of ICC's "International Residential Code" for building safe homes, students develop a working understanding of the code.

ICC's HSTTP is a flexible educational program divided into four parts: building, plumbing, HVAC and electrical. This four-part structure enables a technical school to integrate one or more parts of the program into its current construction trade curricula to better provide students with a comprehensive

**ABOVE:** Certificate of Achievements are proudly displayed at East Career & Technical Academy in Las Vegas, Nev. (Photo provided)

knowledge of construction trades. Students completing all elements of a part, including a final exam, receive a nationally recognized Certificate of Achievement from ICC.

Since 2011, HSTTP has awarded 949 certificates to 891 students in 43 different schools in nine states. This program succeeds because it simply makes sense in many ways. Upon successful completion of the program, students are ready to enter the workforce, contribute to the economy and ensure their communities continue to build. The HSTTP opens doors for students to have careers in various fields of construction. Many will continue their education to become inspectors, code officials, plans examiners or other rewarding construction professionals.

## HSTTP by the numbers

### HSTTP Certificates of Achievement awarded since 2011

IRC Building = 521  
IRC Electrical = 185  
IRC Plumbing = 86  
IRC HVAC (mechanical) = 100

### Additional customized courses:

IRC Masonry = 50  
IBC Commercial Building, Architectural = 7

### The technical education turnaround

The Association for Career & Technical Education reports the average high school graduation rate for students concentrating in CTE programs is 93 percent. The graduation rate in 2014-15 for traditional high schools was lower at 83.2 percent, according to the U.S. Department of Education.

One story we consistently hear from many HSTTP participants is how they were not thriving in traditional high schools due to a lack of motivation. The students had difficulty participating in class, completing assignments and even coming to campus. When they enrolled at a technical school and began to learn a trade, their attitudes toward education changed and school life got better. They were fitting in with a community and achieving goals. Although they found the curriculum challenging, they were also excited to see results of their progress at the end of each day. They became more resilient to challenges in and out of school.

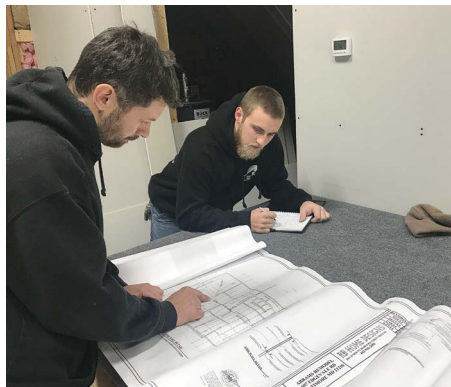
HSTTP students also see firsthand the relevance of reading, math and science in their trade and become more interested in academic classes as well. They realize those skills are needed in order to navigate through the code book and comprehend the requirements for safe construction.

### Passing the torch

As code officials and tradespeople retire, we need to encourage students better suited to technical schools to consider futures in all aspects of the construction trades. By introducing them to career opportunities as contractors, tradesmen and code officials, we can show students a road to success.



Students from Tazewell High School in Virginia work on a foundation. (Photo provided)



Zach Burnham, right, graduated from Harford Technical High School—located in Bel Air, Maryland—in 2014 with all four COAs and has since been working for a contractor. Zach coordinates the schedule and performs work, quality control and customer care. Zach credits his professional success in large part to his experience at school and his ICC certificates. (Photo provided)

The HSTTP is the perfect opportunity to teach our youth—the next generation of leaders—about resiliency in their lives and how each of them can contribute to the resiliency of a community. It empowers them to race to the future as a new generation of skilled construction professionals responsible for, and capable of, building safe and resilient communities everywhere.

In partnering with high schools, ICC aims to forge an advanced workforce knowledgeable about building safety codes. Students receive the self-assurance and confidence that can only be gained from hands-on education and, together, our community is stronger and safer. <sup>M</sup>



In the classroom, Woonsocket Area Career & Technical Center—located in Rhode Island—students focus on learning the code requirements for residential construction. (Photo provided)

## Promoting awareness through Building Safety Month

May 2017 Week 1: Mentoring the Next Generation of Building Professionals



Building Safety Month is a public awareness campaign to help individuals, families and businesses understand what it takes to create safe and sustainable structures. The campaign reinforces the need for adoption of modern model building codes, a strong and efficient system of code enforcement and a well-trained, professional workforce to maintain the system.

See the inside front cover of this issue to learn more about BSM Weeks 2, 3 and 4!

To learn what students and instructors are saying about the impact of HSTTP in schools, visit [www.iccsafe.org/hsttp](http://www.iccsafe.org/hsttp), or contact: HSTTP Liaison Jim Ellwood at [jellwood@iccsafe.org](mailto:jellwood@iccsafe.org) or (888) 422-7233, ext. 5701.

# Rochester, Ind.

## 'Round Barn Capital of the World'



by RAY BALOGH | The Municipal

**Rochester, Ind., population 6,218, is a capital within a capital within a capital, the holy of holies of a triplet of concentric territories all known as "The Round Barn Capital of the World."**

Indiana boasts more round barns than any other state. About 225 of the structures once dotted the state; just under 100 remain.

Fulton County, of which Rochester is the largest municipality and county seat, originally hosted 17 of those barns, more than any other county in the state. Of those 17, seven are still standing and are recipients of the tender loving care of the Fulton County Historical Society.

Round barns, initially castigated as unaesthetic grotesqueries by a tradition-bound agricultural community, gradually received grudging acceptance as they proved to be cheaper to build, better able to

**ABOVE and BELOW:** Further renovations were completed on this white round barn when a severe storm in August 2015 caused damage. These renovations include a new roof that was placed in 2016. (Finished roof: Provided; under construction: David Hazledine)



withstand high winds and more efficient and versatile than their rectangular counterparts.

The math is indisputable. Round barns enclose the most cubic feet for the materials used, slashing as much as 58 percent off construction costs.

The contour of the barns saved labor costs as well. With no corners, the interiors were more easily and efficiently swept of grain and waste. Farmers had space to work without dodging supporting posts and could operate in a more streamlined continuous direction.

Livestock were housed in wedge-shaped stalls facing the middle where silage was piled, facilitating the feeding procedure.

Lighting was more consistent inside the barn and sunlight could shine directly into the stables through the open vents higher up on the wall.

The round barn era reached its height from 1880 to 1920, though round barn construction in the United States can be divided into two overlapping periods. Indiana's construction era bookends those decades, with round barns built from 1874 through 1936.

The first decade saw a proliferation of round barns' precursors, polygonal structures having from eight to 24 sides.

The earliest recorded many-sided or polygonal barn in the U.S. belonged to George Washington, who built a 16-sided barn in 1792 near Mount Vernon, Va., as a treading mill to thresh grain. The barn lasted 80 years until it decayed beyond repair and was taken down. A replica of the barn was built in 1996.

The first true round barn in the U.S. was built in Massachusetts in 1824 by the Shakers, who allegedly preferred round barns so evil spirits could not hide in the corners. They may have derived their pattern from the Indian's use of circular tepees and wigwams.

The "true circular era" started circa 1889 and ended when the round barns fell out of favor, victims of the post-World War I agricultural depression and the onset of prefabricated rectangular barns. The emergence of mechanization and abundance of lumber obviated the labor-saving features inherent in the round barn. Further, the structures proved too small to house the increasingly large farm machinery being built.

Though brief, the era of the round barn, innovative for its day, heralded the birth of modern farming.

The most prominent round barn in Fulton County is situated on a knoll in Loyal, the living history village operated by the Fulton County Historical Society four miles north of Rochester.

"The barn was built in 1924 by C.V. Kindig and his two sons," said Melinda Clinger, director of the nearby historical museum. "It was built for Burt Leedy and was originally located 4 miles north on old U.S. 31."

The 60-foot diameter barn was constructed of 1-inch lumber soaked in a nearby creek to make it pliable for assembly.

"They started construction in September and finished it before the snow fell," said Clinger.

In 1989 a tornado "took off the roof and set it over to the side," she said. "We salvaged 99 percent of the barn and moved it here, a donation to the museum by the Paxton family."

Further renovations were recently required after a severe storm in August 2015.

The barn is "full of horse-drawn farm equipment" and is open for self-guided tours during the museum's hours of operation from 9 a.m. to 5 p.m. Monday through Saturday.



*The Widemen-Gehrig round barn, constructed in 1910, was restored and served as a community building and nature center before being converted in 2005 into the golf club at Mill Creek Golf Course in Rochester. (Photo provided)*




*Marchers in the Indiana bicentennial parade file down Rochester's main thoroughfare against the backdrop of the Fulton County Courthouse. (Photo provided)*

The Fulton County Historical Society has dedicated itself to the preservation of the iconic structures, which the society's president, Shirley Willard, dubbed "cathedrals of the countryside."

In 1991 Willard established the National Round Barn Center of Information and began collecting all the references to round barns she could find. A list of all the round and polygonal barns in the United States was compiled by members of the Covered Bridge Society and typed, cataloguing 444 of the buildings in the United States and 19 in Canada.

"While many round barns have been lost, several new ones have been built, including a horse training barn near Lafayette," Willard noted.

For her and many others in north central Indiana, saving round barns is a labor of love. "They're so beautiful. When you see one, you just say, 'Oh my goodness.'" 

For information, visit [www.fultoncountyhistory.org](http://www.fultoncountyhistory.org) or call (574) 223-4436.



*During the late 19th century, hundreds of German and Swiss settlers arrived at the Hohenwald train depot in boxcars such as the one depicted, enhancing the population of Hohenwald and establishing the adjacent village of New Switzerland. Territorial and cultural clashes resulted in litigation, and a judge merged the two towns under the name of Hohenwald. (Photo provided)*

## German and Swiss Settlers: *Hohenwald, Tenn.*

**Augusta Smith named the Tennessee town she and her husband, Warren, founded in 1878 Hohenwald, the German word for “high forest,” a descriptive term referring to the surrounding countryside and its location on the Western Highland Rim a few miles west of Nashville.**

The German immigrant couple, with their young son, Frank, “camped under the wide-spreading branches of some oak trees at the crossroads on the Falliss old place in Lewis County, Tenn.,” according to an affidavit Frank signed in 1924.

“The Falliss place had not been inhabited since the (Civil) War, and at the time of the Smiths camping there, was but a barren sedge field. Within two weeks a plain, three-room box house was built and the campers moved into it. This was the first house built at this place after the war.”

The affidavit continued, “Smith looked to the future of the place, and prevailed on A. P. Grover to move to the Falliss crossroads and put up a store. Will Webb came from Mattoon, Ill., and established a

blacksmith shop. A town well was dug, and a schoolhouse built. A pony mail route was changed so as to serve the infantile community, as a post office was created.

“A reception was given to the lone horseman who carried the first mail in the little hamlet. He was welcomed in a brief speech by Warren Smith and presented a luscious cake by Mrs. Smith amidst the assembled residents.

“God bless the town my mother named and all who dwell therein forever.”

Hohenwald blossomed in the 1890s when the Nashville, Chattanooga and St. Louis railroad was built through town.

Warren Smith and Swiss-American J. G. Probst launched a plan for developing an adjoining Swiss colony to the south and

advertised the news in German-language newspapers throughout the Midwest.

The new town, called New Switzerland, was platted in perfect squares cross-hatched by streets measuring in width from 60 to 80 feet.

Swiss immigrants populated the fledgling colony and soon conflicts arose in a clash of cultures between the original inhabitants of Hohenwald and the newcomers of New Switzerland.

A courtroom battle ensued, with the judge decreeing a merger of the two towns under the name Hohenwald.

In 1897 Hohenwald became the county seat of Lewis County, named for famed explorer Meriwether Lewis, who died in 1809 under mysterious circumstances while staying overnight at a nearby inn.

Today the town of 3,757 hosts the third largest animal trophy mount collection in North America and the country’s largest natural habitat elephant sanctuary. ■





*“Your silent tents of green, We deck with fragrant flowers;  
Yours has the suffering been, The memory shall be ours.”*  
— Henry Wadsworth Longfellow, “Decoration Day”

**The Municipal joins all who remember and honor the men and women who have fallen while serving in the armed forces of the United States of America.**

*focus on*



# *City & Town Management*



By the numbers

**\$75,150**

The amount Knoxville, Ill., is paying to replace all but two of the windows at its Old Courthouse. The windows, in addition to being energy efficient, will match the building's historic architecture.

Read more on page 24.



**\$10,000**

Oak Park, Mich., spent this amount in a combined beautification and placemaking project that involved planting sunflowers all over the city.

More on page 40.

