

# THE MUNICIPAL

*The Premier Magazine For America's Municipalities*

December 2017

## 2018 Outlook



### **INSIDE:**

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**Latest on Body Cameras**

**Purchasing Trends to Watch**

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## Contract Documents for America's Infrastructure

### EJCDC Releases First Standard Public-Private Partnership Agreement in US

EJCDC recently released the first standard public-private partnership (P3) contract document in the United States prepared by an impartial, professional, non-profit organization, the *EJCDC® P3-508, Public-Private Partnership Agreement*.

As a pioneering document in the U.S., EJCDC® P3-508 was developed following reviews of dozens of P3 agreements already in use, as well as with the advice of owners, attorneys, financiers, developers, contractors, and design professionals experienced with P3 delivery both in the U.S. and abroad. The resulting new EJCDC document presents a framework of contractual conditions typical among P3 agreements, and is flexible enough to meet the needs of most public and private entities.

More frequently, governments are turning to public-private partnerships as an innovative way to implement public works projects. A P3 agreement allows a government entity to leverage private sector expertise and resources to perform functions previously performed solely by government entities. P3 is a project delivery model that supports the realization of a public improvement, including design, financing, construction, operations, and maintenance.

Under a P3 agreement, a government entity grants a private entity a concession to implement a public project or service, such as public utilities or infrastructure development and management. Terms of financing, construction, operation and maintenance of the project are set forth in the P3 agreement in accordance with jurisdictional statutes and regulations.

Since developing P3 agreements on a case-by-case basis involves significant time and expense, EJCDC® P3-508,

Public Private Partnership saves money for both the public and private entities launching a P3 project.

EJCDC® P3-508 informs the parties of issues involved in P3 including design, construction, financing, operation, maintenance, revenue, and management. It provides for the attachment of project-specific terms, contract documents, exhibits. While EJCDC P3-508 can be used with a variety of design-build and construction documents, it works seamlessly with the EJCDC Design-Build (D-series) documents.

All EJCDC documents are formatted in easy-to-use Microsoft Word and downloaded when purchased. There is no software to install or learn, saving users precious time and money. Each document can be saved directly to the user's computer, and customized easily to suit each project's unique goals and regulatory requirements.

Since 1975, EJCDC has developed and updated fair and objective standard documents that represent the latest and best thinking in contractual relations between all parties involved in engineering design and construction projects.

The Engineers Joint Contract Documents Committee (EJCDC®) is a joint venture of major organizations of professional engineers and contractors:

- the American Society of Civil Engineers (ASCE);
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### ON THE COVER

Visual Marking Systems is a one-stop shop for wide-format graphics printing solutions, and its fleet graphics division is making it easier for municipal fleets to promote their cities' brand, new services, events and special causes. With a variety of solutions, VMS can create graphics for everything from golf carts up to semi-trailer trucks. Learn more on page 10.





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# Looking ahead



Sarah Wright | Editor

2017 has been the year of headlines, and 2018 is shaping up to be just as interesting. One particular headline of note has been Amazon's second North American headquarters, which has sparked a city versus city competition that has taken the different social media platforms by storm. Ultimately, in regards to those cities vying for the company's HQ2 — for fans of the 1986 cult film "Highlander" — there can be only one.

There has been some debate about the ultimate economic impact the winner of Amazon's HQ2 will actually see, namely whether its relocation — along with \$5 billion of investment and 50,000 jobs during the next decade and half — is worth the cost of enticing the company — via tax breaks and other incentives. While that remains to be seen, cities, as the Harvard Business Review noted, can learn from the process, including what is expected to do business in America's growing digital economy.

Amy Liu and Mark Muro noted four factors cities should examine closely from the

HQ2 competition in their Harvard Business Review article, "What Amazon's HQ2 Wish List Signals About the Future of Cities." These included the capacity to produce skilled, technical talent; access to domestic and global markets through modern infrastructure; the practice of connected and sustainable placemaking; and supporting culture and diversity.

They write, "It requires helping existing firms expand and innovate, supporting entrepreneurs, creating industry-relevant skills programs, and strengthening other local assets that improve the economic prospects of local industries and workers. These attributes, even more than incentives packages, will attract the attention of outside firms interested in being part of a region's unique ecosystem."

It's a memo many cities received well before Amazon released its wish list as seen time and time again in *The Municipal*. In fact in this issue, we highlight a couple of cities turning negatives into positives for their communities by giving second chances. For instance, Roseville, Minn., has given ex-convicts the opportunity to learn employable skills through the Housing Replacement Program and its partnership with Better Futures Minnesota — not only removing blight, but also creating more skilled labor within the area.

Of course, we are also exploring other trends seen in 2017 while looking ahead to 2018. This includes a revisit of the opioid epidemic, which President Trump has recently declared a public health emergency, making available invaluable resources that are desperately needed as 140 Americans die every day from an opioid overdose, according to data from the Centers for Disease Control and Prevention. In particular, we are highlighting two bright lights in the struggle to curb addiction, including a program led by the Nashville, N.C., Police Department.

Another public safety topic we will cover is the current state of body-worn cameras from the best practices implemented by some law enforcement agencies to some of the challenges being faced by jurisdictions when it comes to storing all of that data, which can include a hefty price tag.

Also, be sure to check out the article on local government purchasing trends. It might serve as a reminder to be nice to your purchasing departments and professionals.

**HAPPY**  
*holidays*

and a Happy New Year, everyone! 🍷



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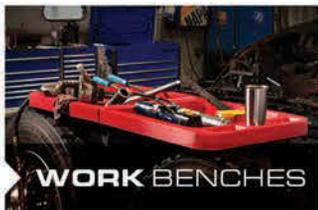


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# Get your message and brand out in the open with custom fleet graphics



Visual Marking Systems graphics can be applied to a variety of fleet vehicles. This city used decals to highlight cart sponsors at its city-owned golf course, which can be a unique revenue stream. (Photo provided)

by SARAH WRIGHT | The Municipal

**Graphics can be used not only to create a uniformed fleet appearance, but also to promote a city's brand or get the word out about its new services or events. In fact, it has never been easier to do so without breaking the bank.**

Visual Marking Systems has been in the commercial printing business for more than 50 years and prides itself as the one-stop shop for wide-format graphics printing solutions. The company manufactures labels and decals for the public transportation and equipment manufacturing industries and, more recently, fleet graphics. Its fleet graphics division launched approximately 20 years ago when it began a partnership with Enterprise Rent-A-Car. The business really took off once it exposed a need for commercial decal kitting within corporate fleets. Nowadays, VMS offers a wide array of solutions that will cover entire fleets whether that means a handful of vehicles or more than 1,000. The company has also worked with a variety of organizations that maintain fleets, including municipal fleets — everything from public safety to parks and recreation.

"We have the ability to cover all types of vehicles," VMS National Fleet Director Tim Fontana said, "from spot graphics like municipal seals up to full vinyl wraps on 50-foot trailers. Our buying power allows us to be very competitive with our pricing."

To get the process started, municipalities need to have an idea of the quantity and types of vehicles within their fleet that they are seeking to add graphics to. Fontana noted larger quantities can have a positive effect on the overall price. Cities, however, don't need to worry if they are looking to install graphics on a variety of vehicle types as VMS is able to produce graphics and decals that can be used on everything from small service vans or trucks up to box trucks and trailers, with Fontana noting, "Any design can be customized to fit a wide array of vehicle types."

Michelle Willmott, director of marketing with VMS, said most municipalities will provide the artwork city officials want to use, often city seals. However, Willmott said, "If they don't have a design, we can help them get creative." VMS has a full design team who can help cities arrive at a design they like. They often find smaller municipalities may not have high-quality artwork. "VMS can work to recreate a city seal or service department logo so the final printed graphics end up looking really sharp on the side of the vehicle." Willmott recommends using vector artwork or a high-resolution bitmap image since the graphics will likely be printed in a larger than normal format.

Additionally, the company offers a nationwide network of installers certified by the Professional Decal Application Alliance. "VMS is PDAA master certified, and we only work with other PDAA installers," Willmott added, noting PDAA certified installers follow the same guidelines to ensure quality.

The company has also worked with upfitters or can send guidelines and layout kits directly to cities with their own fleet service



From spot graphics like municipal seals to full vinyl wraps on 50-foot trailers, VMS offers a variety of fleet graphics solutions at competitive price points. Pictured is a wrap VMS designed for a Maryland Department of Transportation train. (Photo provided)



To help Twinsburg, Ohio, celebrate its bicentennial that culminated with its Founder's Day celebration, VMS designed sidewalk graphics featuring historical places, events and prominent leaders in the community. This particular decal shows a firetruck used by the city's volunteer fire department in the '50s. (Photo provided)

employees who can install graphics and decals in-house.

Graphics are all vinyl—specifically 3M or Avery—and are finished with an over-laminate layer, ensuring they will last seven to 10 years. There is a five-year warranty on the material and a one-year warranty on installation.

Reflective material is also available, and Fontana stated public safety departments will often put it on the rear of their vehicles for safety purposes. "Or cities will use it on their seal to make it really pop," he added, noting it can be a positive way to draw attention to the city and its services.

When it comes to special messaging within their fleets, municipalities can take advantage of vehicle graphics by VMS to help spread the word—whether that messaging is to highlight an upcoming bicentennial or promote new services. Some municipalities have used VMS graphics to promote awareness of certain causes, with Willmott stating one municipality turned a street sweeper completely pink to promote awareness of breast health with the slogan, "Sweeping Away Cancer."

Fontana added, "It's a lot easier to do a full campaign around fleet than people think and a lot less cost inhibitive, too."

Of course, VMS offers other ways to promote events, programming or services beyond fleet graphics. It recently created signage and banners for the city of Twinsburg, Ohio, which celebrated its bicentennial in 2017.



Hudson, Ohio, used VMS fleet graphics to spread the word about its new Velocity Broadband service. VMS has a full design team on hand to help cities design their whole fleet campaigns across vehicle types. (Photo provided)

For that event, Willmott said, "We created decals for the sidewalks around the town square that highlighted old-time photos with captions." The decals featured images of historical places, events and prominent leaders in the community and attendees at the community's Founder's Day event enjoyed taking a stroll down memory lane. **M**

With a diverse offering of solutions and a dedicated design team, VMS is more than capable of helping municipalities create memorable messages that promote their brand and services. For information or to receive a quote, call (800) 321-1496 or visit [www.vmsinc.com](http://www.vmsinc.com).

# Mustard Museum Middleton, Wis.

by RAY BALOGH | The Municipal

## What makes for a successful globally acclaimed museum?

In the case of the National Mustard Museum in Middletown, Wis., the ingredients included a heartbreaking World Series loss, an all-night supermarket and a mysterious disembodied voice.

During the wee hours of Oct. 28, 1986, a sleepless Barry Levenson, discomposed after a Game 7 World Series loss by his beloved Boston Red Sox, wandered into an all-night supermarket looking for solace in any form.

As he passed by the mustard section, he experienced a Ray Kinsella-esque “Field of Dreams” epiphany.

“I heard a voice say, ‘If you collect us, they will come,’” he said.

Resolving on the spot to amass the world’s greatest collection of the condiment, Levenson bought about a dozen jars and took them home to begin his quest.

The Massachusetts native had transplanted to Wisconsin to attend law school and had achieved the position of assistant attorney general for the state of Wisconsin when he launched into his newfound passion.

In 1992 he left his job with the state to open a museum dedicated to mustard and related memorabilia. In the fall of 2016, the National Mustard Museum breached the 6,000-jar threshold of prepared mustards from all 50 states and 87 countries around the globe.

The museum, located at 7477 Hubbard Ave. in downtown Middleton, also sports a tasting bar, where patrons — admission to the museum



*The National Mustard Museum moved from its original location of Mt. Horeb with the help of the administration of Middleton, Wis. “They were amazing,” according to museum founder and curator Barry Levenson. (Photo provided)*

is free — can sample from more than 400 flavors of mustard, and a gift shop featuring items like kitchen gadgets, cookbooks, sweatshirts, T-shirts, aprons, neckties, mugs, souvenirs, collectibles and supplies for home mustard makers.

Online offerings include a mustard of the month package, plus several specialty assortments and gift boxes.

The website, [www.mustardmuseum.com](http://www.mustardmuseum.com), boasts a lighthearted ersatz college, Poupon U., complete with clothing, pennants and two fight songs.

Levenson opened his museum in Mt. Horeb, a town of 7,500 about 16 miles southwest of Middleton. Outgrowing the first location, the museum resettled in a larger facility across the street in 2000.

When the museum, then known as the Mustard Museum, lost its lease in 2009, Levenson was presented with a severe challenge.

“I had to find somewhere to relocate the museum,” he said.

Middleton, a city of 18,979 residents 7 miles west of Madison, was waiting with open arms.

“The city has been fabulous in encouraging us to be here,” said Levenson. “They helped with the moving expenses and picked up a loan we had.”

It was a good move for Middleton. The museum receives about 30,000 visitors a year and hosts a National Mustard Day festival the first Saturday in August and a worldwide mustard competition with entrants in 16 categories every April.



*The museum has more than 6,000 different original mustard containers on display. The museum also hosts a tasting bar in the gift shop where patrons can sample more than 400 flavors of mustard. (Photo provided)*



A character in a vintage comic strip makes a desperate plea for more of the condiment Barry Levenson started collecting in 1986. (Photo provided)

International entries have come in from Japan, Australia, New Zealand, France, England, Germany, Poland, Slovenia, Sweden, Denmark, Ireland, South Africa, Canada and other nations during the competition's 24-year run.