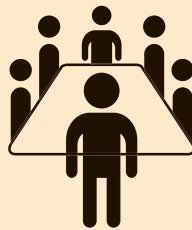
**36%**

Houston, Texas, a pilot city for the National League of Cities' LIFT-UP program, saw a 36 percent increase in the frequency of citizens who participated in the program paying their utility bills. Enrollees also had a significantly lower utility bill balance of \$300.

Read more on page 20.

**4,500**

The International City/County Management Association reaches around 4,500 local government professionals through leadership and professional development each year.



See story on page 32.

**93 Percent**

In a 2017 Citizen Values Survey, Pinellas County, Fla., found that this percentage of its citizens trusted and had confidence in the county's government. In fact, the county outperformed the national average of 71 percent shown in a Gallup poll.

Source: [www.pinellascounty.org/budget/pdf/2017\\_Infographic\\_Citizen.pdf](http://www.pinellascounty.org/budget/pdf/2017_Infographic_Citizen.pdf)

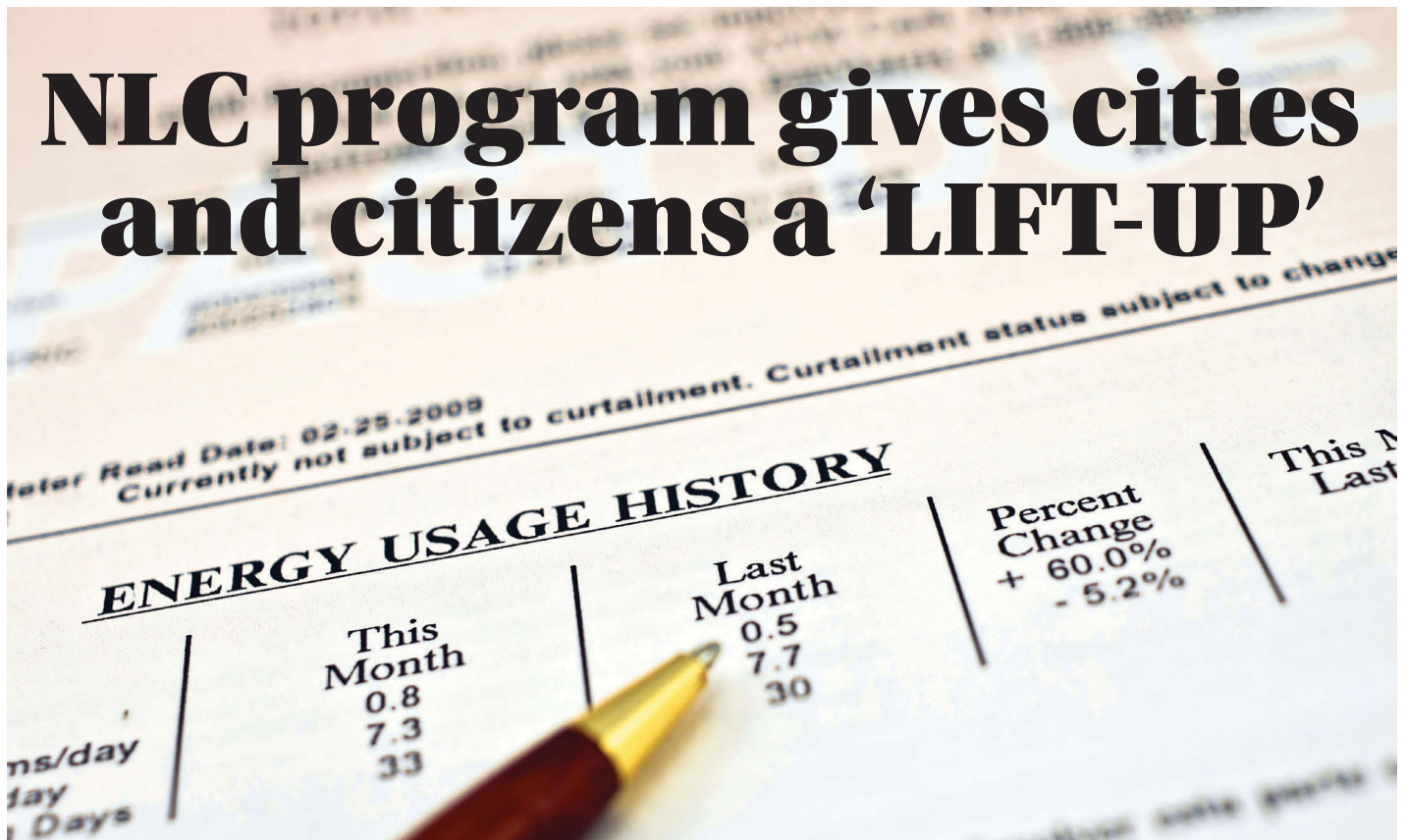
**25 Percent**

The percentage of respondents to the 2016 Menino Survey of Mayors — which sampled over 100 mayors from 41 states — who named quality of life issues as one of their top two policy priorities. Economic development came in second with 22 percent of respondents while socioeconomic issues was third with 20 percent of respondents.

Source: [www.bu.edu/ioc/files/2017/01/2016-Menino-Survey-of-Mayors-Final-Report.pdf](http://www.bu.edu/ioc/files/2017/01/2016-Menino-Survey-of-Mayors-Final-Report.pdf)



# NLC program gives cities and citizens a ‘LIFT-UP’



By ANNE MEYER BYLER | The Municipal

**What if your city’s utilities had a program that could pay down overdue balances; give those residents financial support and empowerment in other areas of their lives; avoid cutoff and reconnect fees; and save the hassle and expense of using debt collectors for overdue balances? Sounds pretty good, no?**

This was the basis of the National League of Cities’ pilot project LIFT-UP, or Local Interventions for Financial Empowerment through Utility Payments initiative, that ran from 2014 to 2016 in the cities of Savannah, Ga.; St. Petersburg, Fla.; Newark, N.J.; Louisville, Ky.; and Houston, Texas.

People who are living close to their income can easily lose their capacity to pay bills due to one unforeseen event, like illness, job loss or vehicle malfunction. This can then be compounded by various fees and strict debt collection requirements. How much more pleasant to hear that there is a supportive agency willing to work with them on debt repayment and other financial issues than to hear from a bill collector’s office.

The program proved successful after being evaluated by the Center for Financial Security at the University of Wisconsin-Madison. In fact, according to a brief released by the NLC, the frequency of making payments increased by 36 percent in Houston and 32 percent in Newark, with participants in both cities having significantly lower utility bill balance of \$300 and \$170 respectively at eight to 12 months after enrolling in LIFT-UP compared to when they first start the program. Participants in St. Petersburg, meanwhile, were 53 percent less likely to experience a water shutoff during the 12 months after enrolling in the program than when they started it; they also had an average of about \$100 less in avoidable fees — like late fees and service charges for shutoffs and reconnects — over

the 12-month period after enrollment when compared to customers who were not offered LIFT-UP.

The steps to LIFT-UP, as spelled out in the “Implementation and Impact Evaluation of Local Interventions for Financial Empowerment through Utility Payments (LIFT-UP)” report’s executive summary, include the following five elements:

1. An identification process by which cities acquire data about customers struggling with payments.
2. Restructured utility debt that may be more lenient than otherwise applied.
3. Individualized financial counseling to work out a repayment plan and other needed services.
4. Financial incentive for customers who work with the program and reach certain milestones.
5. Ongoing contact with participants to assess their progress and keep in touch as needed.

In order to adapt LIFT-UP to your city, the NLC gives four understandings:

## Case Study: Savannah, Ga.

1. “The LIFT-UP model can be implemented in a manner that reduces costs to the city and increases the financial stability of residents.

2. Restructuring debts requires tradeoffs between customer needs and repayment options within existing utility structures, requiring cities to consider creative ways to align both.

3. Cities must understand the underlying challenges customers in debt face and individualize financial counseling, incentives and other services using tested behavioral economic approaches that are more likely to have long-term positive impacts on financial behavior.

4. LIFT-UP has the potential to be replicated in other public and private agencies that collect payments from residents, such as other utilities, public hospitals, or municipal courts.”

The key is to locate a financial empowerment service willing to work with the city.

“This could be either nonprofit organizations of financial counselors or a department of the city,” Program Manager for Economic Opportunity and Financial Empowerment of the NLC Denise Belser said. “Some cities leveraged existing contracts, such as the United Way, or Savannah partnered with nonprofit Consumer Credit Counseling Services of Savannah. Grant funding helped with some of the staffing costs. Other cities don’t have grant programs, but NLC talked with them to find resources. They have relationships with an agency, but the question is how to work out the cost of the counselors.” ▶



*Denise Belser  
Program Manager for Economic Opportunity and Financial Empowerment of the NLC*



*Of its 99 participants, Savannah, Ga., had 45 participants complete its LIFT-UP program; however, there was an 80 percent success rate for those participants who attended the financial counseling session. (Shutterstock.com)*

In Savannah, Ga., there were 99 participants in the LIFT-UP program, out of several thousand mailed postcard invitations, according to Robyn Wainner, director of asset building and financial empowerment at Step-Up Savannah, a nonprofit connected to the city. “The program consisted of no cutoffs for participants in the program; a 25 percent deposit at the time of signing up (normally 50 percent is required); a meeting with the Consumer Credit Counseling Services where they could be screened for other programs; three monthly payments to finish off their past due account; and then they received a \$50 credit toward future utility bills,” said Wainner.

There were 45 participants successfully completing the program. However, there was an 80 percent success rate for those participants who attended the financial counseling session.

The financial counseling organization was Consumer Credit Counseling Services of Savannah. Wainner — the local coordinator — was also the local liaison with NLC, the LIFT-UP program and CCCS.

Wainner and Nicole Brantley, of the utilities division, had success stories to share. Brantley shared that the biggest benefit she saw to the program was that a number of people were able to find other services from which they could benefit after their counseling session.

Brantley said, “I remember one participant was able to get her GED through services she became aware of from the CCCS, and a woman found out about

discounted childcare that made that service available to her.”

Wainner remembered, “A family went to CCCS facing foreclosure on their house. But there was a foreclosure service available for the family and they worked within that to save their house.” Wainner listed other services, such as food stamps, childcare assistance, utility assistance, GED preparation, WIC, Medicaid and another medical insurance program for children, and emphasized that tax preparation help was also one of the services families learned were available.

Savannah is not continuing with a program similar to LIFT-UP due to the city moving toward a new billing and tracking software package; all efforts will be focused there.



*Robyn Wainner, director of asset building and financial empowerment at Step-Up Savannah (Photo by Jeremiah Hull)*

## On the Web

To view the full “Implementation and Impact Evaluation of Local Interventions for Financial Empowerment through Utility Payments (LIFT-UP)” report, visit [www.nlc.org/sites/default/files/LIFT\\_UP%20FINAL%20REPORT\\_6-24-16.pdf](http://www.nlc.org/sites/default/files/LIFT_UP%20FINAL%20REPORT_6-24-16.pdf). A brief on LIFT-UP can be viewed at [www.nlc.org/sites/default/files/YEF\\_LIFTUPBrief.pdf](http://www.nlc.org/sites/default/files/YEF_LIFTUPBrief.pdf).



If residents fall behind again in the future, the same financial services will be there to help them, which makes a big difference over customers who do not take advantage of the services.

After the pilot project, the NLC began talking to other cities about how the model might work for them. Now they are looking at terms of expanding the program while also enhancing the model. The program will likely work differently in different cities, such as one city might want to add on a savings component. Belser is fielding questions from any city that wants to try LIFT-UP, whether small, medium or large.

In St. Petersburg, Fla., participants were 53 percent less likely to experience a water shutoff during the 12 months after enrolling in the program than when they started it; they also had an average of about \$100 less in avoidable fees. (Shutterstock.com)



Courtney Coffin, associate, Economic Opportunity and Financial Empowerment of the NLC


Todd Wilson, from the NLC, said, "The key when talking about size is that the city owns the utility involved (say water) and is the responsible party for servicing debts. The city has to have the ability to restructure payments."

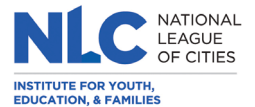
"The financial empowerment piece is real critical," Belser said. "A smaller city can have financial empowerment programs as either nonprofits or as part of the city budgeting counseling services. If they even exist in the county, the city might be able to leverage these relationships/partnerships."

These relationships between utilities and empowerment services were unique. Cities had both entities, but there was never before a linkage between them. So the NLC had to figure out what the right

services were to make these relationships possible. As for challenges, Belser likened this pilot to "building a plane and flying it at the same time." But the two-year project gave the NLC a lot of information to use in helping other cities build similar programs.

At the NLC annual Cities Congressional Conference in Washington, D.C., in March, the NLC asked city members to take some action on economic mobility. The NLC outlined four options and one of them is exploring doing a LIFT-UP-style program.