According to Levenson, "You need someone other than yourself" to spread the good word about your endeavors, and the Middleton municipal administration has filled that task in spades.

"I can't say enough about Middleton, especially Michael Davis, the city administrator," said Levenson. "He has just been terrific in terms of supporting us, going to bat for us and helping in every way. I don't think we would be here without him and the city."

A condiment often taken for granted, mustard bristles with nuance, according to Levenson.

"I am a wine lover and I can tell you the taste of mustard can be very complex," he said.

He also touted the condiment's nutritional qualities. "Mustard is low in calories, fat and cholesterol."

The flavors are diverse and seemingly endless. Among the more imaginative are root beer, chocolate, sesame, ginger curry, bleu cheese, bacon, walnut, black truffle, blueberry, orange, key lime, passion fruit and raspberry.

"Popular flavors are sweet mustards, fruit mustards and medium hot pepper mustards," noted Levenson. "This year's grand champion was a hot pepper mustard that brought out the flavors in perfect harmony."

Levenson advised prospective museum visitors to "expect the unexpected. Come in with a totally open mind about what mustard is. Don't think, 'I know what this is going to taste like.' Be prepared to try something you know is going to be very different."

The museum is open 10 a.m. to 5 p.m. seven days a week, except New Year's Day, Easter Sunday, Thanksgiving and Christmas. 

For more information, call (800) 438-6878 or (608) 831-2222 or visit [www.mustardmuseum.com](http://www.mustardmuseum.com).

Pictured are original mustard tins from the National Mustard Museum, which displays mustards from all 50 states and 87 foreign countries. (Photo provided)

**"Mustard up the courage" to answer these condiment-related trivia questions, taken from the museum's website.**

- The bright yellow color of classic American yellow mustard comes from
  - Saffron
  - Yellow dye #2
  - Turmeric
  - Ground up crayons
- "What say you to a piece of beef and mustard?" is a line from which play by William Shakespeare?
  - Romeo and Juliet
  - As You Like It
  - Harold and Maude
  - Taming of the Shrew
- French's Mustard was once headquartered at One Mustard Street in what city?
  - Rochester, NY
  - Cleveland, OH
  - Worcester, MA
  - Pittsburgh, PA
- How many mustard seeds are in a pound?
  - 45,000
  - 120,000
  - 185,000
  - 330,000
- The Beatles song "Mean Mr. Mustard" is on which album?
  - Revolver
  - The White Album
  - Abbey Road
  - Yellow Submarine
- Which of the following is NOT a variety of brown mustard seed?
  - Newton
  - Barton
  - Trowse
  - Raskin

The full pop quiz and answers can be found at [www.mustardmuseum.com/poupon-u/pop-quiz](http://www.mustardmuseum.com/poupon-u/pop-quiz).

Reprinted with permission from the website





## Glasgow, Ky.

The Scottish heritage of Glasgow, Ky., is evident in its name, celebrations and seal, which features the silhouette of a bagpiper against a backdrop of stars and stripes.

Founded in 1799 as the county seat of Barren County, the city of 14,470 was named by trustee John Matthews, who was born in Glasgow, Scotland, and dubbed the south-central Kentucky town after his birthplace.

After the Revolutionary War, Scottish soldiers were given land grants in Kentucky and Scottish settlers flooded the area.

In 1802 Glasgow's oldest church, First Presbyterian, was established with a congregation composed mostly of Scots.

A post office was established in 1803, and the town received its city rights in 1809.

The town played an integral role during the American Civil War, serving as a link in the Underground Railroad. Several homes hosted slaves during their journey to freedom.

The Old Glasgow Seminary Home, for example, had several rooms dug out in the earth. Tunnels led to the rooms, keeping the slaves hidden and safe during their northward migration.

Glasgow was the first location of Western Kentucky University when the school was established in 1875. Ten years later the campus was moved to Bowling Green but has operated a regional campus in Glasgow since 1998.

Some of the first homes in the town still exist. South Green Street boasts many historic structures in the Colonial, Federal and Victorian architectural styles.

President George Washington owned a home and land in Glasgow, which he gave to his niece, Elizabeth, and her husband as a wedding gift. Still standing, the house is now known as the Spotswood Home.

Since 1986 the city has embraced its Scottish heritage by hosting the Glasgow Highland Games, a four-day annual festival involving Scottish dances, bagpipe performances, theatrical productions and athletic competitions such as haggis hurling, stone lifting and caber, or pole, tossing.

The Highland Games festival, selected as a "Top 10" summer event by the Kentucky Tourism Council, is held the weekend following Memorial Day and "the event is open to everyone, whatever your nationality or ethnic origin," according to [www.visitglasgowbarren.com](http://www.visitglasgowbarren.com).

Nearly 20,000 visitors from across the United States, Canada and Great Britain attend the games.

For more information, visit [www.glasgow-ky.com](http://www.glasgow-ky.com).



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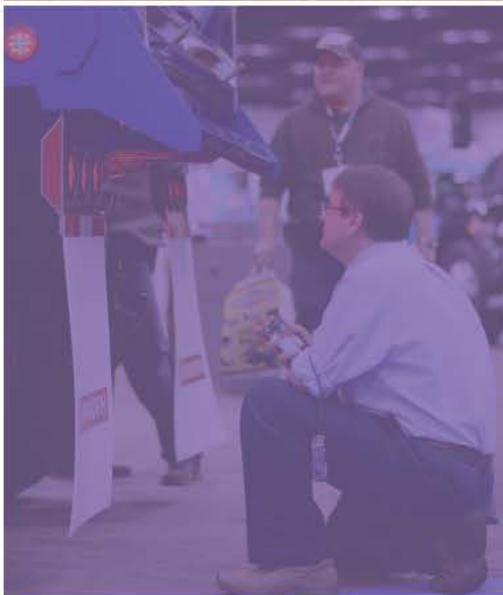
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# Focus on: 2018 OUTLOOK

500



Chicago, Ill., is aiming to become "the most data-driven government in the world" and launched the Array of Things project, which is a network of sensors, or nodes, that will be attached to streetlight traffic poles. These nodes will measure a variety of factors including temperature, barometric pressure, light and more. The goal is to have 500 nodes in place by the end of 2018.

Source: [www.nlc.org/sites/default/files/2017-01/Trends%20in%20Smart%20City%20Development.pdf](http://www.nlc.org/sites/default/files/2017-01/Trends%20in%20Smart%20City%20Development.pdf)

\$13 Million

The direct impact Rock Hill, S.C., experienced after hosting the 2017 Union Cyclist International BMX World Championships.



Read more on page 26.

97.5 Million

A National Survey of Drug Use and Health found that 97.5 million Americans used, or misused, prescription pain pills in 2015.



Source: [www.newyorker.com/magazine/2017/09/18/the-cost-of-the-opioid-crisis](http://www.newyorker.com/magazine/2017/09/18/the-cost-of-the-opioid-crisis)

20%

Cities are expanding connectivity, according to Onvia, which noted a 20 percent growth in government contracting for this sector after an analysis of more than 4,000 unique industry tags over the past two years

Source: [www.onvia.com/market-research/special-reports/10-hotspots-government-contracting-for-2017](http://www.onvia.com/market-research/special-reports/10-hotspots-government-contracting-for-2017)

250

Nashville, N.C., Police Department has saved this many people from drug addiction through its Hope Initiative.



More information is located on page 22.

\$110,000

The cost an unspecified police department has paid to store footage from 50 body-worn cameras in the cloud for two years.



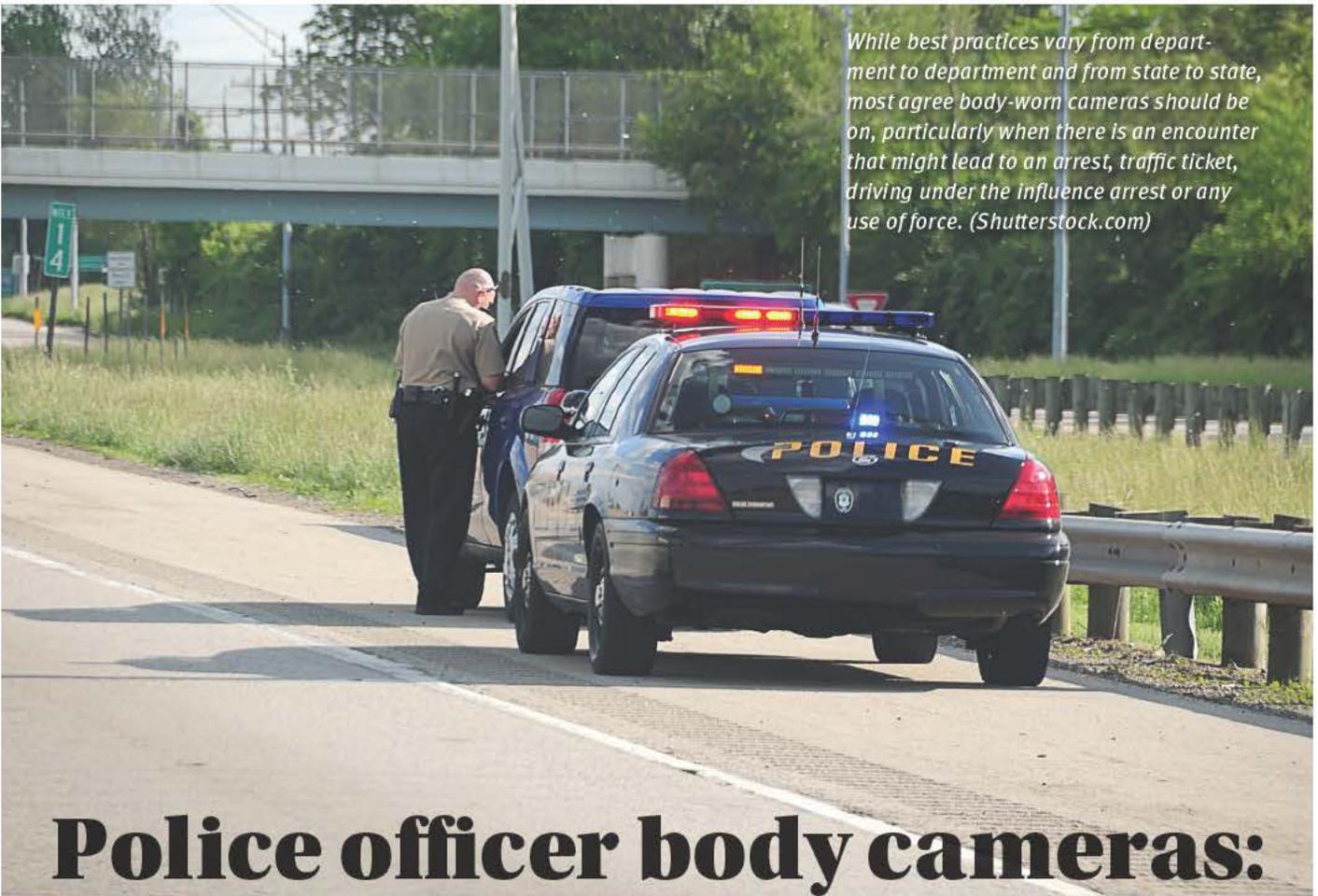
Learn more about the current state of body-worn cameras on page 18.

40%

The percentage of a state and local government procurement professionals who are working extra hours as government spending is expected to increase.

Source: [www.onvia.com/market-research/surveys/survey-government-procurement-professionals-2017](http://www.onvia.com/market-research/surveys/survey-government-procurement-professionals-2017)





*While best practices vary from department to department and from state to state, most agree body-worn cameras should be on, particularly when there is an encounter that might lead to an arrest, traffic ticket, driving under the influence arrest or any use of force. (Shutterstock.com)*

# Police officer body cameras: *Reflecting on the past and looking to the future*

By ANDREW MENTOCK | The Municipal

**Since the death of Michael Brown in Ferguson, Mo., in 2014, the use of police officer body-worn cameras has been a polarizing topic.**

Body-worn cameras are interwoven in the national discussions related to police brutality and law enforcement procedures. They have even played an integral role in people's perception of certain cases, such as Seattle Seahawks player Michael Bennett's decision to participate in the NFL player protests during the national anthem.

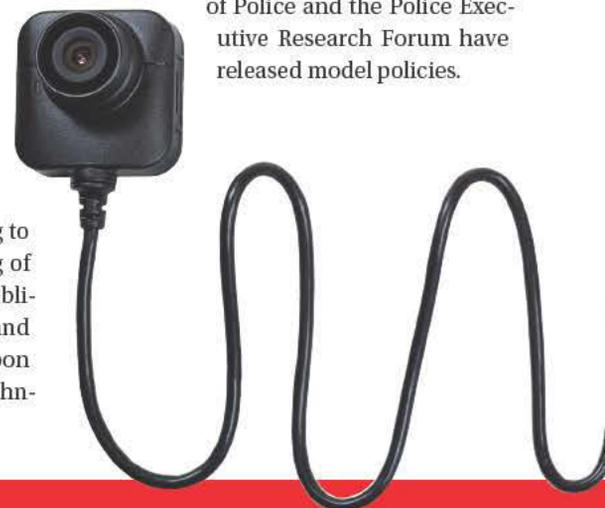
The conversations that surround body cameras are often convoluted, and it's safe to say that this topic will be at the forefront of politics and culture for years to come. However, there is general support for the use of body cameras — even from groups such as the National Association of Police

Organizations, which has a mission to influence federal legislation and federal policy regarding law enforcement and law enforcement officers.