For information, contact Belser at [belser@nlc.org](mailto:belser@nlc.org) or Courtney Coffin at [coffin@nlc.org](mailto:coffin@nlc.org) 



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*Pictured are the Knox County Courthouse, left, which will be receiving new windows that maintain its historic charm, and the Hall of Records in Knoxville, Ill. Both structures are listed on the National Register of Historic Places. (Public Domain via Wikimedia.org)*

# New windows to maintain historic feel, save on energy costs

by CATEY TRAYLOR | The Municipal

## **Knoxville, Ill., is a small city with big historic charm, and the preservation of that history is important to residents.**

That's why in January the Knoxville City Council unanimously approved spending \$73,150 on replacing all but two of the windows at the Old Courthouse, which sits in the heart of the city.

The courthouse is a square, red-brick building with 33 windows and four Doric columns at the entrance. It was built in 1839 and used as the county courthouse for nearly 40 years before the county seat was moved to nearby Galesburg, Ill. After the county seat moved, the building was used for various city functions, and the east side was converted into a fire station.

"The Old Courthouse is our signature building in town," said Peg Bivens, president of Knox County Historical Sites Inc. "It has had multiple uses over the years, but began to fall into decline in the 1950s. When that happened, a grassroots effort formed the city's historical society and decided that we had to do something to preserve our buildings."

That historical society — Knox County Historical Sites Inc. — formed to restore the courthouse, which is now home to the Knox County Museum and features many architectural elements original to the building. The society also tends to the upkeep of the rest of the city's historical buildings.

As the society's first restoration project and the city's most distinctive landmark, the maintenance of the Old Courthouse is of utmost importance.

"A lot of effort has gone into keeping the Old Courthouse up physically and finding uses for it in the community," Bivens said. "One of the distinctive things about the building's architectural style is the 33 windows. It's a big attraction, especially when the building is decorated for Christmas with lights and decorations in each of the windows."

Bivens said in recent years the state of the windows has been a big topic of conversation. Noting the time period in which the building was constructed, a newfound desire for energy efficiency and architectural integrity was of special concern





**ABOVE:** Knoxville, Ill.'s, Old Courthouse — used as the county courthouse for nearly 40 years before the county seat was moved to nearby Galesburg, Ill. — has 33 windows, all but two of which will be replaced with modern energy-efficient windows that still preserve the building's historic nature. (Photo provided)



**ABOVE RIGHT:** Knox County Historical Sites Inc. also preserves other historic buildings in Knoxville, Ill., including the Hall of Records, which also housed the Knoxville Public Library for more than 100 years. Currently, the building is used as the Knoxville City Hall. (Photo provided)

**LEFT:** Built in 1832, the John G. Sanburn Cabin is the only surviving evidence of Knoxville's log cabin era. It was rediscovered in 1964 when a house built around it was demolished; it was then relocated and restored. (Photo provided)



to citizens when discussing the need to replace the building's windows.

"We've been working the last couple years to find some way of preserving the distinctive look of the building while cutting down on maintenance, being energy efficient and dealing with the architectural component the windows play in the structure itself," she said. "We were looking for something with a nice balance of taking advantage of new technology like energy efficiency and maintaining the building's historic look."

Enter Glass Specialty WLC of Galesburg, Ill. The family business has been in the glass preservation and repair business for over four decades and was the right fit for Knoxville's job.

"The older windows were falling apart," Glass Specialty Manager Chad Springer said. "They were looking to update it with more

efficient materials but wanted the windows to have the same historic look."

In order to fulfill the city's wish list, Springer said they worked with various suppliers until they found a window that would blend well with the rest of the building. Then they got to work on the energy efficiency, opting to use double-paned glass to be cost effective.

"The double pane gives you more insulation, protects artifacts inside from sunlight and saves money in the long run," Springer said.

The entire project will take about two weeks to complete once it's started, and Springer said the crew will work hard to maintain the

original trim and as much wood around the window as it can.

While a majority of the courthouse windows will be replaced, two originals will remain.

"After an inspection of the building, it was decided we could leave two original windows that were sheltered from the weather so people could see what the windows actually looked like," Mayor Dennis Maurer said. "Everything blends together and looks fantastic."

Maurer noted the replacement of the courthouse windows as a wise move not ▶

only for cosmetic reasons, but for the city's revenue.

"We don't have a lot of industry here in Knoxville, so tourism is important to us," he said. "Preserving the history of the county is very important to the city as that's what people come here to see. We wanted to keep as much of (the courthouse) looking as close to the original as we could for this reason."

Bivens agreed, noting that historic preservation and tourism oftentimes go hand in hand.

"Historic preservation gets lumped into the tourism industry," she said. "If you don't keep those buildings up, nobody is going to come see them. What Knoxville has done over the years is taken a resource we already have and built on that and worked out a partnership with the historic sites organization."

The most crucial component of maintaining historic buildings? Community support, Bivens said.

"It's expensive to maintain historic buildings, we all know that," she said. "Having



Completed in 2009, the Knoxville County Historical Museum holds several historical artifacts, including a buggy that Abraham Lincoln used Oct. 22, 1858, to travel from Plymouth to Carthage during his campaign for the U.S. Senate. (Photo provided)



Knoxville's old jail was the site of the only legal hanging in Knox County. It featured primitive solitary confinement cells on the first floor and two cell blocks on the second floor. The jailer and his family's living quarters are joined to the cell block. (Photo provided)

municipal resources backing us, our societies can provide the expertise and hands-on management. We have the time and focus to help guide the council on issues of the historic nature so they don't have to spend an

undue amount of time on the intricacies of the historic preservation. We can help advise them on that and then our board attracts people who have a heartfelt interest in historic preservation." **M**



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# Brooklyn Park gives rebranding a try

by LAUREN CAGGIANO | The Municipal

**Perception is reality, as they say. One Minnesota municipality has made waves when it comes to overcoming a mediocre reputation in the region through various rebranding efforts.**



With a population of more than 77,000 people, Brooklyn Park is situated along the Mississippi River and is the sixth-largest city in Minnesota and the fourth-largest in the metropolitan area. A suburb of Minneapolis, it is an ethnically diverse and fast-growing city. According to the city's website, "We are a community that believes our residents are our strongest asset and the key to making Brooklyn Park thrive and prosper."

And listening to residents has been key to their success. "We consistently heard from stakeholders that Brooklyn Park has a poor reputation in the region. We knew our reputation was not consistent with reality," said Kimberly Berggren, director of community development with the city of Brooklyn Park, Minn. "People who live and work here, love it. Ninety percent report being proud to live here. But, the reputation was based on things that might have been true a long time ago. So, we needed to 'rebrand' or help people understand the reality of Brooklyn Park today."

This project has been years in the making and one that is expected to produce dividends for quite some time. "Although we've been working on this branding effort for several years, it is a long-term project and the biggest returns are probably yet to come," said Berggren. "So far, the branding work has improved our everyday communications and has reintroduced Brooklyn Park to regional stakeholders in a new way."

***"People who live and work here, love it."***

**ABOVE LEFT:** Diversity Day Celebration included performances from many diverse groups and an opportunity for residents to meet with Brooklyn Park Police Department's K-9 unit. (Photo provided by Brooklyn Park, Minn.)

**LOWER LEFT:** The brand new Hennepin County Library is located in Brooklyn Park. (Photo provided by Brooklyn Park, Minn.)

One specific fruit of their effort has been the successful Huburb campaign, which Berggren describes as “helping people (especially the business community) understand we are not a sleepy suburb, but rather a community that is vibrant and exciting to be part of.” It has been effective in part because of the fact that residents or visitors don’t know what it means. It piques interest and is unexpected, which reflects the city’s brand persona.

Prior to this project, Berggren said first and foremost on her colleagues’ list was engaging residents. They worked with a consultant and commissioned focus groups “with all types of stakeholders to ensure the brand territory was accurate and also aspirational,” she said. They tested other ideas and landed on the territory that fit them best. The Economic Development Authority was the final decision-making body. They picked a territory that they felt fit the community and also could help with the economic development goals of the city.

In hindsight, Berggren said defining this brand territory has made it much easier for staff to create consistent messaging for the variety of stakeholders they work with, internally, citywide and regionally. In her words, “We generate so many communication items through our work, and we now have a foundation for framing all those communications toward a goal of helping people understand what makes Brooklyn Park unique and great.”

There is the practical side, too. Staff employ the use of a brand manual that provides a shared format, images and color palette, and a tagline: “Unique. United. Undiscovered.,” which can be used in a variety of creative ways. Equally important is continuing the momentum they’ve created. That’s why they continue to use formal structures, including commissions and advisory groups, to help with decision-making, she said.

That calls for an intentional approach. “When we plan initiatives, we ask ourselves who should be included and how do we engage them in the work,” she said. “Our community engagement division helps staff across the organization ask and answer those questions before launching new work. The answer is different depending on what it is you are doing.”

Speaking of variability, Berggren said measuring return on investment can be challenging at times, due to the complexity of the work and desired outcomes. “For ▶



*A groundbreaking was held for the new medical office building being built in Brooklyn Park, with construction currently underway. (Photo provided by Brooklyn Park, Minn.)*



*An example of some of the medical manufacturing being done at Perbix, a new Brooklyn Park company. (Photo provided by Brooklyn Park, Minn.)*




*Pictured is an example of single family housing in Brooklyn Park, Minn. (Photo provided by Brooklyn Park, Minn.)*

example, for a while we were tracking and measuring media messages to try to understand if we were seeing more positive media stories as a result of our branding work. Even that one indicator is extremely challenging because of the subjective evaluation that you must do to classify any one media story as positive or negative. And, even if you can find an increase in positive media stories, you are only measuring correlation, not causation.”

Despite this reality, Berggren said the investment made in developing a brand territory, brand messages and refreshing logo and graphical representation of the city was worth it. She encourages other municipalities to consider the investment and potential returns of similar work.

“Although cities can’t measure the bottom line as easily, I believe the ROI is there for cities as well,” she said. “And, there is the practical benefit for staff of having direction and tools to make it easier to prepare and deliver the wide variety of city communications.”

For more information about Brooklyn Park’s rebranding efforts, visit [brooklynpark.org](http://brooklynpark.org). 



*Pictured is Shingle Creek and the Village Creek neighborhood. (Photo provided by Brooklyn Park, Minn.)*



*Edinburg USA Golf Course is one of Brooklyn Park’s premier amenities. (Photo provided by Brooklyn Park, Minn.)*

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# Leadership development vital to organizational success

by **BARB SIEMINSKI** | The Municipal

**Legendary Green Bay Packers coach Vince Lombardi was the source of many popular quotes, but his words of wisdom spoke to his many fans when he defined guidance: “Leadership is based on a spiritual quality: the power to inspire and the power to inspire others to follow.”**

Some municipalities are initiating steps to bring that quote to fruition by training their government employees in their own leadership development classes. And those who may not yet have their own classes can take

them at any number of universities or other facilities that train prospective supervisors and others in high positions to create similar in-house programs in their own municipalities. Such curriculum leads the way for

leadership, increased teamwork and policy information and implementation.

Two reasons current high-level supervisors are handing the baton to younger generations include an increase of baby boomers’ retirements — police, fire chiefs, finance directors and more — and succession planning. Also, some younger people might want the opportunity to telecommute, or worse, may choose not to work in a government job.

The International City/County Management Association, based in Washington, D.C., has offered a large variety of such



**LEFT:** Fort Wayne Mayor Tom Henry, a 1986 Leadership Fort Wayne graduate, spoke to the 2016 LFW class during Government & Economic Development Day. (Photo provided by city of Fort Wayne)

programs for many years through its university curriculum.

Amanda Relyea, director of professional development at ICMA, said that a big success of the association was that each year it reaches around 4,500 local government professionals through leadership and professional development.

Nedra James, ICMA program manager, provided a partial list of cities that had completed the Mid-Career Managers Institute, including Flushing, Mich.; Boulder, Colo.; Raleigh, N.C.; Hartford, Conn.; and Arlington, Va. An even longer list boasted graduates of Emerging Leaders Development Program, including Hewlett-Packard Company; city of Steamboat Springs, Fla.; Department of Health; Charlotte County Board of County Commissioners; and city of Boston, Department of Innovation & Technology. And in a Leadership ICMA course, the association graduated the Office of Management and Budget, city of Largo, Fla.; Gwinnett County Government, Ga.; city of Shakopee, Minn.; Park City Municipal Corporation, Utah; and more.

One of ICMA's 2016 graduates was Hadley Skeffington-Vos, assistant village manager of Niles, Ill., who was impressed by the value of education in her course.