What the discussion comes down to is this: What are the best ways to use this relatively young technology, and where does the discussion go in the future?

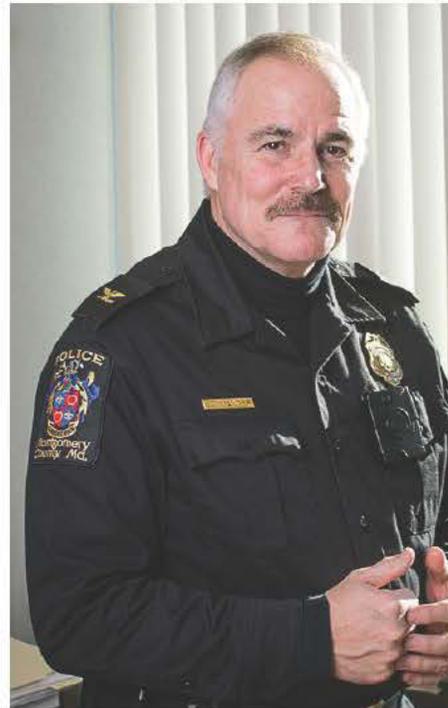
"I think that the biggest issues are going to continue to be the cost and the handling of data, public records requests and the obligation and the ability of departments and municipalities to provide that data upon request," NAPO Executive Director Bill Johnson said.

According to Johnson, there still is not a national consensus on how to handle body-worn camera footage. However, both the International Association of Chiefs of Police and the Police Executive Research Forum have released model policies.





Montgomery County, Md., officers, including two with body-worn cameras, participate in Sligo Creek Elementary School's Walk to School Day. (Photo provided)



Montgomery County, Md., Chief of Police Thomas Manger wears a body-worn camera himself because his officers do, he wanted to experience wearing one and he also makes traffic stops and responds to nearby calls. (Photo provided)

Typically, when advising police departments on what body camera policies to incorporate, Johnson sends them information from other departments. He is fond of policies from the Los Angeles Police Department and other large departments that have been using body cameras for several years. Though, it's up to individual departments and municipalities to figure out how to comply with state and local regulations regarding the storage of official documents, which, at the moment, the body camera footage is considered.

"My sense is that legislatures are looking at creating more specific rules that deal with this type of evidence or document," Johnson said. "So it might be more realistic to say (footage should be kept) for six weeks or six months, and then if there is no request for it, it can just be deleted or the storage space can be reused."

If the footage is requested for use in trial or some other event, Johnson noted that it should be kept through the trial and any period of appeal beyond that.

Johnson isn't sure exactly how long the footage should be kept but is aware that its storage is one of the largest costs associated with body-worn cameras. According to a 2014 document put out by the Police Executive Research Forum, "Implementing a Body-Worn Camera Program: Recommendations and Learned Lesson," there is an undisclosed police department that paid as much as \$2 million annually for the storage of this data. A different department, with only 50 cameras, still paid \$110,000 to store its footage on a cloud for two years.



Police departments will also differ on when body-worn cameras need to be on.

"Different departments have different policies and practices. Some are governed by state law, so they differ from state to state," Montgomery County, Md., Chief of Police Thomas Manger said. "Policies differ on when the camera must be on and when it may be turned off. What video is public and what is not."

Instances where it's often acceptable for an officer to have his body camera off is during private conversations, upon a victim's request, when speaking with confidential informants and while the officer is using the restroom.

In most other circumstances, police departments and organizations recommend that an officer's body-worn camera be on — including when there is an encounter that might lead to an arrest, traffic ticket, driving under the influence arrest or any use of force.

That body-worn camera should always be worn whenever possible is a rule Manger follows himself.

"I wear a body-worn camera for three reasons," Manger said. "First, because I don't ask my cops to do anything that I wouldn't do myself. Two, I wanted to see what it was like as I had no experience wearing one. Third, I make traffic stops and occasionally respond to calls that I hear on the radio if I am close by."

A body-worn camera is usually fixed on the upper torso of an officer — either on the chest or shoulder — where it can capture what's taking place in front of the officer. Where the body-worn cameras often fail is when incidents take place to the side, above or behind the officer. ▶

There is some controversy surrounding what an officer can do with body-worn camera footage, especially in how they can use it when filing a report. But it's generally agreed upon that an officer is not to alter, edit or doctor the footage in any way. For example, the LAPD's "Body-Worn Video Procedures" from April 2015 prohibits the modification of recordings and states that "any violation of this provision is considered serious misconduct and subject to disciplinary action."

However, it's the possible subjectivity of the disciplinary action taken against an officer when he or she violates a body-worn camera official procedure that often upsets the public. But, especially until technology is well-established, it may be best to evaluate all incidents on a case-by-case basis.

"I just think that courts — and municipalities and media and citizens, in general — need to look at each case individually if it's on film," Johnson said. "If it's not on film, was there a reason why? Was the camera activated or not? Even when the camera is going it's not going to capture everything."

Manger echoed this statement.

"Body-worn cameras are an accountability measure that was originally demanded by the public who were concerned about police use of force. The videos have shown just how challenging the job of a police officer is and how police officers handle very difficult and often dangerous situations."



Montgomery County, Md., Police Department interacts with the community as part of Walk to School Day. (Photo provided)

While policy-makers, law enforcement personnel and even the public continue to wrestle with what the best practices are for body-worn cameras, it's important that everyone remembers that the ultimate goal is to use them to keep people safe and on their best behavior — that includes the police and the public. **M**

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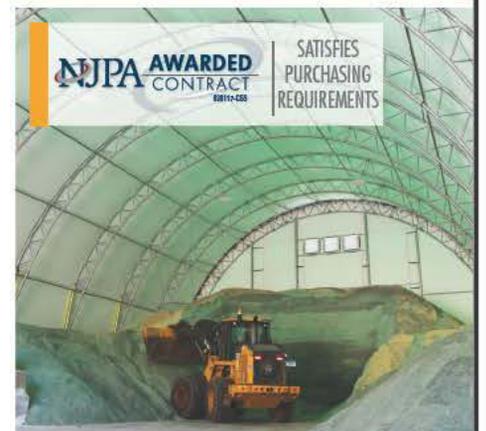
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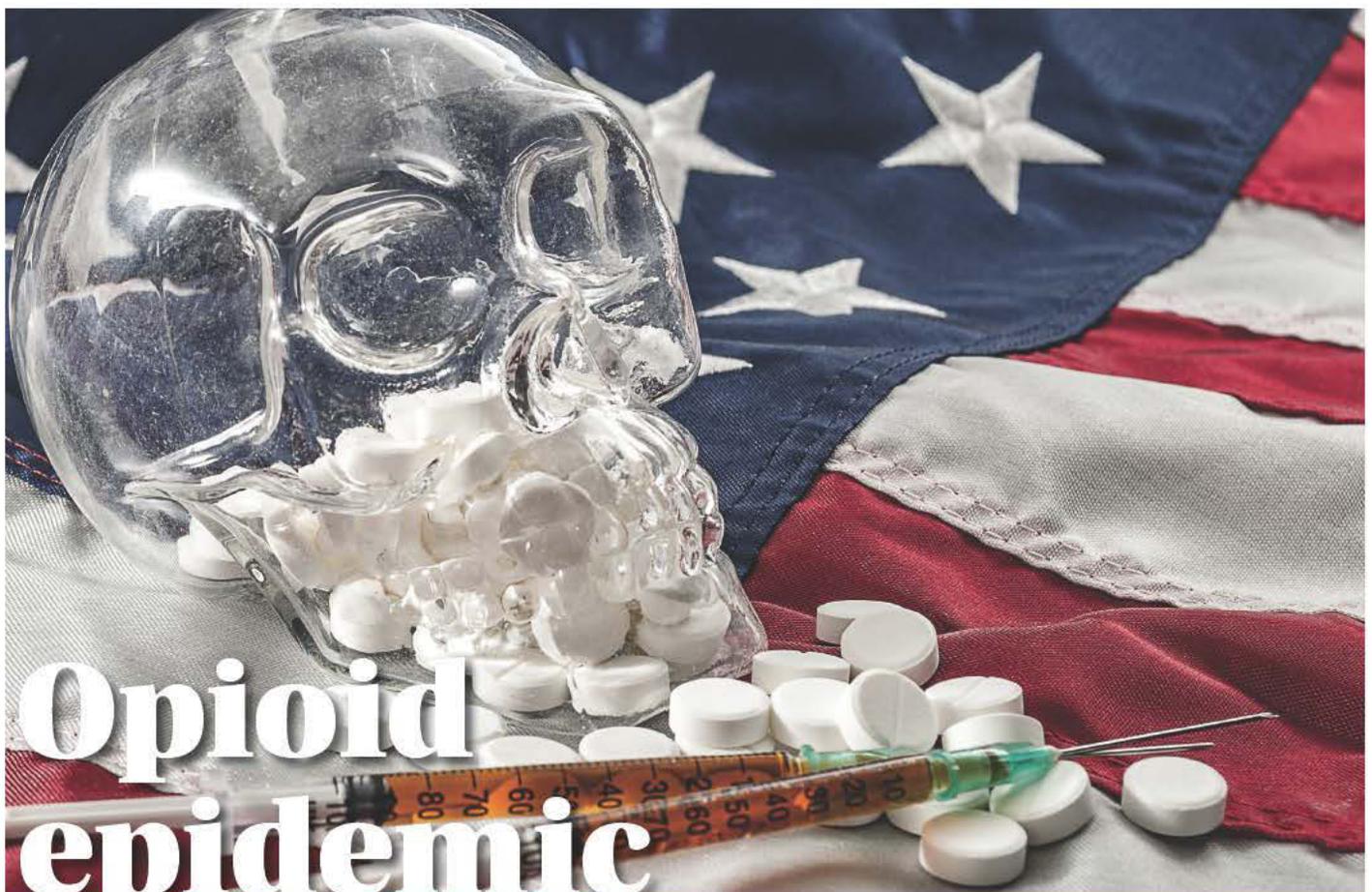
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# Opioid epidemic

*projected to get worse before it gets better*

By DENISE FEDOROW | The Municipal

**While now regularly making the network news, opioid overdoses are something that have been on first responders' minds for quite a while, and the epidemic in America is getting worse. The numbers are staggering, with lives lost to opioid overdoses tripling in the last 15 years, according to the National Institute on Drug Abuse. Unfortunately, those on the front lines of this battle are saying we haven't seen the worst of it yet.**

Jeff Magada, executive director of Flying High — a nonprofit organization in Youngstown, Ohio — said he sees the problem increasing, not decreasing, in 2018. Flying High serves Mahoning County, Trumbull County and Columbiana County, a tri-county area that leads the state in the amount of opioid overdoses with an average of 20 a week and 186 in a month.

"Those are outstanding numbers that we see here — and that's just in our tri-county area," he said.

He also said that the problem is not an isolated one. "It's across the spectrum. What we're seeing is a lot of predominately suburban middle-class Americans. This is happening to professional people — not just in the inner cities."

According to Magada, "Addiction is a brain disease. Once the body gets chemical pain relievers, over time the body shuts down its ability to produce the naturally occurring chemical in the body — endorphins — and creates a craving and dependency on the synthetic chemicals."

Looking ahead to 2018, Magada said, "I think it's (the epidemic) going to increase. I don't think that it's peaked yet." He added, "I think there are going to continue to be repercussions economically and legally."

Magada said the increasing number of overdose cases have created a burden on first responders, creating a need for either additional staffing of emergency services or additional hours. It's also created more demand on the court and legal

**RIGHT:** *The Eagle's Nest Recovery House provides housing for men who are recovering from addiction. The men can stay at the home while working on gaining a trade skill and then obtaining employment through one of Flying High's programs. Flying High is a nonprofit organization in Youngstown, Ohio, that serves a tri-county area. (Photo provided)*



systems. Rehabilitation centers are also feeling the pinch of increased workloads.

"I would hope that we'd see Medicaid expansion to cover costs," Magada said.

Another aspect of the economic burden created by this crisis is in the workforce. Employers are having a harder time finding workers who can pass drug screenings and are having more issues meeting production quotas as a result.

That's where Flying High comes in with its job training program that helps people to reinvent themselves. Flying High has an employer consortium willing to work with them to hire these workers with an on-the-job training contract where they earn while they learn.

"This also gives the employer a chance to vet them, and we pay a portion of their salary," Magada said, noting the nonprofit went after funding to do so. "We saw this coming over a year ago and understood employers might be leery about hiring them."

Magada said having employment reduces the relapse rate. "The results so far have been pretty good."

Flying High was established in 1994 and offers multiple levels of care, including professional development vocational school; job readiness and placement assistance; GED tutoring; Work Toward the Future program; Gaining Real Opportunities for Work, or GROW, Urban Farm; nutritional assisted drug and alcohol treatment; peer support and case management services; and Eagle's Nest Recovery House.

The after-care licensed nutritionist helps identify deficiencies in the body to promote health in the brain again so it can produce the natural chemicals.

"The body is totally capable of providing what it needs," Magada said. "We want to give everyone every chance we can."

### **Nashville, N.C.'s, Hope Initiative**

Nashville Chief of Police Thomas Bashore agrees with Magada's prediction for the opioid crisis.

"I think things are going to continue to get worse," he said. "This is one of those things where there's no quick easy fix. Now that we're reducing the stigma, more people are coming forward."

Nashville Police Department started the Hope Initiative in February 2016. The program allows those with opioid addictions to go to the police station and turn in drugs and drug paraphernalia without fear of incarceration.



*Nashville, N.C.'s, Chief of Police Thomas Bashore initiated the Hope Initiative to provide help to drug users rather than pursue criminal action. Nashville was the first town in the state to enact such a program, and the police chief believes the program is making a big difference. (Photo provided)*

Instead, they'll receive help. Bashore said in the 19 months since the program's inception they've saved 250 people.

The program is the first of its kind in the state, but he said, "There is no residency requirement. The other day we had someone come up from Florida."

He also said the program is not just for opioid addiction, it can be "their drug of choice."

No tax dollars are used to fund the program. The Hope Initiative is funded through donations, grants and fundraisers. Bashore said to date they've raised \$55,000 and spent \$35,000 for treatment, application fees and transportation costs.

Bashore said, "In traditional law enforcement we'd lock them up and hope someone would take care of the problem and that wasn't happening. It's outside the comfort zone of law enforcement, for sure. It's Community Policing 101."

He noted, "It seemed like there wasn't a central clearinghouse of information and places to go so we became that and were one of the first in the state."

The department based its program off of Gloucester, Mass.'s, Angel Program, the first police department-led program to offer assistance instead of incarceration for drug users. Now, according to Bashore, over 300 departments across the country have enacted similar programs. ▶



*This image of the goldfish illustrates users jumping "out of mainstream using and into 'Hope' and recovery," according to Police Chief Thomas Bashore. (Photo provided)*

Nashville's police department has received support from the Police Assisted Addiction and Recovery Initiative — a nonprofit organization that sprang from Gloucester Police Department's Angel Program. The organization is made up of private citizens, law enforcement, business owners, philanthropists and leaders from the academic world and helps support other police departments to begin similar programs.

"They've given us a lot of support," Chief Bashore said. "Executive Director Allie Hunter McDade came to Nashville for our annual rally in September."

When someone comes into the Nashville Police Department bringing drugs or drug paraphernalia, no questions are asked.

"The most invasive question we ask is 'When was the last time you used?'" He added, "And that's to determine the level of detox needed."

He said an intake session is completed at the police station, and then they usually take the person to the emergency room for detoxification and also connect them with someone to do a behavioral evaluation. Bashore said the county has funded a social worker who deals with the Hope participants; additionally, a long-term rehabilitation treatment center is recommended or arranged. Follow-up calls and visits to participants at the rehabilitation centers, and also with family members, are conducted, too.

Bashore said there are advantages of going to the police department versus going directly to a rehabilitation facility.

"We've done a pretty good job of building trust with the community that uses, and the promises we've made, we've kept."

The department has partnered with and built relationships with treatment centers, hospitals, faith-based organizations, etc.

"Many times they'll see a commercial on TV that says if you need help, call; and when they do, they're told yes we can take you—bring a big check. We use places where you don't need insurance. These places are hard to find on your own," he said.

The Hope Initiative also helps to cover some of the treatment costs.

### Further regulation needed

Both Magada and Bashore were asked if they felt the legislation being touted by politicians would bring improvements, and both agreed that regulation is one of the things that can help ameliorate the situation, but it depends on the legislation.

Bashore said the North Carolina Strengthen Opioid Misuse Prevention Act is addressing some issues he believes will be helpful. One of those issues is when someone is being treated for acute pain, they will only be given a five- to seven-day supply of pain medication.

"Most people use the medication for a day or two, and then it sits around the house where it can potentially be misused or abused," he said. "They don't need a 60-90 supply for a toothache. Seventy percent of heroin users started with prescription drugs. I've talked to hundreds of people who never thought they'd stick a needle in their arm, but they are."

He also said the pain scale that medical professionals use can give one the expectation that they go to the doctor to have their pain taken away, and that's not always necessarily a good thing.

Another aspect of the STOP Act is the electronic reporting database for controlled substances, which is currently voluntary but will become mandatory in the future.

Like Magada, Bashore said this is a multilevel problem. "Treatment is one piece of the puzzle along with prevention and enforcement."

## Examining North Carolina's STOP Act

North Carolina's Strengthen Opioid Misuse Prevention Act of 2017 was signed into law on June 29 by Gov. Roy Cooper. The North Carolina Medical Society supports the legislation, and the North Carolina Medical Board sent a letter to all licensees the day after the STOP Act became law outlining the provisions, which include:

### Effective Jan. 1, 2018:

- Limits on the number of days opioids can be lawfully prescribed upon initial consultation to patients with acute pain. No more than five days, and after surgery, no more than seven days. If needed longer, the patient needs to be seen again.
- A requirement that prescribers review the patient's 12-month history with the North Carolina Controlled Substance Reporting System before issuing an initial prescription for a Schedule II or Schedule III opioid or narcotic and subsequent review every three months as long as the patient is on the drug.
- Faster reporting of prescription delivery to NCCSRS by pharmacies that dispense controlled substances — within one day — as well as financial penalties that fail to correct missing or incomplete information. (Effective Sept. 1, 2017)

### Effective Jan. 1, 2020:

Practitioners must electronically prescribe for all targeted controlled substances. This provision does not apply to:

- Practitioners other than a pharmacist who dispense directly to an ultimate user.
- Practitioners ordering for administration in a hospital, nursing home, hospice facility, outpatient dialysis facility or residential care facility.
- Practitioners experiencing temporary technological or electronic failure — must document the reason within the patient's medical record.
- Practitioners writing a prescription to be dispensed on federal property. Must document in patient's record.
- Persons licensed in veterinary medicine.

Sources: STOP Act from North Carolina Medical Society [www.ncmedsoc.org](http://www.ncmedsoc.org) and North Carolina Medical Board [www.ncmedboard.org](http://www.ncmedboard.org)

Bashore said they can throw all the drug dealers in jail, but they also have to limit the demand and that starts by educating the youth at the middle school level.

He agreed that the crisis hasn't peaked yet but said, "One good thing that has come from this is awareness. People can have better conversations with their doctors about what they are taking, the potential for misuse and alternatives." 



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# Sports tourism pays off big for host cities



By **BARB SIEMINSKI** | The Municipal

**Remember when you were a kid and your two best friends vied for your company? Kid A wanted you to come over after school and go swimming in his pool, but Kid B won out with an in-ground pool, a brand-new pony and a big box of popsicles.**

Welcome to the grown-up version of playing favorites. Municipalities compete with each other for the coveted title of host city when tournaments, playoffs and other sports events are in the running. These events bring in players, their families and their fans, who when not playing or spectating, are bound to explore the host city and likely spend money at its local establishments.

According to a March 17, 2016, article by Simon Ogus in *Forbes* magazine, cities that host tournaments playoffs stand to rake in the big bucks from games, sales of on-site sports apparel, ticket sales, gambling—where permitted—beverages, venue rental and entertainment.

But guess what? Ogus also brought up something else: During big games, such as March Madness and the Super Bowl, there was \$1.9 billion lost in workplace productivity

“... since over 60 million people across the country fill out a bracket and 10 percent of them participate in an office pool.”

Johnson City, Tenn., recently hosted the unique U.S. Women’s Disc Golf Championship that was projected to bring in more than \$200,000 in tourism revenue for the city of 66,000 and its surrounding area. The event was held at three courses: Winged Deer Park, Pine Oaks Golf Course and Harmon Hills.

Gavin Andrews, director of sports development with the Johnson City Convention and Visitors Bureau, emphasized the magnitude of sports tourism and the potential it has for his city.

“Of the events we were able to gather data on, sports tourism in Johnson City generated an estimated \$12 million in direct visitor spending in 2016,” said Andrews. “Additionally, we estimate it generated almost 19,000

room nights, \$151,000 in local sales tax revenue and \$126,000 in lodging tax.”

He noted, “The Johnson City CVB takes on several roles to support sports tourism. One of those is bidding on and hosting events, usually national championship-type events. We traditionally bid on USA Softball Girls’ Fast Pitch Nationals, and recently, we hosted the U.S. Women’s Disc Golf National Championship. This event was the largest women’s disc golf event in history with 158 competitors from five countries. The estimated visitor spending was \$250,000. We utilized existing disc golf courses (Winged Deer Park and Harmon Hills) and built a (temporary) course at Pine Oaks Golf Course.”

When it comes to bidding, Andrews said, “Events like this take a great deal of coordination to bid on. We usually partner with a local entity, formulate a bid proposal, negotiate with hotels and local venues and assemble an organizing committee, just to name a few. USA Softball events can be even more complicated as these tournaments are in great demand. We will work closely with USA Softball of Tennessee,



**LEFT:** Johnson City, Tenn., saw a boost of an estimated \$12 million in direct visitor spending in 2016 thanks to sports tourism. (Photo provided by Johnson City CVB)

**ABOVE:** During the Women's Disc Golf Championship, 158 competitors from five countries turned out to Johnson City, making it the largest women's disc golf event in history. (Photos provided by Johnson City CVB)

Chattanooga Sports Committee, Play Tennessee Sports and several local stakeholders to coordinate and present our bid.”

Rock Hill, S.C., boasts sports tourism events of softball, baseball, soccer, lacrosse, tennis and cycling — both BMX and track cycling — according to Laurie Helms, marketing coordinator of Rock Hill Parks, Recreation & Tourism.

From July 25-29, the city hosted the 2017 Union Cyclist International BMX World Championships at the Novant Health BMX Supercross Track. Attracting 3,700 riders from 48 countries and generating an estimated \$19.2 million direct economic impact, the event exceeded early estimates of 3,300 riders, 40 countries, 20,000 cumulative attendance and \$13 million direct impact, said Helms.

“Also, the webcast of a preview show on Sunday, July 23, and challenge races, July 25-28, broke viewership records with more than 513,000 views as of July 30, 2017, making them the highest viewed challenge class races in BMX World Championships history,” she added.



The 2017 Union Cyclist International BMX World Championships was held July 25-29 at the Novant Health BMX Supercross Track in Rock Hill, S.C. (Photo provided by Rock Hill, S.C.)

“Our Novant Health BMX Supercross Track was modeled after the 2008 Beijing Olympic track and was designed for speed with a 35-foot initial elite jump, asphalt turns for acceleration and a breathtaking berm jump directly over the amateur track. Second only in prominence to the Olympic Games, the World Championships featured fierce competition among world-class amateur and elite athletes. We not only serve riders from across the region, country and the world, we are also serving the recreational needs of our local community in a new and exciting way,” Helms said.

Having that state-of-art facility pays off when capturing sports events. Helms noted, “Tourism event recruitment involves not only building top-quality facilities and providing excellent customer service, but also creating awareness of these facilities and forming relationships with event rights holders who are seeking locations to host events.”

Dillon, S.C., has also been a host city for Dixie Softball or the Dixie Youth Baseball State Tournament in the past 15 years. This event welcomed hundreds of softball or baseball players and fans during the event.

The host city provided the playing fields with lights, scoreboards and a sound system. ▶



The U.S. Women's Disc Golf Championship was hosted this past September in Johnson City, Tenn. (Photo provided by Johnson City CVB)

Its own staff did the upkeep on the fields during the event and operated the press box area, including scoreboard operators, official scorekeepers and public announcers. Admission gates were also operated by the staff, which is provided by police and emergency medical personnel.

For Bemidji, Minn., amateur sports tournaments help draw people in. "Amateur sports tournaments have a very large impact on our hospitality industry and have become one of the leading tourist draws to our region," Greater Bemidji Executive Director David Hengel said. "As an example, in youth hockey tournaments alone (during the 2016-2017 season), hockey tournaments created roughly 8,000 room overnight stays and an estimated \$2 million in direct spending on lodging, food and beverage and other purchasing. Similar impacts can be found in basketball and baseball tournaments, and to a lesser degree, volleyball, soccer, tennis and other sports."

To harness more of that impact, Hengel noted, "The greater Bemidji region is

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currently looking at the potential of constructing a \$28 million sports and wellness campus. With a lead gift from Sanford Health, the campus will be the largest youth sports campus in northern Minnesota. It will include a large wellness center, aquatics center, two-sheet ice plex and multipurpose bubble/field house. The bubble will provide flexible spaces to host tennis, volleyball, basketball, baseball, football, soccer and other tournaments and competitions. Collectively, the new facility will increase overnight stays by an estimated 10,000 nights and double the youth and amateur sports impact on our region's economy."

Emily Biddle, Erie Sports Commission marketing and communications manager of Erie, Pa., said her municipality will host the 2018 Ice Breaker Tournament, which is a Division 1 men's ice hockey tournament. The Erie Sports Commission and Mercyhurst University will host the event, which is owned by College Hockey Inc. and contested annually at destinations across the country.

"Sports tourism has a significant impact on the Erie, Pa., economy," said Biddle. "The Erie Sports Commission hosts and supports more than 55 events each year, including youth, collegiate and adult amateur tournaments and competitions that draw participants and spectators to Erie from all over the world. In 2017, we estimate that the economic impact of the events hosted by the ESC is in excess of \$16 million."

Tournaments and competitions aren't the only sports-related boost to the local economy, with Biddle stating, "Erie, Pa., is also home to four minor-pro sports teams, which create both a cultural and economic impact of their own: the Erie Otters (Ontario Hockey League), Erie SeaWolves (AA affiliate of the Detroit Tigers), Erie Bayhawks (NBA G-League affiliate of the Atlanta Hawks) and Erie Commodores (National Premier Soccer League)."