"The best part of Leadership ICMA for me was participating in the Senior Executive Institute," said Skeffington-Vos. "This intensive weeklong training combined personality theory and development, intellectual learning, leadership theory and real-life scenarios. The lessons and training modules were invaluable experiences. The network of professionals at SEI, from which I learned and associated, has proven to be a continued asset long past my participation in SEI."

How did Niles benefit from Skeffington-Vos' experiences?

"I am lucky that my position in Niles affords me the possibility to practice some of the leadership qualities that I learned through Leadership ICMA," said Skeffington-Vos. "Empowering my staff to take a



**ABOVE AND BELOW:** The International City/County Management Association, based in Washington, D.C., has offered a large variety of leadership development programs for many years through its university curriculum. (Photo provided by IMCA)



larger role, hold themselves accountable, celebrate their successes and work with those whose qualities complement them has been very fulfilling.

"I think too often working teams are people who look and think the same. Knowing the strengths and weaknesses of employees allows me to put individuals together on a project who complement each other and 'think' through an issue, not just 'do' the normal steps. A lot of the exercises, lessons and mantras that I learned at Leadership ICMA I was able to bring back to Niles and use in staff meetings or with my own staff. I also review my notes from the program and keep in touch with the colleagues that I met so I myself stay refreshed and on track."

### **Two cities see benefits to their leadership development programs**

According to Phyllis Faunteroy, human resources director of Rock Hill, S.C., her city's nine-week leadership development program curriculum "undergirds our success as an organization because it lays the foundation for everything else we do in delivery of high-quality public service to citizens." She added, "We have run the program for about 30 years and have developed it in-house so costs might be around \$5,000 for startup with 25 participants per class, and then taper off to very little per year."

Practical application on the job was the biggest challenge her city encountered, said Faunteroy.

What was the biggest success of Rock Hill's leadership development endeavor? ▶

"We are considered 'a best place to work' designation because of our outstanding leadership, and we are limiting legal liability because supervisors know policies, state and federal laws," said Fauntleroy.

Fort Wayne, Ind., offers an eight-month Leadership Fort Wayne course each year, according to Justin Clupper, director of signature programs of Greater Fort Wayne Inc.

"This is a community leadership development program that has existed in our community for nearly 35 years and has graduated nearly 1,300 alumni. We have had both city and county government participants in this program," said Clupper.

PJ Thuringer, redevelopment manager for the city of Fort Wayne, is a LFW graduate.

"Each class chooses a community project and our project was bringing a bike share program to downtown Fort Wayne," said Thuringer. "We met once a month, and sometimes twice a month, and the biggest thing

we learned through our projects was the connection to other members of the community. This is essential to getting the job done and knowing that each person matters.

***"The lessons and training modules were invaluable experiences"***

"Participating in this in-house group was a valuable tool and helped all of us feel more a part of the community with a better understanding of what people do within the city to make it a community. And especially the new-found knowledge of how important nonprofit work is. I highly recommend it."

**Georgia propagates leadership**

"The city of Atlanta is a good one to check with as it has certified a couple of trainers to use ICMA's 'Effective Supervisory

Practices' materials to provide training to many employees," said Relyea.

This particular webinar, a six-part series on the ICMA website, [www.icma.org](http://www.icma.org), is designed as a primer for new supervisors "to lead change, improve customer service or strengthen communication between supervisors and staff" and is an alternative to hiring high-priced consultants that otherwise might be used.

Atlanta, Ga.'s, "Rising Stars Development Program," which was created in 2007, consists of two tracks. One is the "senior management track for current managers who have the potential to move into executive level leadership" and the other is "the aspiring leaders' track for employees who have not had city government management experience or whose skills may need refreshing," according to its website, [www.atlantaga.gov](http://www.atlantaga.gov).

This nine-month program helps participants:

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Also, the Carl Vinson Institute of Government at the University of Georgia offers leadership training curriculum customized for state and local governments, said Amy Henderson, director of communications and marketing of the Georgia Municipal Association.

### Bringing leadership lessons home

Skeffington-Vos, when asked if Niles had any plans for creating its own in-house leadership development program, answered that some changes had been implemented.

“While Niles has not dedicated funds to a formal leadership development program, we have budgeted for annual department head/supervisor staff training, including personality tests, like Meyers-Briggs, and supervisory skill training from professionals,” said Skeffington-Vos.

“Niles is devoting more funds to staff training and promoting professional learning and growth. We have revamped our tuition reimbursement program and are encouraging staff to attend training and network with their colleagues,” she added. “Finally, as the



*Participants take part in a speed-coaching session at 2016 annual ICMA Conference. (Photo provided by ICMA)*

organizer of our department head meetings, I try to incorporate a 10-15 minute lesson or discussion on a leadership topic, or simply show a clip or read an article, in order to get the leadership staff of Niles thinking more about leadership on a regular basis. This is something small but impactful that can be done each month or two times a month with your staff.” M

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Community treasures:

# Keeping masonry buildings around for years to come

by SARAH WRIGHT | The Municipal

**Masonry buildings are often the cornerstones of downtowns across the country, with many dating back decades or centuries and serving as visual ties to a city's past. However, their long-lasting natures can serve as a double-edged sword when it comes to upkeep or, in some cases, restoration; after all, masonry buildings have been there forever, so why would they need anything, right? For that reason, it can be a challenge to bring stakeholders and city officials onboard. Still, with a likely beloved landmark, crumbling mortar will not be accepted.**

Nor for that matter will spotty or dirty bricks be a welcomed sight; however, there are a variety of ways to clean a historic masonry building. Water cleaning offers the “gentlest means possible,” according to the National Park Service website, which cites several water cleaning methods: soaking, water washing, water washing with detergents and steam/hot-pressurized water cleaning. Chemical cleaning can also be used to remove dirt and soiling that includes acids,

**LEFT:** In Massachusetts, Norwood Town Hall's most recent renovation project addressed its masonry veneer and replaced sections of its slate roof and copper to fix leaking. Pictured is the building prior to the latest renovation efforts, which finished in November 2013. (John Phelan via wikimedia.org; <https://creativecommons.org/licenses/by/3.0/deed.en>)

**RIGHT:** One challenge of the Norwood Town Hall renovation was maintaining access to the building throughout the project, particularly with the tower being above the main entrance. This feat was achieved with a roof shelter and an egress. (Photo provided by Compass Project Management)



alkalies and organic compounds. Other methods include poulticing to remove stains and graffiti in addition to abrasive and mechanical cleaning.

With so many options available, it is vital to test all cleaning methods or materials prior beginning the cleaning project. In the quest to find the “gentlest means possible,” the NPS website states, “All too often simple methods, such as a low-pressure water wash, are not even considered, yet they frequently are effective, safe, and not expensive. Water of slightly higher pressure or with a non-ionic detergent additive also may be effective. It is worth repeating that these methods should always be tested prior to considering harsher methods; they are safer for the building and the environment, often safer for the applicator and relatively inexpensive.”

The U.S. General Services Administration, like the NPS, cautions against overly aggressive cleaning, instead recommending the use of a very mild blend of inhibited acidic ingredients and wetting agents specifically formulated for restorative cleaning of brick and natural stone surfaces. Similarly, facility managers—for the best cleaning and to protect historic buildings—need to be mindful of what water sources they use, with GSA suggesting potable water that is non-staining and free of oils, acids, alkalis and organic matter.

The NPS also stresses the importance of identifying any prior treatments, if such records exist, noting on its website, “Sometimes if streaked or spotty areas do not seem to get cleaner following an initial cleaning, closer inspection and analysis may be

warranted. The discoloration may turn out not to be dirt but the remnant of a water-repellent coating applied long ago, which has darkened the surface of the masonry over time.” In this case, several cleaning agents might have to be tried to dissolve and remove the coating; however, sometimes the blemish will be a permanent fixture.

While cleaning can improve appearances, masonry buildings at times might need a little face-lift.

#### **Restored to its former beauty**

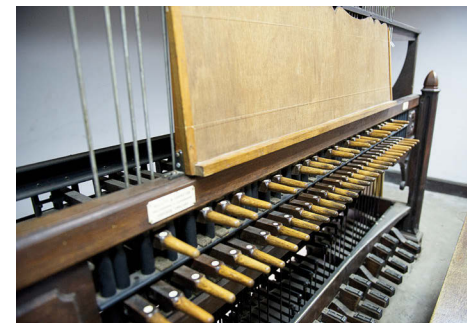
Norwood, Mass., Memorial Municipal Building, also called Norwood Town Hall, has been a beloved landmark ever since it was dedicated Nov. 11, 1928—the 10th anniversary of the armistice ending World War I—in honor of those killed in the war. The four-story building was constructed out of Weymouth, Mass., granite and had the good fortune of being completed prior to the Great Depression. Beyond its impressive granite facade, Norwood Town Hall features a 50-bell carillon tower, which houses the Walter F. Tilton Memorial Carillon, one of nine carillons in Massachusetts and the seventh largest in the United States.

The building had been restored in the past; however, it became apparent around 2011 a new round of restoration work was required.

“The latest restoration project came from leaking around the windows,” Bernie Cooper, assistant general manager of the town of Norwood, said. He noted some of the stones were also falling from the tower, and after exploratory work was completed, he added, ▶



Pictured are just three of Norwood's 50 bells that are located in its carillon tower. The tower underwent extensive repairs during the town hall renovation project to ensure this landmark remained in the community for years to come. (Photo provided by Compass Project Management)



Norwood Town Hall's carillon sets it apart from other town halls. It is one of nine carillons in Massachusetts and the seventh largest in the U.S. (Photo provided by Compass Project Management)



*Extensive work was completed on Norwood Town Hall's carillon tower, which prior to the renovation had some of its stones falling. The renovation work included complete scaffolding of the bell tower to remove, clean and replace the existing masonry veneer. (Photo provided by Compass Project Management)*

"The decision was made to do restoration work. The tower, in particular, needed a lot of work.

"The town takes a lot of pride in (Town Hall)," Cooper said. "It was not a question of whether we do this, just how expensive it was going to be."

The project spanned approximately a year and a half, from the setup and the design phase to the release of the retainer. The entire project was overseen by the permanent building construction committee, which is manned by volunteers, each member coming from a professional construction background. Cooper noted it is a very New England approach, saying the committee was headed by the right people who in turn hired the right professionals to do the task. He added, "The project went well."

William Kinsman, who led the permanent building committee at the time, stated, "We handled the logistics of everything"

This included finding parking for employees and maintaining a safe egress so the public could get into the building — a major challenge since the tower is centered above the main entry. To address this, a roof shelter was built to protect town hall workers and visitors; additionally, an egress kept the building handicap accessible. Preservation also remained a top priority for the committee and town.

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“Once gone, they are gone forever,” Kinsman said of historic buildings. “You have to put money into older buildings to maintain their integrity. You can’t ignore them. I’m all for maintaining.”

From a town standpoint, Cooper stated staying fully operationally proved to be the biggest challenge during the restoration project. “The racket was deafening,” he commented. “Occasionally, I’d have to get up and go to a new room to get any work done.” Not only was there noise, but parking could be challenging as well, and he added, “One of the biggest challenges was maintaining access (to the building).”

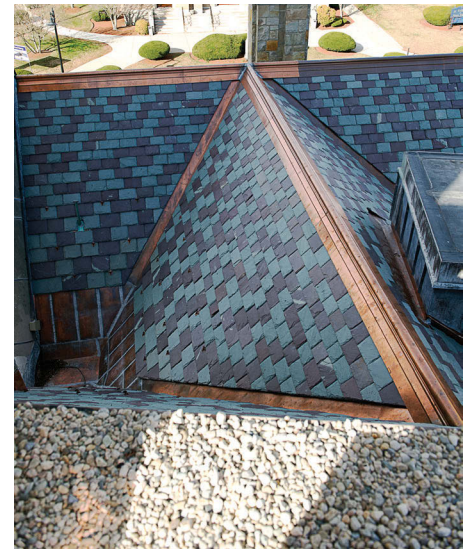
Another issue with masonry work, in addition to the noise, is the mess, according to Cooper. “We just had to grit our teeth and hope they didn’t find any surprises,” he said.

The project, which brought on board Gienapp Design, Contracting Specialist Inc. and Compass Project Management, cost approximately \$3 million and included complete scaffolding of the bell tower to remove, clean and replace the existing masonry veneer. Additionally, the slate roof

and its copper were replaced in select areas to stop the leaking. (Photo provided by Compass Project Management)

and its copper were replaced in select areas to stop the leaking.