To facilitate this culture, she said, "The ESC works closely with existing venues to find the right fit for the many sports events we bid on and secure each year. We are fortunate in Erie

to have great venues like the Erie Insurance Arena, which was renovated several years ago and hosts major basketball and hockey events regularly, the Bayfront Convention Center and Presque Isle State Park, a 13-mile forested peninsula with sandy beaches and flat trails for biking, running and hiking. The venues, in addition to the amenities available in our city (nearly 4,500 hotel rooms, beautiful lakefront, arts and culture, unique dining options) and its accessibility to two major highways and distance from three major cities (two hours each from Buffalo, Cleveland and Pittsburgh), make Erie an attractive host location for sports events of many types."

After winning the rights to host an event, Biddle noted that the city continues to assist rights holders with a variety of services, including venue placement, volunteer recruitment, media and promotions assistance as well as creating hotel room blocks and coordinating with regional services.

All in all, no matter who wins any of these sports tourism games, every host city was a winner. ■



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# Purchasing trends to watch in 2018

By SARAH WRIGHT | The Municipal

**2017 saw a increase in government spending, with a peak increase at 5.4 percent in the second quarter when compared with the second quarter of 2016. In “Onvia State & Local Procurement Snapshot — Q3 2017” Onvia Lead Market Analyst Paul Irby noted, “After two of the fastest growing quarters in our series, the state, local and education (SLED) market in the third quarter cooled somewhat to a still historically strong 3.1 percent year-over-year rate of increase. While the recent hurricanes had an impact, the market was also fitting into the typical cyclical ‘up’ pattern where once the first two fast-growth quarters are over the trend begins to normalize.”**

As far as annual growth by agency type, education led the pack with an 8.2 percent increase from 2016 while local agencies saw an increase of up to 4.1 percent. State agencies were down -.7 percent from last year’s third quarter.

Onvia delved deeper into the findings to pinpoint industries that are particularly seeing growth when it comes to purchasing or budgeting priorities in all level of government. Among these rankings, the company found environmental services; health care; construction; educational products and services; and professional business services topped the list for local governments. Other priorities included water and energy; architecture and engineering; public safety; technology and telecommunications; transportation; financial services and insurance; and operations and maintenance.

However, with these strong rates, local government procurement professionals are feeling the pinch, with another Novia report — “Survey of Government Procurement Professionals 2017” — sharing nearly 40 percent of its 668 respondents were already overworked. Forty-two percent of those respondents worked in city government. This increase in workload has not only decreased efficiency, but also reduced response agility, customer service and, in some cases, the number of bids, with four out of 10 agencies failing to attract enough bids.

To address these challenges, Onvia recommended addressing the workload while also working on engagement and cooperation between procurement staff, users and stakeholders. Of course, it also noted government agencies should look at efficient buying methods from co-ops to piggy-back contracts and pursuing automation, or e-Procurement.

Many cities have already begun to do just that.

## Cities increasingly turning to cooperative purchasing

Onvia noted in 2017 state and local agencies were spending 14 percent of their contracting dollars at co-ops. Cities or towns accounted for 53 percent of those agencies spending 10 percent or more at co-ops.

“(Cooperative purchasing) has been growing since 2015 through 2017, and I don’t see it slowing down,” Jeremy Schwartz, director of operations and contracts with the National Joint Powers Alliance, said. “More and more organizations are adding cooperative purchasing.



*By funding and supporting procurement staff, municipalities can save thousands of dollars in addition to bringing them into the purchasing process early on. (Shutterstock.com)*

Larger municipalities are ones that already are (using cooperative purchasing) and then it spreads to medium-size and smaller cities.”

Two factors driving the spread of cooperative purchasing are both consumerism and the digital age, the latter of which has put information at the fingertips of purchasing professionals 24/7. “Another trend,” Schwartz said, “is the development of more cooperative services.” This, he added, has allowed cities to really compare co-ops side by side.

As cooperative purchasing grows, Schwartz noted, “Another trend is the advancement of standardized best practices.”

The National Cooperative Procurement Partners is one organization that has been cementing those best practices while helping cities and other organizations start cooperative purchasing. Its Executive Director Tammy Rimes compared a good co-op with a Costco or Sam’s Club, only for governmental agencies. She said, “They lower prices and vendors don’t have to look at every proposal.”



cities to save money, improve community well-being and address cultural needs that they couldn't previously."

Of the 170 department directors who responded to the survey, 28 percent reported their cities had adopted green purchasing practices, with 58 percent indicating their cities successfully implement the policy. The report added, "By contrast, 42 percent (65 total) of the department directors considered the implementation of their green purchasing policies to be either 'neutral' (neither successful nor unsuccessful) or 'unsuccessful.'"

Those who did succeed, according to Darnall, had access to information, entrepreneurial spirit and collaboration. "Leadership was huge," she added. "It can't be from the bottom up."

As part of this leadership, there needs to be training development across a city's many departments, and along with training, employees need to be incentivized, with individuals being recognized for their efforts in green purchasing. This, Darnall said, encourages change from the traditional policies.

Additionally, cities should network with other cities and with leaders who have figured out how to integrate green purchasing into their organizations. "And internally, departments need to work better together," she added, noting this can be a challenge if purchasing professionals are siloed into their own departments.

Other key recommendations for the report included building complementary policies and practices; using information about

environmentally preferred products like those recommended in the U.S. Environmental Protection Agency's "Guidelines for Environmental Performance Standards and Ecolabels"; utilizing e-procurement systems that integrate environmental product information; tracking spending related to green purchases; and enhancing collaborative vendor relationships.

Darnall said they have only opened the window to glimpse at municipal green purchasing practices with the report and hopes it can serve as justification for others to look at the issues.

"There can be a perception that (green purchasing) will cost more money than a city can benefit from it," Darnall said, adding there are savings to be had. "Private businesses are leading the charge. If they are seeing benefits, their experiences are worth listening to." ■

## On the Web

[www.njpacoop.org](http://www.njpacoop.org)

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# Taking a proactive approach to code enforcement



Roseville, Minn., has taken a proactive approach to code enforcement that includes a housing replacement program that works with Better Futures Minnesota and ex-convicts to dismantle homes. (Photo provided)



Not only does Better Futures Minnesota provide ex-convicts with employable skills, it also diverts building materials from the landfill by recycling them instead. (Photo provided)

By CATEY TRAYLOR | The Municipal

**The same troubles challenge nearly every city: residents complain when homes or buildings in their neighborhoods become run down, trash begins to collect or landscaping is not properly maintained. Calls are placed to the city, warnings are sent and eventually the problems are either handled or the structures sit vacant.**

But what if there was a way to get ahead of those complaints, keep neighborhoods clean and safe and, therefore, maintain property values of all the homes in a city?

That's where code enforcement officials and the programs they run take center stage.

In Avalon, N.J., residents are able to report potential code violations anonymously via an online portal system. In Roseville, Minn., a team regularly surveys neighborhoods to ensure homes are up to par. Erie, Pa., recently adopted a more proactive code enforcement system, which includes a comprehensive, citywide plan to combat blight.

Avalon Code Enforcement Official Paul Short Sr. handles all of the portal requests and finds the system to work quite well.

"Since the implementation of the system in July 2017, we've received 139 complaints," he said. "Individuals are able to submit complaints and photographs and then keep track of where we're at in investigating. Instead of having to physically get in touch with me, residents can keep us up to date on what's happening in their neighborhood in a few simple steps."

Code enforcement is crucial to the well-being of an area, Short said, because violations of city codes impede on the quality of life for residents.

"Code enforcement targets quality of life issues. When codes are violated, particularly in neighborhoods, you start seeing mosquito breeding, property values affected and a host of other bothersome issues," he said. "It's important to the people who live here and visit here that they can enjoy their day-to-day lives."

Short is the primary enforcement official for Avalon but works with a team of two deputies, the public works director and an assistant director to ensure all runs smoothly.

In other cities, larger teams are used to enforce building maintenance and structural codes.

According to an article on goErie.com, Erie recently increased the number of code enforcement officers to six in order to concentrate on enforcing housing and building codes for the roughly 38,000 structures within city limits.

"At this point, the goal is for voluntary compliance and to develop a plan of action for



*Proactive code enforcement maintains the beauty and stability of communities, allowing residents and visitors to enjoy the views. Pictured is a view from Roseville. (Photo provided)*

the property,” Erie Code Enforcement Officer Aaron Snippet said. “If we address these now, rather than three years from now when they get worse, we can prevent further problems in the neighborhoods later on.”

The article stated that in the past, the city’s code enforcement office was understaffed, lacked adequate funding and primarily reacted based on citizen complaints. The increase in officers is in an attempt to take a proactive approach to code enforcement as opposed to being reactionary.

In Roseville, proactive code enforcement is the norm.

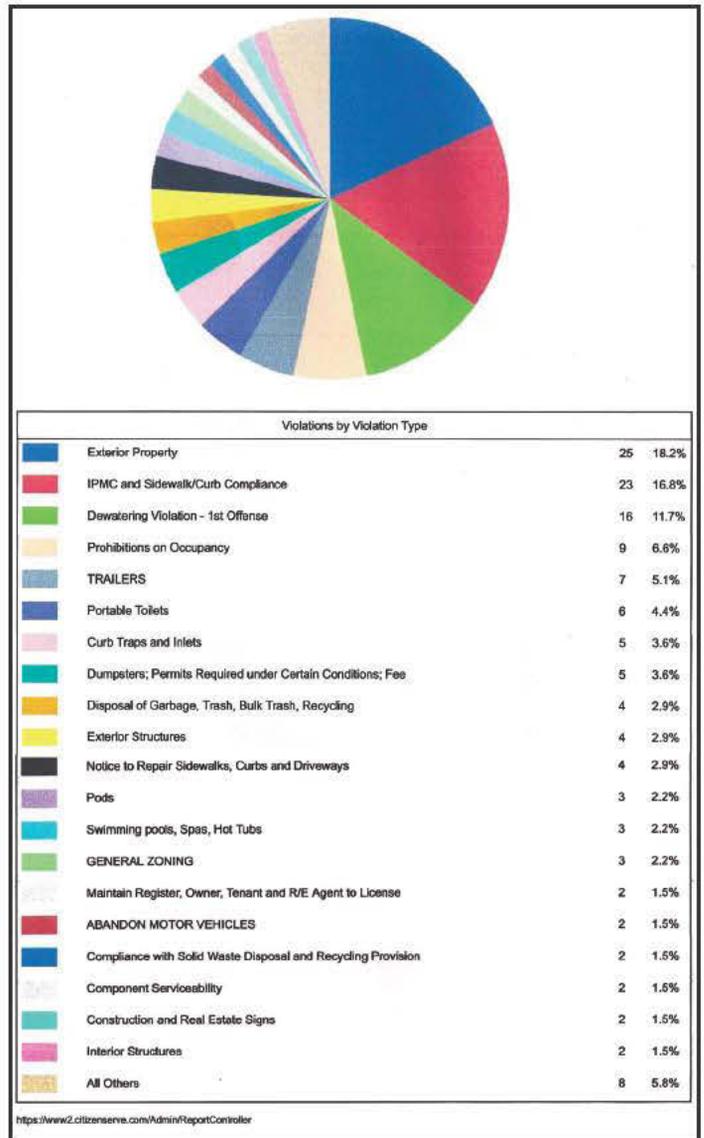
Housing and Economic Development Program Manager Jeanne Kelsey said Roseville’s Neighborhood Enhancement Program is the driving force behind code enforcement in the city.

“We are very proactive in code enforcement,” she said. “We inspect neighborhoods on a regular basis to find typical code-related items, like overgrown grass or maintenance issues.”

Code enforcement officers will issue warnings to homes that violate code with a 30-day expiration date, and Kelsey said this system works well for their town.

“We usually receive pleasant reactions and support because neighbors know they don’t have to call us and complain or have their name associated with a complaint,” she said. “It’s about keeping our community looking well and providing an opportunity for neighbors to rest assured that their community is compliant.”

In addition, Roseville has a housing replacement program for homes that are beyond simple repair. The city purchases the lots and then works with Better Futures Minnesota, a nonprofit that works to dismantle homes and recycle as much of the building materials as can be salvaged.



*Pictured is a pie chart that breaks down the type of code violations reported to Avalon, N.J.’s, online portal system. (Graph provided)*

“Better Futures works with ex-convicts to give them an opportunity to learn an employable skill,” Kelsey said. “We purchase the lots and Better Futures comes in and salvages and recycles what it can, sells items that are up to par and works with Habitat for Humanity Restores to send the unsold items there for repurposing.”

Since the program’s inception in 1998, the city has purchased six lots in this fashion.

All of the efforts of cities — ranging from web portals and code officers to housing programs — are designed to work toward a common goal: maintaining the beauty and stability of communities. This wouldn’t be possible, Short said, without a dedicated taskforce.

“People who come to our towns want to be able to sit on their decks and not have to look at a trashy house or trash cans blowing down the street or someone violating other city rules,” Short said. “It’s important to towns and their councils that we have somebody who keeps this in mind.”

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# Kurovski embraces life of public service as mayor

By ANDREW MENTOCK | The Municipal

**Closed for over 10 years, Pleasant Hill, Iowa's, White Water University is an anomaly. The water park's colorful, vacant slides and empty cement swimming pools should be a symbol of local urban decay.**



Pleasant Hill, Iowa, Mayor Sara Kurovski

Yet, the small town is thriving. And its citizens have a lot to be optimistic about — most notably, their mayor.

Sara Kurovski, 33, is, as of press time, running unopposed to be re-elected for a second term. In her first four years, she accomplished a lot. She became the youngest and first female mayor of Pleasant Hill.

Even though she has broken ground as a politician, she does not consider herself to be one.

“It is absolutely public service,” Kurovski said. “Anyone who works at the local level and deals with sewers, and street construction, and pot holes, and economic development and dogs barking knows very quickly that it’s service and not politics.”

Kurovski spends her time on the betterment of her community. She doesn’t think about the political party affiliations of herself or the other elected officials she works with. Instead, she’s focused on moving her community forward the best way that they can.

She does admit that she has contemplated pursuing higher-up government positions, but for now, she is happy where she is.

“What I love about local government is the ability to fundamentally transform your community,” she said. “Whereas, I don’t know how those transformations occur once you move higher up. Instead, can I be a voice and a strong voice going to those individuals (in more prominent government positions)? Or at some point do I make that leap? I don’t know, but right now, I just really love serving at the local level and being the mayor of Pleasant Hill.”



Mayor Sara Kurovski plans to focus on quality life, public safety and further economic development in Pleasant Hill during her second term as mayor. As of press time, she is running unopposed. (Photo provided)

In addition to serving as mayor, Kurovski is the director of the Tocqueville Society at United Way of Central Iowa. Or, as she puts it, “I’m in charge of relationships with our large donors.”

Her other significant roles are being a wife and the mother of her two young children.

“I am very lucky to have an equal partner,” Kurovski said. “I highly encourage young women — that I get the opportunity to speak with — to find an equal partner and have those hard conversations early on about what it would look like in the future if someone’s career becomes more dominant than the others. I’m lucky.”

Although she is breaking down stereotypes about working mothers now, she almost let them prevent her from running for mayor in 2013.

When the previous mayor of Pleasant Hill, Mike Richardson, decided he was not going to run for re-election, he encouraged Kurovski to run. She responded “no” and said that she wasn’t qualified.

Luckily, at the time she was reading “Lean In: Women, Work, and the Will to Lead” by Facebook COO Sheryl Sandberg. The chapter she was reading at the time was “Don’t Leave Before You Leave,” which is about women who make decisions for their families and then say no to opportunities.

“It was exactly what I had done that same day,” said Kurovski. “I was qualified and I am qualified. I have a supportive family and I thought ‘Wow, I can’t believe I did that to myself.’”

She decided to enter the campaign and found herself up against a man who had previously served as mayor of Pleasant Hill for 20 years.

Not only did she win with 78 percent of the vote, she also ended up being mentioned in Sandberg’s next book, “Lean In For Graduates.” People who have read the book reach out to her to this day.

“I am so excited when I will randomly get a Facebook message or an email from another woman in the state of Iowa who says, ‘I just read ‘Lean In for Graduates’ and was so excited to see a woman from Iowa in here and can we be connected?’ It’s just a humbling experience to respond to these women and support them in their endeavors.”

Another major connection she has made is with the American Council of Young Political Leaders. Recently, she was selected as one of their delegates and sent to Israel.

The purpose of the program is to strengthen international knowledge and international relationships between the U.S. and other nations throughout the world. Kurovski said the opportunity was “life changing.”

“Coming back from Israel the first time, I remember on the flight being very frustrated as I came home, and I couldn’t figure out why,” she said. “As I dove into that, I came to the realization that I was frustrated with the U.S. Frustrated with Iowa. Frustrated with my own city.”

Her frustration stemmed from inefficiencies in government and in its inability to consistently make necessary positive changes — something she did not see in Israel, even though the country has been in a war-torn environment for decades.

However, she has also been inspired and has a lot more she hopes to accomplish in Pleasant Hill.

There are three essential components that she is focused on, and they all deal with the quality of life in her community. First, she plans to develop a 77-acre park on land the city purchased during her first term. Second, she hopes to help the city continue its high level of public safety services by building a new public safety facility.

“Our officers are currently put into difficult situations with the facility that we have,” Kurovski said, “so we have to prepare and plan and build, or we cannot continue to provide the high quality of service that residents expect in Pleasant Hill.”

Third, she plans to continue to develop the city economically. This includes building a city center, cultivating the necessary relationships and redeveloping certain areas.

Given all Kurovski has already accomplished as mayor of Pleasant Hill — as well as what she will continue to do — it’s no wonder her city doesn’t need a water park for it to be a place people want to see. **M**



*Kurovski gives a speech after the city of Pleasant Hill was named a Home Base Iowa Community. HBI Cities provide incentives for veterans who relocate within their city limits that stand alone or complement those offered by the county and state. (Photo provided)*



*Kurovski hopes to help Pleasant Hill continue its high level of public safety services by building a new public safety facility. Here she stands with a local officer and his K-9. (Photo provided)*

# Finding what lurks beneath

By LAUREN CAGGIANO | The Municipal



**Ground-penetrating radar is a method that has potential for municipal use, especially when it comes to public works projects. Two projects, in Michigan and Florida respectively, illustrate its capabilities and limitations.**

According to the Environmental Protection Agency, “ground-penetrating radar (GPR) uses a high-frequency EM (electromagnetic) pulse transmitted from a radar antenna to probe the earth. The transmitted radar pulses are reflected from various interfaces within the ground, and this return is detected by the radar receiver. Reflecting interfaces may be soil horizons, the groundwater surface, soil/rock interfaces, manmade objects, or any other interface possessing a contrast in dielectric properties. The dielectric properties of materials correlate with many of the mechanical and geologic parameters of materials.”

In general, GPR works best in dry sandy soils with little salt content, according to an article from Brownfield News. In some situations, penetration depth may be limited to a few feet or less within clays, whereas sand could allow up to 30 feet or more. Another advantage is cost. A GPR survey can be done at a cost of \$1,000-2,000 per day, according to that same article. Due to these advantages, GPR is now often the preferred method on environmental and construction sites. “Instead of boring three to four holes, companies can bore one hole and then use GPR to match the results and correlate data across the remainder of the site,” the article states.

Another pro is that the applications of GPR are broad, but the data and its interpretation can be used for a specific purpose. Blissfield, Mich., is one example. In September, the village council approved a plan to purchase a parcel of land to use as a site for a new swimming pool. The new pool will replace one from the 1950s, which had been closed for the past two years. The structure experienced damage from flooding. That’s

*LEFT: GPR offers many benefits for public works projects from mapping utility pipes or graves to checking a site for potential building hazards. (Shutterstock.com)*



*Blissfield, Mich.'s, village council approved the use of ground-penetrating radar to determine the condition of a lot, which formerly housed a sugar-beet processing plant, prior to its purchase for a new pool. (Dwight Burdette via English Wikimedia.org)*



**LEFT:** From left, Thomas Pluckhahn, associate professor and archaeologist at the University of South Florida, and Tampa Mayor Bob Buckhorn test out a ground-penetrating radar unit in Oaklawn Cemetery. (Photo provided)

**RIGHT:** The city of Tampa, Fla., used GPR to determine where unmarked graves might be located in Oaklawn Cemetery. The city hopes to use this data to bolster the cemetery's claim to become a national historic landmark. (Photo provided)



why before moving forward with the purchase and project, the village did its due diligence.

"This piece of property was a sugar beet processing plant, so there was some suspected cement in the area," said Mark Strahan, Blissfield Department of Public Work supervisor.

Dave Koppelman of Architect Forum Midwest in Oregon, Ohio, was charged with exploring the site. He, along with public works employees, uncovered evidence of the factory that used to occupy the site. Upon uncovering this knowledge, Koppelman recommended the village hire a ground radar unit to further examine the site.

According to Strahan, the site had several "anomalies," which they will take into account as they move forward. Plans call for the construction of a new pool for summer 2018, he said.

Officials in Tampa, Fla., were equally concerned with what lies beneath the surface — of a local cemetery. The 167-year-old Oaklawn Cemetery is known to be the final resting place for at least 1,000 early Tampa residents, but they wanted to know the full extent. In March, a team of anthropologists and students from the University of South Florida went on site to search for and map unmarked graves.

"Tampa has a lot of rich history, but it's buried beneath the streets," said Thomas Pluckhahn, PhD, associate professor and archaeologist

for USF's Department of Anthropology, in a statement released by USF.

The map generated by the USF team will boost the city's cause when they nominate the cemetery as a national historic landmark. This would make it eligible for federal grants to repair damage caused by age, weather and vandalism, according to the statement.

The team mapped the existing 1,500 marked graves and used readings from the ground-penetrating radar and magnetic field detector to identify potential unmarked graves.

Jeffrey Moates is director of the West Central & Central Regional Centers at the Florida Public Archaeology Network. Moates was among the crew who conducted the geophysical survey at Oaklawn Cemetery in Tampa, and recovered and analyzed data. His team reported results of the survey to City of Tampa Parks and Recreation Department.

Moates said no two surveys are the same and that rule applies to cemeteries, especially.

"Every cemetery is different and requires different approaches to preservation management. Historic cemeteries may require specific attention, especially when infrastructure or utility projects are to be undertaken. All areas, including established access ways, should be included in below-ground assessments." 



*Seward City council member Richard Hans utilizes the accessible ramp at Seward City Hall. "The ramp meets both the requirements of accessibility while matching the historic aesthetic of the 108-year-old building," said Greg Butcher, city manager. (Photo provided)*

# Can your city be deemed as disability friendly?

By BARB SIEMINSKI | The Municipal

**Many cities around the nation have strove to be more accessible and disability friendly for their residents and visitors. Yorkville, Ill., in Kendall County, for example, has gone the extra mile in allowing golf cart usage for people with disabilities. With a simple amendment to its city code, people with disabilities can now legally drive golf carts on city streets and sidewalks, according to the Sept. 28, Kendall County NOW newspaper.**

Beyond golf carts, cities are also addressing basic Americans with Disabilities Act components — everything from creating entrance ramps and making an accessible side entrance to widening doorways, increasing the size of restrooms

and switching out doorknobs for doorhandles. Some are also streamlining communications with sign language interpreters; making materials in alternative formats, such as Braille, large print or audio cassettes; and providing text telephone

services so the deaf have equal access to city services and 911 systems.

Seward, Neb., is applying for a Community Development Block Grant Downtown Revitalization Grant that will allow it to undertake a facade improvement and commercial rehabilitation project. As those would be federally funded projects, they would need to meet all federal guidelines and requirements for ADA.

"The city is very aggressive about ADA compliance, and we are noted as a model ADA community," said City Administrator Greg Butcher. "We look to expand facilities (that) are highly travelled like downtown sidewalks. Our downtown plan looks to install bumpouts, which would significantly reduce



*Simple changes to city ordinances like allowing golf carts on city streets can go a long way toward creating a disability-friendly community. (Shutterstock.com)*

crossing distances and times for all users thus increasing safety.

He added, "All park facilities, including our municipal pool, are ADA compliant. The only major ADA project we are currently undertaking is the reconstruction of our civic center, which serves a number of clients and organizations as well as housing our economic development/chamber to commerce organization. The building is ADA accessible on two entrances, but due to the nature of the construction decades ago, there is no clear level path through the building. We are finalizing construction and engineering and looking to go out for bid in the coming year."

Mayor Joshua Eickmeier agreed. "The city of Seward looks to continue to be a model city when it comes to ADA compliance. Our citizens understand the importance of accessibility not only for our community, but also the thousands who visit every year."

Seward is not alone in this endeavor with a 13 percent growth from 2015 to 2016 in bids and requests for proposals for ADA-related services, according to Onvia's "10 Hotspots in Government Contracting for 2017." It also noted that the top states for serving those with disabilities bids and RFPs include California, Pennsylvania, New York, Massachusetts, Illinois, Ohio, Florida, Texas, New Jersey and Michigan.

"Onvia's B2GIS systems confirms that cities (45 percent) are by far the largest buyer of ADA services from contractors, followed by state agencies (25 percent), counties (14

percent), school districts (8 percent), and special purpose districts (7 percent)," the report says.

ADA compliancy is definitely something that should be on all cities' radars, rather than assuming the "grandfather" clause protects them because that might not be the case.

Josie Byzek, managing editor of the United Spinal Association and of New Mobility Magazine, which is based in Kew Gardens, N.Y., keeps up with ADA current news and shared some questions that cities should ask themselves in regards to compliancy:

- Are the city's curbs cut and are they easy to use and well-maintained?
- Are the sidewalks and cuts well-maintained, including outside of the business districts?
- Are there good accessible parking policies — longer meter times, for example — and are accessible meters at the right height?
- Is there plentiful and easy-to-navigate accessible public transportation?
- Are there accessible entertainment venues? Theatres, stadiums, museums, parks and other places?
- How about the eateries? Can wheelchair users get in? Navigate between tables? Use the bathroom? Sit with their friends, or are their friends perched on those high stools?
- And how is that region's housing stock? Are there enough no-step-entranced houses that are move-in ready? Or will residents be forced to shell out for expensive home modifications? Can people visit their neighbors or is their house an accessible island?

• If people are living in subsidized housing, are these places integrated with non-disabled people? People of all ages? Are these housing options located in a wheelable community or would residents have to drive or catch a bus to get to a local store?

City websites are another key component necessary for a disability-friendly community, particularly as cities offers more services and information through them. Many people use assistive technology to use computers and access the internet, and websites that do not consider these technologies can create barriers for people with disabilities.

The ADA website states, "One example of a barrier would be a photograph of mayor on a town website with no text identifying it. Because screen readers cannot interpret images unless there is text associated with it, a blind person would have no way of knowing whether the image is an unidentified photo or logo, artwork, a link to another page, or something else. Simply adding a line of simple hidden computer code to label the photograph 'Photograph of Mayor Jane Smith' will allow the blind user to make sense of the image."