While beloved, Kinsman noted convincing citizens of maintenance can be a challenge when it comes to masonry buildings. “To the general public, it’s stone; you don’t have to do anything for it.” However, he said, “You have to do maintenance just like with any other building.” **M**



### On the Web

View the U.S. General Services Administration’s guidelines for “General Cleaning of Exterior Brick Masonry” at [www.gsa.gov/portal/content/112842](http://www.gsa.gov/portal/content/112842).

The National Park Service’s preservation briefs can be view at <https://www.nps.gov/tps/how-to-preserve/briefs/1-cleaning-water-repellent.htm>.

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# Sunflowers give Oak Park residents a sense of place



by NICHOLETTE HODGSON | The Municipal

**When Erik Tungate, city manager, began brainstorming placemaking ideas for the city of Oak Park, Mich., he wanted to prove that one could still make a big impact on a small budget. Growing up in the city of Plainwell, located in western Michigan, he worked as a summer seasonal employee during his college years helping the staff horticulturist. Within his position, Tungate would assist with curating the flower gardens and flower displays attached to the city's many bridges and he stated, "It made all the difference for that community. Twenty years later I'm proving that to be the case here in Oak Park in the metro Detroit area."**

## **Why sunflowers?**

As a suburb of Detroit, Oak Park has a population of around 30,000 people. Tungate wanted to use sunflowers because they are a big and bold flower that would catch the community's attention and make an impact. While he knew it would not be an expensive investment, he wanted something that would help people form a sense of place. The overall cost of the combined beautification and placemaking project was only around \$10,000.

For Tungate part of his job involves building an environment that positively influences long-term outcomes. He believes one will be more





**LEFT:** Oak Park, Mich., began planting sunflowers throughout the city thanks to a placemaking plan thought up by City Manager Erik Tungate. Sunflowers can be seen along the I-696 freeway where over 20,000 vehicles travel each day. (Photo provided)

**ABOVE:** Residents of Oak Park, Mich., learned a great deal about sunflowers while raising these flowers in an effort to beautify their city. Students helped to plant the sunflowers from seed and incubate them indoors during the colder months. They were also able to witness the way the head of the sunflower follows the sun, which many did not previously know. (Photo provided)

successful in focusing on the environment in bringing people to the town. For example, he realizes the fact that more people are moving to downtown areas and helping to contribute to a better quality of life overall. In recognizing this, he will then change the environment to attract more people, for example, by planting sunflowers.

It took approximately six months for Tungate to sell his vision to the council and begin work on the project. They planted sunflowers wherever they could find free space, even near the very busy freeway. The sunflowers must be re-planted each year and this year involves learning from the mistakes of last year. Such learning opportunities involve when and where to plant the flowers, how close they can be to the freeway and still grow as well as when to water the sunflowers. After

only one year, it has now become a staple of the community.


Many of the seeds were incubated indoors first in local public school classrooms. The flowers were then planted by the students and volunteers from the community. Tungate's goal is to create a higher quality of life for the residents and those considering living in Oak Park. The sunflowers help to create a sense of place and expose the uniqueness of the city, bringing out the very best of Oak Park.

#### **Upcoming Plans**

An aesthetic bridge enhancement project is underway on the Coolidge Road overpass over I-696. Over 20,000 vehicles travel the freeway each day, so Tungate would like to put a focus on beautification of the bridge.

He also plans on "putting our main east/west thoroughfare, 9 Mile Road, on a street diet and turning the space that will be vacated into a linear park and bike trail."

New railings and a city logo on a bridge over the freeway are also part of Tungate's agenda; this way those driving underneath on I-696 will see the city's name and associate it with the sunflowers planted along the road. Another major improvement will be to the community pool, which had record attendance last year.

When asked what aspects of Oak Park other cities may wish to emulate, Tungate responded, "I most admire our progressive-minded residents and city council members. They are never quick to say no to projects that enhance or beautify the city. They also let me run the city and move projects along." 



# In a heartbeat:

Shutterstock photo

## *More police officers are carrying AEDs*

by JULIE YOUNG | The Municipal

**It's a shocking statistic that each year, 365,000 people in North America suffer from sudden cardiac arrest, a condition in which the heart unexpectedly stops beating, preventing blood from getting to the brain and other vital organs. If not treated within minutes with the aid of a defibrillator, a machine that jumpstarts the heart into a normal rhythm, the result is death.**

Because time is of the essence, automated external defibrillators are often found in public spaces and can be used by anyone in the event of a medical emergency. Their presence, however, is not a guarantee, and since police officers are often the first to arrive on

the scene, it only makes sense that they have access to this lifesaving equipment. The solution? Carry an AED with them.

For years, patrol cars have been outfitted with first-aid kits and CPR masks while every officer has received CPR training, but an AED

gives them a distinct advantage when minutes matter and it's a question of life or death. CPR alone may provide someone in SCA a 6 percent chance of survival, but an AED can improve those odds dramatically, and agencies are looking for ways to purchase these units and prepare their officers to use them.

### **A necessary tool**

Over the past 30 years, a number of states have adopted legislation that requires patrol cars to carry an AED. In 1990, AEDs were available in only four police cruisers patrolling the streets of Rochester, Minn. Today they can be found in every patrol care in the



*In the case of a sudden cardiac arrest, police are often the first to respond to the scene. While CPR alone may provide someone in SCA a 6 percent chance of survival, an automated external defibrillator can increase those odds of survival, sparking many agencies to procure these devices. (Shutterstock.com)*

city as well as aboard the local fire trucks and ambulances because leaders recognize their importance when a life is on the line. In 2005, New York required AEDs to be installed in all 1,500 marked state police patrol cars as well as available in the 300 agency offices across the state.

It is a growing trend, but not every agency has the budget to afford the expensive units. Police departments looking to provide an AED for every vehicle must get creative in order to find the funds they need.

When Bob Lundsten nearly lost his wife, Kathy, during a 2001 SCA event at a school gym with no AED, the businessman rallied the community of Dunwoody, Ga., to raise \$75,000 so that every police car could have this vital equipment. When the police department of Edina, Minn., was in need of some new AEDs to replace models that could no longer be serviced by the manufacturer, Lt. Dan Conboy looked into a grant through Firehouse Subs Public Safety Foundation. He went to the foundation's website to answer a few qualifying

questions and then set about applying for the necessary funds.

"It involved a lot of writing," he said. "I had to chronicle the history of the organization, what kind of safety equipment you need and how it will benefit the community. I applied for the money to cover 16 brand-new AEDs, and the foundation met that need. It was just under \$21,000."

#### **Investment and implementation**

AEDs can make a difference when seconds count because officers are usually on the road when the call comes in and are often the first to arrive at the scene in an emergency situation. Such was the case on July 14, 2015, when a day of summer fun turned fatal for 8-year-old Gavin Quance of Bluffton, S.C. The happy, energetic and outdoors-loving boy was playing near the family pool when his mother, Amanda, found him facedown in the water. She immediately called 911 and the first people to arrive on the scene were the Bluffton Police Department who began to perform manual CPR on the child. Five minutes later,

the EMS team arrived and transported Gavin to the hospital. However, he never regained consciousness.

Although it is unclear what caused Gavin to drown, if the officers had had AEDs, his chances of survival would have been significantly higher than CPR alone. In order to improve those odds in future events, the agency partnered with the Arrhythmia Alliance and the Quance family to raise \$50,000 to purchase an AED for every patrol car. After purchasing 31 units, the AED campaign continues to purchase pediatric pads for every device. In March, the Bluffton Township Fire Department donated a mobile AED to the BPD to keep in the agency's patrol boat.

"This was such a gracious donation and at a perfect time," Police Chief Joey Reynolds said in a local interview. "We worked hard on our 2015 AED campaign... but now that we have one for the boat, it means our officers can provide life-saving actions to the community on land and water."


AEDs are not cheap. According to the American Heart Association, the machines ▶

range from \$1,500-\$2,000 each, including its carrying case, spare adult pads, pediatric pads and spare battery. In addition to securing thousands of dollars to have an AED in every patrol car, departments have to ensure that their AED program is well coordinated and well implemented. Laws and regulations must be researched. Risks must be mitigated. Policies must be designed. Funding must be secured. Training must be held and deployment should be conducted in such a way that every officer feels confident in their abilities to operate the machine when and if the situation arises. Quality of care must also be evaluated to ensure best practices are always followed whenever the AED is in use.

But it is a worthwhile investment when a community considers the lives that could be saved by officers having these devices at the ready. Conboy said his department uses its AEDs 10 to 12 times per year on average, but that is 10 to 12 citizens that can be helped.

"AEDs are beneficial, but they can only be used in very specific situations," he said. "It's



not an option if someone is already dead, and you can't use it if there is a pulse, but they can save a life and there are a lot of grants out there to help agencies afford them. The timing was right and it worked out well for us. I would recommend it to any agency." 

*AEDs can range in price from \$1,500-\$2,000 each, and many departments have turned to grants and grassroots fundraising to add them to squad cars. (Shutterstock.com)*

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## Situational awareness:

# An important component of workplace safety training

by JONATHAN ANDERSON, Lieutenant | Onondaga County Sheriff's Office

**Safety, security and violence at the workplace are ever present concerns for the contemporary municipal workforce, regardless of occupation. While it is true that some occupations, depending on their nature, are more prevalent**

**to exposure and are more experienced, trained and equipped to respond to potential or kinetic risks; the chance of exposure for many occupations on any given day, moment or encounter are real.**



Attention towards situational awareness can have a very real effect upon recognizing and responding to a threat and minimizing risk factors. Hence, strategies towards addressing situational awareness are an important component of safety/security/workplace violence training.

First responder professions realize that people will respond to stressful situations depending on how they are trained and practiced. While formal training is an important employee development strategy, informal training through practice is just as, if not more, important, practical and dynamic.

Basically, there are three factors that affect the escalation or de-escalation of a pending or developing risk episode:

**1. Human Factor** – This factor involves the mental, physical and emotional status of the primary and secondary persons involved in the encounter. This includes parties immediately involved, witnesses, bystanders and others called upon to respond.

**2. Environmental Factor** – This factor involves familiarity and the condition of the immediate physical environment, material items introduced into the environment and the scope of jurisdiction and control upon the environment.

**3. Situational Factor** – This factor involves the stress levels associated with the circumstances presented.

All of these factors are assessable, flexible and can be manipulated to some degree in preparation for, or in response to, threat risk. Training, experience and practice towards addressing these factors increase the chances of a desired outcome, ultimately diminishing threat and minimizing injury.

There are two types of responses to a threat once it manifests itself: (1) an immediate emotional response — commonly referred to as fight, flight or surrender — or (2) a planned cognizant response that enables a person to respond with assertiveness, decisiveness and composure. The planned response is fostered through training and experience. Incident reviews and strategies towards situational awareness training enhance the planned response effectiveness.

Another human condition that situational awareness training defeats is “unintentional blindness.” This attention phenomenon spotlights a person’s attention upon prioritized tasks and puts into the attention span’s peripheral vision things one doesn’t expect. In essence, if one doesn’t expect a threat from the human/environmental/situational factors, the degree of recognizing and responding to the threat are diminished, and the position of disadvantage and potential consequences are increased. Situational awareness training prioritizes attention focus upon the various threat risks potentially encountered. Subsequently, recognition of and response to risk gravitates towards a desired trained result.

Situational awareness training strategies should be diverse, dynamic and practical. Consideration should be extended towards tapping into resources that possess both direct and tangent relationships with the training audience. This enhances training effectiveness and encourages a shared notion that what is everybody’s business — safety and security on the work scene — is everybody’s responsibility. **M**

[Jonathan Anderson is a lieutenant with the Onondaga County Sheriff’s Office in New York and is currently assigned as the facilities security supervisor for the county’s municipal business complex in downtown Syracuse, N.Y.](#)

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### 2017's theme

The 2017 theme of NPWW, "Public Works Connects Us," celebrates the vital role public works plays in uniting people and

communities. This year's poster artist is Dan Cosgrove, a native of Cincinnati, Ohio, and a graduate of the University of Cincinnati who subsequently moved to Chicago for a freelance career. Cosgrove has won numerous major awards, including a Gold Medal from the Society of Illustrators.

"The 2017 NPWW poster illustrates that as the cornerstone of their communities, public works provides, maintains and improves structures and services, such as streets, roads, bridges that keep us linked from coast to coast, as well as clean water and sanitation services that keep us healthy and allow communities

to grow and prosper," said APWA President Ron Calkins, P.E., PWLF, public works director in Ventura, Calif. — retired.

APWA encourages public works agencies and professionals to take the opportunity to make their stories known in their municipalities during the week. The "National Public Works Week How-To Guide" is one of several resources the association makes available to agencies to assist them in the development and implementation of their own celebrations.