Websites can be the first impression a person develops in regards to a municipality. If a website is inaccessible to those with disabilities, it could deter visitors or potential new residents; it also creates frustration for current residents. To further online accessibility, the ADA has compiled a toolkit for state and local government websites, which is available at [www.ada.gov/websites2.htm](http://www.ada.gov/websites2.htm).

While structural and other accessibility-related changes can go a long way toward creating a welcoming environment for residents and visitors of all kinds, sometimes a shift in thinking is required among city employees across all departments. This includes affirming individuals with disabilities by employing all-inclusive language — putting emphasis on the person rather than on the disability. With these changes, your city and its people are put in the position of welcoming as well as educating all residents and all visitors equally. Or, in the words of Mahatma Gandhi, "Be the change you want to see in the world." ■



# Ice rinks considered to be a worthwhile city attraction

By NICHOLETTE CARLSON | The Municipal

**Ice rinks can be an exciting tourist attraction for any town; however, they also come with their own list of positives and problems, including cost and maintenance. These will vary as to the area as well as whether the rink is a permanent, indoor structure or temporary for the winter.**

## Edge Ice Center

While four ice arenas exist in Kentucky, only one is municipally owned and operated. That is the Edge Ice Center in Owensboro, Ky. According to Kerry Bodenheimer, recreation superintendent, “We pride ourselves in being the only municipal arena and being able to offer our citizens and those

in surrounding counties the experience of ice skating.”

Since 1963, Owensboro has supported an ice rink in their community. The city enjoys being able to offer a unique recreational experience to the community with year-round ice skating in their indoor facility. It also provides the city with an economic tool

that helps to bring in money from tourism with competitions, out-of-town visits and tournaments.

The rink is vital to the community because, as Bodenheimer stated, “It provides family fun, social benefits, a place for our tweens and teens to socialize and, in addition, provides a competitive avenue through figure skating tournaments and competitions, hockey tournaments and travel hockey.”

Like the majority of municipally ran recreational facilities, fees are charged for patrons who wish to use the ice rink. These fees are then used to offset the operating costs. The remaining cost is subsidized by city funds. Bodenheimer refers to the city’s previous

**LEFT:** *The Edge Ice Center in Owensboro, Ky., provides year-round family fun on the ice. A variety of programs, regardless of season, help to generate additional revenue for the city and help to pay for the rink's operating expenses. (Photo provided)*

fiscal year in which fees were able to cover 75 percent of the ice rink's operating expenses so that only 25 percent had to be subsidized.

Ice rinks are known to be high maintenance and have high operating costs, and Edge Ice Center is no exception. A part-time staff works at the rink and receives additional support on electrical, HVAC and plumbing matters from the trained technicians with the city's public works division. Regular preventative maintenance is required across all parts of the facility, which includes skates, ice quality, mechanical operations, food operating equipment and general facility upkeep.

Being a year-round ice rink requires additional maintenance and upkeep. It can offer certain challenges, particularly during the warm summer months. For instance, the ice rink houses a dehumidification system that works hard to keep humidity out. During the hotter summer months, it has to work harder and can drive up utility costs. Bodenheimer commented, "Having all members of the staff being held accountable for the upkeep, cleanliness and general appearance is key."

The benefits of the ice rink far outweigh any attributes that could be considered negative for the city of Owensboro because it provides a recreational facility that serves the community regardless of age or socioeconomic status.

The tagline for the ice rink is "We are the COOLEST place in town" and is paired with an impressive list of programs offered. These include the usual skating lessons, birthday parties and holiday events such as skating with Santa, a New Year's Eve party or trick-or-treating. They also offer summer day camps and winter and holiday break day camps for children. The summer day camps have grown in such popularity that they now account for 15 percent of the rink's total annual revenues.

Being open year-round also provides the community with additional opportunities for summer leagues and travel hockey programs. These can be particularly inviting during the hot and humid Kentucky summers.



*An Olympic-size ice rink can be found during the winter months in Bethlehem, Pa. Laying the ice and the logo tend to be some of the more time-consuming aspects of maintaining the ice rink. (Photo provided)*

### **Earl E. Schaffer Municipal Ice Rink**

The municipal ice rink in Bethlehem, Pa., is outdoors and, therefore, seasonal, but it is unique in that the skating rink is Olympic sized and covered with a roof, though not enclosed. The season typically goes from late October — when employees begin making the ice — to March; however, due to this year's unseasonably high temperatures, they are a bit behind schedule.

Thanks to the rink, the city is able to provide a memorable outdoor activity for residents throughout the winter months. Events held at the rink generate a source of income to help with its expenses, and it is funded through the city's operating and capital budget.

The ice making process is the most time-consuming maintenance concern. Employees spend a few days working around the clock laying the water, putting the logo on and painting the ice. Another maintenance difficulty involved with having a seasonal, outdoor rink is having to deal with the outdoor elements. The set-point of the ice must constantly be monitored since the ice is kept cold thanks to glycol-filled underground pipes. If the weather gets warmer, condensation can lead to fog and dripping.

Maintenance of the Zamboni is also of the utmost importance. Jane Persa, recreation director, commented, "We also have to be sure our Zamboni is well maintained since operations would stop if the Zamboni goes down. Obviously, indoor rinks do not have to worry about outside temperatures so it is probably easier to maintain the ice."

When the winter season has ended, the machinery is simply turned off and the ice is allowed to melt on its own. The pipes are



*The only municipally ran ice rink in Kentucky is in Owensboro and is indoors. While it requires a great deal of preventative maintenance and costs can be high, it is an indispensable asset to the community. (Photo provided)*

then drained, the logo removed and a floor machine is rented to mop up any excess water.

As with the indoor rink, skating lessons, birthday parties and private rentals are offered. Hockey teams use the rink for practice and games, and schools even rent it out for family nights. However, Bethlehem makes sure to utilize this space during the summer months as well.

Persa said, "In April and May, the rink is used for an American Cancer fundraiser, 'The Boutique at the Rink,' which is run by many volunteers and is basically a huge yard and clothing sale that generates over \$100,000 for the local chapter."

Then throughout June, July and August, summer day camps are held. Two local roller derby teams also use the space for practice during the week and bouts on the weekend. ■

# Yes, Virginia is for lovers of Christmas



By ELISA WALKER | The Municipal

**Many localities pull the community together during the holiday season to create a unique atmosphere and celebrate what makes each specific area different. Throughout Virginia, over 200 localities participate in an ornament event. The top ornament from each locality is then sent to the executive mansion where various trees are decorated for everyone to appreciate and admire.**

A year after Gov. Terry McAuliffe took over the office, he decided to involve all the localities in the statewide event, which has now been celebrated for three years. That propelled the Virginia Municipal League and Virginia Association of Counties to reach out to constituents for the ornament extravaganza.

#### **A statewide ornament extravaganza**

Several holiday parties and events are held at the mansion, giving ample opportunity for visitors, military families and the general public to view the unique ornaments. While not every locality participates, the mansion receives a good submission turn out. People can visit the mansion during tours or the public open house to wander around on a scavenger hunt, searching for their locality's ornament or another place that has held fond memories for them. The open house also hosts a school choir and musicians to add more local spice to the party and incorporate Virginia communities even more.

"This ties every locality, no matter how far away, into the capital and the mansion," said Stacy Ellis, deputy director of the Executive Mansion. "The mansion is the people's home. People don't always get to travel here so for them to know that a piece of their hometown is represented by an ornament is great for them. It makes them excited for the holiday season and gives them a reason to travel to Richmond.

*The executive mansion closes for a few days so the staff can decorate the trees and the rest of the rooms. (Photo courtesy of Michael White, office of the governor)*



The official ornament for Prince Edward County. (Photo provided by Michaele White, office of the governor)



During the holiday season, Gov. Terry McAuliffe participates in many events, including ones that benefit military families. (Photo provided by Michaele White, office of the governor)

They haven't gotten tired of it. They love that they're involved.

"Gov. McAuliffe is a very festive man. He loves Christmas and getting the house decorated. We try to take any opportunity to decorate because he and the people love it. It makes it really fun for us who work here. The McAuliffes are a social family so they try to get as many people as they can in for different holiday parties. I think they've done an amazing job in keeping the holidays as inclusive for everyone as possible, greeting them with cheer and joy in the season."

This event is a way the mansion reminds everyone that they are the ones who make Virginia special. Every ornament displays something special to a community; whether it be historical buildings, professions the area is known for or large events that happened, no ornament is the same. While the executive mansion has a steady stream visitors throughout the year, the amount quadruples during Christmas season as tourists flood from in and out of state.



There are ornament guidelines for artists to follow, such as size, but everything else is left open allowing for creativity. (Photo provided by Michaele White, office of the governor)



A choir from a local school is selected to perform at the Executive Mansion. (Photo provided by Pierre Courtois, Library of Virginia)

"It's a nice way to highlight the local flavor and the difference among us that makes us unique," commented VML Communications Specialist Kelley Hope. "We've encouraged them to be locally made. Some communities have used locally sourced materials like a piece of wood specific to that area. It's a nice way to feature something special about the community while also showcasing a local artist."

Each locality decides how it wants an ornament chosen, whether it be creating it as a

locality or hosting a competition in which local artists create one that will be judged by other artists. Harrisonburg and Prince Edward County chose the competition route. Harrisonburg partners with the city's Arts Council of the Valley to encourage local artists to submit their work. Unlike Harrisonburg, Prince Edward County only participated for one year in the ornament event.

"We invited the citizens to submit their ornaments and then had a panel of judges choose which one would go to the ▶

mansion,” commented Prince Edward County Administrator Wade Bartlett. “We had several from the community to pick from. When they picked the winner, we decided that we are pretty happy with that ornament. We don’t feel like there’s going to be another ornament that would be any better that could represent us.

“We’ve actually decided to make it our official ornament, which we sell in our visitor center where the artist keeps reproducing it. The event received some buzz in the community and was seen as a worthwhile event. It was well received. I think it gave the community pride.”

Next year will be the 2018 election year, and McAuliffe will be stepping down for the next official, making the security of the ornament event uncertain. For the executive mansion staff, this year’s ornament event will be bittersweet but is also predicted to be the busiest year yet. If the event does not to continue, some localities have considered resuming the event within their own communities by decorating city trees and uplifting spirits.

“Whichever ornaments aren’t selected, decorate our city hall tree,” explained Mary-Hope Vass, public information officer of Harrisonburg. “It’s up to each locality on how they submit their ornament, but this was an idea we had to involve the community (with and) also use the local art to decorate our tree. I think it’s really important to involve the community as much as possible. This is fun around the holidays, and we can feature people’s creativity. We can recognize



As there aren’t many design limitations, a wide variety of unique ornaments are submitted for people to admire. From 3D to traditional, each ornament has a piece of its home embellished in it. (Photo provided by Michael White, office of the governor)

residents while showcasing their art. That has been a very positive impact on Harrisonburg. I think it’s definitely something we’ll continue in the years to come.”

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## What's in your contingency plan?

*In a worst-case scenario having a contingency plan at the ready can reduce stress for fleet professionals. Minneapolis, Minn., has worked mutual aid agreements and rental contracts into its contingency plan. (Photo provided)*

by CATEY TRAYLOR | The Municipal

**City fleet management crews across snow-prone states have been preparing their equipment, double and triple-checking their routes while getting ready for the long and cold days that have now arrived. But even with all of that hard labor, Murphy's Law can strike, and if does, are you covered?**

In Minneapolis, Minn., the crew has a detailed plan in place and the system runs like clockwork:

"If we just get a trace storm or nuisance flurries, the day and afternoon shift handle that with routine operations and the third shift crew operates as normal," Minneapolis Director of Public Works Fleet Services John Scharffbillig said. "When we get measurable snow of 4 inches or less, we might start splitting the crew, bringing them in early, and folks would expect to start working 12-hour

days. Now, when we get a snow emergency that automatically puts us on 12-hour shifts for three days, and we're working around the clock and alerting residents of the plan."

But what happens when Plan A doesn't play out the way it's supposed to?

That's the situation the city of East Cleveland, Ohio, found itself in last winter. According to a news brief from cleveland.com, the city was expecting more than 6 inches of lake-effect snow over a 72-hour window in December 2016, and both of the

salt trucks were out of commission due to electrical issues.

While this is a nightmarish scenario, Scharffbillig said it's something fleet managers think about and, more importantly, prepare for.

First, he said, his emergency techs would be alerted of the problem and brought in immediately. They would try to repair the equipment on site, but if that was a no-go, they would do one of four things: look for a spare part, recruit the use of another piece of equipment, rent the equipment needed or call on neighbors for help.

"The key to dealing with catastrophic failure is having a relationship with your neighboring communities," Scharffbillig said.

If Minneapolis found itself in a situation where equipment was malfunctioning or

out of commission, Scharffbillig said he has contingency plans in place, including mutual aid agreements with neighboring communities and rental contracts already signed with local dealers.

“Mutual aid agreements are typical with fire and police departments, but we tap into those resources, too. It’s basically surrounding communities agreeing to help one another out in the instance of a disaster,” he said.

Scharffbillig has been with the city of Minneapolis for a decade and has never had to utilize the mutual aid agreement, but said if he needed to, he would likely request help with clearing secondary walkways or removing already plowed snow.

The second half of the contingency plan is actually completed long before an issue arises: preventative maintenance.