(Poster and information provided by APWA)



### #NPWW

Join the #NPWW party taking place all weeklong on Twitter. Upload a photo of your public works department, or of someone showing love for a local PW department.

### ON THE WEB

Learn more about National Public Works Week and access the how-to guide at [www.apwa.net/MYAPWA/Events/National\\_Public\\_Works\\_Week/MyApwa/Apwa\\_Public/Education\\_and\\_Events/NPWW/National\\_Public\\_Works\\_Week.aspx](http://www.apwa.net/MYAPWA/Events/National_Public_Works_Week/MyApwa/Apwa_Public/Education_and_Events/NPWW/National_Public_Works_Week.aspx).

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Montclair, N.J., EMT Jason Batruk — in the navy T-shirt and holding a child — is shown giving an ambulance tour to some local children during Montclair’s 2016 Walnut Street Fair. The fair is held just a couple of weeks before National EMS Week, so the ambulance service has piggybacked onto that event to do an open house and show equipment to the public. (Photo provided)



Montclair Ambulance Unit Chief James Simpson gives a lecture to the public on MAU’s Alternative Support Apparatus or ASAP. The lecture was held during Montclair, N.J.’s, Walnut Street Fair last year. During the actual National EMS Week, the unit has chosen to keep the celebration internal and recognize and appreciate its personnel. (Photo provided)

# ‘EMS Strong — Always in Service’ Theme for 2017 National EMS Week

by DENISE FEDOROW | The Municipal

**National EMS Week will be celebrated May 21-27. The theme for 2017, which the American College of Emergency Physicians hopes will carry on beyond the designated week, is “EMS Strong — Always in Service,” and it is presented by the ACEP and the National Association of EMTs.**

ACEP officials stated on the organization’s website, “We want to use this year’s theme to make EMS week a 365-day initiative, to give EMS a significantly greater visibility among other health professionals and in their communities.”

The hope is that National EMS Week will catapult excitement and interest about the profession — not just for one week, but all yearlong. The theme seeks to bring awareness to emergency medical services as

an “indispensable part of the health care continuum.”

Rick Murray, EMS and Disaster Preparedness Department director, has been one of the leaders behind this week for 20 years. He said ACEP has had three purposes for National EMS Week from the start:

1.) To educate communities about the local EMS system, namely on what it is and what it isn’t. Some members of a community may not be aware that their department has only

basic life support while others might not know they have members specially trained for certain disasters. Murray said this gives the community a chance to ask for higher levels of service if they want it.

2.) EMS Week is a great way to highlight the things that paramedics like to do, such as educate the public on safety and health practices. National EMS Week is a great push to highlight programs that are available all yearlong.

3.) To educate EMS providers in the newest techniques and technologies available to them. This week is a great opportunity for in-service days and to bring in speakers.

Murray said many EMS providers take the opportunity to feed into one, if not all, of these three purposes during National EMS Week.

## Ten ways to celebrate EMS practitioners

In order to encourage EMS departments to commemorate National EMS Week, ACEP provides staff and financial support while also producing and distributing promotional materials for the departments to use. Murray said last year they printed and distributed 20,000 full-color, 50-page planning guides across the country that offered suggestions of things to do as well as other information. The planning guide is also available online.

### History of EMS Week

The first National EMS Week was declared by President Gerald Ford Nov. 3-10, 1974, with support from the ACEP. It was observed for four years. At that time, emergency medical services were a fairly new profession and the value of the profession was just starting to be recognized. ACEP was a driving force in getting this designation in order to bring attention to this new but important profession.

ACEP reinstated the week in 1982 but moved it to September. In 1992 the week was moved again to the third week of May where it remains today. The move to May was made to separate it from National Fire Prevention Safety Week in October. In the early 1980s, ACEP gathered ideas and distributed materials to promote EMS Week, and by the late 1980s, the planning kits were being developed.

Across the country, Murray said about half of the EMS providers are fire based and most of the rest are third city services, meaning they have a separate police, fire and EMS department. He said having one public safety department is becoming less common because of the more specialized skills needed in both police and emergency medical services areas.

### Montclair, N.J.

Deputy Chief Frank Carlo of the Montclair, N.J., Ambulance Unit said they haven't cemented plans for this year's celebration yet. In the past, the unit has held open houses and given information about its CPR classes and babysitting safety classes.

The last couple of years what has worked best for them, however, is to piggyback on a town festival that is held a couple of weeks prior to National EMS Week. Carlo said the unit sets up its assets, has an information table and has its headquarters open for the public to tour. During the actual week of the

celebration, it focuses on its providers and recognizing them for the work that they do.

"We ask local restaurants to help by offering reduced or free meals for the staff during National EMS Week, and we present them with a few little gifts to show our appreciation," he said.

The Montclair Town Council approves a resolution declaring National EMS Week in the city and mentions EMS for Children Day, which is Wednesday. He said the hospitals in the area are usually pretty good about providing a gift for the EMS staff or having sandwiches available for them when they bring in patients. One year an ice cream place set up a sundae station so when the crew came in with patients they could stop and get a sundae.

Carlo said there are 41 members of the Montclair Ambulance Unit, including officers and drivers. The unit is a basic life support provider, and it responds on all calls while the hospitals generally provide advanced life support assistance. He said the state of New Jersey is a two-tiered system.

"We tend to like to stay in the background a little—we go out and do our jobs and serve the people," he said.

So when it comes to National EMS Week the management has decided lately to focus on the staff and offering appreciation to them. "They get very little recognition for what they do," he said.

Columbia, S.C., has held a parade the last 10 years. Director of EMS Michael Byrd said EMS personnel from all over the state participated. When the parade reached the state capitol, the legislature would recognize the EMS workers. Byrd said the legislature will not be in session this year during National EMS Week, so they won't be holding the parade but will recognize their personnel on the local level.

### A theme a day

This year celebrating National EMS Week will be a little different. Murray said each day within the week has its own theme. "We're pretty excited about it," he said.

**Monday is Education Day**—Education can be for the public or for the paramedics.

**Tuesday is Safety Day**—It can also be for the public or for paramedics, with a focus on job safety, safe practices, etc. ▶

### 1.) Feed them —

Pancakes, pizza or a family cookout can go a long way to appreciating your EMS providers.

### 2.) Give them goody bags —

Fill them with gifts from local businesses, and order T-shirts, caps, etc. celebrating the week.

### 3.) Discounts —

Ask local restaurants, ball parks or other venues to offer discounts for EMS providers for the week or items for a raffle.

### 4.) Hold a family event —

Include the whole family in an activity, such as a magic show or a dunk tank where they can dunk the chief.

### 5.) Recognize a saved life —

This is a meaningful way to celebrate your personnel by connecting them with the person whose life they saved. Alert the media.

### 6.) Create an EMS/Paramedic of the year award.

### 7.) Bring in an inspirational speaker —

One year one health organization brought in the emergency physician who treated 23 of the Aurora, Colo., Theatre shooting victims; another brought in Dr. Leon Sanchez of Beth Israel who talked about lessons learned from the Boston Marathon bombing.

### 8.) Honor fallen EMS personnel —

One way to honor fallen EMS personnel would be to participate in the EMS Memorial Bike Ride.

### 9.) Light the Empire State Building —

Light a similar iconic structure in your location. The New York City Fire Department Bureau of EMS lights the Empire State Building blue for the "Star of Life," white for the FDNY EMS patch and yellow for the state EMS patch.

### 10.) Say thank you —

Don't ever underestimate the power of a sincere thank you.

Source: [https://www.naemt.org/ems\\_agencies\\_audience/ems-week/10-ways-to-celebrate-ems-practitioners](https://www.naemt.org/ems_agencies_audience/ems-week/10-ways-to-celebrate-ems-practitioners)



Montclair Ambulance Unit at the Essex County, N.J., 9/11 Memorial. The basic life support ambulance service has 41 members. (Photo provided)

**Wednesday is EMS for Children Day** — This day often features a bike safety rodeo that introduces the children to local EMS providers and teaches providers that children are “not just little adults,” Murray said.

**Thursday is Save a Life Day** — This would be a great day to introduce the Stop the Bleed Campaign, a national campaign to train the public how to use tourniquets to stop the bleed. “This campaign came out of active shooter situations,” Murray said. The campaign seeks to have tourniquets in public places and train the public so they can apply aid until responders can get to the victim.

Or it would be a good day to participate in the World CPR Challenge. ACEP has partnered with the International Association of Fire Chiefs and American Medical Response — one of the largest private ambulance services — to ring in the World CPR Challenge, where the goal is to train 1 million people in compression CPR. Murray said pumping the chest is something anyone can do, but proper training will help. There is a website where one can go to log the CPR class taken and help reach that goal at <http://www.acep.org/emsweek/cprchallenge>.

**Friday is EMS Recognition Day** — This would a great day to recognize your members or to highlight those who have saved a life or brought a baby into the world in the past year. Get the EMS crew member together with the one whose life they saved and tell the story to the media, buy lunch or dinner for the staff or give them a gift.

These are just a few ideas — many more are found in the planning guides.

So why celebrate National EMS Week? Murray said again, it’s good to educate the community so they know the services they have and what is available to them not just during a special week, but all yearlong. **M**



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# Bringing seniors in with interactive programs

By ELISA WALKER | The Municipal

**As the country's population continues to live longer, more senior citizens try to be active physically and mentally within their communities. Parks, community centers and seniors centers are common areas where seniors go in search of clubs and activities to fill their days with challenges.**

## Senior programs in parks

Greensboro, N.C., maintains an extensive set of programs for the older demographic at their senior center.

The activities range from yoga and water aerobics to clubs that are dedicated to interests like crafting and hiking. Donation based activities are also available to participate in,

such as the community garden where seniors participate in growing food only to donate it to the local food bank. Through the city art department, people can enjoy free Sunday night concerts in the park, which brings enjoyment to those who attend.

"We offer a lot and most of it's free," Senior Services Coordinator Jennie Matkins said. "That's the commitment that we've made to our seniors. That says a lot about Greensboro and how they feel about seniors in the

**LEFT:** The seniors hiking club has been present in the Greensboro community for over 15 years and is one of the most successful clubs at the senior center. (Photo provided)

**RIGHT:** The senior games are a common event that happens at various parks and senior centers across the country. The games help promote a healthy lifestyle by encouraging seniors to continue practicing and participating within their chosen events throughout the year. (Photo provided)

community and how they want to serve all incomes and ages.”

In Tampa, Fla., there are a wide variety of fitness basic activities and classes for seniors to participate in multiple senior centers and parks. From dancing to weight lifting to the walking club, it offers the option to stay active. Tampa prides itself on making and maintaining interactive programs available and challenging.

Aside from the large selection of fitness classes and activities, Tampa offers computer classes for seniors to learn the basics from smartphones to navigating the internet. The technology classes keep seniors from falling behind and being lost as times continue to advance. Monthly field trips and the annual senior games are available as well.

“We have very active seniors and getting them out of the house is what we’re trying to do,” explained Site Supervisor Lisa Bryant. “We always try to keep it fresh. Retirement isn’t the end. There’s so much life out there and it’s available if you want it. They’re adults who have lived an accomplished life, so challenge them. Don’t underestimate what they’re capable of doing.”

### **Program ideas and improvements in the future**

From a hiking club that ventures on trails across the county to a walking trail that follows the perimeter of the property, Greensboro’s Smith Senior Center has big ideas for its master plan, which should draw more seniors.

Along with creating a walking trail, the senior center plans to transform tennis courts to pickleball courts, make horseshoe pits and cornhole courts. There are plans to



include low-impact exercise equipment near the walking trail, something that many other municipalities have implemented through the nonprofit organization KaBOOM!

While Tampa is the ideal place for retirement, the parks and recreation departments have to be mindful of the heat and the impact it can cause on their seniors’ health. Many of Tampa’s outdoor activities can also be done inside to accommodate for those who find the weather to be too overbearing.

For the future, Tampa plans to build a park where people of all ages can find something to have fun with. It also plans to implement more language classes so seniors can become conversational if they desired. As the years go by and more people retire, more evening classes may be schedule to fit into the lives of seniors. As people are considered seniors at the age of 50, many are still working their full-time jobs, which could cut into the potential to attend activities provided.

### **The secret to attracting the older generation**

Greensboro took the initiative to hire a senior services coordinator to oversee the programs and to implement new ones, resulting in surveys and meetings being held to receive first-hand recommendations from the seniors. Tampa utilizes internet resources to circulate ideas into the programs along with conversing with seniors to gather information on what they’d like to see available.

The success grew from there for Greensboro and its Senior Center Advisory



*Greensboro’s hiking club not only hikes across the county, but also travels to other places to walk along unfamiliar paths. The club sets the hiking schedules six months at a time. (Photo provided)*

Committee, consisting of seven community senior participants. The committee meets once a quarter and brings forth ideas and concerns, giving input about current programs and thoughts on tweaking them if necessary.

“We do get together as senior center staff and share ideas from across the state,” Matkins elaborated. “We interact with other senior centers to ask about policies as well. We try to make it very participant driven and implement programs that they want to do, that they want to be a part of or take the lead in.

“Some municipalities probably don’t have a designated senior center and money is always an issue but to bring more seniors in, you should really get their input,” ▶

Matkins continued. "Just ask them what they want to do. Ask what would make them attend. That's how we started and what we continue to do. Once you ask them what they want, be ready to implement it. They'll become very involved and invested because they'll want to see those programs and current trends be successful."

Tampa's primary goal, along with offering seniors challenging and interesting activities, is to keep them engaged and bring them out to make friends with others as their lives continue to be enriched by the resources parks and recreation departments make available for them. Along with retirees, many older folks are away from their families who may live in other states.

Bryant is a chairperson at a monthly senior committee that includes Hillsborough County Parks and Recreation, Hillsborough County Aging Services and the city of Temple Terrace where the latest trends are discussed and ideas are shared. They also observe what is working well with the seniors and what may need some help. The committee is in



*The senior games have a wide variety of activities, from horseshoe tosses to walking or running a 5K. With a selection of events, there's something for everyone to participate in. (Photo provided)*

charge of planning sporting tournaments, socials, monthly dances, implementing new clubs and mini health fairs.

Trial and error may come into play when the parks and recreation department changes a low attendance class to a different day and time. One small alteration could be the step between success and failure. The staff can also propose ideas and looks at what other trends seniors are interested in. Senior center attendance in Greensboro has grown from 2,000 attendees in 2012 to 6,500 attendees in February 2017. Tampa sees an average of 350 attendees a day at the 15 centers that offer senior programming.

"We provide materials and help get them started, then they just take it over," Matkins concluded. "Several clubs like the crafting club or quilting club will donate their creations to local nonprofit organizations to help others. It keeps them busy but it also lets them give back to the community. They take pride in what they do and share it with others. Our seniors here are just a special group. They love the senior center and they want to see it thrive." **M**

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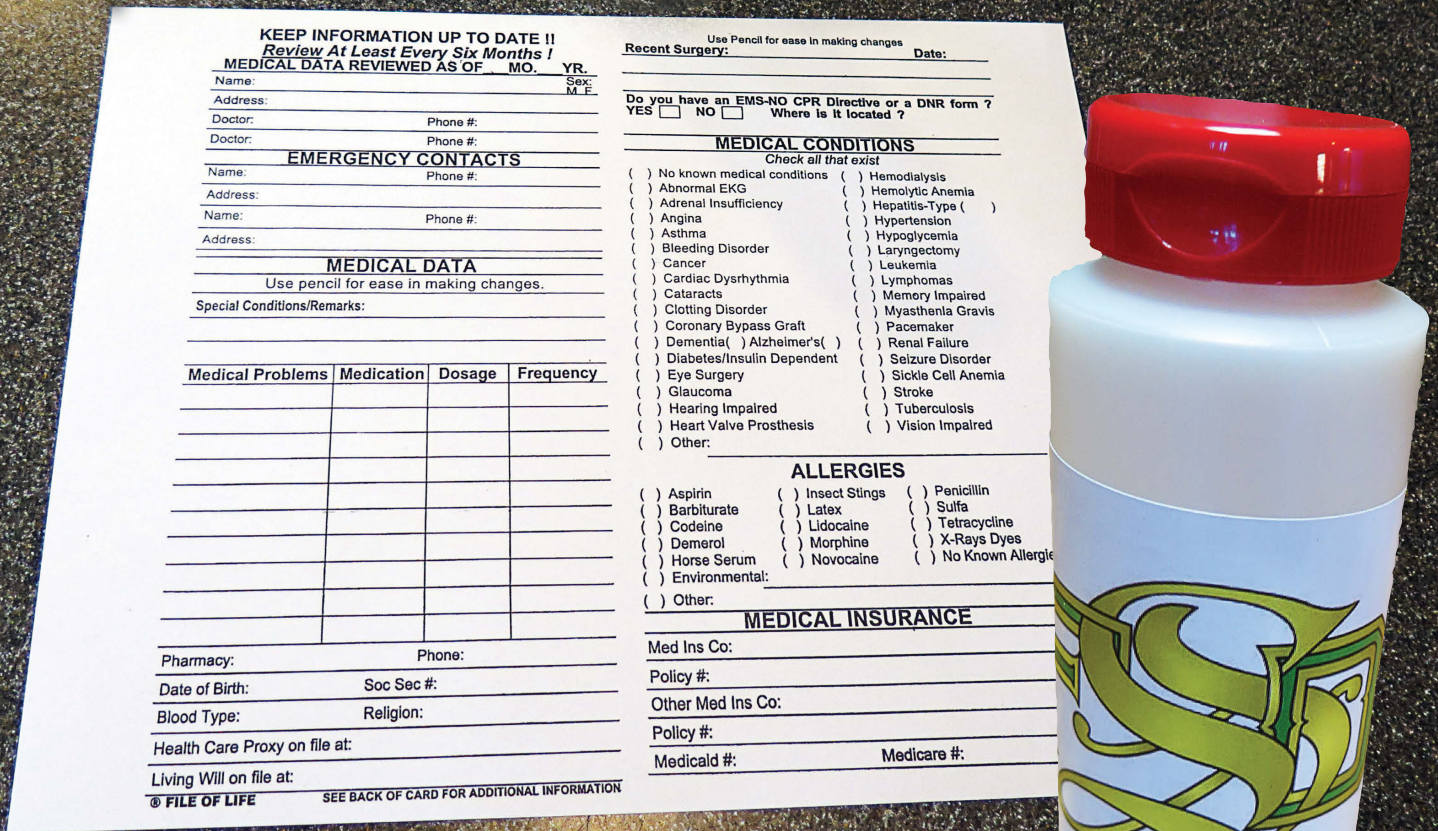
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# The Vial of Life: A plastic tube can save your life



by BRIAN S. GETTEMEIER | Cotteville Fire Protection District

**Can a small plastic tube save your life? No, it cannot but it can contain critical medical information that will assist first responders in providing quick and appropriate care.**

Emergency service workers often find themselves as medical detectives when they arrive on scene. Patients present a variety of symptoms and the pre-hospital provider is assessing the situation to provide the best care. Often times the patient's medical history and medications can provide clues to what the problem may be. At times patients are confused or unable to provide this critical information. Family members may not fully know the patient's medical history and medication. When the Streator, Ill., Fire Department started to respond to emergency medical

calls in April of 2016, they found themselves trying to coax medical history from the patient or family. They found themselves searching through cabinets in the house to find prescription medications. This fact-finding mission occasionally caused minor delays in patient treatment and transport. Chief Gary Bird knew the answer to this dilemma, the Vial of Life. The Vial of Life is a system used by emergency medical providers throughout the county; however, no such system existed in Streator.

**ABOVE:** Streator Fire Department partnered with E. J. McKernan Co, a local bottle wholesaler in Streator, to provide the initial 1,000 bottles for the project. Recently, E.J. McKernan was generous enough to provided a second order of 1,000 bottles.

The vial contains an information sheet with the patient's emergency contact information, past medical history, current medications, allergies, date of birth, current doctor and hospital. (Photos provided)

*The Vial of Life allows pre-hospital providers to better care for patients by providing them with important medical information within a plastic tube. This cuts down delays as providers no longer need to hunt for this valuable information or try to coax it from a patient or their family members. (Photo provided)*



### **What is the Vial of Life**

The Vial of Life is a nationally recognized program to provide vital medical information. The Vial of Life is a simple clear plastic bottle with a red cap on it. Patients keep the vial in the refrigerator so emergency services personnel can quickly access the vial from a common place in any home. The vial contains an information sheet with the patient's emergency contact information, past medical history, current medications, allergies, date of birth, current doctor and hospital.

Without this data pre-hospital providers have to ask the patients questions about the current medical event and also ask questions about their past medical history and current medications. This information gathering creates delays in patient treatment and ultimately transport. The Vial of Life allows this information to be quickly read by pre-hospital medical providers while asking information about the current event at the same time. The forms and other program information can be found at [www.vialoflife.com](http://www.vialoflife.com).

### **No cost to the fire department and no cost to the citizens**

Streator Fire Department partnered with E. J. McKernan Co, a local bottle wholesaler in Streator, to provide the initial 1,000 bottles for the project. Recently, E.J. McKernan was generous enough to provided a second order of 1,000 bottles. The bottles with lids are approximately \$1 a unit. A local printer, Designs and Signs by Anderson, printed the forms at a discounted rate. OSF Center for Health, a local medical systems, provided a cash donation and the city of Streator paid for the rest of the printing. To date, the impact to the fire department's budget for this project is zero. The vials are distributed free of cost to any residents wanting to participate in the program.

### **Vial distribution**

The key to the program being effective is to distribute the bottles prior to a call for emergency services. Often times, fire departments have limited proactive opportunities to

interact with the public outside a call for service. The Streator Fire Department partnered with the Senior Expo for the initial distribution in November of 2016. This was followed up with a pickup day at the fire station where residents could come by and ask for a bottle. Since that time, the Streator Fire Department has partnered with the local pharmacies to provide the vials at no charge. The vials are displayed on the counters and are free for customers to grab while they are picking up their prescription. The department is also partnering with Meals on Wheels to distribute and assist the residents with completing the information.

Chief Bird explained, "Meals on Wheels reaches those residents who need the vials, those who often live by themselves, those that have some medical issues." He added it is vital that the fire department partners with its community partners to identify those citizens who may need some additional resources to enhance their life safety. The fire department is also distributing the vials at ►

emergency medical incidents. While it is too late to be useful on this particular incident, it will be useful in future calls for services.

### Putting the plan into action

The Streator Fire Department is putting the plan into action. When Streator firefighters arrive on the scene of a call for emergency medical services, one firefighter checks the refrigerator for the vial. Other firefighters tend to the patient's needs and begin to gather the medical history of the current event.

### Continued mission of expanded services provided by the fire department

This is yet another expansion of services provided by the Streator Fire Department with no increases in tax revenue. The hard work and dedication of Chief Bird and his firefighters, coupled with business partnerships, have provided life safety services to the Streator community. Other services include the smoke detector program, featured in the August 2016 issue of *The Municipal*. The fire department recently expanded its emergency response capabilities to include running emergency medical calls. This expansion in service has increased its request for service from an average of 500 calls annually to over 1,500 calls in 2016. The Vial of Life is a small extension of the emergency medical initiative.



Patients keep the vial in the refrigerator so emergency services personnel can quickly access the vial from a common place in any home. (Photo provided)

The vial is a small item that when used properly can help to greatly enhance the speed that emergency services can provide a citizen during a medical emergency. **M**

Brian S. Gettemeier has been in the fire service for 24 years, with the last 21 years being spent as a career firefighter with the Cottleville Fire Protection District of St. Charles County, Mo. Gettemeier is a second generation firefighter. He has a bachelor's degree in fire service management from Southern Illinois University at Carbondale and holds numerous state certifications. He teaches all hazard classes for numerous organizations throughout the state of Missouri. Gettemeier is a freelance writer and has authored several articles for fire service trade journals.