“The key to making sure you have working equipment when you need it is a preventative maintenance program,” Scharffbillig said. “Each of our vehicles is tracked in our fleet management system and comes in twice a year — once for a safety check up and once for the annual preventative management program.”

Using the online fleet management system to track trends in repairs has been invaluable, Scharffbillig said. For example, crews now are aware of failure trends after a certain amount of miles or typical usage. This way, he said, they’re able to repair or replace parts before problems even arise to begin with.

The goal, Scharffbillig said, is to reach 90 percent uptime for each piece of equipment, meaning it is operational 90 percent of the time and only 10 percent of the time accounts for unforeseen damages or repairs.

However, sometimes things happen that are out of the control of humans, and that’s when camaraderie with neighboring communities is paramount to keeping residents safe during snow emergencies.

“Around here, we visit with one another one or two times a year,” Scharffbillig said. “We know each other as people. We’re not afraid to pick up the phone and make that call for help when we need to. It’s more than just talking shop. It’s the operation and the shop working together. The name of the game here is communication.” ■



*An important part of Minneapolis’ winter snow removal plan is preventative maintenance for which it uses an online fleet management system. (Photo provided)*



*While Minneapolis has yet to use its mutual aid agreement, it would likely use it to request help with clearing secondary walkways or remove already plowed snow. (Photo provided)*

For a complete list of all upcoming events, visit [themunicipal.com/events](http://themunicipal.com/events).

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

## DECEMBER

**Dec. 5-7 Groundwater Week**  
Nashville, Tenn.  
[www.groundwaterweek.com](http://www.groundwaterweek.com)

**Dec. 5-7 Power-Gen International**  
Las Vegas Convention Center,  
Las Vegas, Nev.  
[www.power-gen.com](http://www.power-gen.com)

## JANUARY

**Jan. 2-4 2018 Northern Green Trade Show**  
Minneapolis Convention Center,  
Minneapolis, Minn.  
[northerngreen.org](http://northerngreen.org)

**Jan. 5-9 American Correctional Association 2018 Winter Conference**  
Marriott World Center, Orlando,  
Fla.  
[www.aca.org](http://www.aca.org)

**Jan. 9-11 Landscape Ontario Congress**  
Toronto Congress Centre,  
Toronto, Ontario, Canada  
[locongress.com](http://locongress.com)

**Jan. 14-19 NRPA Event Management School**  
Oglebay Resort and Conference  
Center, Wheeling, W.Va.  
[www.nrpa.org/event-school](http://www.nrpa.org/event-school)

## JANUARY

**Jan. 15-16 FDSOA 30th Annual Apparatus Specifications and Maintenance Symposium**  
Scottsdale, Ariz.  
[www.fdssoa.org](http://www.fdssoa.org)

**Jan. 17-18 FDSOA Annual Health and Safety Forum**  
Scottsdale, Ariz.  
[www.fdssoa.org](http://www.fdssoa.org)

**Jan. 17-20 Fire-Rescue East**  
Ocean Center, Daytona Beach,  
Fla.  
[www.ffca.org](http://www.ffca.org)

**Jan. 17-20 2018 Piedmont Fire Expo**  
Twin City Quarters/Benton  
Convention Center, Winston-  
Salem, N.C.  
[www.forsythcountyfire-rescue.com/expo.php](http://www.forsythcountyfire-rescue.com/expo.php)

**Jan. 22-25 Heavy Duty Aftermarket Week 2018**  
The Mirage, Las Vegas, Nev.  
[www.hdaw.org](http://www.hdaw.org)

**Jan. 23-26 World of Concrete 2018**  
Las Vegas Convention Center,  
Las Vegas, Nev.  
[www.worldofconcrete.com](http://www.worldofconcrete.com)

**Jan. 24-26 U.S. Conference of Mayors 86th Winter Meeting**  
Washington, D.C.  
[www.usmayors.org/meetings](http://www.usmayors.org/meetings)

**Jan. 30-Feb. 1 2018 Indiana Parks and Recreation Association Conference & Expo**

Grand Wayne Convention  
Center, Fort Wayne, Ind.  
[inpra.evrconnect.com/conference](http://inpra.evrconnect.com/conference)

**Jan. 30-Feb. 1 Underground Construction Technology International Conference and Exhibition**

Ernest N. Morial Convention  
Center, New Orleans, La.  
[uctonline.com](http://uctonline.com)

## FEBRUARY

**Feb. 11-14 DRI2018**  
Gaylord Opryland Resort and  
Convention Center, Nashville,  
Tenn.  
[driconference.org](http://driconference.org)

**Feb. 21-23 EMS Today: The JEMS Conference and Exposition**  
Charlotte Convention Center,  
Charlotte, N.C.  
[www.emstoday.com](http://www.emstoday.com)

**Feb. 21-24 WWETT 2018**  
Indiana Convention Center,  
Indianapolis, Ind.  
[www.wwettshow.com](http://www.wwettshow.com)

## FEBRUARY

**Feb. 26-March 1 2018 ARFF Chiefs & Leadership**  
Orlando, Fla.  
[arffwg.org](http://arffwg.org)

**Feb. 27-March 2 Missouri Park & Recreation Association Conference and Expo**  
Tan-Tar-A, Osage Beach, Mo.  
[www.mopark.org](http://www.mopark.org)

## MARCH

**March 5-7 MSTPA 2018 Annual Conference and Trade Show**  
Embassy Suites, Huntsville, Ala.  
[www.mstpa.org/annual-conference.html](http://www.mstpa.org/annual-conference.html)

**March 6-9 NUCA Annual Convention and Exhibit**  
San Antonio, Texas  
[www.nuca.com](http://www.nuca.com)

**March 11-14 NLC Congressional City Conference**  
Washington, D.C.  
[www.nlc.org](http://www.nlc.org)

**March 11-16 Revenue Development and Management School**  
Oglebay, Wheeling, W.Va.  
[www.revenueschool.org](http://www.revenueschool.org)

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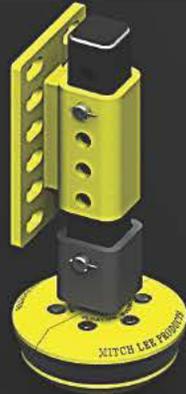


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### NJPA announces partnership with Alliance for Innovation

**STAPLES, MINN.** — National Joint Powers Alliance announced that it has signed on as a corporate partner with the Alliance for Innovation, a national network of professionals in city and county government dedicated to inspiring innovation to advance communities.



NJPA Director of Regional Programs Paul Drange said the values and mission of NJPA and the Alliance for Innovation align in such a way that an official partnership makes sense.

"We exist to serve public entities and are dedicated to delivering innovative solutions that help our members work more efficiently," Drange said. "NJPA is passionate about continuous improvement and enhancing processes. We are excited to partner with the Alliance for Innovation and look forward to collaborating with the organization's members, affiliates, and other corporate partners."



Paul Drange

The Alliance for Innovation seeks partnerships with organizations that demonstrate a passion for excellence in public service, dedication to improving community processes and service delivery, and a commitment to accelerate innovation with flexible, scalable solutions.

As an official partner, NJPA will help support national webinars, regional workshops, Innovation Labs and Forums, publications and educational and networking opportunities for Alliance members.

Throughout the U.S. and Canada, NJPA offers an innovative cooperative purchasing program. On behalf of its 50,000 public entity members, NJPA conducts competitive solicitations, awarding to the most responsive and responsible vendors at the manufacturer level. Members can purchase off these contracts through their local dealers, streamlining the procurement process, saving time, energy and money while shopping locally.

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**M****TOP  
18**

# Cities adding the most jobs

Rather than a top 10 list, we are sharing the cities within our 18 state circulation area that made 24/7 Wall St.'s list of "Cities Adding the Most Jobs in Every State." The site notes it reviewed employment growth in 398 metropolitan areas over the past five years using data from the Bureau of Labor Statistics.

Population growth was noted as one principal factor spurring economic growth. However, 24/7 Wall St. noted that the health of the labor market was another

important factor, stating, "A healthy job market should be able to accommodate newcomers without losing any of its strength."

It added, "The cities adding the most jobs tended to have strong employment growth in either the professional and business services sector, the leisure and hospitality sector, or construction."

The cities below are displayed in alphabetical order by state and listed with their percentage of growth.

---

**Florida – 20.0%**

North Port, Sarasota, Bradenton

---

**Georgia – 15.6%**

Gainesville

---

**Illinois/Indiana/Wisconsin – 4.9%**

Chicago, Naperville, Elgin

---

**Indiana – 22.4%**

Elkhart, Goshen

---

**Iowa – 10.9%**

Des Moines, West Des Moines

---

**Kentucky/Indiana – 9.4%**

Louisville, Jefferson County

---

**Michigan – 15.52%**

Grand Rapids, Wyoming

---

**Minnesota/Wisconsin – 8.3%**

Minneapolis, St. Paul, Bloomington

---

**Missouri/Kansas – 7.0%**

Kansas City

---

---

**New York/New Jersey/ Pennsylvania – 6.7%**

New York, Newark, Jersey City

---

**North Carolina/South Carolina – 18.3%**

Charlotte, Concord, Gastonia

---

**Ohio – 9.1%**

Columbus

---

**Pennsylvania – 8.6%**

Lancaster

---

**South Carolina – 15.9%**

Hilton Head Island, Bluffton, Beaufort

---

**Tennessee – 15.0%**

Nashville, Davidson, Murfreesboro, Franklin

---

**Virginia – 9.7%**

Richmond

---

**West Virginia – 5.5%**

Morgantown

---

**Wisconsin – 11.6%**

Janesville, Beloit

---

Source: <http://247wallst.com/special-report/2017/08/03/cities-adding-the-most-jobs-in-every-state>

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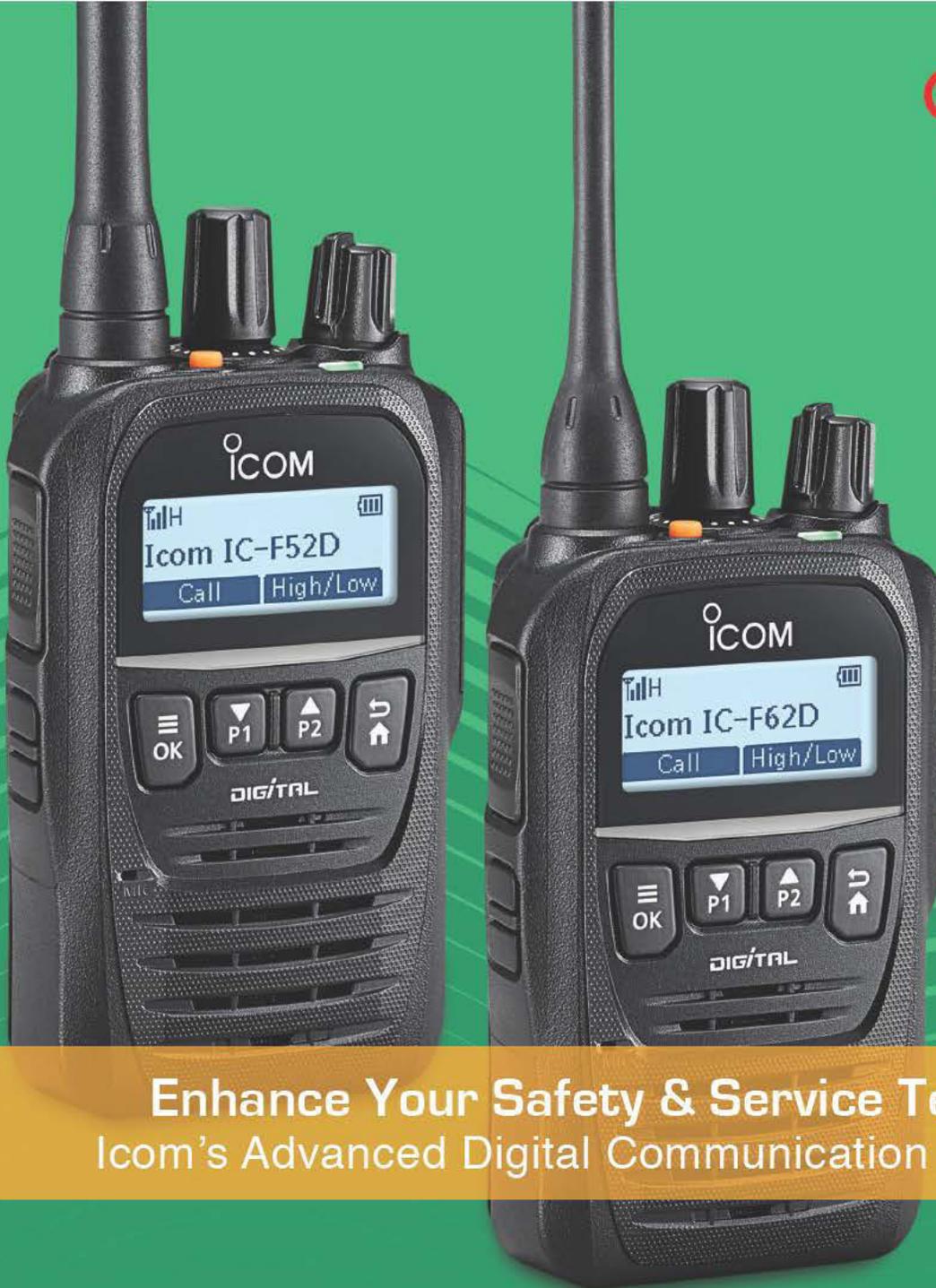


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