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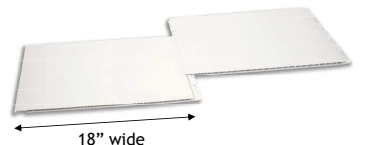
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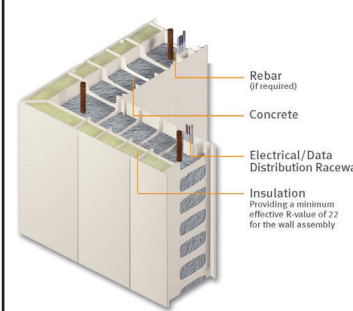


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## MAY

**May 19-21 Lancaster County Fire Association Annual Fire Expo**

Pennsylvania Farm Show & Expo Center,  
Harrisburg, Pa.  
[www.lcfa.com](http://www.lcfa.com)

**May 20-24 Fire-Rescue Med 2017**

Green Valley Ranch,  
Henderson, Nev.  
[events.iafc.org](http://events.iafc.org)

**May 21-24 2017 International Parking Institute Conference & Expo**

New Orleans, La.  
[www.parking.org/meetings-events/ipi-conference-expo/](http://www.parking.org/meetings-events/ipi-conference-expo/)

**May 22-25 AWEA Windpower 2017**

Anaheim, Calif.  
[www.windpowerexpo.org](http://www.windpowerexpo.org)

## JUNE

**June 4-7 National Fire Protection Association Conference & Expo**

Boston Convention and Exhibition Center,  
Boston, Mass.  
[www.nfpa.org](http://www.nfpa.org)

**June 4-7 Electric Utility Fleet Managers Conference**

Williamsburg Lodge and Conference Center,  
Williamsburg, Va.  
[www.eufmc.com](http://www.eufmc.com)

**June 4-7 Public Risk Management Association 2017 Annual Conference**

Phoenix, Ariz.  
[conference.primacentral.org](http://conference.primacentral.org)

## JUNE

**June 6-8 Intelligent Community Forum Summit 17**

New York City, N.Y.  
[www.intelligentcommunity.org/summit\\_17](http://www.intelligentcommunity.org/summit_17)

**June 10-13 Tennessee Municipal League 2017 Annual Conference**

Murfreesboro Convention Center,  
Murfreesboro, Tenn.  
[www.tml1.org](http://www.tml1.org)

**June 11-15 Community Transportation Expo**

Detroit, Mich.  
[web1.ctaa.org](http://web1.ctaa.org)

**June 12-15 Government Fleet Expo & Conference (GFX)**

Henry B. Gonzalez Convention Center,  
San Antonio, Texas  
[www.governmentfleetexpo.com](http://www.governmentfleetexpo.com)

**June 14-17 New York State Association of Fire Chiefs 111th Annual Conference & FIRE 2017 Expo**

Turning Stone Resort,  
Verona, N.Y.  
[www.nysfirechiefs.com](http://www.nysfirechiefs.com)

**June 14-16 League of Minnesota Cities 2017 Annual Conference**

Mayo Civic Center,  
Rochester, Minn.  
[www.lmc.org](http://www.lmc.org)

**June 15-18 International Hazardous Materials Response Teams Conference**

Hilton Baltimore,  
Baltimore, Md.  
[www.iafc.org](http://www.iafc.org)

**June 19-22 Safety 2017 Professional Development Conference & Exposition**

Colorado Convention Center,  
Denver, Colo.  
[safety.asse.org](http://safety.asse.org)

**June 19-22 AAMVA Region II Conference**

Chattanooga Convention Center,  
Chattanooga, Tenn.  
[www.aamva.org/2017-Region-II-Home/](http://www.aamva.org/2017-Region-II-Home/)

**June 20-23 Snow & Ice Management Association 20th Annual Snow & Ice Symposium**

Montreal, Quebec, Canada  
[www.sima.org/show/symposium-home](http://www.sima.org/show/symposium-home)

**June 23-27 Georgia Municipal Association Annual Convention**

Savannah, Ga.  
[www.gmanet.com](http://www.gmanet.com)

**June 27-28 Police Security Expo 2017**

Atlantic City Convention Center,  
Atlantic City, N.J.  
[www.police-security.com](http://www.police-security.com)

## JULY

**July 8-11 International Municipal Sign Association Forum & Expo**

Scottsdale, Ariz.  
[www.imsasafety.org](http://www.imsasafety.org)

**July 14-18 Florida Fire Chiefs Association Executive Development Conference**

Sanibel Harbour Marriott Resort & Spa,  
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[www.ffca.org](http://www.ffca.org)

## JULY

**July 20-23 Municipal Association of South Carolina's Annual Meeting**

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Hilton Head Island, S.C.  
[www.masc.sc](http://www.masc.sc)

**July 21-24 2017 NACo Annual Conference**

Franklin County, Ohio  
[www.naco.org](http://www.naco.org)

**July 21-25 National Association of Police Organizations 39th Annual Convention**

The Westin, New York, N.Y.  
[www.napo.org](http://www.napo.org)

**July 23-27 Community Anti-Drug Coalitions of America Mid-Year Training Institute**

Marriott Marquis, Atlanta, Ga.  
[www.cadca.org/events/myti2017](http://www.cadca.org/events/myti2017)

**July 24-26 Fleet Safety Conference**

Renaissance Schaumburg Convention Center Hotel,  
Schaumburg, Ill.  
[www.fleetsafetyconference.com](http://www.fleetsafetyconference.com)

**July 26-29 International Association of Fire Chiefs' Annual Conference & Expo (Fire-Rescue International, FRI 2017)**

Charlotte Convention Center,  
Charlotte, N.C.  
[events.iafc.org/micrositeFRIconf/](http://events.iafc.org/micrositeFRIconf/)

**July 30-Aug. 2 Joint ITE/CITE 2017 Annual Meeting and Exhibit**

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## Upcoming Editorial Calendar

<p><b>JUNE 2017</b> <b>Waste &amp; Water Utilities</b> Deadline Monday, May 1</p>	<p><b>JULY 2017</b> <b>Public Works</b> Deadline Monday, June 5</p>	<p><b>AUGUST 2017</b> <b>Public Safety</b> Deadline Friday, June 30* <small>*early deadline due to holiday</small></p>
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## OAEVT to hold its 25th annual Emergency and Municipal Vehicle Maintenance Repair program

The Ohio Association of Emergency Technicians is holding its 25th annual Emergency and Municipal Vehicle Maintenance and Repair program Sept. 25-29. The event will be held at the Ohio Fire Academy, 8895 E. Main St., Reynoldsburg, Ohio.

Classes include fire pump repairs; basic to advanced electrical; air brake repairs; A/C systems; Cummins engines; 10 EVT prep classes; Spartan chassis; Sutphen chassis and aerial; AC/line voltage in vehicles; municipal central hydraulic classes; Kusmaul Electronics product class; multiplex electrical classes; International engine maintenance; Horton electrical multiplex class; hydraulic generator class; Stryker EMS class; wheel bearing and brake clinic; and fire pump familiarization classes. It will also be a Emergency Vehicle Technician Certification Commission test site at 4 p.m. Sept. 28.



For information, visit [www.oaevt.org](http://www.oaevt.org), or contact Pat Guhde at (440) 476-8707 or [pguhde@aol.com](mailto:pguhde@aol.com).

## PHG Energy's rebranding reflects innovation and growth

PHG Energy has launched the new name Aries Clean Energy to introduce the continuing evolution of its clean energy and sustainable waste disposal company.



"The old name, PHG Energy, worked well for us when we basically offered industrial fuel gas conversion equipment," said CEO Greg Bafalis. "Aries Clean Energy is a brand that much better represents what we do today as well as our product line and focus going forward."

Eight patents have been granted to the company for innovations in the gasification field. Most of those already have been deployed successfully in projects for both industry and municipalities, cleanly converting a mixture of wood waste, biosolids and scrap tires to electricity.

"Our downdraft and fluidized bed gasification projects have proven themselves viable with over 50,000 hours of commercial operation," Bafalis added. "Putting these clean and sustainable energy innovations to work in more locations, and bringing some of our latest research and development efforts to the marketplace this year are going to be exciting steps for us and for the industry."

Explore Aries Clean Energy at <http://ariescleanenergy.com/solar/>.

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### With sobering ASCE 2017 report card, APWA calls for seeking solutions

**WASHINGTON, D.C.** — The American Public Works Association applauds the American Society of Civil Engineer's efforts in developing the Infrastructure Report Card. This takes an extensive amount of work and sheds light on the condition of our infrastructure in the United States. Many infrastructure sectors received poor to very poor grades. There is no doubt that the ASCE's findings are very sobering. On behalf of its members, the APWA is calling for the focus to be on solutions to protect the health, safety and welfare of communities across the U.S.



"APWA's more than 29,500 members, who are public works professionals, responsible for planning, building, designing, operating and maintaining the nation's infrastructure, understand how important the infrastructure investment needs are to ensuring our quality of life and global economic competitiveness," said APWA Executive Director Scott Grayson. "ASCE's Report Card is a sobering reminder of our infrastructure needs, and APWA serves as a key resource and advocate for viable solutions, to include dedicated and consistent funding at the local, state and federal levels; shoring up the the Highway Trust Fund by increasing and indexing the federal gas tax; and continued streamlining of the project permitting process.

"We must provide appropriate funding to maintain and improve upon the quality of life for all citizens within the U.S. We must modernize our infrastructure with the incorporation of new technology, guard against natural and man-made impacts, while also preserving our natural resources," he said. "If we wait too long to find innovative solutions to our country's infrastructure problems, it will cost the U.S. much more in the long run. We must act now."

To learn about APWA Advocacy and Government Affairs, visit [www.apwa.net//be\\_involved/Advocacy-and-Government-Affairs](http://www.apwa.net//be_involved/Advocacy-and-Government-Affairs). For information about APWA, visit the website at [www.apwa.net](http://www.apwa.net).

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# M

# TOP 10

## Top 10 American cities for working moms



In honor of Mother's Day, we are sharing Realtor.com's 2016 list of the "10 Best American Cities for Working Moms." The website ranked U.S. cities based on career opportunity, care for children and affordability. To determine career opportunity, Realtor.com examined the "employment rate of women who have children; median women's salary; women's earnings as a percentage of men's ratio of female to male top executives; flexibility of work schedule, measured by the average length of women's workday and the percentage of women working at home."

Mothers working in Orlando, Fla., which topped the list, have a median salary of \$35,518 and are within 95 percent of men's salary, above the oft-quoted statistic that women make 79 cents to every dollar earned by men nationwide. Realtor.com added, "The region's largest employer, Walt Disney Co., offers free theme park admission, plus discounts on hotels and merchandise, so employees and their families can enjoy the 'Happiest Place on Earth' as much as visitors." Another bonus for working moms in Orlando is Provititi's iGrowth initiative, which hones in on recruiting, retention, development and promotion of women.

Here are the cities that topped the list:



- 1 Orlando, Fla.
- 2 Minneapolis, Minn.
- 3 Pittsburg, Pa.
- 4 Madison, Wis.
- 5 Fort Collins, Colo.
- 6 Cincinnati, Ohio
- 7 St. Paul, Minn.
- 8 Durham, N.C.
- 9 Washington D.C.
- 10 Minneapolis, Minn.

**A**

AASHTO Re:Source ..... 57  
 Alunitank..... 63  
 Andy Mohr Ford..... 73  
 APWA ..... 4, 79  
 Automotive International ..... 53

**B**

Bonnell Industries..... **Back Cover**  
 Broyhill Manufacturing ..... 61  
 Bullet Safe..... 31

**C**

Calhoun Super Structures, Ltd..... 11  
 Cargill Deicing ..... 26  
 C.E.T. Fire Pumps Manufacturing ..... 65  
 ChemSpec USA, LLC ..... 39  
 Clearspan Fabric Structures ..... 23  
 Curtis Industries, LLC ..... 76

**E**

Ebac Industrial Products, Incorporated ..... 53  
 ECM Performance ..... 31

**F**

Finley Fire Equipment ..... 5  
 Fol-da-tank..... 76

**G**

Global Environmental Products ..... 64  
 GPS Insight ..... 9

**H**

Henderson Products..... 22

**I**

Imel Motor Sales, Incorporated ..... 67  
 International Code Council..... **Cover, 2, 12-13**

**L**

Land Pride ..... 61  
 Lock America ..... 34

**M**

Mile-X Equipment, Incorporated ..... 57  
 Monroe Truck Equipment ..... 30

**N**

National Construction Rentals ..... 35  
 National Joint Powers Alliance ..... 77  
 New Way Trucks..... 78  
 NCFI Polyurethanes..... 27  
 Nuform Building Technologies, Incorporated ..... 65

**O**

Ohio Association of Emergency Vehicle Training ..... 45

**P**

Par-Kan Company ..... 23  
 Petersen Industries..... 71  
 Pik Rite, Incorporated ..... 52  
 Powerhouse Unlimited Incorporated..... 61  
 Pro-Tainer, Incorporated ..... 38

**R**

Ranch Hand ..... 11

**S**

Scott Bader Company Ltd. .... 67  
 Sellick Equipment, Ltd..... 53  
 Slip Industries..... 65  
 Strongwell ..... 7  
 Superior Tire & Rubber Company..... 73  
 Switch-N-Go..... 45  
 Syntex Industries..... 57

**T**

Toledo Ticket ..... 62  
 Thor Manufacturing/All Power Supply..... 49  
 Transpo Industries ..... 67  
 Trinity Highway Products, LLC..... 31  
 Trusco Manufacturing..... 45

**U**

Unique Paving Materials..... 3

**V**

Valley Truck Parts ..... 68  
 Varco Pruden Buildings..... 60  
 Ventrac..... 44  
 Victor Stanley ..... 72  
 Voth Truck Bodies ..... 56

**W**

Wisconsin Surplus Auctions..... 70

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